+16% degrees awarded to students
(+45% graduate, +8% undergraduate)
$1.4B
third largest fundraising campaign in Canadian history
+62% 
sponsored research funding

+27% 
Tri-Council funding
+77% new inventions and innovations

+27% number of publications
national survey of student experience (seniors)
New programs, new treatments new solutions
80.5%

Sustainability Tracking, Assessment and Rating System (#2 in Canada)
Imperatives for change
Where we’ve been

What we heard

UCalgary needs a distinct brand to differentiate us

UCalgary has to focus on areas of academic excellence

UCalgary has to be bold

Four-pillar proposal

Work over summer (survey, task teams)
"Growth through focus" is a means to an end
Our core focuses are people + purpose
Create opportunities
to advance your career
to do what hasn’t been done
to improve the world around us
to help everyone reach their potential
We will be the entrepreneurial university
Three big ideas

Transdisciplinary scholarship

Deeper community integration

Future-focused program delivery
Elevating our Transdisciplinary Scholarship
MULTIdisciplinary

Separate with distinct boundaries (silos)
New sub-disciplines form by close association as boundaries begin to overlap and/or merge.
TRANSdisciplinary (early)
TRANSdisciplinary (late)

Nanotech becomes its own discipline, drawing on outlying edges like design, ethics, business, chaos, complexity, law, art and computer science as it transcends its boundaries.
TRANSDisciplinary (late)

This transdisciplinary approach has created new disciplines across academia. Criminology integrated the fields of sociology, law, biology, policy and health.
UCalgary’s approach to transdisciplinary scholarship

Our approach to transdisciplinary scholarship will involve continued curation of disciplinary excellence, encouraging deep collaboration among scholars across our university and engaging with the community to define problems, contribute resources and field-test solutions.
Retain faculty structure, assess departmental structure

Consider opportunities to reduce administrative overhead and increase agility by moving to a less departmentalized structure.

**DEVELOP:** SEP-DEC 2020  **GOVERNANCE:** WINTER 2021

Create “Transdisciplinary Academy”

Drive transdisciplinary research, teaching and learning. Enables us to rally around big societal issues, connecting scholars, and reducing barriers. Builds on University’s experience with the Confederation of Scholars and Communities of Practice models.

**DEVELOP:** SEP-DEC 2020  **IMPLEMENT:** SPRING 2021

Enable and incentivize this transdisciplinary approach

**DEVELOP:** SEP-DEC 2020  **IMPLEMENT:** SPRING/SUMMER 2021
A bold approach to partnerships

Deeper community integration
Rules of engagement
UCalgary Partnership Playbook

Experiential learning placements

Teaching (guest lectures, case studies)

Employee training

Research

Consulting / expertise on retainer

Shared capital / equipment

Partnership Organization

$$$
Develop the “UCalgary Partnership Playbook”

DEVELOP: SEP-DEC 2020  
GOVERNANCE: WINTER 2021

Secure fully integrated industry and community partnerships

Pursue integrated partnerships and recognize scholars for engaging in industry/community partnerships.

DEVELOP: SEP-DEC 2020  
IMPLEMENT: SPRING/SUMMER 2021

Grow innovation ecosystem

More strongly position the Hunter Hub in the innovation space. Establish Council on Innovation and Entrepreneurial Leadership. Foster and incentivize commercialization through programming in UIQ, etc.

DEVELOP: ONGOING  
IMPLEMENT: ONGOING
A bold approach to education and credentials

Future-focused program delivery
Industry/Community

Microcredentials

Performance based admissions

Credential exchange

WIL & UW partnership

Mentorship

Up/re-skilling

Workforce

Typical degrees

Personalized degrees

(Mentor-guided)
Modularize programs

- Modularize current credentials and ensure future credential development is modularized – creating a more personalized learning/education journey for students
- Identify programs that have high potential for online learning, experiential learning, modularization (stackable and standalone certificates)
- Expand existing supports for rapid program development with a focus on expanding certificates (stackable, stand-alone, undergraduate and graduate)
- Incentivize development of certificate programs
- Track and curate experiential learning (EL) through an Experiential Learning & Skills Record
- Develop, formalize partnerships for EL

DEVELOP: ONGOING   IMPLEMENT: ONGOING
Review programs and development new programs

- Program review (determine programs to discontinue, maintain or grow and set enrolment targets)
  - Refine program evaluation criteria
  - Rigorous evaluation of programs against criteria
  - Program decisions
  - For continuing programs, confirm enrolment targets for next three years – focusing growth in graduate programming and upskilling/reskilling programming

DEVELOP: SEP-JUN  IMPLEMENT: ONGOING

- Program development
  - Identify high-priority areas to grow programming – aligned with four areas of academic focus and high scores on evaluation criteria

DEVELOP: ONGOING  IMPLEMENT: ONGOING
Deliver programming in multiple modalities

• Develop a long-term plan for program delivery through multiple modalities including face-to-face, blended and online programs
  • Expand infrastructure and support for learning technologies. Assess possible mergers, acquisitions, or partnerships with online institutions and/or technology platforms
  • Expand support for online teaching and curriculum design to support development of credentials for hybrid and online formats (instructional designers, technology specialists)
  • Expand supports for student mentorship (career, WIL, EL), and academic supports for students with a focus on students in online certificates and programs
  • Assess potential to grow enrolment by offering additional programming in hybrid/online format on longer-term basis

DEVELOP: SEP-MAR
IMPLEMENT: SPRING/SUMMER 2021
Four areas of focus

Life sciences, energy transformations, city building, exploring digital worlds
Future-focused program delivery

Deeper community integration

Transdisciplinary scholarship

Life sciences

Energy transformations

City building

Exploring digital worlds

Areas of focus

Big ideas
The University of Calgary is a global intellectual hub located in Canada’s most enterprising city. In this spirited, high-quality learning environment, students will thrive in programs made rich by research, hands-on experiences and entrepreneurial thinking. By 2022, we will be recognized as one of Canada’s top five research universities, fully engaging the communities we both serve and lead.

Eyes High Strategy Statement
Unstoppable
Create new knowledge
Support our community
Educate leaders
Next step: consultation and implementation

- Further developing plan specifics
- Refining areas of focus
- Reviewing programs through refined focus
What success looks like in ten years

- Top 5 University
- 37,000 students (+4000)
- Universally acknowledged, distinct brand
- 10,000 graduate students (+3700)
- $2b in revenue (+600m)
- 5 revenue-generating partnership ventures

10,000 graduate students (+3700)

37,000 students (+4000)

Universally acknowledged, distinct brand

$2b in revenue (+600m)

Top 5 University

5 revenue-generating partnership ventures
We will be the entrepreneurial university
Questions?
Comments?