Growth through focus

Achieving our ambitions to be a top research university

Ed McCauley
President and Vice-Chancellor

June 18, 2020
Why a great research university?
Opinion: University of Calgary research is at the heart of a thriving community

Dr. Ed McCauley, University of Calgary President and Vice-Chancellor
What have we heard?
<table>
<thead>
<tr>
<th>WHAT WE'VE HEARD – INTERNAL COMMUNITY</th>
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<tbody>
<tr>
<td><strong>Conversations with the President</strong> <em>(Throughout 2019 &amp; 2020)</em></td>
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<td><strong>Faculty Council Meetings</strong> <em>(Throughout 2019 &amp; 2020)</em></td>
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<td><strong>ELT Retreats &amp; ELT Strategy Meetings</strong> <em>(Multiple)</em></td>
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<td><strong>SLT Retreats</strong> <em>(Multiple)</em></td>
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<td><strong>BoG Retreat</strong> <em>(September 2019)</em></td>
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<td><strong>1:1 Meetings Between President &amp; Deans</strong> <em>(January – March 2020)</em></td>
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<td><strong>Input via Memos from ELT &amp; Deans</strong> <em>(April – May 2020)</em></td>
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### WHAT WE’VE HEARD – EXTERNAL COMMUNITY/EXPERTS

<table>
<thead>
<tr>
<th>Event/Metric</th>
<th>Date/Status</th>
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<tbody>
<tr>
<td>McKinsey High-Level Diagnostic</td>
<td>November/December 2019</td>
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<td>Leger Public Opinion Research</td>
<td>November/December 2019</td>
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<td>Discussions with Government – Federal, Provincial, Municipal</td>
<td>Ongoing</td>
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<td>Discussions with Community Leaders</td>
<td>Ongoing</td>
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<tr>
<td>Discussions with Industry Leaders</td>
<td>Ongoing</td>
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<td>Community Breakfasts, Small Group Meetings</td>
<td>Ongoing</td>
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<td>...and many more</td>
<td>Ongoing</td>
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WHAT WE’VE HEARD – CONSISTENT THEMES

UCalgary needs a distinct **brand** to differentiate us

UCalgary has to **focus** on areas of academic excellence

UCalgary has to be **bold**
Why the imperative for change?
UCALGARY CAMPUS ALBERTA GRANT – UNADJUSTED FOR INFLATION

$485 M (2020 DOLLARS)

$415 M

$420 M
UCalgary in 2010

Undergraduate Students 23,824
Graduate Students 5,839
Degrees and Diplomas Granted 5,888
Faculty and Staff 4,782
Sponsored Research Income $272M
Budget $1.032B

3,156 fewer students
1,524 fewer faculty and staff
System review scope

• Six-Sector Model, System Architecture of 26 PSIs, Alternative Governance Models
• Opportunities for Efficiency Gains and Economies of Scale, Collaboration between PSIs
• Connection between PSE System and Labour Market Demands
• Opportunities to Drive Innovation and Support Commercialization of Research & Intellectual Property
• Other (e.g. Online Course Delivery Platforms, Red Tape in the PSE System)
Real GDP by province, 2020
(real GDP at basic prices, percentage change*)


-6  -5  -4  -3  -2  -1  0

*based on 2012 $ 
Sources: The Conference Board of Canada; Statistics Canada.
What enables a city to pivot?

• Close cooperation between the public, private, non-profit and academic sectors (growth in a few targeted areas)
• Visionary thinkers
• Great universities
• Educated and diverse workforce
• Enabling state/provincial regulations and initiatives
• Strong innovation ecosystem supporting entire innovation spectrum
• Technology
• Livable cities (e.g. downtown, parks/recreation, arts)
• Low taxes, maintained by a growing tax base (e.g. immigration)
Where to from here?
Growth through focus
TEN YEAR VISION - PROPOSED

Reputation built around areas of excellence, entrepreneurial thinking, and strong connections to industry and social sector.

• Drive institution’s reputation through focusing on a few areas of academic and research excellence.

• Help scholars commercialize their ideas through the completion of an “innovation ecosystem” that is profitable and self-sustaining.

• Connect with industry/social sector through partnerships in research and teaching/learning.
Destination for **top scholars** that want to work in an **entrepreneurial and transdisciplinary** environment.

- Encourage acquisition and retention of world-class faculty through attractive, competitive compensation packages.

- Stimulate entrepreneurial, community-focused thinking and activity through a reimagining of incentive models (merit).

- Break down academic silos through an expansion of the Confederation of Scholars model and Communities of Practice model.
Recognized as a national leader in student experience and professional upskilling with nearly double the number of graduate students.

• Meet the needs of today’s students and job market through the dramatic expansion of micro-credentialing and modularization.

• Meet the needs of professionals looking to upskill or reskill through the expansion of remote/online offerings.

• Facilitate knowledge creation and sharing through increasing the number of graduate and international students.
Future-proofed financial position through the growth of sustainable alternative revenue sources.

- Reduce reliance on Campus Alberta Grant from 29% of revenue to 20%.
- Insulate university from local economic fluctuations by increasing amount of revenue that comes from outside of Alberta.
- Deliver world-class student experience by increasing investment per student (from $45,000 to $54,000)
Canada’s most entrepreneurial university.
1. Test Alignment  
JUNE  
Town Hall (June 24)  
Survey on ten-year vision

- BoG Executive Committee – June 8  
- Dean’s Council – June 11  
- GFC Meeting – June 11  
- Dean’s Retreat – June 16/17  
- SLT Retreat – June 18

2. Investigate  
JULY AND AUGUST  
ELT-led task teams  
Feedback from community

- Academic Focus  
- Innovation Ecosystem  
- Alternative Revenue  
- Workforce Optimization  
- Industrial Partnerships  
- Capital Assets  
- Advanced Technology

  Plus Additional work in background (e.g. Review IRNA Allocations, Develop System Review Proposals, Assess Organizational Structure Options)

3. Deliberate  
SEPTEMBER AND OCTOBER  
Final recommendations  
Governance approval

- Bring all together for discussion:  
  o ELT Retreat (~Sept 10-11)  
  o SLT Retreat (~Sept 17)  
  o BoG Retreat (~Sept 19)

- Take through governance processes as required  
- Announce decisions and next steps at Community Report (Oct 19-23)
We can be part of the solution.
Thank you!