



UNIVERSITY OF
CALGARY

CREATING IMPACT

Community Report 2019

In an age of uncertainty around the world, where global forces are driving the future of society,

How can the University of Calgary truly make a difference?

- By creating new knowledge, increasing our understanding of the world around us, driving socio-economic change, and making the world a better place
- By amplifying the great ideas generated by our community, propelling them forward to generate far-reaching global impact
- By transforming and improving the lives of our students, creating inspiring environments in which they can learn, discover, create and innovate
- By creating safe spaces for people to come together to explore new ways of thinking, solve problems and have respectful, inclusive discussions
- By promoting a deep sense of belonging and interconnectedness



As one of Canada's great research universities situated in one of its most vibrant and enterprising cities, UCalgary exists to contribute to the body of world knowledge while simultaneously engaging our students in learning guided by processes of discovery, creativity, and innovation.

The knowledge we create promotes cultural understanding and social justice, improves quality of life, and helps to secure a prosperous and sustainable future. As such, we draw disruptors, instigators and challengers of convention — those who inspire hope and dispel uncertainty by seeking answers to humanity's greatest challenges.

Accelerating the *Eyes High* vision

This report reflects our latest progress against the goals presented in our energized *Eyes High* Strategy 2017-22, which is bolstered by the Academic and Research Plans 2018-23 that serve as its roadmaps.



The world needs great research universities now more than ever. As we reflect on 2018-19 as a year of achievement and change, we are poised to deliver on the promise of a new tomorrow. Our community is challenging us to think bigger, move faster, and achieve more. And we're ready for it, fueled by the energy and passion of our students, post-doctoral scholars, faculty, staff, alumni, donors and cherished friends.

Together, we are focused on fulfilling the three foundational commitments of our strategy — sharpening our focus on research and scholarship; enriching the quality and breadth of learning; and integrating the university with the community. We are also embracing two cross-cutting themes: the creation of a rich and multi-faceted student experience and the development of an inclusive, curiosity-driven, and respectful campus culture.



This past year, UCalgary bid farewell to Dr. Elizabeth Cannon as President and Vice-Chancellor and welcomed Dr. Ed McCauley to the role midway through the academic year. With this change in leadership came a fresh perspective on the university's strategy and the application of three thematic drivers characteristic of Dr. McCauley's trademark passion for the university he has served for more than 30 years:

A great research university

Accelerating the achievement of our status as a great research university, improving society and dispelling global uncertainty through new knowledge

Getting even better at what we do

Meeting the aspirations of our campus and surrounding community — while preparing the students of today for the world of tomorrow

Completing our ecosystem

Building unprecedented interdisciplinary connections and creating an environment conducive to world-class innovation

The UCalgary family is one that aspires to excellence in individual performance, team collaboration, global competitiveness, and meaningful connection with local and global communities. Together, we are making a vital contribution.

The ripple effect of UCalgary innovation

UCalgary is a place where teaching and research interact in novel ways to promote creativity, discovery, and innovation. Since we launched our *Eyes High* strategy in 2011, we have increased our sponsored research funding from around C\$280 million to C\$487.8 million this year — the fastest growth of any Canadian university and now #6 overall in the country.




Postdoctoral scholar Dr. Jo Anne Stratton is researching immune cell neurochemicals that can help in injury recovery.

This has allowed us to tackle the world's major research questions while creating an academic environment in which students receive an excellent education and actively participate in meaningful discovery.

Others agree. We currently place 2nd nationally (28th in the world) within the Times Higher Education Golden Age Universities assessment, and 6th in Canada (134th in the world) in the highly respected CWTS Leiden Ranking 2018. Our Faculty of Kinesiology is now ranked #1 amongst sports science schools in North America.

In 2018-19, we celebrated discoveries such as neurochemicals that cells regenerate after injury, how osteoarthritis begins, how to eliminate some allergen-induced asthma attacks, a reusable super-sponge for oil spill clean-up, the role of body shape in cancer prevention, solutions for chronic wasting disease in animals, and critical differences in the clots that cause stroke in humans. UCalgary spin-off company Parvus Therapeutics announced a worldwide licensing deal to advance a potential treatment for autoimmune diseases. The NFL invested in us to lead a national program to reduce concussions in youth sport, and our faculty led the way with expertise on the impacts and implications of cannabis legalization in Canada.



Our campus landscape changed dramatically over the year. We introduced W.A. Ranches at the University of Calgary — a 19,000-acre cattle ranch operation that is transforming veterinary education and research, meeting the needs of Alberta’s veterinary community and Canada’s livestock industry.

We are transitioning the University Research Park from the Government of Alberta — 76 acres and three buildings that will help us advance a world-class research and innovation ecosystem in the Calgary region. In 2018-19, we opened the Life Sciences Innovation Hub — a business accelerator that supports the growing life sciences sector in Calgary.





Delivering impact

through our foundational commitments

Our newly named School of Architecture, Planning and Landscape took up residence across from Calgary City Hall and opened the City-Building Design Lab — a street-level collaborative teaching and research hub in the heart of downtown. Construction began on the Glenbow Western Research Centre — the new home of Glenbow Museum’s Library and Archives in the Taylor Family Digital Library, providing the widest possible access to a remarkable collection while enhancing research, learning and teaching opportunities.

“ Together, we are making
a vital contribution.”

Much of this activity has been made possible through excellent partnerships, deep community engagement, and strong philanthropic support. Our partners and friends in the community see the university as a bright light for economic diversification and creation of the next generation of leaders, contributing more than \$1.25 billion to date of our \$1.3 billion goal in *Energize: The Campaign for Eyes High*.

And in turn, we give back. UCalgary remains one of Alberta’s Top Employers, one of Canada’s Best Diversity Employers, and a key community leader in sustainability and support of our city’s most vulnerable populations.

The impact of the work conducted at a research university is evident in many ways. Every day our scholars, who have diverse expertise and perspectives, create and evaluate new knowledge across many disciplines and subjects. Most importantly, we educate the next generation of students and enable them to develop the curiosity, communication, critical thought, perspective, and disciplinary excellence necessary to solve the challenges of the future. As a result, our graduates are engaged citizens and life-long learners who positively impact and change society.

Enriching the *quality and breadth of learning*

We offer exceptional learning experiences that prepare students to critically examine the world and generate new knowledge, and as graduates, be engaged citizens who help solve societal problems. UCalgary's 2018-23 Academic Plan presents three major priorities:

Prioritizing People

UCalgary competes globally for talent. We must create a safe, inclusive, and respectful culture of excellence and engagement where people feel valued for the contributions they are making; and where diversity of views, thought, and cultures exist in a respectful and collaborative work environment.

Connecting Communities

As Calgary's university, we reflect the ethos and values of our city. We strive to serve our local communities, including our local Indigenous communities, while embracing our role as a global intellectual hub, where students and staff from over 160 countries come to share ideas and perspectives and grow together.

Driving Innovation

UCalgary is a community composed of creative individuals willing to pursue new challenges, especially when it benefits our societies and environments. Our solutions reflect evolving trends in higher education and the needs of individual learners, including things like experiential learning; signature pedagogies; new initiatives to improve mental health; expanded cultural understanding; technologies that improve personal efficiency; and enterprise solution improvements.



2018-19 Highlights

The Schulich School of Engineering launches 50 new Diversity Champions in Engineering scholarships, available to students who have overcome barriers while pursuing their education or who have worked to promote inclusion in Science, Technology, Engineering and Math (STEM).

A new Interdisciplinary Science and Innovation Centre will become a centralized facility for the environmental and life sciences, providing new spaces to advance programming and specialized research.

[More highlights →](#)



A unique interdisciplinary certificate in neuroscience and education brings **better brain education to the classroom.**

A partnership between the Faculty of Kinesiology and Université Laval delivers a massive open online course (MOOC) demystifying concussion.

A new simulation centre in the Faculty of Social Work **will help students increase knowledge and empathy in the field of children's mental health care.**

New Continuing Education courses support students in the federal Digital Skills for Youth program. Career Services recruits employers and coordinates internships.

Haskayne's new Doctor of Business Administration program yields its first cohort of graduates this year.

UCalgary introduces a number of stackable certificates in graduate education to help Calgary's skilled workforce prepare for new opportunities in a diversifying economy.



The Faculty of Nursing launches a first-in-Canada program for busy health professionals. The one-year graduate certificates offer professional development and laddering options into the Master of Nursing.

Rural high school students try on design thinking, problem-solving and collaboration at the Werklund School of Education's Indigenous Youth Forum.

With the generous support of a \$1.5 million gift from BMO Financial Group, **a professional mentorship program at the Haskayne School of Business will energize the next generation of business leaders while providing hands-on learning experience.**

An embedded certificate in Mental Wellbeing and Resilience for undergraduate students launches as part of the Campus Mental Health Strategy.



The Province of Alberta grants the Faculty of Veterinary Medicine additional funding to expand enrolment by 80 students over four years, helping to meet the growing needs of rural communities.

Read more at
ucalgary.ca/report

teaching and learning



★ TOP 5 ★
Undergraduate retention rate

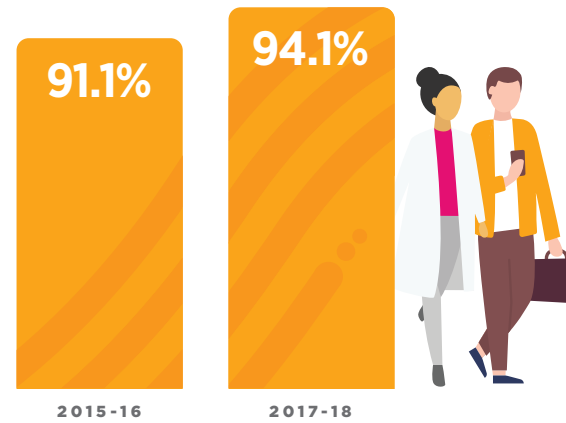
This measure helps us understand the key factors that compel students to complete their degree programs or cause them to consider an alternative path after their first year of study.

2018-19
86.7%

Average entering grade from high school

2018-19
18.6%

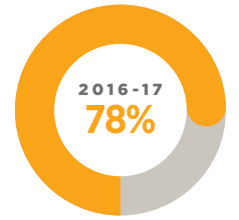
★ TOP 5 ★
Graduate student proportion of total enrolment



Employment rate

Government of Alberta employment outcomes survey

We monitor how well we respond to the needs of individual learners and to the social, economic and cultural needs of the province through the percentage of graduate survey respondents who are employed within a specified period following graduation.



★ TOP 5 ★
First year undergraduate student engagement



★ TOP 5 ★
Senior year undergraduate student engagement

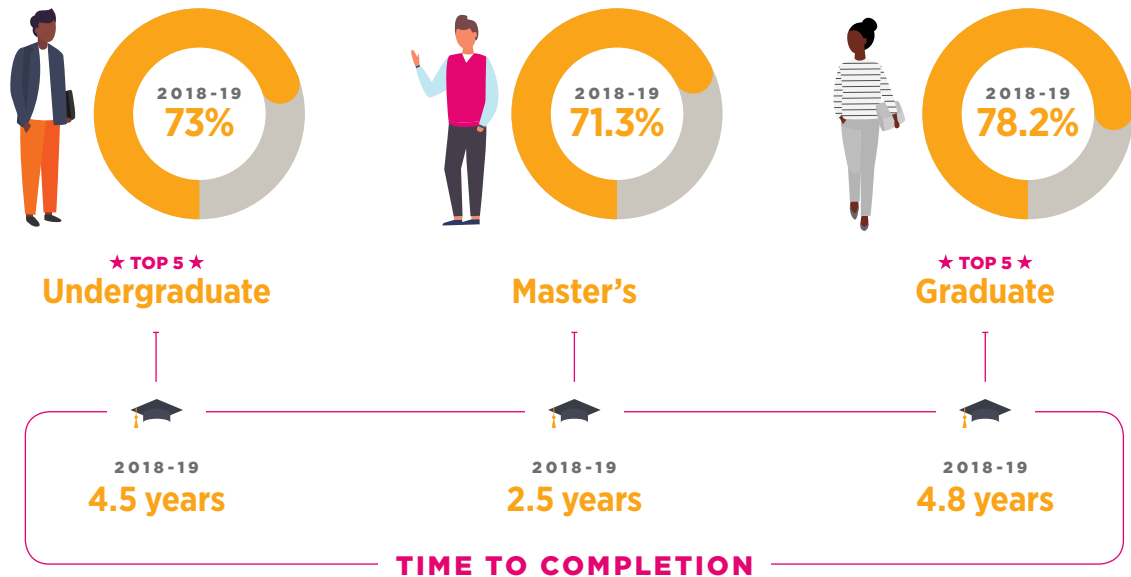


★ TOP 5 ★
Graduate student engagement

Through their responses to the National Survey of Student Engagement (NSSE) and the Canadian Graduate and Professional Student Survey (CGPSS). (Administered every three years.)

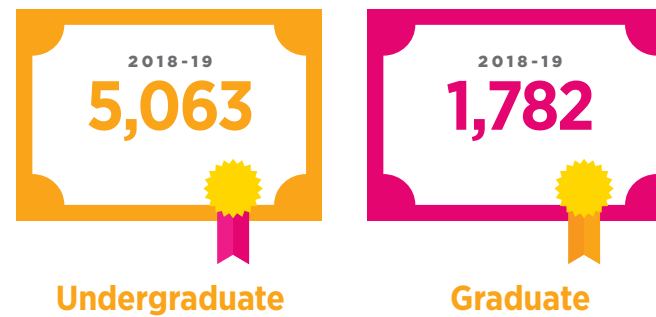
Graduation rate

This measure tracks the percentage of students who graduate from a group or cohort who began their studies at the same time.



Degrees awarded

This measure indicates how many students graduate each year who go on to be thoughtful, communicative citizens and leaders of their respective communities with abilities to think critically and creatively to solve issues of the day.



➔ Dive deeper into our performance metrics and data sources at ucalgary.ca/report

Sharpening our focus on *research and scholarship*

Society benefits when scholars focus their collective effort in areas of strength. We create synergies that energize our researchers around issues that are globally relevant and of great importance to our stakeholder communities. We demonstrate leadership in areas of strength and monitor all areas of the academy for emerging ideas. UCalgary's 2018-23 Research Plan presents three major priorities:

Matching Strengths with Opportunities

We strive to support the future of our local, provincial, national and international communities. To do so, we are creating a diverse and respectful community of scholars bound by the pursuit of individual excellence in their chosen academic disciplines.

Increasing Research Capacity

By combining and exploring new research methodologies and paradigms, along with attraction and development of world-leading scholars, we are increasing our research capacity for both curiosity-driven and solution-oriented research.

Driving Innovation

Enterprising universities link needs with great ideas through supporting processes that help to drive innovation. Whatever stage of development or area of application, UCalgary is developing a robust ecosystem to help advance the objectives of the individual entrepreneur or groups on their journey.



2018-19 Highlights

A recent study led by a researcher in the Faculty of Arts shows that excessive screen time is linked to preschool learning delays. One in four Canadian children are starting their school years inadequately prepared for learning.

UCalgary scientists discover a new way to eliminate allergen-induced asthma attacks, working with tiny collections of neurons on each side of the neck that may be responsible for causing airway narrowing.

[More highlights →](#)



With support from the Canadian Institutes of Health Research, **UCalgary is now leading the pan-Canadian microbiome research core out of our International Microbiome Centre.**

Ground-breaking UCalgary technology converts waste carbon dioxide into high-value fuels and chemicals.

For every ton of CO₂ removed and re-used, three tons of CO₂ emissions are eliminated.

First-of-its-kind Kinesiology study finds that caffeine boosts hockey players' physicality, demonstrating a new wave of biomechanics and sports-related research.

Werklund School of Education researchers explore facts, misconceptions and stereotypes surrounding fetal alcohol spectrum disorder.

New cyberinfrastructure opens doors to Arctic data warehoused across the country, **improving data discovery and mobilization of data to advance Arctic science and evidence-based decision making.**

Kinesiology researchers at the Sport Medicine Centre find that **patellar tendon reconstruction can protect active youth from early osteoarthritis.**

UCalgary undergrads take historic first-place trophy with solar car designed to make a renewable energy statement, besting Waterloo, Berkley, NC State and Michigan State.



UCalgary researchers discover critical differences in the clots that cause a stroke. Findings will help inform physicians which treatment will work best for patients.

A potential 'game changing' renewable power micro-grid is being built at UCalgary — one of only eight projects awarded Canada Foundation for Innovation leadership funding.

Scholars identify neurochemicals in immune cells that help other cells regenerate after injury, which may lead to better treatment for peripheral nerve damage.

A Faculty of Social Work study shows 33% of workers at homeless shelters suffer PTSD, with trauma levels exceeding those reported by police, firefighters, paramedics and nurses.



Faculty of Veterinary Medicine researchers leverage camera-in-a-capsule technology to examine a horse's gut more easily.

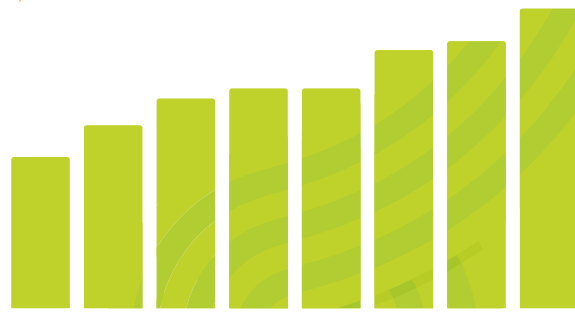
UCalgary researchers have developed a single blood test that could offer rapid breast cancer diagnosis.

Read more at ucalgary.ca/report

PERFORMANCE MEASURES

research and scholarship

Fastest growth of any Canadian research university.
#6 overall in Canada



2018-19
\$487.8M

Total sponsored research funding

Sponsored research is a restricted fund that accounts for all income and expenditures for all sponsored research. Includes all research activities specifically funded by contracts with and/or grants from external organizations. UCalgary has more than doubled this funding in the last eight years.

2018-19
\$90.3M

Total Tri-Council funding

This measure is an indicator of our research income, intensity and quality.



2018-19
\$7.5M

Social Science and Humanities Research Council (SSHRC) funding

SSHRC is the federal research funding agency that promotes and supports postsecondary-based research and research training in the humanities and social sciences. It strategically supports world-leading initiatives that reflect a commitment to ensuring a better future for Canada and the world.

2018-19
\$34.6M

Natural Sciences & Engineering Research Council (NSERC) funding

NSERC is the federal research funding agency that provides research funding for the natural sciences and engineering. It supports university students in their advanced studies, promotes and supports discovery research, and fosters innovation by encouraging Canadian companies to participate and invest in postsecondary research projects.

2018-19
\$48.2M

Canadian Institutes of Health Research (CIHR) funding

CIHR is Canada's federal funding agency for health research. Composed of 13 institutes, CIHR collaborates with partners and researchers to support the discoveries and innovations that improve our health and strengthen Canada's health care system. UCalgary has nearly doubled this funding over the past five years.

2018-19
 3-year running total

360

★ TOP 5 ★
New inventions and innovations

This measure monitors the number of new or novel inventions or innovations that our researchers disclose each year. Disclosures are granted for ideas that produce products, processes, machines, materials, educational tools, or compositions of matter, or any new and useful improvements of these.

2018-19
 3-year running total

61

New licenses

New licenses provide one measure of a university's scholarly output that will be translated into useful products that help to shape society. It refers to the number of new discoveries licensed or assigned each year.

2018-19
 3-year running total

93

New patent applications

A new patent application is a request pending at a patent office for the grant of a patent. The patent system encourages the dissemination of knowledge and information to the public by granting authors and inventors limited monopolies to their inventions and works. The number of new patent applications is an indicator of the level of innovation taking place within Canadian research institutions.

New agreement provides new research opportunities for students

\$5.4 million partnership with Mitacs enables students to pursue international research that complements their academic studies and research careers.



\$8.5 million in funding supports new Life Sciences Innovation Hub

Investment from The City of Calgary's Opportunity Calgary Investment Fund will help diversify Calgary's economy, driving innovation and advancing the emerging life sciences sector.



2018-19

513

Postdoctoral scholars

Postdoctoral scholars contribute to our overall research quality and productivity, and therefore the number of postdoctoral scholars is an indication of the research environment on our campus.



➔ Dive deeper into our performance metrics and data sources at ucalgary.ca/report

Integrating the university *with the community*

Our *Eyes High* Strategy commits us to fully integrating the university with the community. This includes enabling knowledge exchange, fostering skill development, collaborating with community organizations, and pursuing program and research partnerships across Alberta and beyond. We embrace these five key community engagement objectives:

Building our city

Position the University of Calgary as a city builder through strategic partnerships with other community anchor institutions.

Leading with service

Lead and support service activities across the campus.

Leading with knowledge

Position the university as a thought leader in the community by sharing and translating knowledge while enabling public discourse.

Developing excellence

Develop UCalgary as a centre of excellence for community engagement.

Advancing engagement

Amplify University of Calgary community engagement activities and celebrate their impact.



2018-19 Highlights

Glenbow Museum's Library and Archives is currently relocating to the Taylor Family Digital Library on campus, providing the widest possible access to this remarkable collection while enhancing research, learning and teaching opportunities. The addition was made possible through the support of generous Calgarians as part of *Energize: The Campaign for Eyes High*.

Continuing Education is partnering with a local company to address skills shortages through short-cycle, technical skills development programming for adult learners through a unique cloud-hosted, gamified, Artificial Intelligence e-Learning platform.

[More highlights →](#)



UCalgary researchers are partnering with Alberta Health Services to tackle *C. difficile* infections in hospitals.

UCalgary's Faculty of Law is involved in the training and education of Alberta judges, and a new partnership is improving access to justice in Alberta in both official languages.

By opening the doors to degree programs across Alberta, UCalgary serves labour market needs across the province. **A strong Campus Alberta partner, we work with the University of Alberta, SAIT, Red Deer University and Medicine Hat College, amongst others, to offer programming across our social work, engineering, nursing, arts and sciences faculties.** Rural offerings from the Werklund School of Education and the Faculty of Veterinary Medicine also help increase the likelihood of learners remaining in their home communities following graduation.

UCalgary is becoming increasingly connected to industry and non-profit partners with our focus on work integrated learning. Work-integrated learning is the process through which students come to learn from experiences in educational and practice settings. Our goal is 100% of our students will graduate with such an experience by 2024-25.

Continuing Education welcomes the first cohort of graduates from the Patient and Community Engagement Research program (PaCER). The graduates are patients and citizens with a variety of health conditions, who are trained in qualitative health research to help bridge the gap in medical research. This partnership with the O'Brien Institute for Public Health and Alberta Health Services Strategic Clinical Networks makes the program available for distance and distributed learners.



UCalgary supports community agencies like the United Way of Calgary and Area — raising \$701,000 for the 2018 United Way campaign, a new record for the university. Every dollar stays in the local area, providing funds for programs that have profound impact on people's lives.

The Olympic Oval continues to be the Fastest Ice in the World™, with four new world records in 2018-2019 as well as empowering thousands of people to skate for the first time.

A generous gift funds new fellowship at Calgary Institute for the Humanities, which is dedicated to engaging the public with research based in the humanities, enriching the Calgary community and cultural life.

UCalgary reaches Canada's 2030 target to reduce greenhouse gas emissions more than a decade ahead of schedule, as it releases its 2019 Climate Action Plan for a carbon-neutral campus by 2050.

The university renews its commitment to Indigenization at UCalgary as it marks one full year of implementation of the ii' taa'poh'to'p Indigenous Strategy. Almost \$50,000 is awarded to student, staff and faculty projects that contribute to Indigenization and decolonization at the university.



His Highness the Aga Khan receives UCalgary honorary degree as the university celebrates a partnership with the Aga Khan University encouraging international co-operation toward advancements in human development, global health, social justice and pluralism.

Read more at
ucalgary.ca/report

PERFORMANCE MEASURES

community and environment

2015-19

\$1.25B



\$1.25B raised of \$1.3B target in *Energize: The Campaign for Eyes High* (the third largest fundraising campaign in Canadian history)



W.A. Ranches

This donation by J.C. (Jack) Anderson and his daughter Wynne Chisholm fundamentally transforms education and research at the Faculty of Veterinary Medicine.



Glenbow Western Research Centre

Bill Siebens and family supported the addition of the Glenbow collections to the university's holdings, helping preserve records that illustrate who we are as Albertans.



NFL Youth Concussion Research

The National Football League provided funding to help UCalgary research concussions in high schools to help reduce sport-related concussions in youth.

2018-19

\$202.4M

★ TOP 5 ★
Fundraising

We monitor the extent to which we engage the community in our educational programs and our research, scholarship and creative activity through a measure that tracks the level of funds we raise within the community to support these activities.

2018-19

80.45%

Sustainability Tracking, Assessment and Rating System (STARS)

UCalgary received its third STARS Gold rating from the Association for the Advancement of Sustainability in Higher Education (AASHE) and ranks #2 in Canada among our U15 peers (as of July 2019).

#2
overall
in Canada

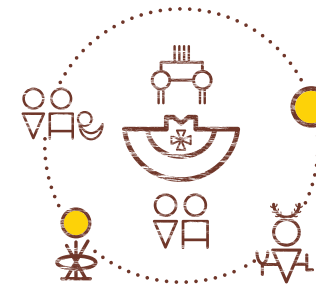


United Way of Calgary and Area President's Award 2018



\$701,001

raised to support the vulnerable in and around Calgary.



ii' taa'poh'to'p Indigenous Strategy

UCalgary begins its second year of its Indigenous Strategy with a call to action for the campus community to increase Indigenous representation on campus and learn more about Indigenous cultures.

2019

185,000 Alumni



Two-thirds of our graduates live or work in the Calgary area

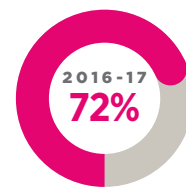
76% of alumni surveyed feel connected to the university in a positive way.

95% of alumni surveyed would like to maintain or increase their level of connection with the university.

Reputation (likelihood to recommend)



Albertans



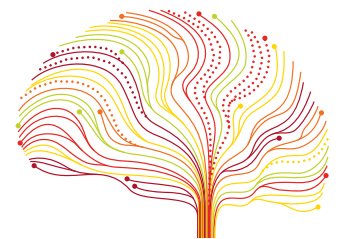
Canadians

Canadians and Albertans are now more likely to recommend the university now than they were in 2013. This likelihood increases substantially (to 91% across the nation) when people affiliate directly with the university.



Campus Mental Health Strategy

The Campus Mental Health Strategy Grants supported seven projects in 2018, fostering positive mental health and wellness, and helping to build a supportive environment.



➔ Dive deeper into our performance metrics and data sources at ucalgary.ca/report

Community report 2019

President's message



I am very proud to present to you our 2019 Community Report; like the University of Calgary, it has much to offer. What you are holding in your hands (or reading on ucalgary.ca) is a constellation of moments of brilliance that we have observed through the past year.

If you are one of our many talented students who dreams big, who always strives to exceed expectations, who practices courageous thinking and sees no limits on your personal impact, this report is about *you*.

If you are one of our educators who sees the limitless potential in our students, who uses a full array of pedagogical approaches to connect with your classes, who utilizes hands-on learning to fuel the curriculum and who cares about the needs of every learner, this report is about *you*.

If you are one of our researchers with a thirst for knowledge, a rigorous approach to well-researched and persuasive ideas, an inclination for collaboration and a desire to contribute to society, this report is about *you*.

If you are one of our staff members who contributes to excellence as part of the UCalgary family, who wants to foster a safe and inclusive environment on our campuses, who feels a sense of belonging and responsibility to students and community, this report is about *you*.

If you are amongst our thousands of graduates who create new value in a crowded world, feel energized by collaboration and engage with the world in a thoughtful way, this report is about *you*.

If you are one of our UCalgary champions in the community, who recognize the life-changing power of discovery, creativity, and innovation, who share our stories of impact with your network, who lift up our campus with your energy, this report is about *you*.

Thanks to all of you, we have made extraordinary achievements possible at UCalgary. Across our five campuses, I see you contributing your talents and striving for our *Eyes High* goals. The energy and movement on our campuses is electric, and we are accelerating.

I am exceptionally proud to be a member of the University of Calgary and to serve as the president of your university. Looking at the collection of achievements contained in the 2019 Community Report — which shows a small glimpse of this past year's excellence — I am heartened about our vast potential for the next year, and for generations to come.

There's so much more to look forward to, as UCalgary pushes for even greater impact:

- Realizing the ripple effects of the Life Sciences Innovation Hub as an incubator for our students, researchers and startups to work together and develop game-changing advancements;
- Watching Veterinary Medicine students immerse themselves in real-world experiences at W.A. Ranches at the University of Calgary;
- Unleashing the power of architecture and design in the downtown core at our City Building Design Lab. The wider community will get a greater sense of how the School of Architecture, Planning and Landscape is creating resilient, vibrant, healthy and equitable environments right here in Calgary;
- Seeing our Canada Research Chairs push forward the boundaries of fields such as accounting, decision-making and capital markets; geospace dynamics and space plasma physics; global urban studies; bone and joint stem cell biology; the molecular physiology of addiction, amongst many others;

- Unveiling MacKimmie Tower as a re-energized central hub of new classrooms, centralized undergraduate and graduate student services, new student study spaces, and the home for the Hunter Hub for Entrepreneurial Thinking;
- Watching the Solar Wind Magnetosphere Ionosphere Link Explorer (SMILE) satellite launch into space, as UCalgary contributes global auroral imaging technology towards this European Space Agency/Chinese Academy of Sciences mission to record near-Earth weather;
- Reaping the benefits of our interdisciplinary research teams, as they explore a holistic view of wellbeing: One Health — understanding the interdependence between human, animal, and environmental health, including economic and social dynamics; and *Child Health and Wellness* — building engaging partnerships between researchers, children and their families, health-care providers, community organizations, policy-makers, and industry; and
- Sharing more student stories of extraordinary accomplishments, resilience and service at Convocation 2020.

This hive of activity and non-stop evolution drew me to the University of Calgary, and I am still inspired by how our UCalgary people see things differently and never stop growing. Thanks to your drive to be the best, we are delivering impact on a global scale, and there's limitless potential for our future.

Dr. Ed McCauley
President and Vice-Chancellor

Our *Eyes High* vision

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.



September 2019

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ucalgary.ca/report

