



UNIVERSITY OF
CALGARY

COMMUNITY REPORT

2018

Whether you attend, visit or work at the University of Calgary, a new academic year always feels like a fresh start — the sense of anticipation across campus is palpable. It's an opportunity to reinvent ourselves, to meet new people, to welcome different perspectives, and to explore new paths of discovery. The 2018–19 year will be one of fundamental change for the University of Calgary — not only are several of our campuses undergoing physical transformation, but we will also install a new chancellor, welcome a new president, make significant advances across teaching and research, and get to know hundreds of new students.

This will happen against a backdrop of evolution in our city, our province, our nation, and the world. We seek to equip our graduates for their new landscape. Our core purpose as a university is to contribute to the body of world knowledge while engaging our students in learning guided by 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.

Advancing toward our **ENERGIZED EYES HIGH GOALS**

As we begin this new phase of our journey, this report celebrates what we have been able to achieve together so far. It is our first report on the refined goals we set out in our energized *Eyes High Strategy*, released in April 2017. It showcases meaningful progress toward our three foundational commitments: sharpening our focus on research and scholarship, enriching the quality and breadth of learning, and integrating the university with the community.

This past year, we continued to take a strong leadership role in our city, province and country. UCalgary contributed an estimated \$8 billion to the provincial economy and enhanced the intellectual, physical and cultural landscape of our region. We were ranked in the top 200 universities worldwide (and top 7 in Canada) by the Center for World University Rankings (CWUR) and the Academic Ranking of World Universities (ShanghaiRanking Consultancy). The Association of Public and Land-grant Universities (APLU) recognized us for Global Learning, Research and Engagement, making us the first Canadian university to be acknowledged this way. We remain one of Alberta's Top Employers and one of Canada's Best Diversity Employers. We opened world-class facilities such as the International Microbiome Centre and the Hunter Hub for Entrepreneurial Thinking; we celebrated major discoveries such as spill-resistant bitumen; we lauded our amazing teachers, researchers and staff; we reveled in the victories of Dinos athletes at the PyeongChang Olympics and national basketball championships; we banded together to support our community through a record-breaking United Way campaign; and we shared our pride in the varied accomplishments of our students and graduates.

This year, we have reframed our performance metrics, focusing on 37 measures that help us assess our progress toward our *Eyes High* goals. We have added several new measures, including patents and inventions, grants secured from each of the Tri-Council agencies (the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council (SSHRC)), and new data points on university reputation and alumni engagement. Nearly all these measures are comparable to the top research universities in Canada. As of September 2018, the University of Calgary is positioned in the top five in the country in 16 of the comparable metrics (based on 2016–17 data). (Review our metrics in detail beginning on page 34).

Our community continues to rally strongly behind us, contributing more than \$1 billion to date of our \$1.3 billion goal in *Energize: The Campaign for Eyes High*. This is the third-largest campaign in history amongst Canadian universities and is unprecedented in Alberta. From the generosity of the Hunter family (which has created the Hunter Hub for Entrepreneurial Thinking) and Ronald P. Mathison (who is supporting the construction of a new teaching and research facility for the Haskayne School of Business), to the thousands of alumni and supporters who contributed during Giving Day 2018, our community is strong and committed to advancing the prospects of our city, province and nation.



Enriching the

QUALITY AND BREADTH OF LEARNING

This year, we released a refreshed Academic Plan — one of the core roadmaps to our *Eyes High* strategy. The goal of this new plan is to prepare our students to critically examine the world, generate new knowledge, and become creative, confident citizens who contribute to their communities. It also underscores a commitment to better connecting our research and teaching activities. The *Eyes High* Strategy 2017–22 laid out four focal areas related to enriching the quality and breadth of learning:

Leadership and Innovation

We committed to continue building a network of scholarly teachers who develop and share expertise:

- The Teaching and Learning Grants program provides funding and proposal development expertise to integrate research evidence in teaching practice, to generate new knowledge about teaching and learning, and to share the results to enhance teaching and learning.
- Our Teaching Academy is a community of instructors (who have all received University of Calgary Teaching Awards) that supports the development of teaching practices on campus.
- The Academic Leadership Academy offers opportunities for academic staff to advance their leadership expertise. A new mentorship program pairs experienced senior academic leaders with those who are relatively new to their roles.
- Transformative Talent Internships are offered year-round by the Faculty of Graduate Studies, giving grad students exposure to career opportunities and bridging the gap between academia and the workplace.

Quality of Instruction

We committed to supporting high-quality teaching and learning experiences:

- The Taylor Institute for Teaching and Learning launched two new certificate programs in University Teaching and Learning for graduate students and postdoctoral scholars. Participants learn evidence-based teaching strategies and practical, flexible skills relevant across disciplines.
- The 2017 National Survey of Student Engagement (NSSE), which surveys first- and fourth-year students, reflected significant improvement in most indicators (including quality of interactions on campus). This shows that efforts to improve on prior feedback are on track. The next Canadian Graduate & Professional Student Survey will provide further insight in 2019.



95%

UNDERGRADUATE
RETENTION RATE

6,896

DEGREES
AWARDED



Relevant Curriculum

We committed to showing our students how a research-intensive university accelerates their personal growth and career trajectory, and offers an educational experience that provides both disciplinary and interdisciplinary programs.

- The Hunter Hub for Entrepreneurial Thinking delivers programming through a new collision space on campus (opened Fall 2017) devoted to seeding creativity and entrepreneurial thinking across disciplines.
- New interdisciplinary programs bring together expertise from a variety of disciplines and equip students with the skills needed for applied problem-solving. In 2018, to help mid-career professionals respond to growing demand in the technology sector, we introduced certificates and diplomas in data science, with specializations in business analytics, data science or health data science and biostatistics. We also introduced a new Master of Engineering in Software Engineering, designed to help Alberta engineers pivot into new technology careers.
- Our ongoing curriculum review process requires a regular cycle of critical examination of each undergraduate and course-based master's program to generate an action plan for ensuring programs are current, meaningful and relevant.

Research and Experiential Learning

We committed to increasing access to community service learning, cooperative and internship placements, and international exchanges to complement classroom experiences and develop global citizenship.

- The College of Discovery, Creativity, and Innovation (CDCI) in the Taylor Institute for Teaching and Learning supports communities of practice among faculty, teachers and educational researchers interested in experiential learning. The Taylor Institute now houses the Experiential Learning Accelerator — a central resource for connecting teachers and students with experiential learning opportunities.
- UCalgary's Emerging Leaders Program explores the leadership potential of first-year students through mentoring and developmental opportunities that take learning outside of the classroom.
- The CDCI also offers the new Global Challenges undergraduate course series, which invites students to take the lead in exploring complex global issues, ask important questions, and solve problems that are deeply meaningful to society.

FOCUS ON ENTREPRENEURIAL THINKING

benefits UCalgary students and the community

In spring 2017, we introduced a commitment to foster entrepreneurial thinking across campus as part of the energized *Eyes High* strategy. A year later, this focus is transforming how the university operates, unleashing new potential and creating collisions of interdisciplinary ideas.

Like entrepreneurial thinking, scholarly activity starts with curiosity, exploration, and openness to new approaches. And like entrepreneurial thinkers, academics challenge current thinking, tackle issues with large-scale implications, spend years testing and perfecting solutions, and put societal impact first. And because diversification and resilience can help recession-proof an economy, it makes sense to develop graduates who can meet the changing needs of our community, and who have the skills to adapt and pivot throughout their careers.

By thinking more entrepreneurially about programs and courses, we can help students prepare for these changes. We have begun to create alternative programming that is embedded within degree programs and provides students with specific skillsets. For example, a new embedded sustainability certificate is designed to give students in any discipline very focused experience in sustainability that they can apply to any career. We have introduced new, interdisciplinary, laddered certificates and diplomas in data science to help mid-career professionals re-tool — teaching them how to interpret, analyze, and apply the data-driven findings now essential to success in nearly every industry.

In addition to making more efficient use of public funds, entrepreneurial thinking is a way to better serve the community. Adopting an entrepreneurial mindset in our operations, and instilling it in students across disciplines, not only provides more opportunities for students, but also provides the community with a network of creative thinkers and innovators. And it provides a place for the community to bring its tough challenges for resolution.

From the Creative Destruction Lab (CDL) Rockies at the Haskayne School of Business — an intense mentoring and financing program for massively scalable science-based companies — to the Hunter Hub for Entrepreneurial Thinking — which engages and immerses the campus community in a culture of entrepreneurial thinking — we are orchestrating a fundamental shift in how we provide learning opportunities.

explore.ucalgary.ca/themes/entrepreneurial-thinking



83.7%
GRADUATE
STUDENT
SATISFACTION



78%

'GOOD' OR 'EXCELLENT'
1ST-YEAR STUDENT
SATISFACTION



Sharpening our focus on
RESEARCH AND SCHOLARSHIP

In 2018 we released a refreshed Research Plan — another core roadmap to our *Eyes High* strategy. The goal of this new plan is to demonstrate — through discovery, creativity, and innovation — the impact a research-intensive university can have on societal goals and aspirations, and to create a student experience that will produce the next generation of leaders. The *Eyes High* Strategy 2017–22 laid out four focal areas related to sharpening our focus on research and scholarship:

Strategic Research Themes

- Energy Innovations for Today and Tomorrow
- Infections, Inflammation and Chronic Diseases
- Human Dynamics in a Changing World
- Engineering Solutions for Health: Biomedical Engineering
- New Earth-Space Technologies
- Brain and Mental Health

\$419.2M

SPONSORED
RESEARCH
FUNDING

+48%

SPONSORED
RESEARCH FUNDING
SINCE 2011–12

Focus

We committed to uniting our researchers around issues that are globally relevant and important to our communities, leading in our areas of strength while also seeking out emerging ideas:

- UCalgary's Global Research Initiative (GRI) drives innovative research with partners in China, Mexico and Israel to improve the understanding of energy resources, increase recovery, minimize environmental impact, and offer expertise in talent development and industry governance. This year, we kicked off activity in Mexico, partnered with Innovate Calgary to accelerate commercialization of energy-related research, and celebrated the opening of the Containment and Monitoring Institute's carbon capture and storage field research station in southern Alberta (in conjunction with CMC Research Institutes). We are dedicated to a low-carbon future, emerging as a leader in carbon capture and storage research.
- In Fall 2017, we opened the International Microbiome Centre — a world-class centre for research into the prevention and treatment of chronic diseases. The centre is an engine of innovation, creating personalized therapies by investigating the trillions of bacteria in the human body that make up our microbiome.
- Launched in Fall 2017, a new, state-of-the-art, University of Calgary Psychology Clinic provides a sophisticated research environment for faculty and graduate students, while offering affordable mental health support to Calgarians regardless of background, income or circumstance. Funded through a \$3.5-million gift by alumni Lori Egger and Steve Laut, the initiative supports the Brain and Mental Health strategic research theme as well as the recommendations from the Campus Mental Health Strategy.
- More than 100 projects are now active through the Urban Alliance — a strategic research partnership between the university and The City of Calgary to address issues important to citizens in areas such as transportation, waste reduction, youth crime and homelessness.

Interdisciplinary Partnerships

We committed to collaborating with one another and colleagues at other universities, as well as with our local, provincial, national and international communities:

- We are accelerating innovations from lab to field applications through strategic partnerships with SAIT (applied research and prototyping) and Kinetica Ventures (technology de-risking).
- With Canada now legalizing cannabis, the Alberta government engaged researchers at the O'Brien Institute for Public Health to gather and analyze evidence to inform a strategy. The resulting Cannabis Evidence Series is one of the most comprehensive examinations of cannabis compiled, informing the RCMP, Indigenous groups, municipalities, school boards, Restaurants Canada, other provinces, the federal government and the Canadian Institutes of Health Research.
- UCalgary space physicists, along with scientists in Alberta and the U.S. and U.K., and two Alberta 'citizen-scientist' aurora chasers, advanced a scientific investigation into the celestial phenomenon known as STEVE (or Strong Thermal Emission Velocity Enhancement).
- In addition to offering more than 350 sustainability-related courses across more than 45 disciplines, UCalgary is now conducting sustainability-related research in 80 per cent of departments that do research.



Support and Recognition

We committed to increasing research capacity and creating a dynamic environment to promote research excellence:

- In 2017-18, we secured \$419.2 million in sponsored research funding — a 48 per cent increase since 2011 and strong recognition of our growing research capabilities.
- More than 1,000 scholars across our campuses are now engaged in our six strategic research themes. Our targeted recruitment strategy has increased our number of post-doctoral scholars to 517.
- We are investing significantly in our research stations, updating Barrier Lake and RB Miller stations in Kananaskis, with support from the Post-Secondary Institutions Strategic Investment Fund (SIF). These stations draw scholars from around the world and provide field-learning experience for students.
- A total of eight SIF projects at UCalgary were completed by April 2018, improving facilities for research and innovation, and improving the environmental sustainability of research and innovation infrastructure. These projects range from upgrading wet and dry labs to support new science, medicine and veterinary medicine investigators, to creating facilities that support new areas of inquiry, digital scholarship and research spaces where people can share resources and knowledge as they develop solutions to complex problems.

Knowledge Translation, Implementation and Engagement

We committed to actively supporting our research community by sharing our research, scholarship, innovation, and creative activity:

- Calgary has overtaken Waterloo as the most innovative city in Canada, filing patents at triple the rate of the rest of the country.
- Early in 2018, Innovate Calgary transitioned fully into the UCalgary organization, taking responsibility for providing tech-transfer office and business incubation services to faculty, researchers and students. The move is intended to serve the innovation community better.
- A two-year national awareness program showcasing the relevance of our research across our strategic research themes has generated broad public engagement and a significant boost in both awareness and reputation for UCalgary.

RESEARCH PASSIONS

lead to enriching student experiences outside the classroom

The UCalgary student experience supports and promotes intellectual, social, emotional, mental and physical growth and development, allowing our students to develop as people, professionals, and engaged citizens who will positively impact society.

As a research university, we have a fundamental obligation to generate and share new knowledge while simultaneously engaging our students in learning guided by processes of discovery, creativity, and innovation. This past year, students pushed the limits across all disciplines at the university, including master of nursing student Suzanna Crawford and biomedical engineering graduate Michael Purdy. They worked together in the New Venture Development course, which offered them the opportunity to create and launch a start-up called Enable. The knowledge they created has solved the problem of ensuring people with disabilities are paired with the right support workers, improving the quality of life for both groups. The Enable project won the top prize of \$10,000 last year at the Graduate Students' Association Innovation Development Awards. It also now employs Crawford and 40 support workers. Crawford and Purdy developed Enable with training, mentorship and space provided by Summer Inc., an incubator program funded by the Hunter Hub for Entrepreneurial Thinking and the Faculty of Graduate Studies.

Authentic research experience helps students foster curiosity and practice skills including problem-solving, data collection and analysis, communication and collaboration. For example, undergraduate English major Kate Anderson works on the cutting edge of the growing field of book history. Last summer, she spent hours as a student researcher in the Taylor Family Digital Library, working in the rare book collection. By exploring marks of provenance, she is revealing the personalities and histories of the artifacts held there.

At the same time, Ecology undergrad Maddison Canuel spent her summer studying bumblebees, looking at the wing wear they experience due to the distances they fly searching for food. As part of her research project, she recorded the movements of bumblebees at Nose Hill park in Calgary. Maddison and Kate's research projects were enabled by the Program for Undergraduate Research Experience (PURE) awards, which provide undergraduate students with opportunities to conduct research beyond the walls of the classroom. Through PURE, they learn how the results of their research can contribute directly to new knowledge and address key problems in society.

+25%
POST-DOCTORAL
SCHOLARS
SINCE 2011-12

350+
NEW INVENTIONS
RELEASED



Integrating the UNIVERSITY WITH THE COMMUNITY

UCalgary attracts creative thinkers from around the world who enrich our lives with their distinct ideas and viewpoints. As one of the region's largest employers, we play a leading role in the evolution of our city and our province. We provide exceptional learning opportunities, conduct cutting-edge research, create an environment of inclusion, and serve our communities selflessly. Over the course of 2017-18, we aspired to model leadership behaviour and build meaningful connections across our communities. In the five focal areas we set out in the *Eyes High Strategy 2017-22*, we encouraged our friends and supporters to help us spark meaningful change:

Thought Leadership

We committed to inspire our community with innovative ideas, to transform our ideas into real-world advancements, to share the knowledge we create, and to engage others in meaningful change:

- In Fall 2017, UCalgary became the first-ever university to host the International Walk 21 Conference on Walking and Livable Communities. Championed by the Faculty of Environmental Design (EVDS), the Cumming School of Medicine (CSM) and Alberta Health Services under the umbrella of the Urban Alliance program, the conference welcomed delegates from around the world to promote new interdisciplinary research related to human health.
- Idea Igniters is a partnership between UCalgary and Calgary Public Library where researchers share new findings and developments in community library branches. In 2017-18, topics included heat management for residential homes, renewable energy transitions, space weather, and the power of entrepreneurial thinking.
- The Public Policy Forum works with government and the public service, the private sector, Indigenous groups, labour, post-secondary institutions and NGOs to improve policy outcomes for Canadians. In 2017-18, UCalgary was one of five Canadian universities selected to partner on the Transformational Gains project, focused on increasing independent, curiosity-driven, investigator-led research in Canada.

**\$1.01
BILLION**
IN PHILANTHROPIC
SUPPORT

72%
OF CANADIANS
80%
OF ALBERTANS
WOULD RECOMMEND
UCALGARY

Cultural Enrichment

We committed to ensuring that our community could enjoy our creative performances, visit our cultural spaces, and engage in campus-based activities:

- In November 2017, we launched an institution-wide Indigenous Strategy as part of our commitment to creating a rich, vibrant, and culturally competent campus that supports and welcomes Indigenous learners. The strategy encourages Indigenous community partnerships in research and academic programming, is inclusive of Indigenous perspectives in teaching and learning, and is thoughtful in its response to the Truth and Reconciliation calls for action. It will help guide and shape indigenization for the whole campus community.
- Campfire Chats, held on National Indigenous Peoples Day along banks of the Elbow River, is a close partnership with the Calgary Stampede. Traditional Knowledge Keepers from the Treaty 7 Nations share stories with the public around a campfire, answering questions and imparting the wisdom of their ancestors.
- The growing partnership between UCalgary and Alberta Ballet — which highlights the science in the art of ballet — is only one of five of its kind in the world, offering resources and support to reduce injury and promote dancer health and wellness.
- As part of nurturing a campus culture built upon safety, inclusivity, and a healthy and respectful environment, we are actively involved in Calgary Pride. In 2017, our Pride parade entry included more than 350 participants and represented 13 faculties.

Community Service

By championing and contributing to community initiatives, our students, faculty, staff and alumni create meaningful and measurable change that benefits others:

- The UCalgary community raised \$639,048 for the United Way, surpassing its target in order to directly support and impact Calgarians. More than 10,400 students, faculty and staff participated at special events raising a record amount across multiple campus locations.
- The Faculty of Law's Public Interest Law Clinic advocates for systemic change that values and advances the well-being of the public and the environment. This year, the clinic supported Alberta farmers and ranchers making a case to the Supreme Court of Canada about legal rulings that protect banks instead of the land and those who steward it.
- Through international development work, our students and faculty are making a real difference in the world. Earlier this year, Queen Elizabeth II Diamond Jubilee scholar Ashley Anderson completed an internship in Tanzania, where she developed and executed communications plans around maternal and newborn child health. As a volunteer with Academics Without Borders, Social Work professor Dr. Hieu Ngo helped strengthen the development of professional social work at Vietnam National University in Hanoi. Back in Calgary, he and his colleagues are working with partners such the Centre for Newcomers and the Calgary Police on a program to restore and strengthen positive identities of high-risk and gang-involved youth from an immigrant or racialized background.
- Researchers in the Faculty of Social Work are collaborating with the Alberta Men's Network to look at domestic violence in a new light, exploring perceptions of masculinity and working on school programs that focus on messages about manhood being taught to boys. Others are helping parents of young adults with autism or other developmental challenges find meaningful activity in their communities as they grow up, or working to give a voice to the older homeless people in our city who often suffer in silence.



Collaborative Partnerships

We committed to encouraging partnerships with industry, government, non-profit organizations and our local Indigenous communities:

- Calgary Economic Development (CED) works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce. In 2018, we were highly engaged not only in the bid process for Amazon's second headquarters in North America (HQ2), but also in the consultation process to develop CED's new economic strategy for Calgary.
- Beakerhead is a Calgary-based education and outreach initiative that combines the arts/culture sectors with the science/technology sectors to encourage collaboration, innovation, and science education. In 2018, we became a top-tier sponsor of Beakerhead, encouraging our community to learn about UCalgary's dynamic research community through displays, interactive events, and creative presentations.
- As part of our multi-faceted partnership with the Calgary Stampede, our researchers continue to apply innovative research to ensure leading-edge animal-care practices, insight into food safety, and guidance on rodeo injury prevention. Experts in the Faculty of Arts and Libraries and Cultural Resources have documented the Stampede as a cultural institution and offered a course on Stampede for several years.

Alumni Engagement

We committed to develop and maintain an active alumni network, establishing a stronger and more recognizable alumni profile to build our community together:

- A new alumni engagement program called *Wherever Life Takes You* focuses on five pillars of activity that bring alumni closer to the university: career development, volunteer engagement, community building, life-stage programming and philanthropy. In this context, the Alumni team has formed a recent graduate committee (charged with engaging alumni who have graduated over the past ten years) and created an affinity communities model (where smaller groups of alumni connect around areas of common interest, such as their geographic region, discipline of study, or athletic affiliation).
- Alumni programming in 2017-18 included our first-ever day-long *Grow Your Career* conference, developed exclusively for alumni. This new annual conference anchors the UCalgary Alumni Career program, which also offers career coaching, monthly career webinars, and a comprehensive resource library.
- The Idea Exchange program took to the road in 2017-18, engaging alumni from New York, Houston and Washington to Toronto, Ottawa, and Vancouver — as well as at home in Calgary. Expert-led discussions addressed topics as diverse as augmented intelligence in medicine, NAFTA, concussion prevention and treatment, the microbiome and healthy aging.

175,000+
ALUMNI

#2

IN CANADA IN
SUSTAINABILITY
PERFORMANCE

STRONG COMMUNITY SUPPORT FOR GIVING DAY

pushes campaign past \$1 billion milestone

UCalgary's second annual Giving Day on April 26, 2018 was a record-breaking 24-hour fundraising drive that cast a high-voltage spotlight on *Energize: The Campaign for Eyes High*.

This year, the initiative drew more than 1,350 gifts from 1,241 alumni and friends. That's not only a remarkable number of philanthropic gifts received in a single day, but the resulting total — more than \$950,000 — brought the \$1.3-billion *Energize* campaign to a major milestone.

Gifts made on Giving Day — more than 40 per cent of which came from UCalgary faculty and staff— will support a variety of programs and projects that enhance the student experience, from scholarships and bursaries, to mental health and wellness. More than 100 faculty and staff were first-time donors to the second annual 24-hour fundraising campaign, including alumni who now work as part of our campus community — many of whom benefited from a scholarship during their time as a student.

Since the campaign's public launch in 2016 (after a five-year quiet phase), more than 25,000 donors have contributed generously to initiatives that elevate the student experience, support research and transformational learning, and deepen our connection to the community. While hitting \$1 billion is reason to celebrate, it is the heart and intention behind each gift that fuels lasting, meaningful change on campus and in the community. Every milestone is an opportunity to look back at the positive impact philanthropy has on teaching, learning and research, and a chance to reflect as we head into the home stretch of the campaign.

The Energize campaign is fueling transformational change for the University of Calgary, our city, and beyond — inspiring discovery, creativity and innovation for generations to come.

ucalgary.ca/giving

UCalgary
GivingDay

INDIGENOUS STRATEGY

will shape the institution for generations to come

UCalgary unveiled its Indigenous Strategy on November 16, 2017, a result of nearly two years of community dialogue and campus engagement.

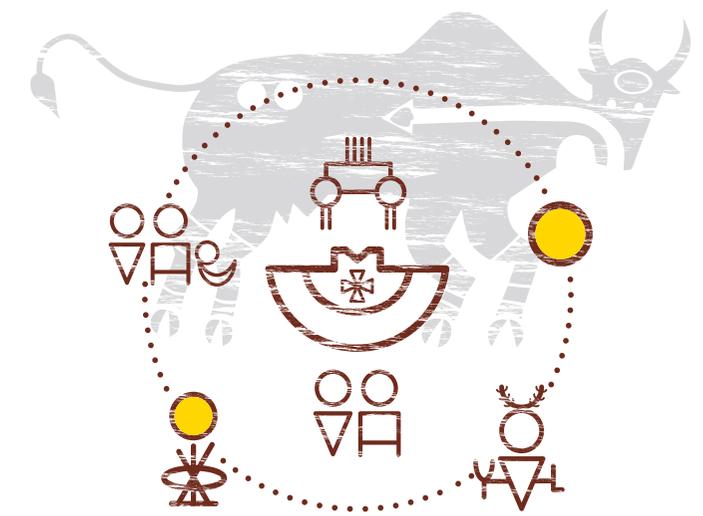
Called *ii'taa'poh'to'p* — a Blackfoot name bestowed by Kainai Elder Andy Black Water, meaning “a place to rejuvenate and re-energize while on a journey” — the strategy is an important step on the path toward reconciliation with Indigenous communities throughout our region. It is responsive to the recommendations of the United Nations Declaration on the Rights of Indigenous Peoples, and the Calls to Action in the Final Report of the Truth and Reconciliation Commission.

“We are working towards authentic reconciliation, walking together with Indigenous communities on parallel paths, while creating an ethical space for authentic conversation that will enhance mutual understanding and respect,” notes Dru Marshall, provost and vice-president (academic), who co-chaired the Indigenous Strategy Steering Committee with Jacqueline Ottmann, director of Indigenous strategy in the Werklund School of Education. Our journey to date has been grounded in an important Indigenous concept — ‘in a good way’ — which demonstrates the importance of working with clear purpose, integrity, moral strength and communal spirit.

Within the strategy are conceptual and cultural models — both of which articulate our path ahead. The conceptual model reflects Indigenous ideologies of transformation and renewal, articulated in four visionary circles: Ways of Knowing, Ways of Doing, Ways of Connecting, and Ways of Being. The cultural model mirrors the conceptual model, and tells the story through the use of symbols. These cultural symbols were transferred to the university in June 2017 by UCalgary’s traditional knowledge keeper in residence, Reg Crowshoe.

The path ahead demands strong leadership, deep learning, communication, openness and trust. Since the introduction of the strategy, we have welcomed our first vice-provost of Indigenous engagement, Michael Hart; introduced an Intercultural Capacity Building grant on campus to address the knowledge gap that currently exists about Indigenous peoples in Canada; and been honoured through the gifting of two new teepees to support ceremony and teaching. The teepees, designed by Reg Crowshoe and featuring the cultural symbols from the strategy, increase the visibility of Indigenous people and their cultures on the historic land where our main campus is situated.

ucalgary.ca/indigenous-strategy



ii' taa'poh'to'p

(a place to rejuvenate and re-energize during a journey)

Indigenous Strategy Cultural Model

The following cultural symbols gifted for use in the Indigenous Strategy are reflective of Indigenous pictographs and petroglyphs from sacred archaeological sites in southern Alberta. The symbols are an essential part of the parallel journey toward an Indigenous Strategy. They need to be understood from within a specific Indigenous cultural context that is distinct from contemporary or postcolonial interpretations.



Transformation
(the Journey)



Shared Space
(the Ethical Space)



Renewal
(the People)



Ways of Knowing
(Teaching, Learning,
and Research)



Ways of Doing
(Policies, Procedures,
and Practices)



Ways of Connecting
(Relationships,
Partnerships, Connections
to Land, and Place)



Ways of Being
(Campus Identity,
Inclusivity, Leadership,
and Engagement)



Your university
THIS YEAR

The following pages highlight the breadth and impact of initiatives across our university over the past year. This is just a taste of the creativity, innovation and discovery happening on our campuses every day, fueled by a world-class community of pioneers, explorers and trailblazers. These stories underscore our commitment to being recognized as one of Canada's top five research universities, grounded in innovative learning and teaching, and fully integrated with the community.



**Accidental discovery
by Schulich prof yields
spill-resistant
bitumen**



**Renowned Canadian architect
Douglas Cardinal encourages
Indigenous students to
follow their own path to
design careers**



**Former teacher and high school
principal Jill Wyatt is new
chair of Board of
Governors**



**UCalgary team claims top
prize at international
Vatican hackathon**



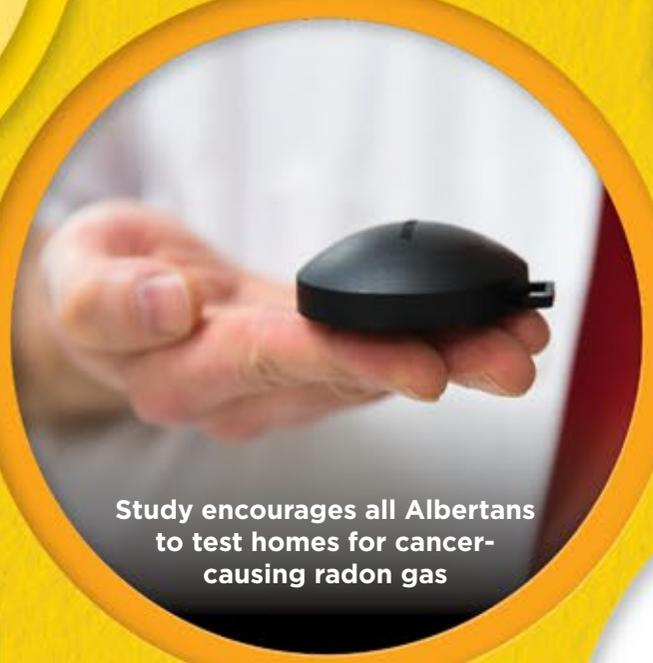
**The Olympic Oval remains the
Fastest Ice in the World:
3 world records set during
ISU Speed Skating
World Cup**



UCalgary's Indigenous Strategy begins a journey of transformation and renewal



Alumni Weekend attracts ~1,400 lifelong learners



Study encourages all Albertans to test homes for cancer-causing radon gas

Schulich and Haskayne students beat out 13 teams to
WIN TOP PRIZE
in contest of ideas and entrepreneurship



15 current and former students compete at the PyeongChang Olympics

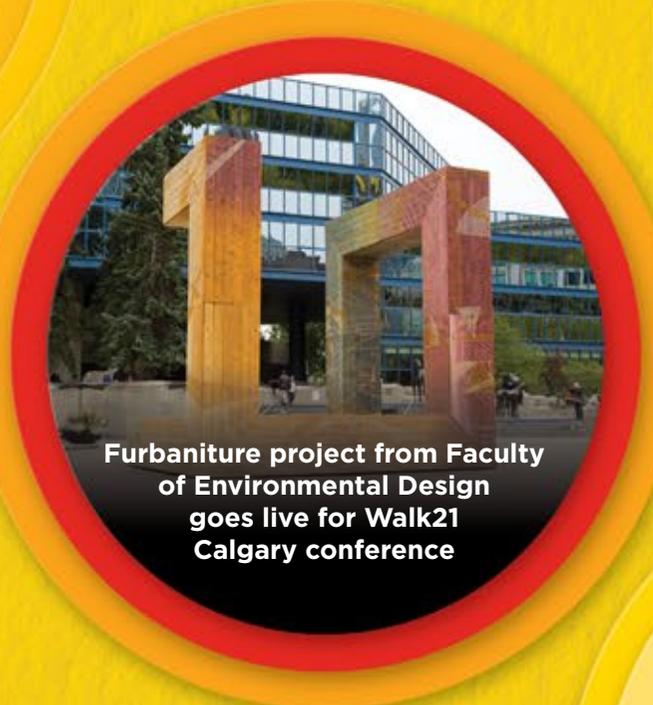
UCalgary and frontline agencies develop
BETTER PALLIATIVE CARE
for vulnerable populations



UCalgary researcher leads new recommendations and warnings on safety of energy drinks



First Nations, Métis and Inuit high school students spend a week of hands-on learning with UCalgary VetMed



Furbaniture project from Faculty of Environmental Design goes live for Walk21 Calgary conference



Engineering research shows first computer-driven cars will have noticeable impact on rush hour

Dinos claim Canadian USPORTS
MEN'S BASKETBALL TITLE

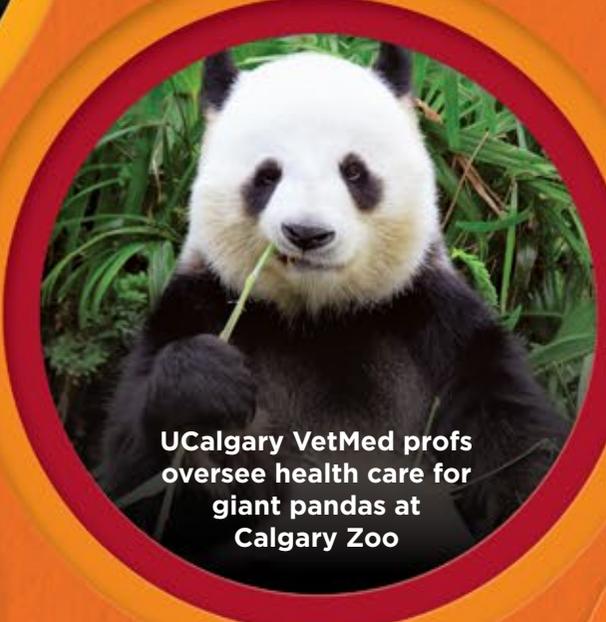


UCalgary employees launch non-profit to tackle plastic waste

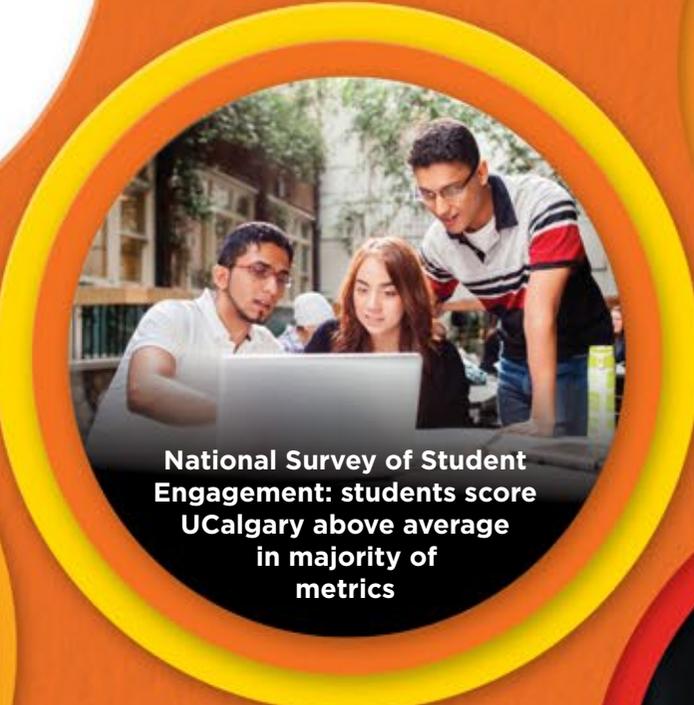


Close to 1,000 students compete at the Calgary Youth Science Fair on campus — the largest regional fair in Canada

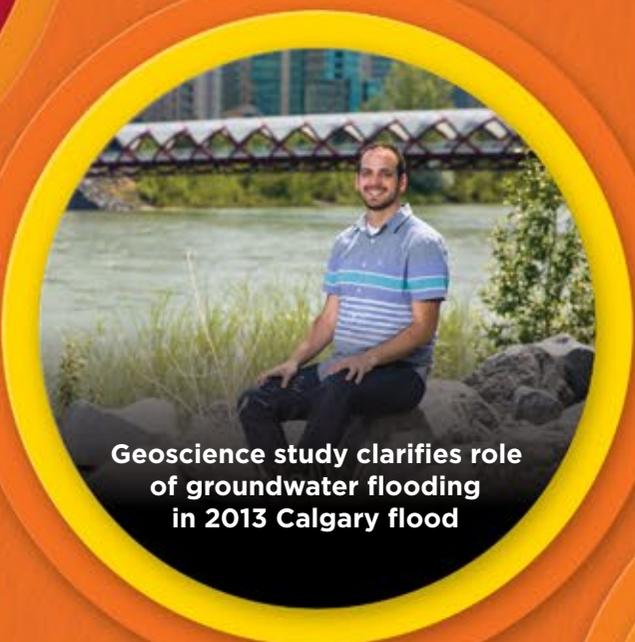
UCalgary launches renewed
ACADEMIC and RESEARCH PLANS
our roadmaps to Eyes High goals



UCalgary VetMed profs oversee health care for giant pandas at Calgary Zoo



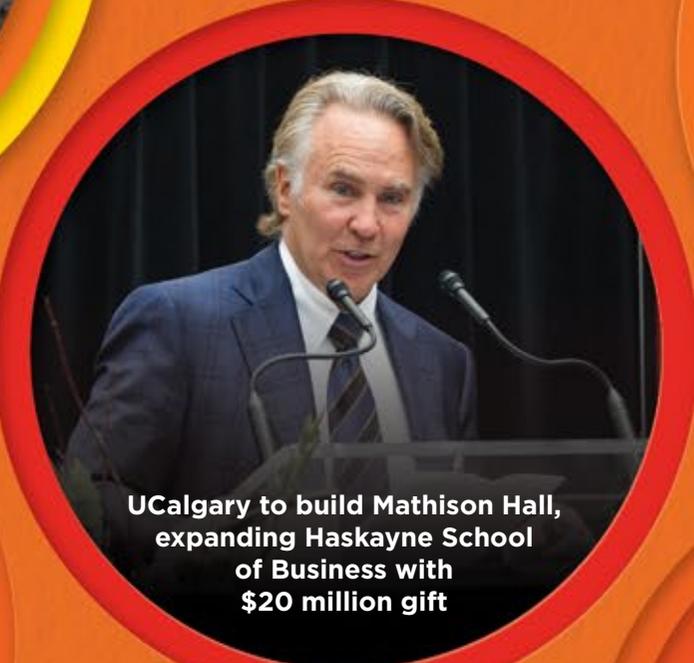
National Survey of Student Engagement: students score UCalgary above average in majority of metrics



Geoscience study clarifies role of groundwater flooding in 2013 Calgary flood



Social Work researcher takes violence against women prevention work to the United Nations



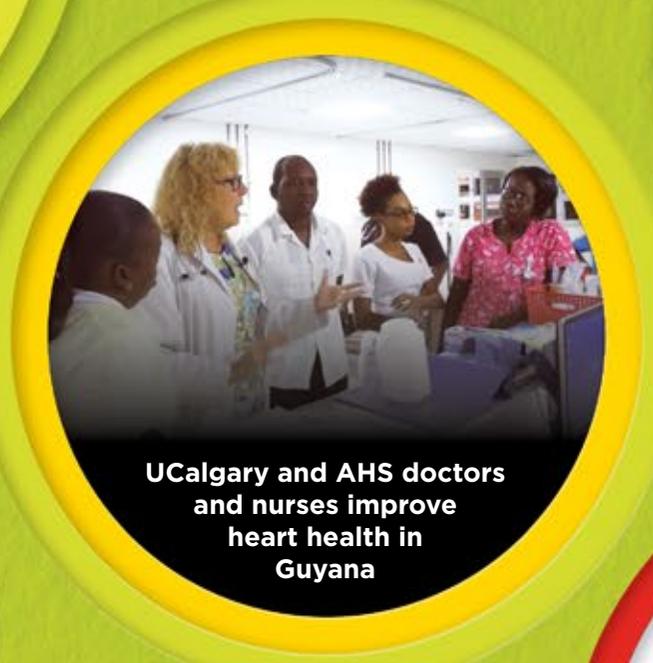
UCalgary to build Mathison Hall, expanding Haskayne School of Business with \$20 million gift



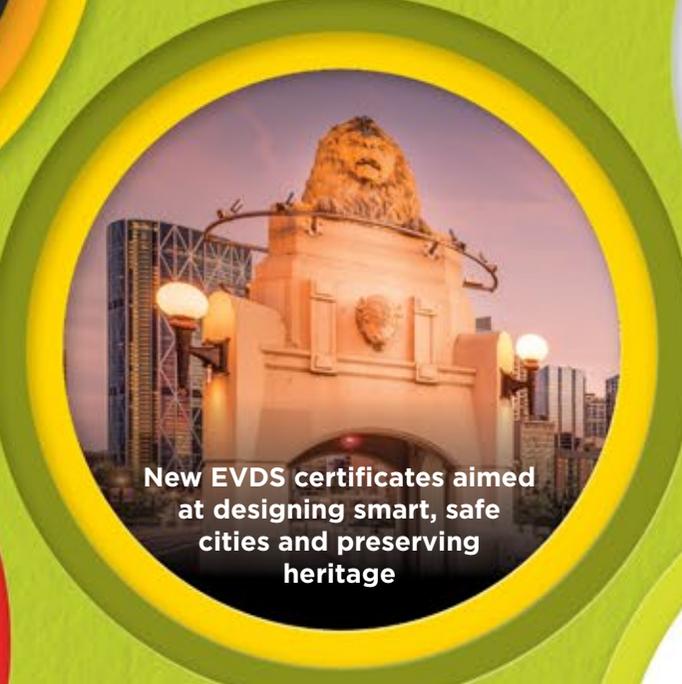
UCalgary extends collaboration agreement with Qatar for nursing education



Former University of Calgary dean of law and professor Sheilah Martin named Supreme Court of Canada justice



UCalgary and AHS doctors and nurses improve heart health in Guyana



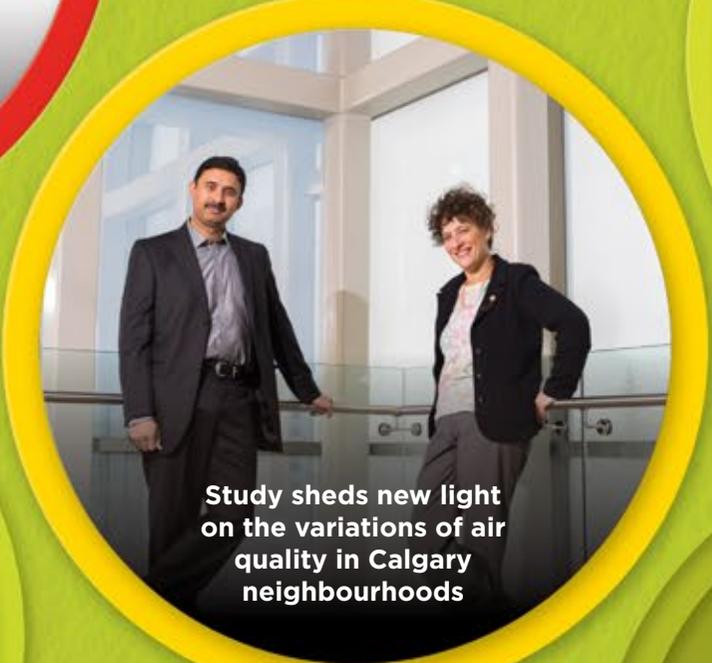
New EVDS certificates aimed at designing smart, safe cities and preserving heritage

55% OF STUDENTS GOING ABROAD
for international experience receive funding

UCalgary GivingDay
Second annual Giving Day pushes campaign past \$1 billion milestone

UCalgary offers one of country's
FIRST EMBEDDED SUSTAINABILITY PROGRAMS

ContEd launches
ACADEMIC COMMUNICATION CERTIFICATE
to help advanced English learners build skills and knowledge



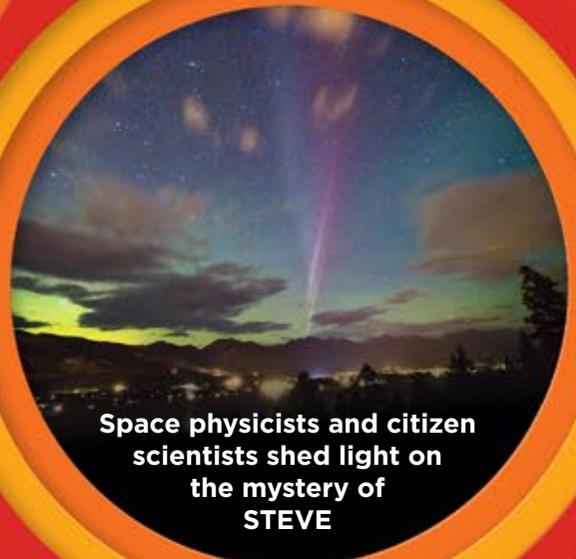
Study sheds new light on the variations of air quality in Calgary neighbourhoods



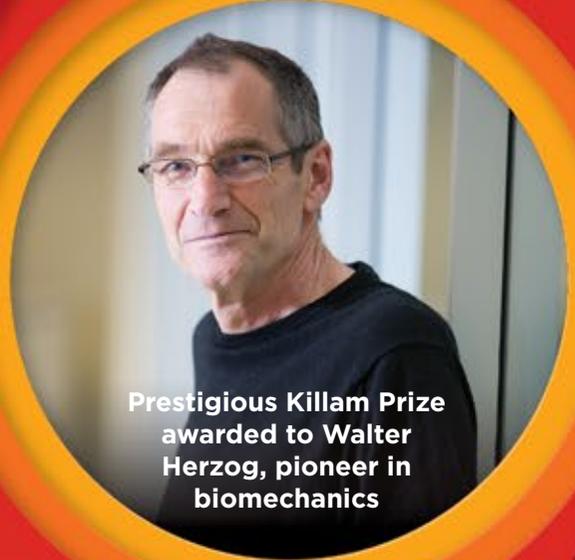
First cohort of ventures in Creative Destruction Lab Rockies raises millions



\$3.5 million alumni gift establishes state-of-the-art UCalgary Psychology Clinic



Space physicists and citizen scientists shed light on the mystery of STEVE

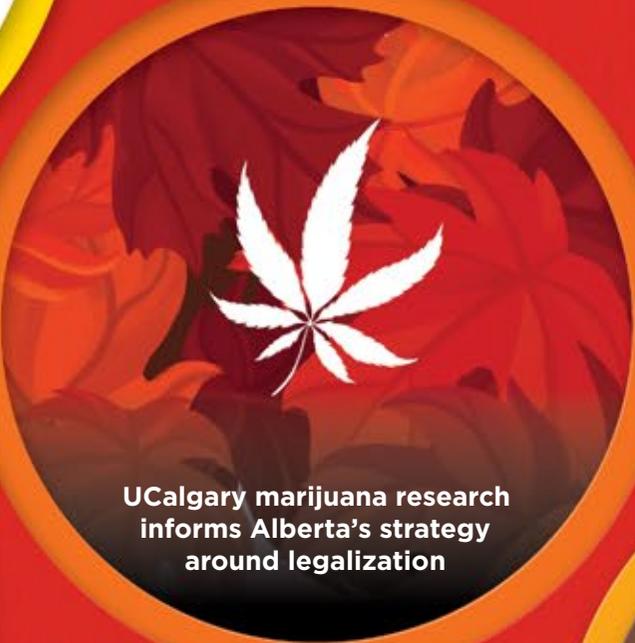


Prestigious Killam Prize awarded to Walter Herzog, pioneer in biomechanics

ContEd develops online course with Homewood Health to help leaders develop
WORKPLACE MENTAL HEALTH STRATEGIES



MacKimmie Tower and Swann Mall get a makeover

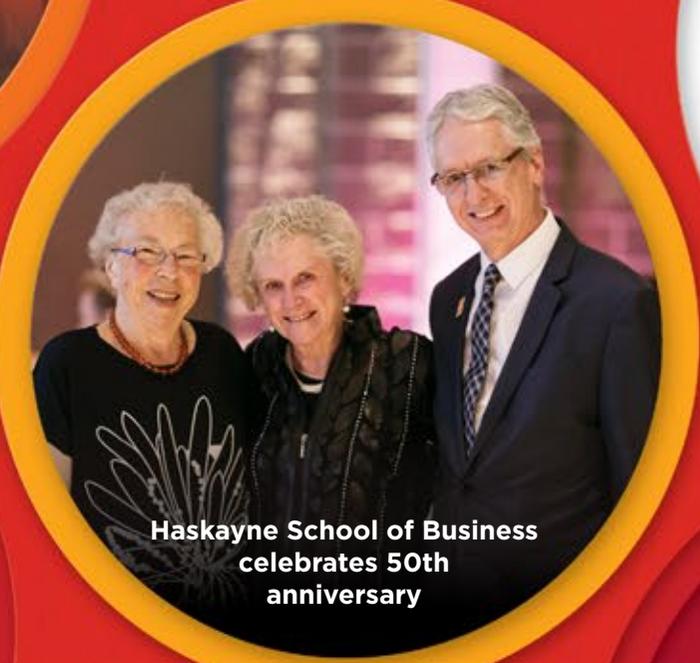


UCalgary marijuana research informs Alberta's strategy around legalization

52 graduate students kick-start their careers with
TRANSFORMATIVE TALENT INTERNSHIPS
that help bridge research skills to the workplace



Faculty of Nursing first nursing school in Canada to get new high-fidelity simulators

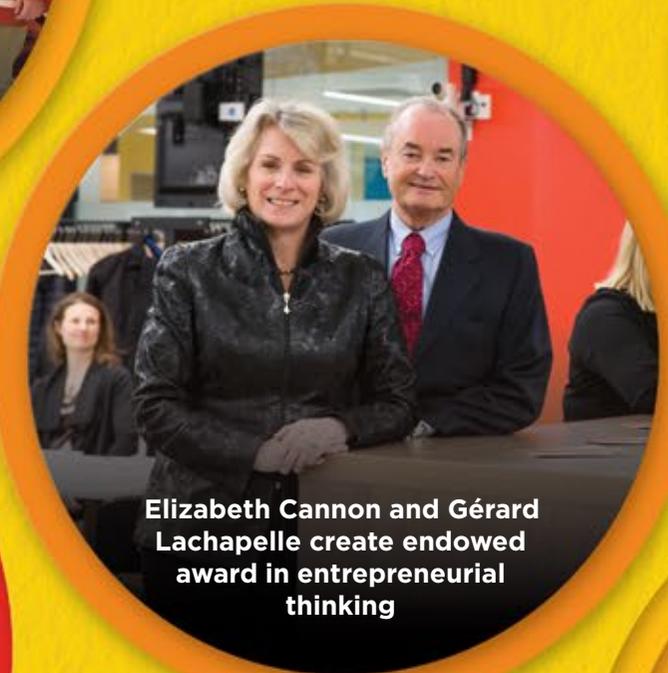


Haskayne School of Business celebrates 50th anniversary

*UCalgary
named one of*
**CANADA'S
BEST DIVERSITY
EMPLOYERS**
*for second
consecutive year*



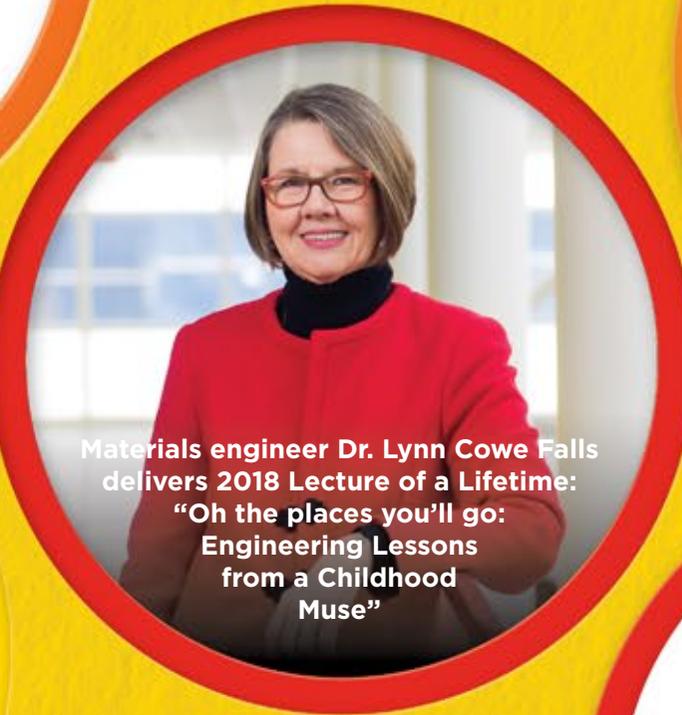
UCalgary community comes together for Humboldt Broncos



Elizabeth Cannon and Gérard Lachapelle create endowed award in entrepreneurial thinking



Vet Med researcher leads students in work with Indigenous peoples in Canadian Arctic

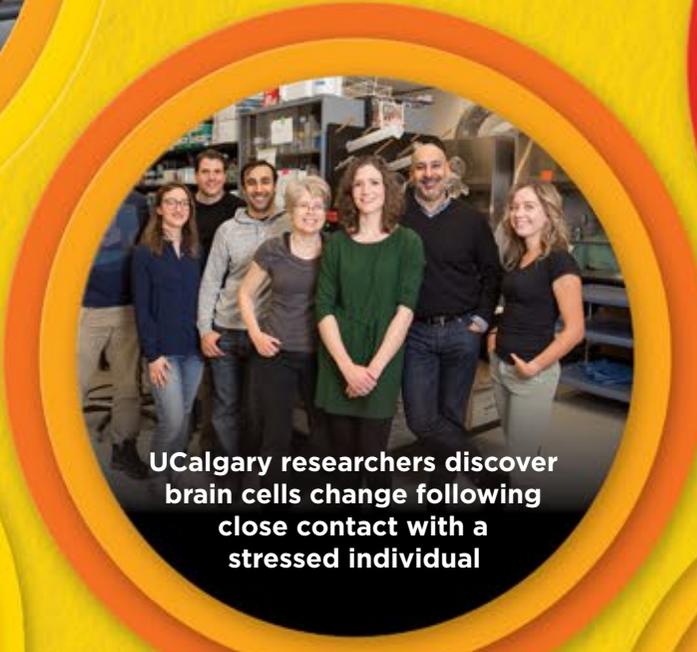


Materials engineer Dr. Lynn Cowe Falls delivers 2018 Lecture of a Lifetime: "Oh the places you'll go: Engineering Lessons from a Childhood Muse"



New Centre for Smart Emissions Sensing Technologies to detect and measure methane in oil & gas sector

*Dinos honour
a record*
**149
ACADEMIC
ALL-CANADIANS**

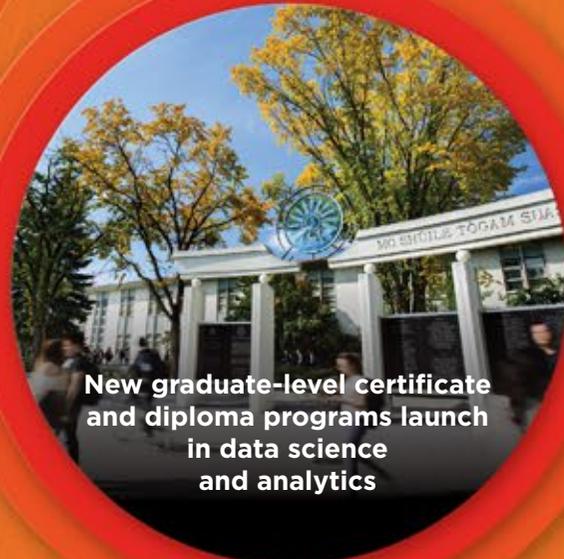


UCalgary researchers discover brain cells change following close contact with a stressed individual

*UCalgary
named one of*
**ALBERTA'S
TOP EMPLOYERS**
*for fourth year
running*



Silicon Valley tour puts students at the nucleus of startup culture



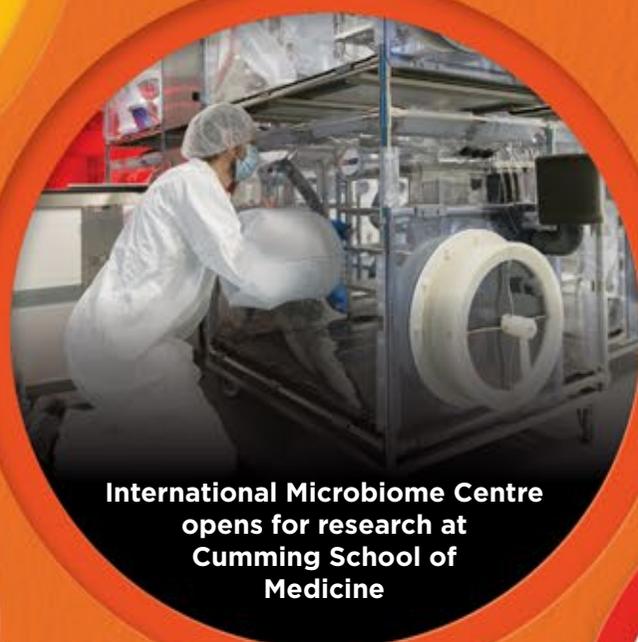
New graduate-level certificate and diploma programs launch in data science and analytics



Faculty of Science opens treasure trove of natural history artifacts in new exhibition space



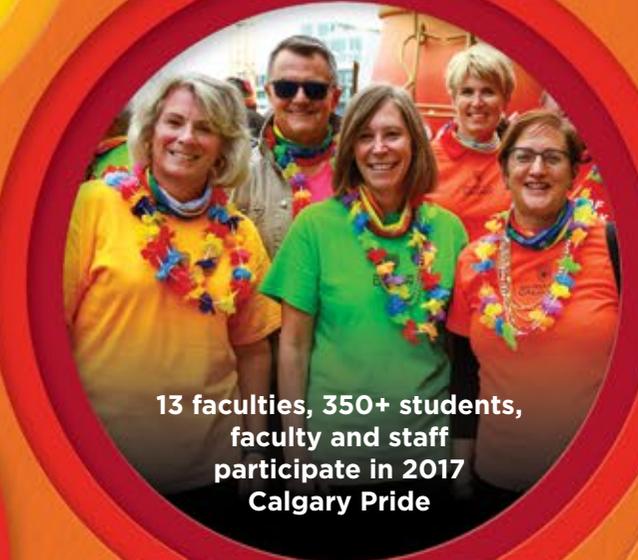
Legendary Dinos women's hockey coach Danielle Goyette enters Hockey Hall of Fame



International Microbiome Centre opens for research at Cumming School of Medicine



Deborah Yedlin named 14th UCalgary Chancellor



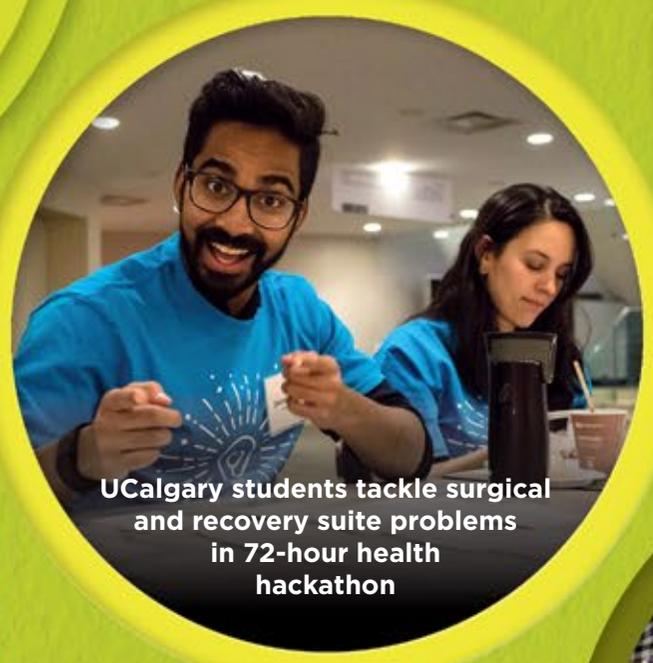
13 faculties, 350+ students, faculty and staff participate in 2017 Calgary Pride

Law students learn skills to
SUPPORT ENTREPRENEURSHIP
in new Entrepreneurial Law course

HUNTER HUB
for Entrepreneurial Thinking opens for business



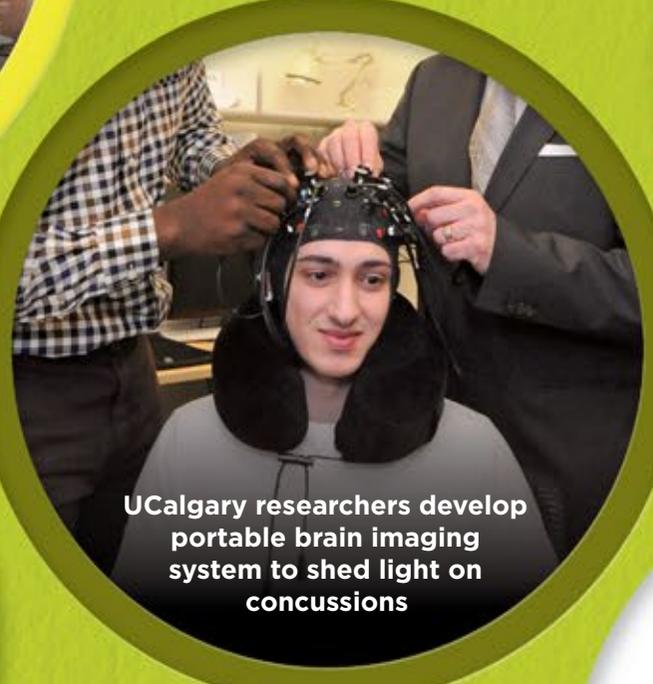
Vet Med program set to nearly double in size



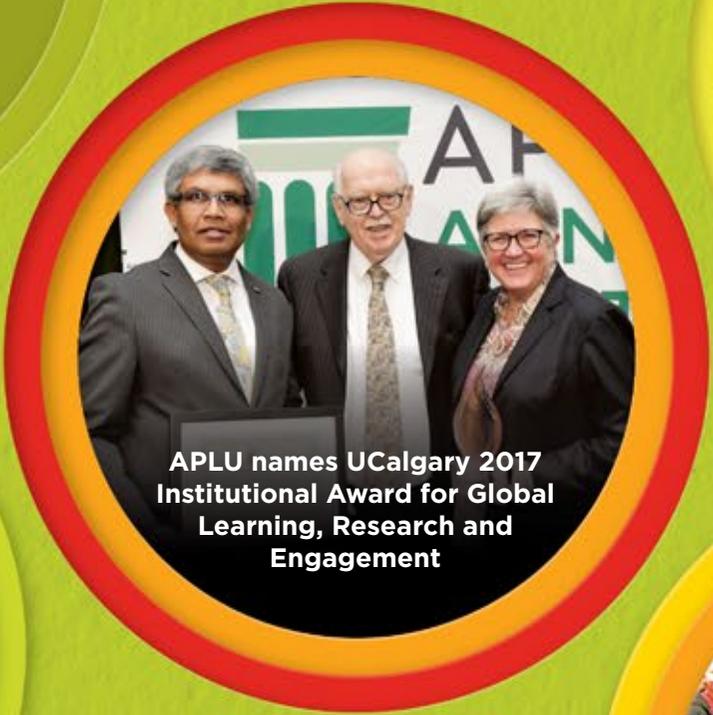
UCalgary students tackle surgical and recovery suite problems in 72-hour health hackathon



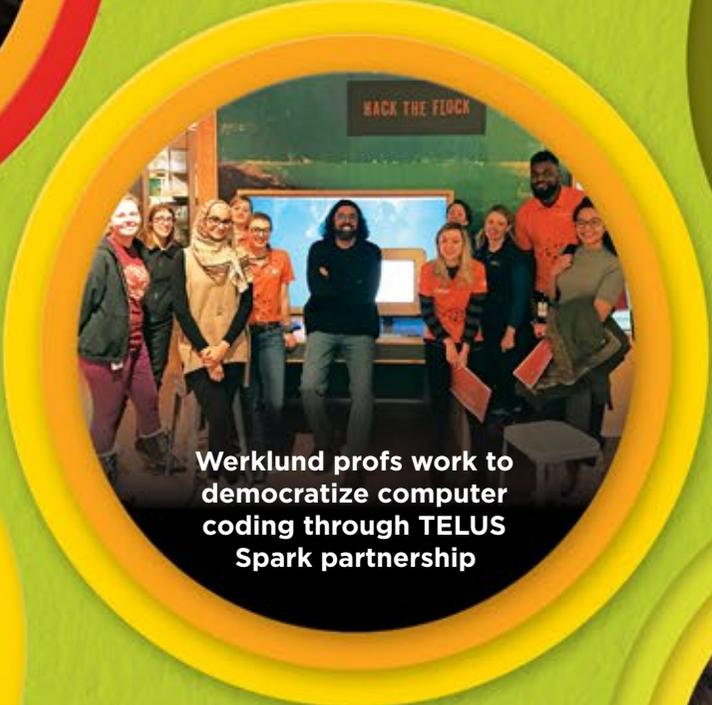
New technology allows surgeons to access the brain without cutting the skin



UCalgary researchers develop portable brain imaging system to shed light on concussions



APLU names UCalgary 2017 Institutional Award for Global Learning, Research and Engagement



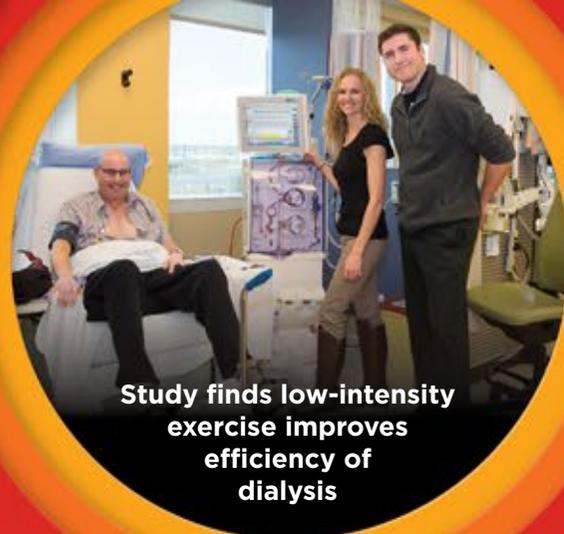
Werklund profs work to democratize computer coding through TELUS Spark partnership



Kinesiology's Active Living delivers Minds in Motion program for Calgary and area youth

Haskayne School of Business launches
DOCTOR OF BUSINESS ADMINISTRATION
program

Werklund School course in
INDIGENOUS EDUCATION
helps Canadians drive positive change



Study finds low-intensity exercise improves efficiency of dialysis



Vet med learning program delivers much-needed dental care to summer camp horses



Science Ambassador and Science Mentorship programs give students opportunities to learn and lead



Taylor Institute launches two new certificates in university teaching and learning for grad students and postdocs



Global Challenges course at the College of Discovery, Creativity and Innovation brings students together with community to discuss food security

THRIVE PRIORITY SUPPORT NETWORK

helps dozens of students manage personal, academic challenges



UCalgary named greenest campus by Corporate Knights

STUDY ON TEEN SEXTING

urges parents to be proactive about digital citizenship

Campus community raises
\$639,048
to directly impact Calgarians via United Way

Eyes High

REPORT CARD

September 2018

To help evaluate our progress, we track a set of performance measures related to specific outcomes. These metrics — some of which only yield data every few years — assess both quantitative and qualitative dimensions, reflecting different facets of our organization and providing us with comparative data against our peer institutions.

In total, we look at 37 measures of our performance as a university, 31 of which incorporate comparative data from our top five peer institutions. Of those 31 metrics, the University of Calgary currently ranks amongst its top five peers on 16 (based on 2016–17 data).

Where available, comparative data for our top five peers comes from the University of British Columbia, the University of Alberta, the University of Toronto, Université de Montréal, and McGill University.

Performance measures list

★ *University of Calgary performance within the top five based on 2016–17 data.*

* *Comparative data is not available between peer institutions for these performance measures.*

TEACHING AND LEARNING

- Average entering grade
- ★ Retention rate (undergraduate)
- ★ Graduate student proportion of total enrolment
- ★ Graduation rate (undergraduate)
- ★ Graduation rate (master's)
- ★ Graduation rate (PhD)
- Time to completion (undergraduate)*
- Time to completion (master's)
- ★ Time to completion (PhD)
- Employment rate (total)*
- Degrees awarded (undergraduate)
- Degrees awarded (graduate)
- ★ Undergraduate student engagement (NSSE) (first year)
- ★ Undergraduate student engagement (NSSE) (senior year)
- ★ Graduate student engagement (CGPSS)

RESEARCH AND SCHOLARSHIP

- Postdoctoral scholars (total)
- ★ Postdoctoral scholars (per tenure and tenure-track faculty)
- Sponsored research funding (total)
- ★ Sponsored research funding (per tenure and tenure-track faculty)
- Tri-council funding (total)
- Tri-council funding (per tenure and tenure-track faculty)
- SSHRC funding
- NSERC funding
- CIHR funding
- Juried Exhibitions and Performances
- Publications (total)
- ★ Publications (per tenure and tenure-track faculty)
- Citations (total)
- ★ Citations (per tenure and tenure-track faculty)
- ★ New inventions
- New licenses
- New patent applications*

COMMUNITY AND ENVIRONMENT

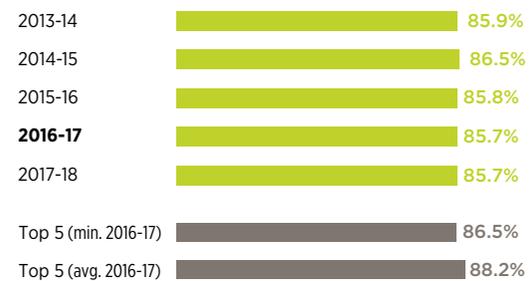
- Reputation (likelihood to recommend)*
- ★ Fundraising
- Alumni engagement*
- ★ Sustainability Tracking, Assessment and Rating System (STARS)
- Employee engagement*

PERFORMANCE MEASURES

TEACHING AND LEARNING

AVERAGE ENTERING GRADE FROM HIGH SCHOOL

We promote high levels of student achievement by emphasizing the importance of academic admission standards. The average entering grade is one of a number of leading indicators of graduation rates. We are currently in close ranks with our top five peers.



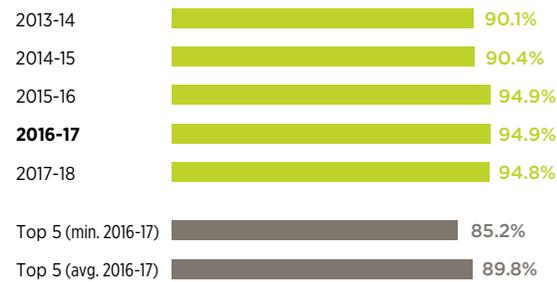
Source (University of Calgary): Consortium for Student Retention Data Exchange (CSRDE).

Source (Top 5): Maclean's university rankings data, one institution reported previous year's data.

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. Our retention rate of students transitioning from year one to year two was high and remains high, and surpasses the average of our top five peer institutions.



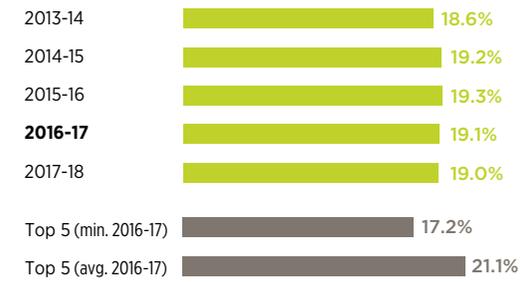
Source (University of Calgary): Consortium for Student Retention Data Exchange (CSRDE).

Source (Top 5): CSRDE. One institution reported previous years' data.

GRADUATE STUDENT PROPORTION OF TOTAL ENROLMENT



We monitor the graduate proportion of our total student population to ensure that we grow to the level of leading research universities. The proportion of graduate students at leading international research universities is approximately 25 per cent, and our intent is to move towards that target. The University of Calgary is currently within the range of the top five Canadian institutions.

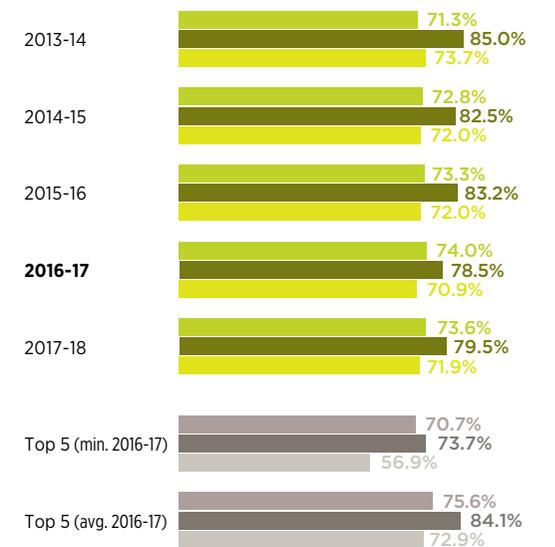


Source: U15 Enrolment Report (full-time and part-time headcount).

GRADUATION RATE



This measure tracks the percentage of students who ultimately graduate from a group, or cohort, who began their studies at the same time. We are solidly within the ranks of our top 5 peers at all levels.



■ Undergraduate
■ Master's
■ PhD

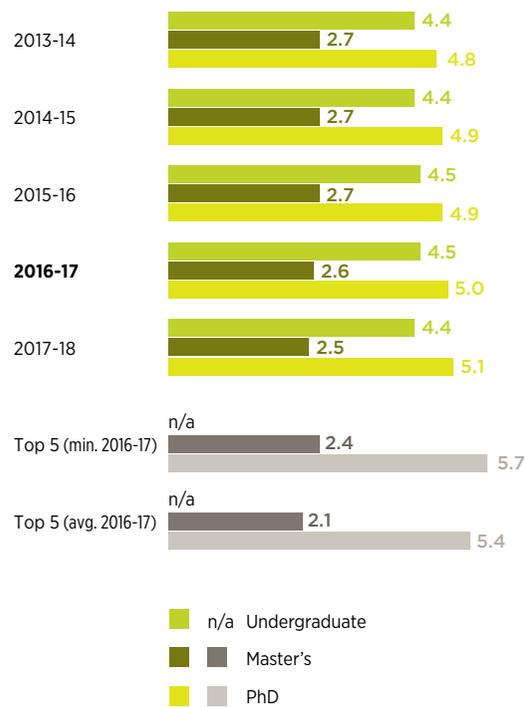
Source (University of Calgary): Retention and time-to-completion reports (years). Tracking period: undergraduate 6-Year; master's 5-Year; PhD 9-Year. Master's completion rate includes students promoted to PhD.

Source (Top 5): Retention and time-to-completion reports. One institution reported previous years' data.



TIME TO COMPLETION

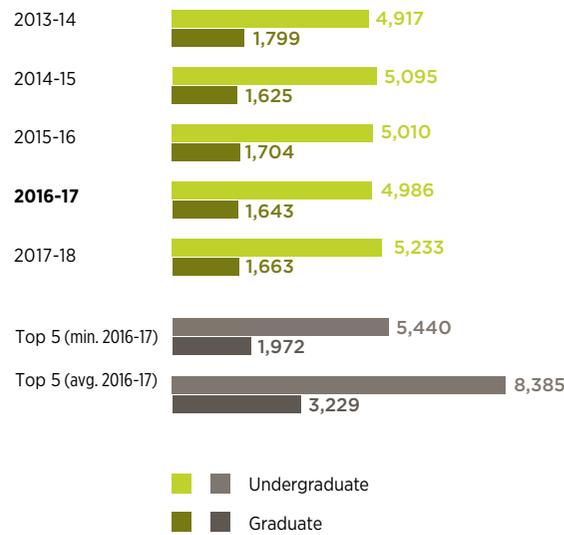
This measure tracks the average number of years it takes students to complete their degree programs at the University of Calgary. Understanding this dynamic helps us refine our support services for students as they progress. Undergraduate, master's and PhD times-to-completion have remained relatively stable. Time-to-completion comparative data is not available at the undergraduate level. Our PhD time-to-completion rate is in the top five.



Source (University of Calgary): Retention and time-to-completion reports (years). Tracking period: undergraduate 6-Year; master's 5-Year; PhD 9-Year.
Source (Top 5): Retention and time-to-completion reports.
Note: University of Calgary undergraduate data only; data is not shared among Top 5 peers.

DEGREES AWARDED

This measure indicates how many students graduate each year and 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. We are using a sustainable growth model to determine overall enrolment, so our graduate numbers will be relatively stable, unless further funding is provided to increase enrolment. The top five institutions are also all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more graduates.

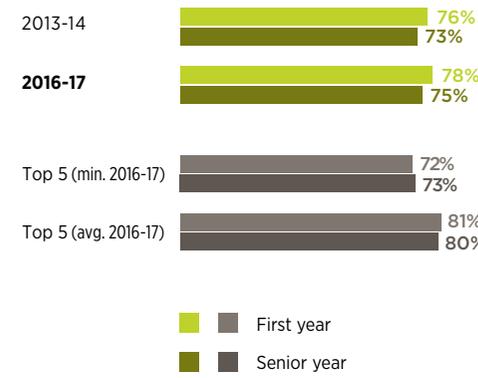


Source: U15 Degrees Awarded Report (excludes certificates and diplomas).



UNDERGRADUATE STUDENT ENGAGEMENT

We monitor the quality of our learning environment, and the overall level of satisfaction reported by first-year and senior-level undergraduate students, through their responses to the National Survey of Student Engagement (NSSE) question, 'How would you evaluate your entire educational experience at this institution?' Percentages shown are ratings of 'good' to 'excellent'. We rank amongst our top five peers for both first-year and senior-year students. Student engagement will be a continued area of focus.

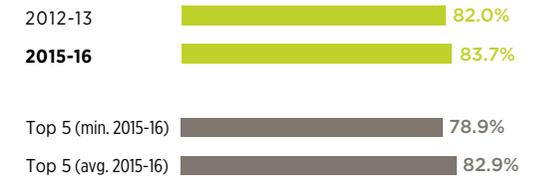


Source (University of Calgary): NSSE.
Source (Top 5): Maclean's.
NSSE is administered every three years.



GRADUATE STUDENT ENGAGEMENT

We monitor the quality of the learning environment and the overall level of satisfaction reported by our graduate students in regular programs through their responses to a Canadian Graduate and Professional Student Survey (CGPSS) question that assesses the percentage of students (master's and PhD) rating the quality of their graduate program as 'good' to 'excellent'. We currently rank amongst our top five peers and we will continue to focus on graduate student engagement.



Source: U15 CGPSS.
CGPSS is administered every three years.

EMPLOYMENT RATE (GOVERNMENT OF ALBERTA GRADUATE 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. Data on this metric is not shared among our top five peers.



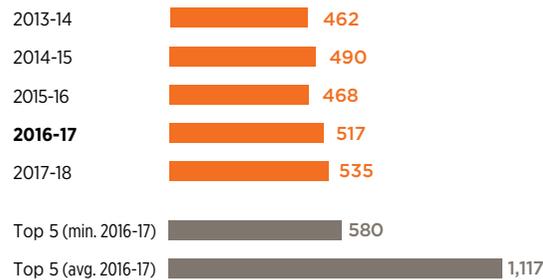
Source (University of Calgary): Graduate Outcomes Survey.
Note: University of Calgary data only; data is not shared among Top 5 peers.
The Graduate Outcomes Survey is administered every two years.

PERFORMANCE MEASURES

RESEARCH AND SCHOLARSHIP

POSTDOCTORAL SCHOLARS

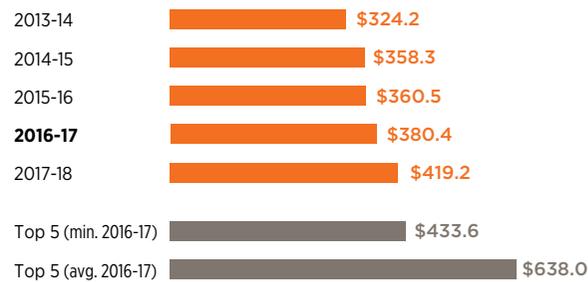
Postdoctoral scholars contribute to our overall research quality and productivity, and therefore the number of postdoctoral scholars is an indication of the research environment on our campus. We continue to grow in this important area. However, the top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to attract and engage more postdoctoral scholars overall.



Source (University of Calgary): U15 Fact Book.
Source (Top 5): U15 Fact Book.

SPONSORED RESEARCH FUNDING (TOTAL) (\$ MILLIONS)

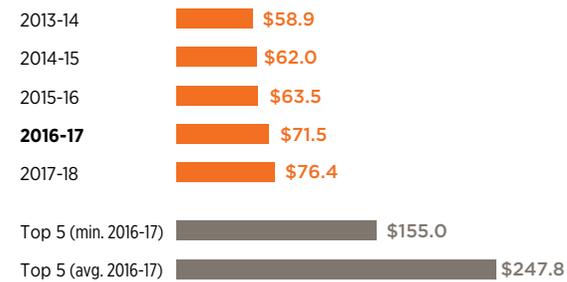
Our sponsored research funding measure is one indicator of our research quality and productivity. It includes funding from federal, provincial and foreign governments, corporations, foundations and non-profit organizations, as well as donations and investment funding. The top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more.



Source (University of Calgary): CAUBO.
Source (Top 5): U15 Fact Book.
CAUBO = Canadian Association of University Business Officers.
Source (University of Calgary): CAUBO.

TRI-COUNCIL FUNDING (TOTAL) (\$ MILLIONS)

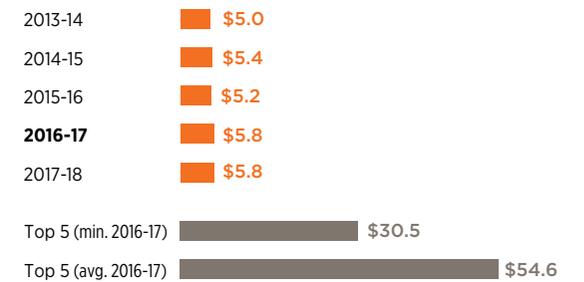
This measure is an indicator of our research income, intensity and quality. It includes grant funding from the Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC) and the Social Sciences and Humanities Research Council (SSHRC). The top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more research funding.



Source (University of Calgary): CAUBO.
Source (Top 5): U15 Tri-Council Report.

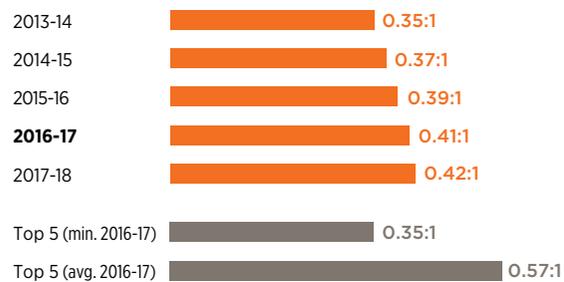
SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL (SSHRC) FUNDING (\$ MILLIONS)

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.



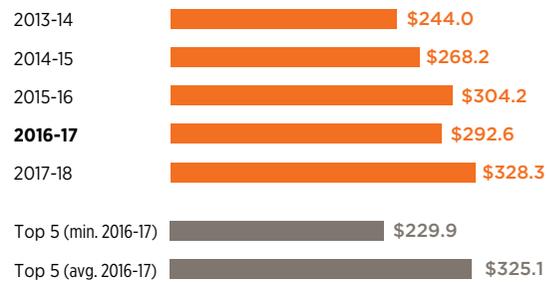
Source (University of Calgary): CAUBO.
Source (Top 5): U15 Tri-Council Report.

POSTDOCTORAL SCHOLARS (PER TENURE AND TENURE-TRACK FACULTY MEMBER)*



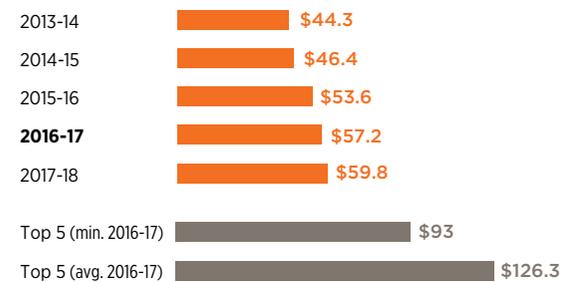
Source (University of Calgary): U15 Fact Book.
Source (Top 5): U15 Fact Book.

SPONSORED RESEARCH FUNDING (PER TENURE AND TENURE-TRACK FACULTY MEMBER) (\$ THOUSANDS)*



Source (University of Calgary): CAUBO.
Source (Top 5): U15 Fact Book.

TRI-COUNCIL FUNDING (PER TENURE AND TENURE-TRACK FACULTY MEMBER) (\$ THOUSANDS)*

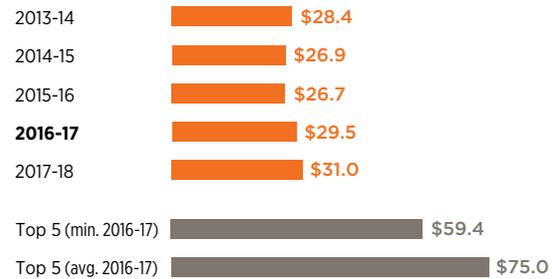


Source (University of Calgary): CAUBO.
Source (Top 5): Tri-Council Report.

* Because UCalgary is a smaller institution than our top five peers, we use these metrics to examine our performance relative to those institutions.

**NATURAL SCIENCES AND ENGINEERING
RESEARCH COUNCIL OF CANADA
(NSERC) FUNDING (\$ MILLIONS)**

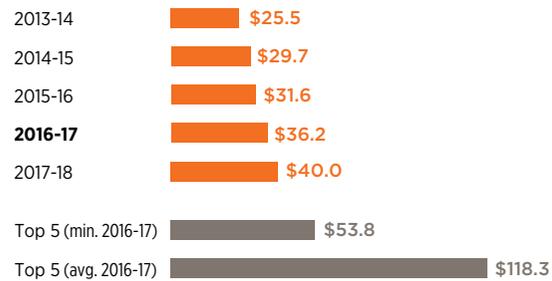
NSERC is the federal research funding agency that provides research funding for the natural sciences and engineering. It supports university students in their advanced studies, promotes and supports discovery research, and fosters innovation by encouraging Canadian companies to participate and invest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



Source (University of Calgary): CAUBO.
Source (Top 5): UI5 Tri-Council Report.

**CANADIAN INSTITUTES OF HEALTH RESEARCH
(CIHR) FUNDING (\$ MILLIONS)**

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.



Source (University of Calgary): CAUBO.
Source (Top 5): UI5 Tri-Council Report.

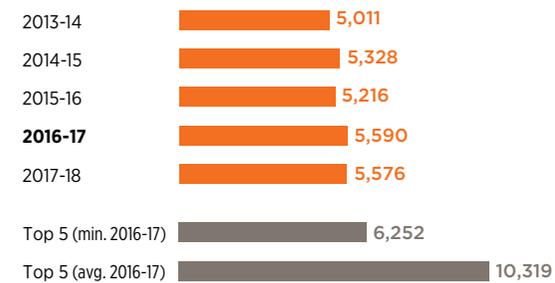
JURIED EXHIBITIONS AND PERFORMANCES

The number of juried exhibitions is one indicator of the level of scholarly activity taking place at the University of Calgary. A juried exhibition presents visual artists' work in the context of a museum, gallery or other venue. Juried work might also be reproduced in a publication. Jurors select the scholarly work that they feel best represents the theme of the exhibition. Criteria for selection can include artistry (artistic and stylistic interpretation, empathy/emotional quality), innovation (conceptual and/or formal), depth of inquiry, relevance (artistic and/or social), contribution to artistic practice, and engagement with risk.

As this is a new performance measure introduced in 2018, data is not yet available.

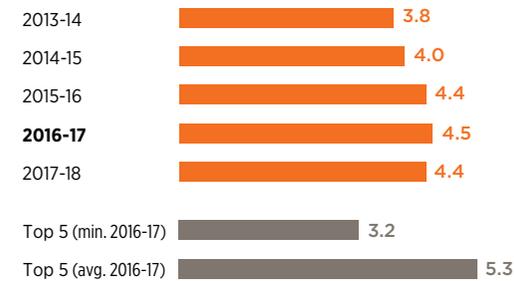
PUBLICATIONS (TOTAL)

One measure of a university's scholarly output is the number of academic and research publications that it produces each year. This measure monitors the number of publications produced by the University of Calgary in all subject areas compared to peer institutions. The top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more.



Source: Clarivate Analytics InCites™ (individual year totals).
Note: All years have been restated with the revised data from InCites™.
Clarivate Analytics InCites™ is a customized, web-based research evaluation tool that allows users to analyze institutional productivity and benchmark output against peers worldwide.

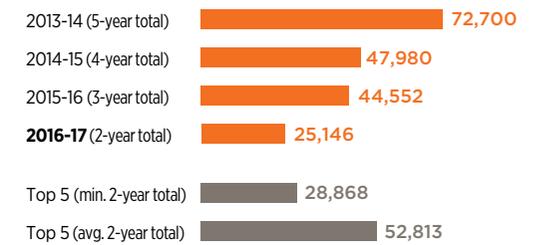
**PUBLICATIONS (PER TENURE AND TENURE-
TRACK FACULTY MEMBER)***



Source: Clarivate Analytics InCites™

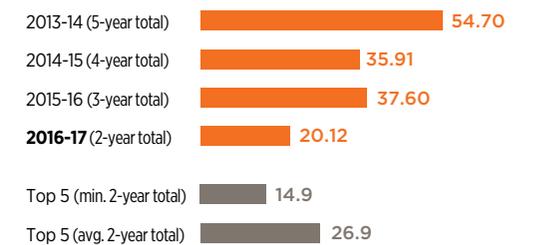
CITATIONS (TOTAL)

One measure of the impact of the research performed is the number of times its publications are cited. Frequently cited publications are viewed as having more relevance or impact. This measure monitors the number of citations produced by the University of Calgary in all subject areas compared to peer institutions. Citation counts follow a typical progression rate, with low numbers in the first year of publication, followed by a greater number of citations in years two through five. Because older papers have more time to accrue citations, we expect to see a smaller total citation count in 2016-17 compared to previous years. The top five institutions are all larger than the University of Calgary, and so, in absolute numbers, would be expected to produce more citations.



Source: Clarivate Analytics InCites™ — Total citations accrued since original date of publication.

**CITATIONS (PER TENURE AND TENURE-
TRACK FACULTY MEMBER)***



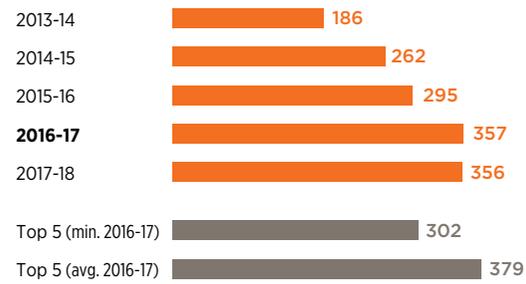
Source: Clarivate Analytics InCites™

* Because UCalgary is a smaller institution than our top five peers, we use these metrics to examine our performance relative to those institutions.

NEW INVENTIONS



This measure monitors the number of new or novel inventions that our researchers disclose each year while patent protection is being obtained. New invention disclosures are granted for ideas that produce products, processes, machines, or compositions of matter, or any new and useful improvements of these.

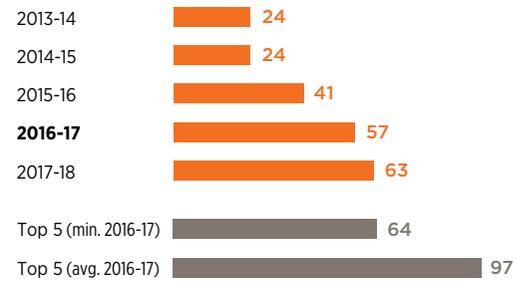


3 year running total

Source (University of Calgary): Innovate Calgary.
Source (Top 5): AUTM Survey.

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 each year.

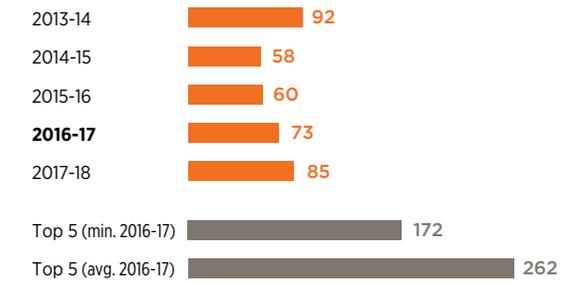


3 year running total

Source (University of Calgary): Innovate Calgary.
Source (Top 5): AUTM Survey.

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.



3 year running total

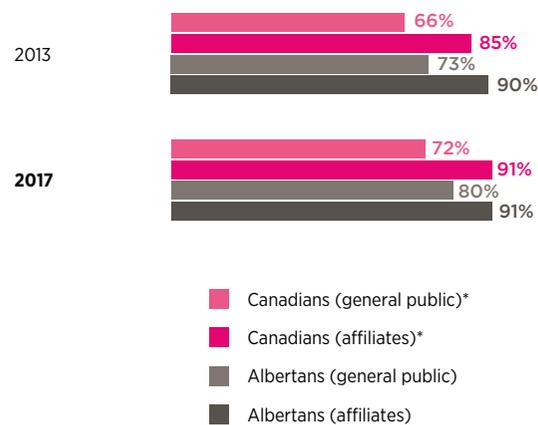
Source (University of Calgary): Innovate Calgary.
Source (Top 5): AUTM Survey.

PERFORMANCE MEASURES

COMMUNITY AND ENVIRONMENT

REPUTATION (LIKELIHOOD TO RECOMMEND)

We ask Canadians and Albertans how likely they are to recommend the University of Calgary to their family, friends or colleagues. When results are compared over time, this measure helps us understand the trajectory of our reputation as an institution. Canadians and Albertans are now more likely to recommend the university now than they were in 2013. This likelihood increases substantially when people affiliate directly with the university in some way. Affiliates are those who identify as connected to the University of Calgary as alumni or graduates, donors, employees, students, volunteers or 'other'.

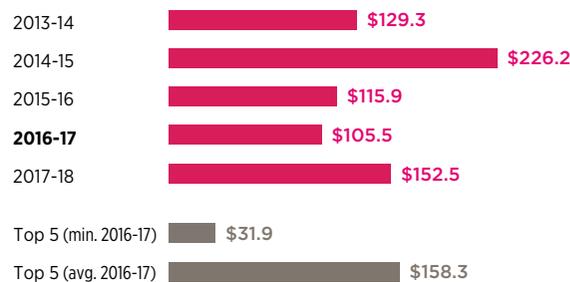


Source: University of Calgary University Relations Office, from research conducted through a third-party provider.
* Québec data removed

FUNDRAISING (\$ MILLIONS)



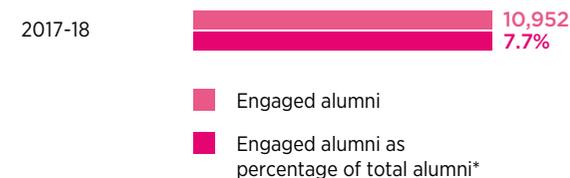
We monitor the extent to which we engage the community in our educational programs and our research, scholarship and creative activity through a measure that tracks the level of funds we raise within the community to support these activities.



Source (University of Calgary): UCalgary Development and Alumni Engagement.
Source (Top 5): Institutional public web sites.

ALUMNI ENGAGEMENT

Activities that are valued by alumni build enduring and mutually beneficial relationships, inspire loyalty and financial support, strengthen the university's reputation and help advance the *Eyes High* strategy. Alumni engagement is measured through the running total of living alumni who are engaged and involved with the university through active participation in programming, philanthropy, volunteering, awards, updates and meetings.

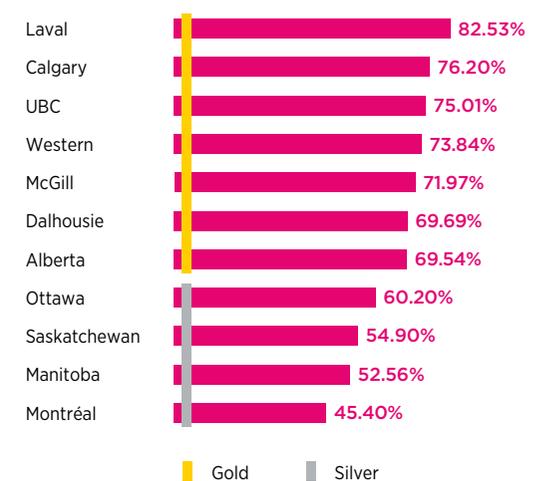


Source: UCalgary Development and Alumni Engagement
* Total living alumni: 175,020

SUSTAINABILITY



We measure performance in sustainability initiatives using the Sustainability Tracking, Assessment and Rating System (STARS) developed by the Association for the Advancement of Sustainability in Higher Education (AASHE). This measure monitors our performance in the area of sustainability across education and research, operations, planning and administration. The benchmark below includes UCalgary data for 2018.



Source: Association for the Advancement of Sustainability in Higher Education (AASHE) (U15 institutions participating in STARS as of June 2018).

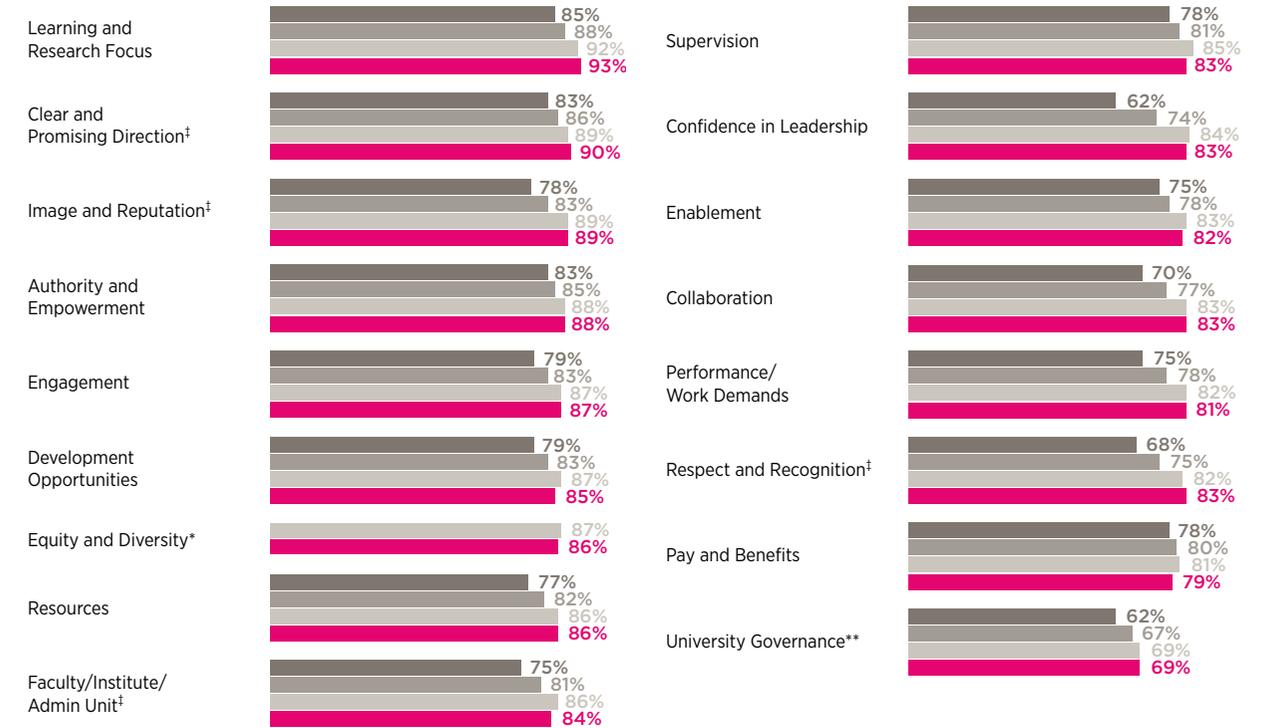
EMPLOYEE ENGAGEMENT

Employee engagement levels — though not measured against our peers as comparative data is unavailable — provide us with an important assessment of how well we work together to ensure a culture of respect and recognition, build commitment and trust in leadership, and create a ‘one university family’ environment. Results from our 2011 survey provided an important baseline from which to measure progress. Recent results from 2013, 2015 and 2017 demonstrate that we have made significant improvements, and remain equal to or better than public- and private-sector norms in many indicators. There is still work to be done, and we have plans in place to drive progress on key indicators.

Percent favourable/neutral

- 2010-11
- 2012-13
- 2014-15
- 2016-17

* Equity & Diversity was newly added in 2014-15.
 ** University Issues was changed to University Governance.
 † Questions in these categories were added in 2017; results are not directly comparable.
 Note: University of Calgary data only; data is not shared among Top 5 peers.





Community Report 2018 PRESIDENT'S MESSAGE

When I think back to the launch of our *Eyes High* strategy in 2011, I remember the sense of excitement, optimism and ambition we felt on campus. We were on a new journey — one inspired by a unified vision that we created together, a bold sense of what was possible, and a strong sense of purpose as one of Canada's youngest research universities. The Calgary community rallied around us and our big dreams, setting the stage for an era of reinvention and institutional maturation.

Seven years later, we are still dreaming big but we have accomplished so much along our journey. Together, we have made significant advances across our three foundational commitments, driving excellence across teaching and research, while involving and engaging our broader community to ensure that our work has had meaningful societal impact. We have introduced life-changing discoveries across disciplines, reimagined and enhanced the student experience, nurtured diversity of thought and perspective, extended our global reach and influence, and transformed our campuses physically to create spaces where people can interact and thrive.

Along the way, we celebrated so many milestones including our 50th Anniversary as an autonomous university; the naming of our faculties of medicine and education; the construction of the Taylor Family Digital Library, the Canadian Natural Resources Engineering Complex, the International Microbiome Centre, Aurora Hall and Crowsnest Hall residences, and the Taylor Institute for Teaching and Learning; the launch of University District on our West Campus lands; the expansion of our veterinary medicine, business and high-density library facilities; and the introduction of innovative programming across our faculties and academic departments.

We introduced and executed against key strategies, including our international strategy, the academic and research plans, a campus mental health strategy, a multi-faceted sustainability strategy, and our first-ever Indigenous strategy. We welcomed the community to our campus during the Calgary floods, the Fort McMurray fires, and through hundreds of programs, performances, competitions, exhibitions and public education initiatives.

As I approach the completion of my term as president and vice-chancellor, I could not be prouder of our achievements together. We collaborated, we debated, we partnered, and we deliberated. We pushed limits and questioned the *status quo*. Above all, we worked to move this university forward to take its place amongst Canada's top research institutions.

Thank you for making this journey so deeply meaningful. The impact our university community has had and continues to have on our city, province, and nation is noteworthy. For those whose life's work involves seeking and discovering solutions to our society's most pressing needs, what a great place to make a marked difference in the world.

The coming year will bring more advancement and evolution for the University of Calgary, including:

- rolling out our newly energized academic and research plans, including activating the Office of Experiential Learning, engaging our 30,000+ students in innovative new ways, and onboarding new cross-cutting research themes;
- progressing against the goals set out in our new Indigenous strategy, our campus mental health strategy, our international strategy, and our entrepreneurial thinking initiatives;
- approaching the end of our \$1.3 billion fundraising program — *Energize: The Campaign for Eyes High*;
- executing against our brand-new alumni engagement strategy;
- advancing our landscape master plan, climate action plan, and student housing strategy;
- fostering even greater discovery through the University Research Park;
- wrapping up the redevelopment of MacKimmie Tower and moving on to address MacKimmie Block;
- wishing another class of graduates well as they make their way into the world.

Of course, this year, you will also welcome a new president and vice-chancellor, who will continue to move UCalgary in a positive, forwarding-looking direction. Thank you for your support, collaboration and collegiality since I stepped into this role in 2010. This university is a great place to work and to grow, made so because of your efforts and dedication each and every day. It has been my privilege to work alongside you as we took on audacious goals and made them happen.

Elizabeth Cannon
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 2018

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