



UNIVERSITY OF
CALGARY



EYES HIGH

STRATEGY 2017-22



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.



Shaping a City of Leaders

In the 1960s, the University of Calgary took its first steps on a bold journey. Like many Calgary success stories, it had a spirited beginning, unprecedented growth and a promising future. As the city flourished economically, embracing its ever-increasing diversity and taking its place on the world stage, so too did the university.

Today, the University of Calgary is taking a strong leadership role in our city, province and country.

We contribute to the provincial economy and enhance the intellectual, physical and cultural landscape of our region. Our partnerships engage and energize those who call one of the world's most livable cities home. Our mission is woven into the daily fabric of a diverse and vibrant community, where we lead and serve.

Our progress called for creativity, inclusivity, collaboration and resolve. We learned that — as a university and a city — we are stronger together.



We are **catalysts of change** and **calculated risk-takers**

This bold approach led to tremendous growth over our first 50 years.

photo: Riley Brandt

We are building a community of **discovery, creativity and innovation**

The university is — much like Calgary itself — a high-energy destination for people with ambitious dreams and the drive essential to fulfill them. The University of Calgary has earned a reputation for thinking courageously, delivering high-impact outcomes and attracting exceptional people to this global hub of ideas. Our students enjoy an educational experience that allows them to pursue their passions in one of Canada's most caring cities.

We are catalysts of change and calculated risk-takers. This bold approach led to tremendous growth over our first 50 years. As we marked our anniversary in 2016, we were recognized as North America's top young university*.

We achieved this by pushing our limits, challenging ourselves to do better, embracing the power of curiosity, and continually seeking and sharing new knowledge.

As we begin our next half-century, our graduates are transforming Calgary into one of the best cities in the world. Roughly two-thirds of them remain in our region, growing our community in new and exciting directions. Other alumni have spread out to more than 150 different countries to make a difference globally.

We're just getting started.

*In 2016, the University of Calgary was ranked #1 in both Canada and in North America in the Times Higher Education (THE) Top 150 Under 50 and the Quacquarelli Symonds Limited (QS) World University Rankings.



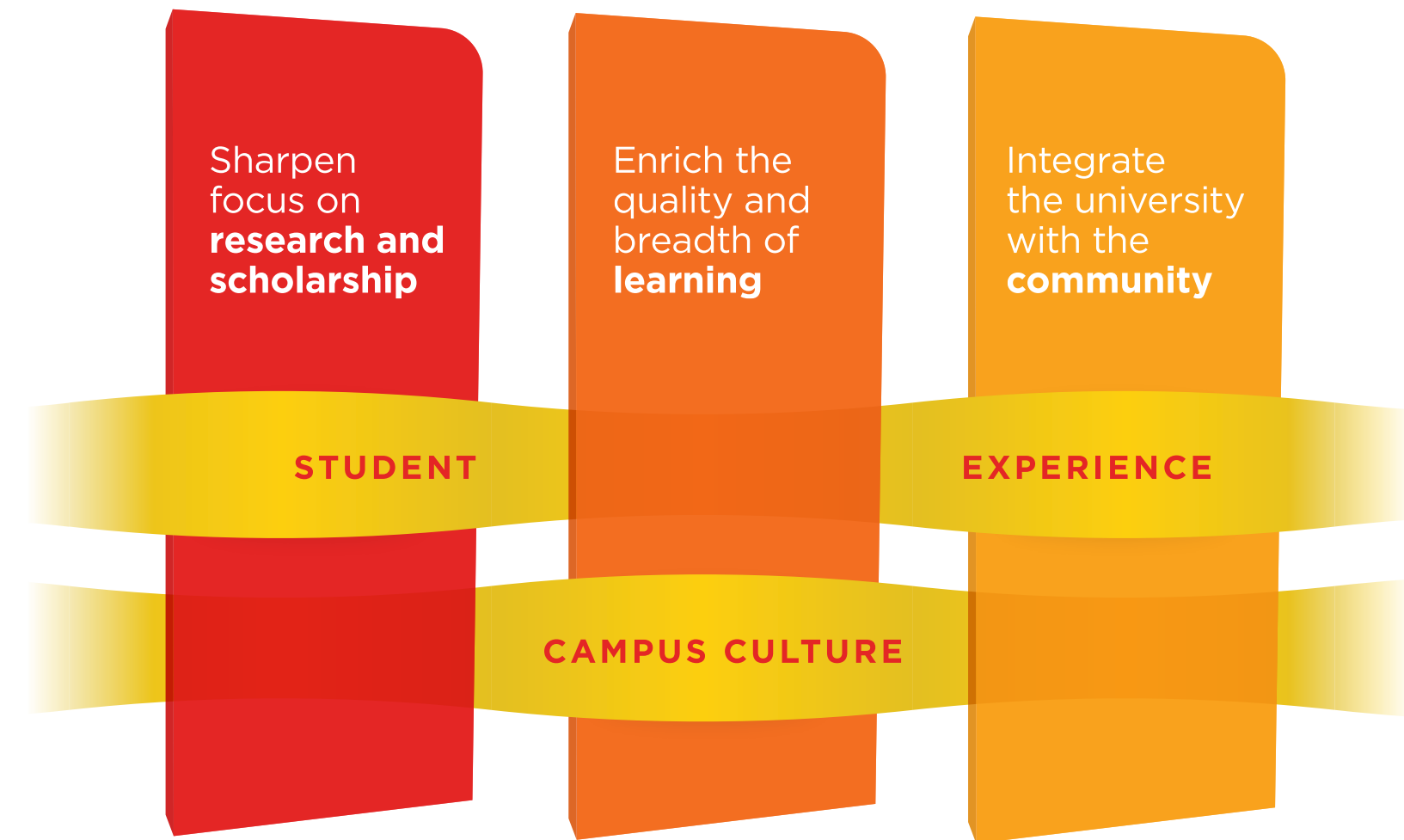
Let's continue the **transformative journey**

In 2011, we worked together to create a strategic direction that reflected the dreams of our university community, our leaders and friends in Calgary, and our alumni and stakeholders from around the world. We have since made tremendous progress toward our ambitious and transformative goals.

This year, we collaborated once again to refine our trajectory, as thousands of people invested their time and effort into the renewal of our foundational commitments and the refinement of our strategic direction. Using this strategy as a starting point, we will reinvigorate our research and academic plans, strengthen our operational plans, further enhance our working and learning environment, and encourage teams across our campuses to connect their activities with this vision.

Aligning our activities and resources will position the University of Calgary as one of the boldest, most welcoming, spirited, rigorous and well-run institutions in Canada.





Three Foundational Commitments

We remain dedicated to the three foundational commitments we established in 2011 and have updated them based on feedback from our 2016 consultation process. The most significant lesson we learned was the need to weave a rich and multifaceted

student experience across each foundational commitment. Doing so will strengthen the fabric of the University of Calgary. Also key to our success is an inclusive, curiosity-driven and respectful campus culture.

What does student experience mean to us?

It means connecting students with the University of Calgary in ways that enrich their whole lives and foster a sense of community spirit. It means enhancing each student's learning experience through a combination of outstanding teaching, research and academic support, and facilities. This includes access to extracurricular lifestyle and social activities, leadership and professional development opportunities, exposure to diverse ways of thinking and living, and access to community-based work and volunteer opportunities. It also means students are welcomed into a safe and inclusive environment that allows them to develop the skills, knowledge and personal attributes necessary to become productive citizens and leaders in their chosen fields.

What does campus culture mean to us?

It means collaborating across groups and embracing meaningful two-way communication that is honest and open. It also means overcoming structural, social and cultural barriers to create a safe, inclusive, healthy and respectful environment — one that values diversity and the dignity of every person. It means we work and learn in a sustainable manner, developing new skills, seeking balanced lifestyles, building our careers, taking initiative, and recognizing one another for our accomplishments. We value a culture that encourages us to listen to one another, enriches our understanding of other perspectives and voices, inspires us to engage purposefully, and welcomes open dialogue and debate.





WE VALUE

Research that explores new ideas, seeks answers, generates new discoveries, promotes prosperity, and improves quality of life.

Sharpen focus on research and scholarship

We conduct research that **changes the world.**

photo: Riley Brandt

Where We Are

University of Calgary researchers have led important discoveries across strategic research themes aligned with the university's core strengths and capacity. We continue to demonstrate an unwavering commitment to support internationally recognized research and individual scholarship in emerging areas. In 2016, the University of Calgary was ranked sixth among leading research universities in Canada based on sponsored research funding.* The European Centre for Science and Technology (CWTS) Leiden ranked the University of Calgary fifth overall in Canada for its scientific performance in 2016.

Where We're Going

We have an ambitious roadmap to achieve our research vision. It matches our strengths with opportunities, increases our research capacity, creates a dynamic environment to promote research excellence, and embraces both curiosity-driven and solution-oriented research. Bolstered by positive feedback from our community about our research priorities and the investments we made in research infrastructure, we will continue our commitment to sharpen our focus on research and scholarship. We will also increase involvement of undergraduate and graduate students in our research programs. By 2022, we will be recognized as one of Canada's top five research universities.

How We Will Get There

FOCUS

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. We will also refine the ways in which we measure the impact of our work and share our scholarship.

INTERDISCIPLINARY PARTNERSHIPS

Our world is fast-paced and complex. Its persistent and emerging problems call for creative solutions that reach across disciplinary boundaries. Through research programs and strategic partnerships, we pursue knowledge, contribute to the development and critique of societal goals, and spark innovation. We cherish and support the multiple perspectives and approaches across fields of study and sectors of society. We will collaborate with one another and colleagues at other universities, as well as with our local, provincial, national and international communities.

SUPPORT AND RECOGNITION

Great people are our most valuable assets. We will continue to attract, encourage and recognize talented students, faculty and post-doctoral scholars who conduct globally recognized research. We will also nurture, develop and celebrate the staff who skillfully and passionately support them. We commit to increasing research capacity and creating a dynamic environment to promote research excellence.

KNOWLEDGE TRANSLATION, IMPLEMENTATION AND ENGAGEMENT

Our students and faculty conduct basic and applied research at the frontiers of knowledge and transfer this knowledge to society — locally, regionally, nationally and internationally. We will actively support our research community in releasing new findings, implementing important advancements and presenting thought-provoking creative works. We will share our research, scholarship, innovation, and creative activity broadly — with our student body, potential collaborators, industry and government, non-governmental organizations, other researchers and post-secondary institutions, and the public.

*Canada's Top 50 Research Universities, Research Infosource Inc., 2016



photo: Riley Brandt

Enrich the quality and breadth of learning

We educate students to become **community-builders**.

WE VALUE

Environments rich in experiential learning, where students and faculty critically examine the world around them, grow as individuals and play an active role in addressing society's most pressing challenges.

Where We Are

We embrace our unique role in Calgary as a university that offers a broad selection of programs including baccalaureate, graduate, professional, and research-based master's and doctoral degrees. We also provide a wide assortment of credit and non-credit diplomas and certificates, including professional and executive development, and artistic and scholarly activities. The student experience is enhanced with a range of services including academic and career advising, student-life programming, health and wellness services, and academic success programs.

Where We're Going

By immersing students in an environment rich in curiosity, diverse ideas, and global perspectives, we develop creative, confident citizens who think critically and contribute value to their communities. We will incorporate entrepreneurial thinking into our students' educational experiences, such that they learn to identify opportunities, collaborate effectively, build partnerships, embrace differences of opinion, and create a prosperous and sustainable future.

How We Will Get There

LEADERSHIP AND INNOVATION

We assign leadership responsibilities in teaching and learning within a system-wide and fully integrated model to ensure that innovative initiatives are effectively implemented, measured and sustained. The Taylor Institute for Teaching and Learning — a research-informed incubator for innovative instruction and learning design — supports research and technology development. We will continue to build a network of scholarly teachers who actively develop and share expertise.

QUALITY OF INSTRUCTION

We support high-quality teaching and learning experiences through a community that is focused, intentional, and reflective. Students and faculty can tailor their learning environments, supported by rich library and cultural resources and advanced educational technologies. Multifaceted assessments of teaching and learning will provide feedback to identify students' learning needs, ensure consistency of teaching experiences, identify effective instructional approaches, and highlight areas where additional support may be needed.

RELEVANT CURRICULUM

Our curriculum reflects Calgary's enterprising spirit. It instills the importance of applying new-found knowledge to address society's most persistent and emerging challenges, and teaches students how to explore bold new approaches. At every opportunity, we show our students how a research-intensive university accelerates their personal growth and career trajectory. We are committed to offering an educational experience that provides both disciplinary and interdisciplinary programs.

RESEARCH AND EXPERIENTIAL LEARNING

We are advancing engaged scholarship by integrating research and experiential learning opportunities into our academic programs. Students learn within a culture of inquiry to become creators of knowledge. We will increase access to community-service learning, cooperative and internship placements, and international exchanges to complement classroom experiences and develop global citizenship.

WHAT IS ENTREPRENEURIAL THINKING?

Entrepreneurial thinking is being creative in finding innovative solutions. It involves taking initiative, exchanging knowledge across disciplines, being resourceful, and learning from experience. Entrepreneurial thinking is essential to enriching lives and advancing society.

WE VALUE

Sustainable ways of living, working and learning, and taking responsibility for our physical, natural, social and fiscal environments.

Integrate the university with the community

We serve as an **intellectual, social and cultural hub.**

photo: Riley Brandt

Where We Are

Being a global intellectual hub means that we develop next-generation leaders with broad world views, share new knowledge and discoveries generously, and address society's challenges proactively. We are recognized as a university that provides a gateway to the international landscape of ideas, arts and culture, and science for all life-long learners. We are increasing opportunities for our local and extended communities to engage in athletic and recreational activities.

Where We're Going

The university attracts creative thinkers from around the world who enrich our lives with their distinct ideas and viewpoints. We are committed to working with our stakeholders to find ways to improve the lives of individuals in all our communities. We will continue to play a leading role in the evolution of our city and our province by providing exceptional learning opportunities, conducting cutting-edge research, creating an environment of inclusion, and serving our communities selflessly. We will model leadership behaviour and continue to build meaningful connections through our growing global alumni network. As we do so, we will inspire our friends and supporters to invest in our efforts to spark meaningful change and energize the next generation.

How We Will Get There

THOUGHT LEADERSHIP

Universities are dedicated to the free flow of ideas and the advancement of society — challenging the *status quo* for the benefit of all. We will lead public discourse on local, national and global issues. We will inspire with innovative ideas, transform our ideas into real-world advancements, openly share the knowledge we create, and engage others in meaningful change. Our efforts will attract scholars from around the globe to help build stronger communities.

CULTURAL ENRICHMENT

We attract thousands of visitors who immerse themselves in the rich landscape of ideas, art, science, athletics, and culture that characterizes a large research university. We will make it easier for our community to enjoy our creative performances and visit our cultural spaces, libraries and art galleries. We will ensure that our continuing education courses, workshops, and summer camps stimulate creativity, enable knowledge exchange and foster skill development.

COMMUNITY SERVICE

Our students, faculty, staff and alumni strengthen Calgary by giving back. They embody the admirable traits that characterize the city — a can-do attitude and enthusiasm to help neighbours. They collaborate with community organizations and assist with shaping and advancing civic projects. By championing and contributing to community initiatives together, we will create meaningful and measurable change that benefits others.

COLLABORATIVE PARTNERSHIPS

We extend the university's engagement with the broader community through the development of programs of study and research partnerships across Alberta, the nation and the world. Partnerships, alliances, development projects and study-abroad initiatives allow us to contribute to and benefit from a network of global interactions that enrich the student experience. We will continue to encourage partnerships with industry, government, non-profit organizations and our local Indigenous communities.

ALUMNI ENGAGEMENT

One of our unique advantages is that a significant proportion of our alumni live and work in the Calgary area. Lifelong learners, seekers of new knowledge and innovation, and thought leaders in their respective disciplines, they have become meaningful contributors and active citizens, locally and globally. We must strengthen our connection to this important part of our community to achieve our vision and create mutual benefit. We will develop and maintain an active alumni network, and establish a stronger and more recognizable alumni profile in order to build our community together.

Together, we started our *Eyes High* journey in 2011, building a bold and ambitious shared vision. Along the way, we have contributed to the community, creating opportunities while leading and flourishing within the nation's most enterprising city.

As we celebrate our first half-century, the University of Calgary is recognized as one of the top young universities in the world. We have already achieved so much together. Having gathered thousands of thoughts and ideas from our community, we now begin the practical work of furthering our dreams.

We will deliver our strategy with renewed vigour. We will transform it into resolute action throughout our planning cycles and with the leadership of our faculties, units and the community that surrounds and supports us.

This strategy will help guide us on our journey, reminding us of our shared goals and spurring us onwards toward meaningful change. We will do this in an environment characterized by commitment and trust, respect and recognition, and through actions that reflect our strong university community.

Together, let's bring this vision to life!



photo: Jager & Kokenor



WE VALUE
Serving the growing intellectual, educational and research needs of this vibrant, enterprising city.

Over
10,000
points of
engagement

More than 4,000 involving
survey completion and/or
focus group participation.



Energizing *Eyes High* Consultation Process

In early 2016, we invited members of our community to share in the development of the principles, processes and governance structures necessary to refine our strategy. Building on the lessons learned from

the original *Eyes High* process, our academic colleagues in the Haskayne School of Business designed a thoughtful, authentic consultation process that led to meaningful outcomes.

Phase 1: Developing the process

The process to energize the *Eyes High* strategy began with the establishment of a governance structure reflecting the diversity of our community. It continued with an extensive consultation over the autumn of 2016 and concluded with the release of this energized strategy in April 2017.

As part of the consultation phase, we invited members of our community to review our progress over the past five years through the lens of an Eliminate-Reduce-Raise-Create-Maintain (ERRCM) model. This engaged students, faculty, staff, alumni, friends and community leaders in a range of activities guided by six principles:

- **EDUCATIONAL:** our communities are aware of the progress of the current *Eyes High* strategic vision and celebrate key achievements to date;
- **INCLUSIVE:** key stakeholders are actively engaged in a transparent process;
- **COLLABORATIVE AND CONSULTATIVE:** stakeholders work towards the good of the institution as a whole;
- **LEVERAGED:** appropriate engagement opportunities are utilized to integrate input and ideas;
- **ASPIRATIONAL BUT GROUNDED:** a free flow of ideas in a structured process guides the discussions towards strategic (rather than operational) objectives; *and*
- **INSPIRATIONAL:** our communities are reinvigorated and recommitted to the energized *Eyes High* strategy and to the University of Calgary as a whole.

Phase 2: Engaging our community

We undertook an extensive consultation process between September and December 2016. Undergraduate and graduate students were invited to participate, as well as faculty, staff, postdoctoral scholars, alumni, the Board of Governors, the university Senate, and community leaders. All were also invited to participate in focus groups, respond to online surveys, visit roving booths, complete weekly polls, and submit written feedback. Over 10,000 points of engagement occurred — more than 4,000 involved survey completion and/or focus group participation.

Phase 3: Disseminating the information

Information gathered from the consultation process was analyzed and disseminated back to the community in four reports:

- a. one report provided a detailed analysis of the survey data;
- b. one report provided recommendations from focus group discussions;
- c. one report provided a detailed analysis of the operating environment, including political, economic, social, and technological trends expected over the next five years; *and*
- d. a summary report combined information from focus groups, surveys, and the environmental scan.

On the basis of these documents, members of the Strategic Oversight Committee interpreted the findings, identified strategic opportunities, and revised the strategy. Results were then shared with the community so that the energized strategy would cascade throughout the university to serve as a guide to planning at all levels.



Strategic Oversight Committee

This committee provided the overall strategic direction to the consultation process, communication strategy, feedback themes, document drafts, approval process and final strategy.

Elizabeth Cannon (Chair)
President and Vice-Chancellor

Jennifer Lock
Associate Dean, Teaching & Learning,
Werklund School of Education
(representing General Faculties
Council (GFC))

Leslie Reid
Associate Dean, Teaching & Learning,
Faculty of Science (representing GFC)

Keith Dobson
Professor, Faculty of Arts
(representing GFC)

Richard Sigurdson
Dean, Faculty of Arts (representing
Deans' Council)

Dianne Tapp
Dean, Faculty of Nursing
(representing Deans' Council)

Marcia Buchholz
Associate Vice-President, Human
Resources (representing the Senior
Leadership Team (SLT))

Paul Rogers
Associate Professor, Schulich School of
Engineering (representing The University of
Calgary Faculty Association (TUCFA))

Justin Huseby
Project Coordinator, Facilities
Development, (representing the university
members of the Alberta Union of Provincial
Employees (AUPE))

Jon Greggs
Director, Campus Planning
(representing Management and
Professional Staff (MaPS))

Stephan Guscott
President, Students' Union (SU)

Sam Hossack
President, Graduate Students'
Association (GSA)

Lauren Drogos
Director Communications, Post-Doctoral
Association (PDAC)

Heather L. Treacy
Managing Partner, DLA Piper (representing
the Alumni Association Executive)

Rob Allen
Chief Executive Officer, Aligned Outcomes
(representing the Board of Governors)

Trent Edwards
Chief Operating Officer, Brookfield
Residential (representing Senate)

Secretariat

The Secretariat led the consultation process, developed background documents, managed data analysis and communications and consultation logistics, and produced all final materials.

Loren Falkenberg (Chair)
Associate Dean (Research),
Haskayne School of Business

Jo-Ann Bance
Executive Director,
Office of the President

Bruce Evelyn
Vice-Provost, Planning and Resource
Allocation, Office of the Provost

Darlene Crowell
Associate Vice-President, Strategic
Communications, University Relations

Kim Lawrence
Associate Vice-President, Marketing,
University Relations

Jackie Wright
Administrative Assistant,
Office of the President

Stephanie Liu
Administrative Assistant,
Office of the President



Photo: Brent Davidson

MO SHÙILE TOGAM SUAS
I WILL LIFT UP MY EYES

University of Calgary
2500 University Drive NW
Calgary, AB, Canada T2N 1N4

April 28, 2017

ucalgary.ca/eyeshigh

© 2017 University of Calgary | All rights reserved