

HIGHLIGHTS OF THE FOUR-YEAR BUDGET AND BUSINESS PLAN

FACULTY AND STAFF RENEWAL

500+ NEW FACULTY BY 2010
NEW STAFF, JOINT APPOINTMENTS

SPACE

\$350,000 –\$500,000 (ONE-YEAR) FOR SHORT-TERM INCREASE

FIVE-YEAR CAPITAL PLAN: \$1 BILLION

STUDENT SUPPORT

ADDITIONAL \$750,000 FOR ACADEMIC MERIT SCHOLARSHIPS
(\$1 MILLION ALLOCATED IN 2005)
INCREASE IN SCHOLARSHIP FUNDRAISING TO \$23 MILLION BY 2010
QUALITY OF THE STUDENT EXPERIENCE: \$1.76 MILLION
STRENGTHENING TEACHING AND LEARNING FUND: \$1.25 MILLION

FUNDRAISING TARGETS

\$80 MILLION IN 2006/07, INCREASING TO \$105 MILLION IN 2009/10

2006/2007 BUDGET INCREASES

REINVESTMENTS: \$19.5 MILLION
FACULTY AND STAFF SALARY INCREASES: \$19 MILLION
TOTAL: \$38.5 MILLION

This special edition of OnCampus summarizes the proposed four-year business plan and budget for the University of Calgary for 2006/07. The recommendations on the following pages, approved by the University Budget Committee, are printed with permission of the Board of Governors, and subject to its approval at the April 21 board meeting.

To see the draft business plan and budget, go to <http://academic-plan.ucalgary.ca>.

The Budget and Business Plan: Supporting a growing community of scholars

In the months and years ahead, the University of Calgary will, in many ways, seem quite different than it is today. Students and faculty will work and learn in remarkable new facilities—the Campus Calgary Digital Library, the Institute for Sustainable Energy, Environment and Economy (ISEEE), the Experiential Learning Centre, the Urban Campus and the Child Development Centre. These will be home to new faculty, staff and a significant increase in the student population, all of which will be supported by a disciplined financial plan to ensure that growth is properly funded.

Teaching methods and technologies will evolve. Buildings and the physical plant will become more contemporary. The demographics of who attends, and the hours they keep, will change. Some disciplines and programs of study will disappear and new ones will emerge. What will not change is the university's commitment to fostering and nurturing communities of scholars dedicated to the highest levels of scholarship, education, creativity and discovery.

What will truly differentiate the University of Calgary from other institutions in the years to come is the success it achieves in enmeshing itself within society and the community; the attention it pays to the concerns and futures of its students; the manner in which it provides a direct, positive contribution to society to fashion a better world

and quality of life; and the extent to which it acts as a compass for where society should be heading.

The University of Calgary is brilliantly positioned to be a leading university in the future. Just 40 years old, it has internalized the best enduring values of the academy and has combined them with a forward-looking drive for innovation, growth and excellence. It is seamlessly bonded to its host city of Calgary—one of the most vibrant, energetic, prosperous and community-minded cities. It is a place where, every day, one is reminded to “Think of Yourself as the Student.” It is a passionate community of scholars dedicated to high-level teaching and research created and shared with students to the benefit of society.

To maintain its position among the upper echelon of Canadian institutions, the university will need to focus its effort and resources on attracting and retaining highly qualified students, faculty and staff and providing them with the tools they need to succeed in the years to come.

In common with other North American universities, the University of Calgary is facing difficult challenges, including an enrolment that is over capacity, infrastructure that does not adequately meet the demands of a modern and growing research university, and increased competition for top faculty and students. A significant challenge will be to obtain the financial resources necessary to meet the expectations of students, the community and the public. The University of Calgary is committed to a process of reallocating a portion of its existing resources to meet these expectations and to addressing the challenges and opportunities in its operating environment.

— The Senior Executive Group

ACADEMIC PLAN SETS PRIORITIES

The following four multidisciplinary, cross-sectoral academic priorities are based on strong and comprehensive research-based programs involving the university as a whole. Without strong programs in the fundamental sciences, including mathematics and the life sciences, for example, several of our strategic academic priorities would lack the support needed for success.

1. Advancing health and wellness

This strategic academic priority addresses one of the most prominent societal issues in Canada. This priority requires strong fundamental work in the sciences and biomedical research, but extends to investigations that move from the laboratory, to clinical practice, to the population and society as a whole. A variety of perspectives in the university bear on this priority, which includes investigations ranging from biomedical engineering, molecular and genetic studies, the basic life sciences, to health economics, the social determinants of health, the ethics of health care, health policy, promotion and delivery.

2. Leading innovation in energy and the environment

The City of Calgary is indisputably recognized as the energy capital of Canada and one of the world’s major energy centres. The University of Calgary should be positioned as the pre-eminent university in Canada and as one of the world’s leading centres for energy studies, including work on responsible and environmentally-sound methods to ensure a sustainable energy supply. This strategic academic priority is exemplified by investigations ranging from hydrocarbon prospecting and production, fuel cell research, alternative energy sources, water quality and supply, to environmental management and energy transportation, environmental law, management and energy economics.

3. Creating technologies and managing information for the knowledge era

A major challenge in today’s world is the need to find effective means for dealing with the massive amount of



Dr. Christoph Sensen, and post-doctoral fellow Nicole zur Nieden, look at a molecule in the Sun Centre of Excellence for Visual Genomics—a bioinformatics facility that puts Calgary scientists at least two years ahead of the pack in research capabilities. A pivotal feature of the new centre is a walk-in display environment, with four projection walls. This Java 3D technology-enabled CAVE immerses scientists in three-dimensional models of biological systems. / Photo from OnCampus archives

data and information that is now so readily accessible. The ability to use information effectively requires solutions from those engaged in the creation of new devices and algorithms for information transmission and analysis and security as well as from those developing new ways of handling and using this information. This strategic academic priority encompasses the work of engineers and computer scientists, but also the work of those who assess the social implications of the new technologies.

4. Understanding human behaviour, institutions and cultures

Universities play a key role both in lifting the human spirit and in trying to explicate forms of human behaviour that are often problematic and difficult for us to comprehend. The university seeks to promote programs that allow us to better understand ourselves, our capacity for creativity, our institutions, our culture and our languages. This strategic academic priority includes investigations in areas such as social theory and policy, cross-cultural analysis and understanding, literary and artistic achievement, political and ethical philosophy, public affairs and civic engagement.

Taking action

Five main action items will continue to direct the university's principle efforts, its allocation of resources, communication strategies, fundraising objectives and government relations.

1. Manage undergraduate enrolment to ensure that high-calibre students are highly satisfied with the quality of their experience in a learning environment committed to research, scholarship and creative activity.
2. Enlarge high-quality graduate programs, especially research-oriented doctoral programs that support our strategic academic priorities.
3. Identify, as a critical element in our recruitment and retention plans for all categories of staff, the need for a close fit between the four core principles we have adopted at the University of Calgary and the academic and support staff who work here.
4. Ensure that our core principles inform the future development and review of programs at the University of Calgary, and that they guide our thinking about the organizational structures that support and enable those programs.
5. Emphasize post-degree credentials, along with our regular degrees, as the primary form of lifelong learning that a research university such as the University of Calgary is uniquely suited to offer.

RECRUITING TOP FACULTY

Over the next four years, the university will add more than 500 new faculty positions through increased Access funds, internal operating funds, the launch of the Faculty of Veterinary Medicine and external funding. The fundraising target is 20 new chairs in each of the next four years.

Highlights:

- Almost 400 new faculty members have joined the U of C over the last four years. That trend is expected to continue. Deans have identified new faculty appointments as their highest priority.

- \$2 million will be allocated to support the costs of recruitment and creation of academic positions.

Increases in faculty complement

Year	Departures	New hires	Change
2000/01	46	127 (44%)	+81
2001/02	73	139 (38%)	+66
2002/03	71	110 (32%)	+39
2003/04	80	85 (37%)	+5
2004/05	71	111 (34%)	+40
2005/06*	44	90 (28%)	+46
		Net change	+277

*known as of January 2006
() = % hired on external funds

- Recruiting top scholars and the effective leveraging of internal operating funds and external funding also enables the university to enhance the quality of the student experience and expand research activity.

- Funding commitments will be made—in advance every year—for planned recruitments in the following year, to ensure timely recruitment of new faculty.

- The new Faculty of Veterinary Medicine alone will increase faculty by 60 when fully operational.

Spousal hires, sabbaticals:

- The Provost will allocate \$300,000 to pursue recruitment opportunities, including spousal hires.

- In 2005/06, sabbatical funding was changed to allow the full salary for faculty on sabbatical to be left in faculty budgets. This will continue. (Previously, when a faculty member was on sabbatical, the faculty retained only 80 percent of the salary). Last year, more than \$1.6 million was left in faculty budgets.

- For 2006/07, faculties will also be able to use faculty turnover as contributions to their two percent reallocation pool.

INCREASING SPACE TO MEET GROWTH

Almost every faculty identified lack of space as a barrier to improved student experience, effective program delivery and research growth. Current space, including labs, classrooms and student “connecting” spaces, is inadequate.

Highlights:

- A comprehensive capital plan will see an incremental investment of just over \$1 billion and the renovation of 28,000 square metres of space.

- These projects also significantly reduce deferred maintenance and improve use of current space.

- It is also critical that we add new space in the short term to accommodate new and future faculty and staff, and space for our students to study and interact.

- Interim space (investment of \$350,000) will be used until permanent space is built, starting with the groundbreaking of the Campus Calgary Digital Library last month.

- In general, interim space will be used to house administrative and other services that don't require highly specialized facilities. Examples include Fund Development and Human Resources.

RECRUITING TOP STUDENTS

The university attracts top undergraduate and graduate students by providing them with a quality learning experience and enhancing a sense of community and involvement in campus life. We will make it as easy as possible for students to navigate administrative processes and increase access to both space and technology.

Highlights:



Physicist Dr. Wolfgang Tittel is a world leader in the field of quantum cryptography, the goal of which is to create unbreakable networks to share information. He is one of a handful of scientists in the world who studies how to transmit and encrypt signals over optical fibers. He joins U of C's Institute for Quantum Information Science on July 1. / Photo by Ken Bendiktsen



Students in the Faculty of Environmental Design worked on concepts for the design of the Urban Campus Partnership as part of a class project.

/ Photo from OnCampus archives

- Last year, we invested \$1 million in academic merit scholarships. This year, investment will be increased by \$750,000, with greater emphasis on students with the greatest academic achievement.

- Our scholarships need to compete with those offered by other top universities. Our current fundraising target of \$15 million for scholarships for graduate and undergrad awards will grow to \$23 million over the next four years.

- \$250,000 will be spent on the Undergraduate Program Office, supporting “one-stop

shopping” for student administrative needs.

- Strengthening Teaching and Learning grants will total \$1.25 million, to provide distinctive learning experiences, integration of teaching and research, creative curriculum and support for effective and enthusiastic teachers.

- The university will continue to invest \$1 million annually in the Learning Enhancement and Enrolment Management initiative to reduce class sizes and create smaller tutorial and laboratory sections.

Graduate student support:

- Return of the tuition differential for international graduate students to support graduate programs has provided more than \$4 million in the last three years and is expected to provide an additional \$2 million in 2006/07.

- Over the next four-year business plan cycle, the university will continue to work towards increasing the number of doctoral students as a percentage of total graduate students.

INTEGRATING TEACHING AND RESEARCH

Part of the university’s reputation for experiential learning is founded on undergraduate and graduate teaching that integrates teaching and research.

- The 2006/07 budget includes another \$600,000 for the Strengthening Teaching and Learning Fund for a total investment of \$1.25 million, to faculties to implement innovative proposals for inquiry-based and blended-learning initiatives, including increased opportunities for undergraduate students to participate in research activities.

Capital projects in progress

Campus Calgary Digital Library (CCDL)	\$113,000,000
Child Development Centre (CDC)	\$26,200,000
Health Research Innovation Centre completion	\$34,000,000
New residence	\$14,000,000
Faculty of Veterinary Medicine	TBD
Total	\$187,200,000

New facilities in planning

1. ISEEE – long-term space	\$200,000,000
ISEEE – interim space	\$10,000,000
2. Urban Campus	\$205,000,000
3. Experiential Learning Centre (ELC)	\$150,000,000
4. Pine Creek	\$61,000,000
5. West Campus Development	\$400,000
6. Administration Conservation and Information Resources Facility	\$12,000,000
Total	\$638,400,000

Preservation of existing facilities in planning

1. Health Sciences Centre – mechanical room upgrade	\$25,000,000
2. Health Research Innovation Centre – fit-up and renovation to the Health Sciences Centre (HRIC)	\$46,000,000
3. Faculty of Nursing relocation	TBD
4. Energy Centre	\$100,000,000
5. Faculty of Law renovation	\$8,000,000
6. Co-ordinated decanting plan	TBD
7. Technology infrastructure (annual budget requirement)	\$5,000,000
8. Deferred maintenance (annual budget requirement)	\$15,000,000
Total	\$199,000,000

GRAND TOTAL \$1,024,600,000

Capacity plan

Digital Library and Experiential Learning Centre:	3,500 students
ISEEE:	1,000 students
Urban Campus:	2,500 students
Total:	7,000 students by 2010

- The university will continue to use the Teaching and Learning Centre (Learning Commons) to promote and support improved teaching and learning.

- In addition to an annual increase in spending of \$600,000, the university has not required the library to contribute to the re-allocation pool (the equivalent of \$200,000).

- Improving access to information for our students is also supported by the investment of \$1 million into a wireless campus.

SUPPORT FOR RESEARCH IS KEY

The U of C ranks 7th in Canada in total research funding. In addition to hiring key faculty, a significant portion of the \$80-million fundraising target will go toward research support.

- In 2002/03 the university began receiving federal funds to support the indirect cost of research. The funds will continue to be used for the ongoing infrastructure necessary to support research, as well the university's strategic research priorities.

- Funding allocations, which are provided to faculties to support research activities and to endeavours such as the Institute for Sustainable Energy, Environment and Economy and the Institute for Advanced Policy Research, will continue.

- At this time, the indirect cost of research budget for 2006/07 will be set at \$10.15 million. If more funds are received from the federal government, they will be allocated to previously identified priorities, including increased support for Research Services and increased support for post-doctoral students and areas that indirectly support research activity, such as handling of hazardous material.

Leveraging external funding:

- The university will allocate funds to leverage opportunities with external partners looking for a contribution from the University of Calgary.

- The vice-president (research and international) will have discretionary funds of \$750,000 for 2006/07, increased from \$500,000 in 2005/06.

QUALITY INITIATIVES

A total of \$1.64 million was allocated this year to initiatives identified by students. These initiatives were closely aligned with the priorities of the university, including increases in opportunities for student research, reduction in class size and teaching support.

- For 2006/07, the Board of Governors has increased this support to \$1.76 million, again to be directed by students.

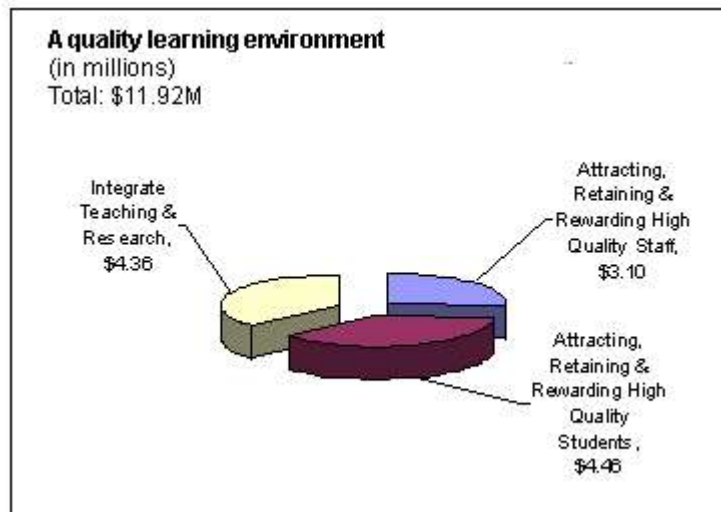
- One of the investment opportunities currently being considered by the undergraduate students is an investment of \$250,000 that would be a match to the university's planned investment of \$250,000 to replace the computers in the Information Commons.

- \$85,000 to establish a Women's Centre as part of Student Services to address the specific needs of women on campus.

- \$50,000 in increased support for the International Student Centre.

- \$2 million to address contingencies and unanticipated expenses.

- \$2 million to address urgent faculty needs and to support the recruitment of the best and the brightest.



Urban Campus:

Last year, we increased our interaction with the downtown community as a precursor to the launch of the Urban Campus. A pilot project with the Salvation Army and the faculties of nursing and social work, as well as the pilot dance project, will continue in 2006/07 with \$90,000 in continued funding.

Website:

The Internet is fast becoming the primary means of accessing information and conducting transactions. On a typical day, the U of C homepage has 54,800 hits, 26,600 of them from off campus. As the website is now the initial point of entry for many "visitors" to the university, we will invest \$250,000 to make improvements in design consistency and ease of navigation.

FUND DEVELOPMENT

New money invested by the university in fund development from 2003/04 through 2004/05 (\$2.75 million annually) resulted in total fundraising of more than \$70 million this year, up from \$18.6 million three years ago. That places the U of C among the top five fundraising performers in Canada. These revenues will increase even more with an ongoing additional investment of \$1.5 million. The four-year targets are:

- 2006/07 - \$80 million
- 2007/08 - \$90 million
- 2008/09 - \$100 million
- 2009/10 - \$105 million

This is a return on investment of approximately 15 to 1

Two primary areas of focus for next year are funding for scholarships for graduate and undergraduate students, and funding for faculty positions—a target of 20 chairs per year.

A STRONG WORKING ENVIRONMENT

culture of recognition:

The occasion of the university's 40th anniversary creates a great opportunity to celebrate our success and thank the many people who have been key contributors to that success. An investment of \$750,000 in 2006/07 will provide opportunities for us to recognize our employees and volunteers as well as our students, alumni, donors and the community at large.

A safe and healthy work environment:

The university's commitment to a safe and healthy work environment is demonstrated in the ongoing investment in initiatives like the Wellness Centre. For the current year, the university will make a significant investment in improving the safety of our workplace. The annual investment of \$550,000 will provide additional resources to work with faculties and staff to ensure that everyone at the university is committed to, and enjoys, a safe and healthy work environment.

IMPROVED DECISION-MAKING

The university is a large, complex organization. It is important that we invest in our people to ensure that we have effective leaders and it is important that we have the best information and resources to make informed decisions and manage our risk. The university will invest \$600,000 focusing on three strategies in this area:

- Improve business processes, decision-making and leadership.
- Enhance support to teaching, research and creative activities.
- Develop strategic partnerships to create synergies and opportunities for resource sharing.

Highlights:

• New software systems: Finance/Materials Management was implemented this year. Student Systems and Human Resources/Payroll will be implemented next year. Ongoing investment will be required to provide the necessary user support. Ongoing investments in the data warehouse in 2005/06 will facilitate distribution of information to users across the campus that will assist in decision making.

- Continue investment in support staff to improve decision-making.

Budget at a glance

