



University of New Brunswick
Strategic Plan
November 5, 2010



Proudly UNB

In 1785, the transatlantic world was in turmoil. The American Revolution had arrived, the French Revolution was about to start, and the British Empire was restructuring to meet the changing times. The Province of New Brunswick was established in 1784. The Enlightenment's emphasis on an educated and engaged citizenry also gave a renewed impetus to higher education. Thus, in 1785 Lois Paine encouraged her husband William to petition New Brunswick Governor, Thomas Carleton, for permission to create an Academy of Arts and Sciences. This was the beginning of what came to be the University of New Brunswick, and its history is one of a proud institution that, over a span of 225 years, has helped define the place of the province's citizens in a changing region, country, and world.

As we celebrate our 225th anniversary, we have a chance to reflect and re-focus. It is timely that we rediscover the great passion, persistence, pride and purpose that have carried the University of New Brunswick through more than two centuries.

The context in which we write this plan is important: our fiscal situation is difficult, mirroring that of the province, our largest financial partner. We find ourselves at a crossroads where urgent and significant action is required. As a university community, we must identify the best opportunities in which to invest our scarce resources. Difficult decisions must be made today so that we may thrive and prosper long into the future. This plan will guide our actions over the years to come, allowing us to work together towards common goals and a shared vision.

Over the past 16 months, we have heard from more than 5,500 individuals and groups: students, faculty, staff, alumni, community partners and many other interested parties. Guided by our proud history and heritage, this document reflects those voices, our hopes, our dreams, and aspirations, underpinned by a pragmatic understanding of the reality around us, and a clear view of our role in the future of the province of New Brunswick.

If we are to achieve our collective dreams for UNB and every member of its community, we each have a role to play. This is our plan; the time is now.

Proudly UNB,

Eddy Campbell

President and Vice-Chancellor





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The Context for Our Plan

We are the province's largest university, an educational and research network with 225 years of history in New Brunswick, and two main campuses located in Fredericton and Saint John. More than half of New Brunswick's qualified high school graduates join us each year. Over 11,000 students move through our two main campuses annually and several thousand more take advantage of distance education and programs at partner campuses around the world. These numbers, and the deep affection and respect for UNB we find among our 65,000 alumni, speak to our reputation as an institution that cares deeply about our teaching, learning and research mission.

Since UNB's inception, providing a broad, liberal education for the province's populace has been at the core of its mission. We provide a positive learning and working environment, one in which all members of our community are respectful and respected as individuals. We are committed to being a welcoming and supportive community, where every person feels empowered to contribute. While UNB now draws students from around the globe, the creation of an educated and civically engaged citizenry – aware of the many social, political, and scientific challenges facing humanity in the twenty-first century – remains as important as ever.

Our strong ties to our communities, local, provincial and regional, and a proud history of collaboration have made a significant difference to the province of New Brunswick, improving the lives of our citizens. As we educate our students, and learn more about the world, connecting people and ideas, we will lead discovery and innovation on national and international stages advancing New Brunswick's social, economic and cultural development.

We will continue to work with individuals in New Brunswick and beyond to help them achieve their full potential through life-long learning, cultural enrichment, completion of degrees and other credentials, and professional development. We are part of a vibrant New Brunswick that engages and attracts new people and ideas from Canada and around the globe. As learning needs change, UNB will work with our partners to help New Brunswick's workforce adapt to the demands of a competitive and rapidly changing world.

Along with other universities on Canada's east coast, however, we face a shrinking pool of local prospective students, a demographic trend that is expected to continue for the



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foreseeable future. Today, UNB's full-time and part-time enrollment is about 11,600 on the campuses in Fredericton and Saint John. This is a significant decrease from a peak in 2004-05 when UNB's enrollment surpassed 13,000 students.

One of the challenges for most public provincial or state universities, including our own, is the identification of sustainable enrollments coupled with an appropriate mix of programs and sufficient financial resources.

Our students, however, are not numbers. They are individuals with evolving ambitions and dreams. To serve them, and fulfill our mission, we must understand their motivations and their expectations. Our students look for opportunities to make a significant difference, and to create opportunities for themselves and for others.

Our financial resources fuel the academic and research mission of the university. A recession, the local demographics, our dependence on government funding, and a structural deficit have challenged our ability to perform. These factors argue for urgent action. Our plan, however, has greater ambitions. Over the next five years, we will lay the foundations for the next two centuries of growth and development at the University of New Brunswick.

Setting the Stage for Success

Implementation of this strategic plan will require additional resources. Our financial situation must be sustainable. We must diversify our sources of revenue and we must do so quickly. We have many opportunities: further developing an innovative mix of programs and their modes of delivery; working with government to develop a rolling multi-year funding model; raising funds in support of our plans; increasing our research revenues; offering much-needed non-academic and professional development opportunities; and improving the ways in which we promote UNB to the world at large. Although UNB will continue to attract a large number of students from New Brunswick, we must seize and create opportunities to diversify our student body by recruiting across Canada and around the world where the demand for high quality post-secondary education exceeds supply.

As a university community, we must review the structural arrangements of our various academic units so as to produce the most intellectually fertile, academically stimulating and administratively efficient environments in which faculty, staff and students may





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thrive in their individual and collective activities. To this end, we will evaluate the merits of various structural models and initiate changes where it makes sense to do so. Similar evaluations of our administrative processes and organizations in support of our various research, administrative and advancement activities will be conducted.

For our own purposes, it is vital that we have a common understanding of the UNB advantage in a regional, national and international context. Only then, will we be able to answer the question “why UNB?” Subsequently, we can ensure that we are well positioned to take advantage of opportunities and protect against the challenges of the future.

As Canada’s oldest English-language university, we have thrived in spite of limited resources. A periodic review of how and why we operate coupled with an understanding of where we want to go is healthy. Our general planning goals have been clear and consistent: UNB must maintain its place among Canada’s finest universities by delivering exceptional educational and research opportunities.

UNB has a long history, marked by a tradition of excellence. Our future calls upon us to be innovative and entrepreneurial. We are one of few public universities in North America that can offer an intimate, personal and collegial campus experience with a strong capability and capacity for research that enters the classroom through world-class, award-winning faculty. We must use this unique value proposition for the benefit of our province and our university.

The Process

A successful strategic plan is best developed through consultation. An extensive consultation process began with open-ended feedback questionnaires, followed by detailed online surveys, and facilitated sessions on campuses in Fredericton and Saint John and with many interested community groups. All of these internal and external groups have a great interest in the future of the university and their opinions and ideas were valuable.

Discussions with these individuals and groups were focused on four themes:

- Building on Student Success;
- Building Better Research and Graduate Studies;
- Building a Better UNB; and





- Building a Better Province.

A Steering Committee (Appendix A), representing the many communities within UNB, was formed to distill common ideas, values and aspirations within the wealth of information received during the consultation process. After the Steering Committee was created, a web-based questionnaire was developed. More than 54,000 people were invited to participate in this questionnaire that yielded nearly 5,500 responses. Internal strategic planning breakout sessions at UNB engaged more than 200 participants over two days in Saint John and approximately 300 participants over two days in Fredericton. These sessions were well-received, provided useful information, and helped form the basis for each of the nine white papers. Appendix B presents white paper topics and Appendix C presents the white papers. The Alumni Council, student groups and retirees were also consulted for their input. The external process consulted with 27 stakeholder groups from the University's broader communities. Appendix D presents a detailed list of stakeholders.

A strategic planning website was created to document the progress of the plan's creation. Web survey results, nine white papers and a "What We Heard" document generated from our external consultations were also shared on the site. The "What We Heard" document is presented in Appendix E.

Support for the strategic planning process has been overwhelming. Participants have generously offered their time and energy to send their thoughts and ideas or to challenge our assumptions. These contributions have been extremely valuable in the creation of this new plan. When the plan is complete, it will be submitted to student unions, academic Senates and the Board of Governors for their endorsement so that we can all move forward together with purpose and clarity.

What We Believe: Our Passion, Purpose, Persistence and Pride

Memorable, inclusive and engaging: these were the words the Steering Committee kept in mind as they revisited the mission and developed a new vision for of the University of New Brunswick.

The values statements are key principles to which UNB adheres. These are values from which we will not waver.





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The purpose statement is clear in its message and pragmatic in stating the core activity of our university. The purpose statement provides UNB with the navigation star towards a goal that is to be continuously pursued.

Our vision is a long-term objective that the university intends to reach, persisting over time and through obstacles. It is a statement that is attainable, but with no small effort on the part of the entire UNB community.

Our mission statement builds on where we are today and identifies the key goals that we believe will move us closer to attaining our vision. It identifies our key stakeholders and the responsibilities that we hold towards them.

Our desire is to work collectively to achieve the goals in our plan.



Values

Our values are a source of pride that we recognize as central to UNB:

- We seek truth through academic excellence in our teaching, learning and research.
- We respect individuals and their freedom of thought and expression.
- We engage the global community to foster opportunity and enrich lives.
- We embrace the highest ethical standards in our pursuit of excellence.

Purpose

Our purpose is to seek and advance knowledge.

Vision

Our vision is to be the university of choice for passionate minds.

Mission

Our mission is to create the premier university environment for our students, faculty and staff in which to learn, work and live.

We will provide an exceptional and transformative education for our students, by encouraging initiative and innovation, unlocking their creative potential. Our graduates will be prepared to make a significant difference - creating opportunities for themselves and for others.

We commit to understanding and solving the problems of today and tomorrow, serving our community and engaging with our alumni, retirees and partners around the world.



The Plan's Intention and Implementation

This strategic plan is designed to guide us in decision making over the next five years. The plan will be fundamental to strategy in all areas of the university, including guiding budgets and decisions at all levels, academic programming, community outreach and advocacy. The activities described here will take place within our collegial system of governance, respecting the roles of our Senates and our Board, our policies and procedures, and our various collective agreements. We will identify and promote the key strengths and differentiators of UNB.

The plan allows us to protect activities that are truly excellent, build on those activities we do well and take advantage of opportunities that benefit our students, staff, faculty, and communities.

Following approval of the strategic plan by the Senates and our Board, the Steering Committee recommends the development of campus-specific plans with metrics appropriate for each campus. Faculties and departments will be asked to define targets, milestones and individual responsibilities in support of the goals of our plan.

Various assessment tools, both qualitative and quantitative, will be used to measure progress. These tools will be developed collaboratively, with metrics and benchmarks relevant to what is being measured and sensitive to the fact that some targets and goals will be more difficult to quantify than others. The results will be reported to the university community and beyond on a regular basis. UNB is committed to accountability and transparency. These measurements ensure that everyone is informed of the impact of their contributions on our community and is recognized for their support. The Steering Committee recommends that a representative team be formed to work with Faculties and Departments to support efforts to advance the plan and to measure our progress towards its success.

By working together, we will become THE university of choice for passionate minds.



The Plan

Our plan has one overarching goal and five supporting goals. Each supporting goal is accompanied by: objectives and activities; metrics; targets where applicable; and recommendations where needed.

Overarching Goal

Our aim is to be the best teaching and learning institution in Canada, balancing and integrating excellence in education and research.

Goal: an exceptional and transformative student experience

Objectives

The whole person

- *We will* provide appropriate academic, social, developmental, and financial support for all students throughout their academic career.
- *We will* increase opportunities for students to think critically and creatively inside and outside the classroom.
- *We will* increase opportunities for students to understand how to take calculated risks, contribute to positive change, and harness innovation in their organizations and communities.
- *We will* promote innovative thinking through exposure to different cultures and socio-economic systems.

Programs

- *We will* support academic programs that are engaging, challenging, and relevant.
- *We will* design curricula to help students acquire the knowledge, skills and abilities they will need to make a significant difference and to create opportunities for themselves and for others.

Teaching excellence

- *We will* implement effective ways to support, assess, recognize and reward individual and collective excellence in teaching and learning.



Graduate studies

- *We will* build on UNB's considerable expertise in graduate studies to make New Brunswick the destination of choice for advanced studies.
- *We will* increase ways and means for graduate students to become involved in the education of our undergraduate students.

Facilities

- *We will* provide high quality library facilities, teaching, learning and research spaces, equipped with appropriate technology.
- *We will* enhance wellness and athletic facilities, living and social spaces.
- *We will* develop the best structural arrangements of our various academic units in support of our programs.

Access and enrollment at UNB

- *We will* increase access to education for under-represented groups.
- *We will* increase international access to UNB.
- *We will* increase enrollment of students from other provinces and internationally and establish long-term enrollment objectives.
- *We will* develop campus wide plans to foster first year student success.

Metrics

We will measure:

- student success in several ways, such as time to completion, and the retention, graduation and employment rates of our students.
- student and alumni satisfaction.
- student financial assistance.
- experiential learning opportunities such as work/study, service learning, internships and extracurricular/co-curricular opportunities for students.
- individual and collective excellence in teaching and learning across disciplines and faculties on both campuses.
- number and proportion of graduate students involved in undergraduate education.
- number and proportion of various kinds of students.



Targets

- *We will* increase selected measures of student satisfaction such as the National Survey of Student Engagement (NSSE).
- *We will* increase student financial assistance by approximately 100%.
- *We will* increase the proportion of under-represented students by approximately 10%.
- *We will* increase the proportion of international students at the undergraduate level to approximately 20% of the student body.
- *We will* increase our retention of students by approximately 10%.
- *We will* increase enrollment at UNB's New Brunswick campuses through consultation with faculties aiming at approximately 10% overall.
- *We will* increase the number of our students studying abroad to 4%.

Recommendations

- Create an office of cooperative and experiential learning.
- Develop integrated processes to examine the structural arrangements of our various academic units.
- Implement excellent communications programs to support the needs of our internal and external communities.



Goal: leadership in discovery, innovation and entrepreneurship

Objectives

Culture

- *We will* foster a culture of innovation and entrepreneurship throughout the university.

Research and entrepreneurial activities

- *We will* support our students, faculty and staff in both individual and collective research projects, encouraging them to enhance the quality and quantity of their research, as appropriate to their disciplines and to their roles.
- *We will* facilitate the development and commercialization of new discoveries.

Partnerships

- *We will* enhance research collaborations and partnerships across all sectors of society.

Research infrastructure

- *We will* refine administrative processes and their organization to efficiently and effectively support our various research and innovation activities.
- *We will* enhance information resources and our physical infrastructure to increase creativity, discovery and innovation.

International activities

- *We will* seize opportunities for research and pursue funding for development projects to increase our global presence.

Metrics

We will measure:

- individual and collective excellence in research, creative activities and discovery across disciplines and faculties on both campuses.
- individual and collective excellence in entrepreneurship and innovation.
- revenue generation from funded research, development and commercialization projects.



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- number of local, national and international research and development projects and partners.
- the number and proportion of undergraduates involved in research experiences.
- overall proportion of graduate students to undergraduates.
- growth in the graduate school.

Targets

- *We will* increase external research revenues by approximately 10%.
- *We will* increase international development and entrepreneurial project revenues by approximately 10%.
- *We will* increase the number of graduate students by approximately 25%.

Recommendations

- Create a “one stop shop” to facilitate access to faculty, staff and student expertise for existing and potential external partners.
- Evaluate administrative and structural support for our research, commercial and international development activities.
- Communicate to the university community, and the broader public, the social, economic, and cultural benefits of our diverse research activities.
- Consult with our partners on the creation of a New Brunswick Graduate Student Scholarship.
- Evaluate the funding of graduate studies and students.
- Create a program of teaching post-doctoral fellows, and analogues of these in professional programs.



Goal: financial resilience and responsibility

Objectives

Strategic priorities

- *We will* align the allocation of resources to our strategic priorities ensuring that our limited resources are used efficiently and effectively to realize our 5-year vision, support our mission, and achieve the goals of this strategic plan.
- *We will* eliminate our structural deficit.
- *We will* secure additional funding and generate additional resources.

Institutional organization

- *We will* develop and refine our administrative processes and organization in order to efficiently and effectively support our administrative and advancement activities.
- *We will* secure appropriate infrastructure and organization for our programs, services and management.

Metrics

We will measure:

- execution of our plan to balance our budget.
- delivery of resources to our priorities.
- growth of our revenues.
- growth and performance of our endowment fund.
- condition of our buildings and facilities.
- efficiency and effectiveness of administration.

Targets

- *We will* improve the condition of our facilities towards Canadian Association of University Business Officers benchmarks.
- *We will* increase our operating revenues by approximately 20%.
- *We will* increase our endowment fund by approximately 50%.



Recommendations

- Form a team to work with faculties and departments to support efforts to advance the plan and to measure and report on its success.
- Develop campus-specific plans with appropriate metrics.
- Evaluate administrative and advancement processes and organization.



Goal: building a better university

Objectives

Leadership as an employer

- *We will* provide faculty and staff, full-time and part-time, with an intensely satisfying and fulfilling work experience.
- *We will* support initiatives that enhance the careers of our faculty and staff and engage with our retired employees.
- *We will* take time to celebrate our successes and to get to know each other.

The bi-campus university

- *We will* enhance healthy, creative and innovative relationships between UNB (Fredericton) and UNB (Saint John), building upon the strengths of our campuses.

Our alumni

- *We will* support and encourage our alumni to be forever engaged with UNB as learners, ambassadors, volunteers and donors, recognizing students as future alumni upon admission.

Our donors

- *We will* ensure our donors are informed of the impact of their support on our community, are recognized for their support, and offered opportunities to help in ways that reflect their desires, needs and aspirations.

Our history and heritage

- *We will* build on our history and honour our heritage through our stewardship of the environment, including our campuses and buildings, celebrating our successes and building our reputation.

Wellness and the environment

- *We will* support and encourage active living and wellness and environmental sustainability on each campus.



Equity and diversity

- *We will* provide a positive learning and working environment, one in which all members of our community are respectful and respected as individuals.

Metrics

We will measure:

- faculty and staff satisfaction.
- engagement with our alumni.
- engagement with our donors.
- wellness of our community.
- improvements to our environmental sustainability.

Targets

- *We will* be leaders in employee satisfaction within the university sector.
- *We will* be leaders in alumni engagement.
- *We will* be leaders in per capita/per student donor support.

Recommendations

- Develop plans to enhance the career development of our employees.
- Develop plans for the restoration and renovation of our buildings with architectural and historical significance.



Goal: building a better province

Objectives

Social, economic and cultural development

- *We will* collaborate with many partners in our province to advance the social, economic and cultural progress of our province.
- *We will* be open to a broad range of relationships with New Brunswick's geographic and cultural communities.

Supporting the life-long learning of New Brunswickers

- *We will* increase continuing education opportunities including online and distance teaching.

Internationalization

- *We will* increase opportunities for people at UNB and in our host communities to engage with other cultures, further developing our relationships with international communities.

Metrics

We will measure:

- impact on the social, economic and cultural development of the province.
- engagement with UNB's host communities, and beyond.
- engagement with the international community.

Targets

- *We will* be leaders in community engagement.

Recommendations

- Implement knowledge mobilization initiatives to maximize the benefit of research and scholarly activity.
- Develop plans for the location of complementary and collaborative activities in both Fredericton and Saint John, such as the creation of a Health Research Park in Saint John.