

FIT FOR THE CLIMB:

The President's Fourth-Year Report

by

*John D. McLaughlin
17th President & Vice-Chancellor*

19 October 2006

It may be the abiding influence of Bhutan, but I'm inclined these days to think in terms of a mountain metaphor for this institution in the first decade of a new century. The past three years have been a time of pulling ourselves back from the precipice, regaining our footing and starting back up the slope. It's been difficult and strenuous but we've "reached base camp" in terms of our enrolment, the quality of our students and faculty, the stability of our finances, the strength of our programs and the public recognition of our accomplishments.

— *President John D. McLaughlin,*
Preparing For The Ascent: The President's Third-Year Report, October 2005

Fit for the Climb: The President's Fourth-Year Report

For we in Canada owe a debt of gratitude to Sir Howard Douglas. His aspirations for this university were extraordinary. In 1829, long before the great land grant institutions were created in the U.S., he envisioned a strong public university, contributing to the prosperity and advancement of the province.

Alphabetical order decreed that Angela Acorn would be the first to be honoured: a dean's list Kinesiology student from Springbrook, Ontario; an athlete; volunteer with the disabled; recipient of an NSERC Summer Research Bursary. She, along with 24 of her equally accomplished peers, became the inaugural Sir Howard Douglas Scholars.

Each of the 25 had been nominated by his or her faculty and approved by the Joint Senates Scholarship Committee. Each had demonstrated a commitment to excellence; the ability to set goals and achieve them; the qualities of persistence, altruism and courage; and the values of idealism combined with pragmatism. Each agreed to uphold the motto, *Non nobis solum* — not for ourselves alone — and to wear the Douglas Society's lapel pin with pride.

The ceremony, held in late February, was a highlight of 2005-06, my fourth year in office. I created the society to recognize the most well-rounded of our students. Too seldom in the history of UNB have we made a special effort to commend those whose academic and extra-curricular achievements exemplify our very best. The society is named for one of our most distinguished and influential founders, Sir Howard Douglas — baronet, lieutenant governor, and chancellor of King's College Fredericton, predecessor institution to UNB. What more fitting way to commemorate his name and his ethos?

For we in Canada owe a debt of gratitude to Sir Howard Douglas. His aspirations for this university were extraordinary. In 1829, long before the great land grant institutions were created in the U.S., he envisioned a strong public university, contributing to the prosperity and advancement of the province.

That is exactly what we have become. And young people who excel in the classroom and the community, like the Sir Howard Douglas Scholars, are proof positive we have the potential and the opportunity to become Canada's top public university.

Consolidating Our Gains

Four years ago I articulated a three-part vision for this institution to which I am still firmly committed:

The hallmarks of a national university include demonstrably outstanding faculty, staff and students; a strong record of scholarship and research; external accreditation of programs; prestigious awards and grants made to faculty and graduate students; and appropriate facilities and resources to support our academic agenda.

- Sustaining and furthering UNB’s role as a national university.
- Advancing UNB’s role as a learning institution.
- Promoting UNB’s fundamental role in the economic, social and cultural well-being of the Province and Atlantic Canada.

Adhering to these ambitious goals has not been easy. Though the past four years have seen us regain the ground lost in the 1990s — enrolment declines, government funding reductions, deterioration of our physical plant, and large-scale faculty retirements — the challenges of being Canada’s smallest national university continue to be felt.

In my annual report last year, *Preparing for the Ascent*, I spoke of how, between 2002 and 2005, we had pulled ourselves back from the precipice, regained our footing and started back up the hill, reaching a metaphorical “base camp.”

Because I think the mountain-climbing analogy is still apt, I’ve chosen to call this, my fourth-year report, *Fit for the Climb*.

On the one hand, we have consolidated our gains, making us all the more ready for the demanding “expedition” of the next four years. In 2005–06, our enrolment remained stable, our finances were in hand, our fundraising campaign was an unprecedented success, the quality of our students and faculty was still on the rise, our programs were strong and well-recognized in the larger community.

And on the other, we have taken realistic measure of the very steep incline confronting us and identified the circumstances, both within and beyond our control, that will affect our progress toward the top tier of Canada’s public universities. Like the storm clouds that sometimes obscure the peak, knowing what we’re up against will also “fit us for the climb.”

Sustaining and furthering UNB’s role as a national university

The hallmarks of a national university include demonstrably outstanding faculty, staff and students; a strong record of scholarship and research; external accreditation of programs; prestigious awards and grants made to faculty and graduate students; and appropriate facilities and resources to support our academic agenda.

Because of its size and its location, UNB often achieves national prominence against the odds. Overcoming adversity is deeply

Saint John English professor Anne Compton swept this year's literary awards with her collection *Processional*, winning a 2005 Governor-General's Award for Poetry and the 2006 Atlantic Poetry Prize, and earning a nomination for the 2006 Pat Lowther Memorial Award from the League of Canadian Poets.

ingrained in our culture and a great many of our people — faculty, staff and students — have demonstrated incredible perseverance, ingenuity and ambition despite the limitations of our funding and our infrastructure. I am struck daily, as I spend time on each of our campuses, at the breadth and depth of our commitment to being the best we can possibly be — regionally, nationally and internationally.

But don't just take my word for it. Witness: ninety-six per cent of our "first hires," those new faculty members whom we most want, accepted our offer of appointment. Further affirmation came as national accreditation was earned this year by our undergraduate forestry and environmental management and forest engineering programs from the Canadian Forestry Accreditation Board; by the Atlantic Regional Health Training Centre in Applied Health Services Research in which UNB Saint John is a partner delivering graduate programs; and, for the first time, by Saint John's new bachelor of science in computer science program from the Canadian Information Processing Society. In the French ministry of education, English-as-a-Second-Language teachers are learning their skills from our language institute, Saint John College. And our bi-campus Canadian Rivers Institute has become a virtual learning centre for the United Nations University.

More evidence of our stature abounds and is especially persuasive in the accomplishments of our people.

Faculty Accomplishments

Saint John English professor Anne Compton swept this year's literary awards with her collection *Processional*, winning a 2005 Governor-General's Award for Poetry and the 2006 Atlantic Poetry Prize, and earning a nomination for the 2006 Pat Lowther Memorial Award from the League of Canadian Poets.

Her campus colleague, Dean of Science, Applied Science and Engineering Deborah MacLatchy, led a research collaboration that was recognized with one of only six NSERC Synergy Awards for Innovation. Along with Irving Pulp and Paper Limited and Environment Canada's National Water Research Institute, her team was honoured for world leadership in pinpointing the source of pulp and paper mill compounds that cause reproductive changes in fish, and validating a reliable technological remedy.

As New Brunswick's pre-eminent research institution, we have a strong record of technology and knowledge transfer.

Marine biologist Thierry Chopin was inducted as Chevalier in the prestigious Order of the Palmes Académiques by his native France, recognizing his influential research into ecologically sustainable aquaculture. Gwen Davies, dean of graduate studies and associate vice-president research, was awarded an honorary doctor of civil laws by her *alma mater*, the University of King's College in Halifax, honouring her literary research, while Cheryl Gibson, dean of nursing, received an honorary bachelor of applied studies to mark her role in establishing the highly successful UNB-Humber College collaborative nursing degree.

Military historian Marc Milner was named the winner of the C.P. Stacey Award for his book, *Battle of the Atlantic*, the culmination of 30 years of research that began as an undergraduate essay. Both Judith Dunstan and Jack Blackier of the UNB Saint John Faculty of Business were designated Fellow Chartered Accountants by the New Brunswick Institute of Chartered Accountants, recognizing their service to the profession.

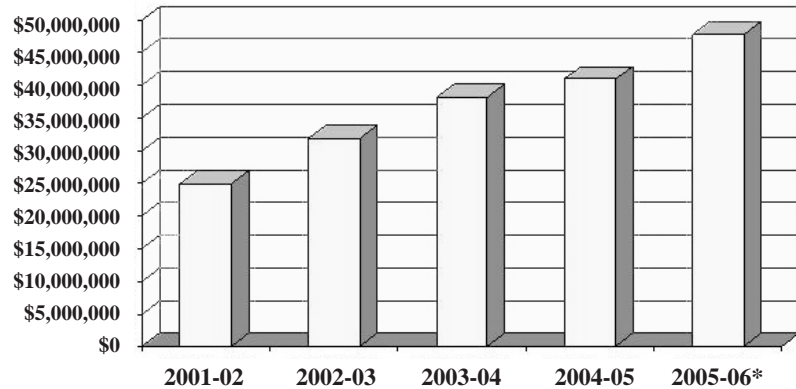
Renaissance College won the highest recognition for collaborative learning in Canada, the Alan Blizzard Award from the Society for Teaching and Learning in High Education. The College was the first-ever Atlantic Canadian recipient and was lauded for its outcome-based learning program. The College of Extended Learning (CEL) won national awards from the Canadian Association for University Continuing Education for its autism intervention training program and its marketing materials on our archaeological field school in Belize. CEL also was chosen to lead the Adult Learning Knowledge Centre for the Canadian Council of Learning, a national \$1.5 million initiative charged with improving the way adults learn.

Sociologist Nancy Nason-Clark received a \$440,000 grant from the esteemed Lilly Endowment to develop a web-based model for training pastors to respond to domestic abuse, steering a path between spiritual guidance and practical support. Hers was just one of a growing number of grants, contracts, and program income that swelled our research revenues in 2005-06 to more than \$47 million, an increase of 16.7 per cent over last year and well within striking distance of our \$50-million-a-year goal.

As New Brunswick's pre-eminent research institution, we have a strong record of technology and knowledge transfer. Over the past seven years, \$50 million of venture capital has been invested in

Further proof of our world-class expertise came with the unveiling of a “bionic” arm by Liberating Technologies in Washington, D.C., that contained embedded electronics designed by our Institute of Biomedical Engineering (IBME).

Total Research Revenue - UNB



Source: Internally generated Research Revenues, ORS * 2005-06 Figures are NOT finalized

companies commercializing technology from UNB. We’ve realized more than \$800,000 in licensing revenues and helped to create more than 140 jobs. We played a central role in establishing Springboard, a federally supported consortium of 14 Atlantic universities with a mandate to encourage the transfer of knowledge and technology to the region’s private sector.

Our complement of 16 accomplished Canada Research Chairs grew by three this year with the appointment of psychologist Lucia O’Sullivan as the Chair in Adolescent Sexual Health Behaviour, nursing professor Nicole Letourneau as the Chair in Healthy Child Development and UNB geologist John Spray as the Chair in Planetary Materials. Dr. Spray also became the first Canadian named to the European Space Agency’s ExoMars robotic mission, slated for 2011. And biologist Gary Saunders, one of UNB’s first Canada Research Chairs, was renewed to the Chair in Molecular Systematics and Biodiversity.

Further proof of our world-class expertise came with the unveiling of a “bionic” arm by Liberating Technologies in Washington, D.C., that contained embedded electronics designed by our Institute of Biomedical Engineering (IBME). On the strength of its international reputation, the IBME is also collaborating in two other prosthetics contracts sponsored by the Defence Advanced Research Projects in the United States. These ultra-maneuverable limbs are being developed in response to injuries sustained in Middle Eastern conflicts.

In fact, 87 per cent of UNB graduate students who applied for these prestigious awards were successful, a rate well above the rest of Canada. In the hard sciences, 58 per cent of our students received similar awards from the Natural Sciences and Humanities Research Council, matching the very competitive national average.

Student Accomplishments

A native of Colombia, UNB Fredericton business student Feiber Omana has proven to be an international success story with his acceptance this year to Harvard Business School (HBS). His flawless academic record, combined with an awe-inspiring work ethic and strong community service orientation, earned him a recommendation from UNB Chancellor Richard J. Currie, O.C., himself a legend of Canadian business and an alumnus of HBS.

Meanwhile, in Mr. Omana's native Colombia, James Brittain, a gifted PhD candidate in sociology who was featured in my report last year, presented his research into the peasants' response to a century of civil war at the 25th Annual Congress of the Latin American Sociology Association, a rarity for a North American, never mind a student.

Mr. Brittain is one of a number of graduate students who hold a graduate scholarship from the Social Sciences and Humanities Research Council. In fact, 87 per cent of UNB graduate students who applied for these prestigious awards were successful, a rate well above the rest of Canada. In the hard sciences, 58 per cent of our students received similar awards from the Natural Sciences and Engineering Research Council, matching the very competitive national average.

Graduate students were also the beneficiaries of generous alumni donors, including Dr. William S. Lewis — whose \$25,000 doctoral fellowships were awarded this year to historian Don Nerbas and Brenna Clarke Gray, a PhD Candidate in English — and Dr. John S. Little, whose international travel fellowships enable as many as 10 graduate students a year to conduct research, participate in conferences and meet with faculty mentors outside Canada.

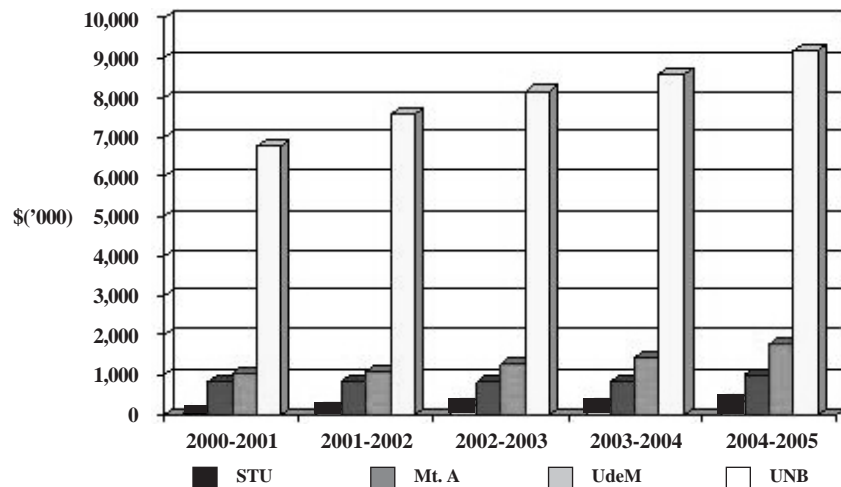
Fredericton MBA student Kara Hachey was a two-time winner, receiving the *Atlantic Business Magazine's* first-ever \$5,000 Top 50 CEO Scholarship and, with fellow student Jeff Barrett, was chosen for the 2006 \$20,000 Student Entrepreneurship Prize from the New Brunswick Innovation Foundation. They were the third UNB team to capture this award in as many years. BBA student Seth Richardson is already president and CEO of his own company, Investor's Paradise Inc., which is rated as one of the Internet's top investment message board websites.

Student athletes on both campuses showed the immense value of *mens sana in corpore sano* — a healthy mind in a healthy body. In

While Saint John athletes Allison Richard and Ok Ikejiani excelled on the field, helping their team to win the Atlantic College Athletic Association soccer championship and the CCAA National Fair Play Award, they were also named CCAA Academic All-Canadians for their prowess in the classroom.

New Brunswick Universities Research Funding — Grants

(Combined Total: NSERC, SSHRC, CIHR, NCE)



Source: Canada Research Chair Allocation Report

Fredericton, 55 Varsity Reds were recognized as Academic All-Canadians by Canadian Interuniversity Sport (CIS), a national record when evaluated on a per capita basis. Eight Saint John Seawolves were similarly recognized as Scholar Athletes by the Canadian College Athletics Association (CCAA). These young people maintained at least a B+ average while participating in competitive sports.

Five Varsity Reds athletes were named to the CIS All-Canadian team in their sports and three to the CIS All-Rookie team. UNB finished fourth in the CIS women's basketball championships which we hosted at the Aitken University Centre in March.

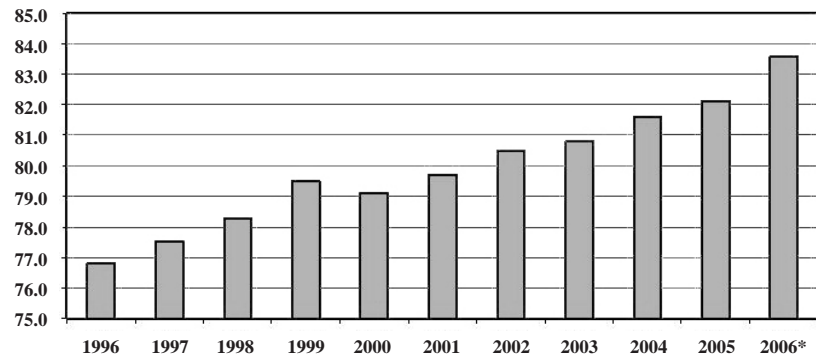
While Saint John athletes Allison Richard and Ok Ikejiani excelled on the field, helping their team to win the Atlantic College Athletic Association soccer championship and the CCAA National Fair Play Award, they were also named CCAA Academic All-Canadians for their prowess in the classroom. Teammate Scott Hachey earned the designation of CCAA Soccer Athlete of the Month during the successful 2005 season.

In Fredericton, swimmer Dan Monid ended a stellar intercollegiate career as one of UNB's most decorated athletes. At his last national meet in March, the fifth-year education student won a gold medal

in the 50-metre freestyle, a silver in the 100-metre freestyle and set an AUS record.

As the Sir Howard Douglas Awards were established to celebrate, our student body is becoming increasingly accomplished and UNB is attracting and retaining its share of the best and brightest.

Entering Average Grades



Source: Offices of the Registrars, Fredericton & Saint John * 2006 numbers based on preliminary October enrolment

As the Sir Howard Douglas Awards were established to celebrate, our student body is becoming increasingly accomplished and UNB is attracting and retaining its share of the best and brightest. The number of undergraduate students admitted to UNB with averages over 90 per cent increased for the third consecutive year. The number of continuing students with an A- average who qualified for the deans' lists in our various faculties grew by 13 per cent over the past two years, with more than 1,500 earning this designation in 2005-06. Among the most notable were the mother and son duo, Rose and Neil Cole from Salisbury, N.B., who were front and centre at the Dean's List Dinner for the Faculty of Arts in Fredericton last October.

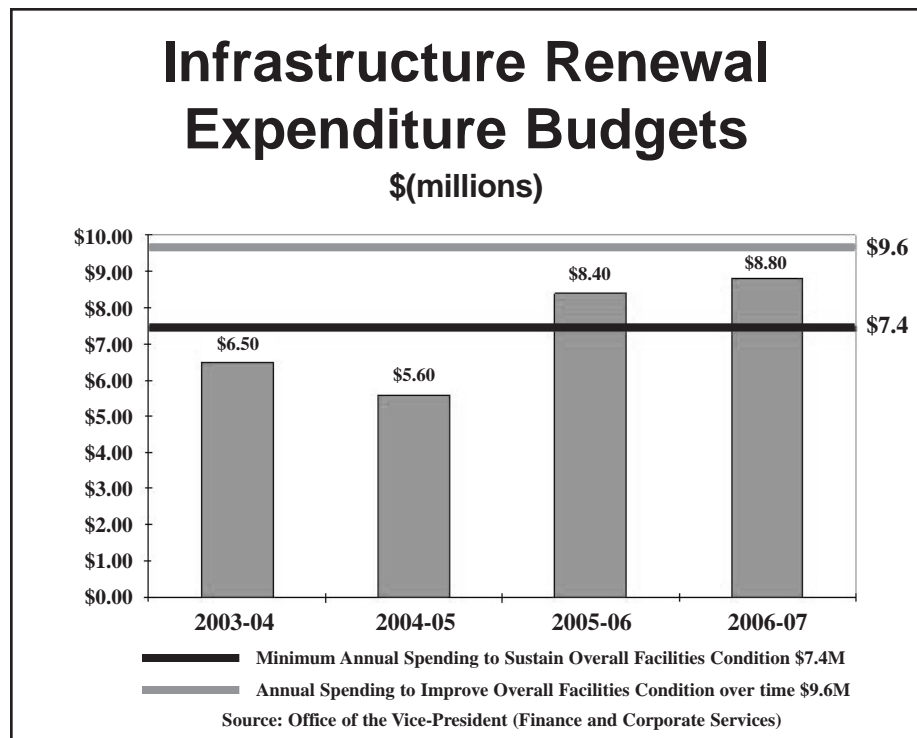
Advancing UNB's role as a learning institution

Our core mission is to provide the best possible learning experience for our students. The quality of our students' experience, whether at the graduate or undergraduate level, is directly affected by the caliber of teaching and the interaction with faculty, the availability and breadth of extra-curricular activities, the condition of our facilities, and the level of accessibility and support services.

We are mindful students have choices — now more than ever — about where they enroll, and the competitive forces across Canada to attract and retain them are increasing. Over the past five years, we introduced some of the most innovative marketing programs in the

country, many of which — such as Admissions on the Spot — are now being emulated by others to considerable effect. All Atlantic universities are faced with a shrinking pool of prospective students as the population decline in the region begins to be felt. It is deeply disturbing — and not just because there may be fewer UNB students — that New Brunswick’s death rate this year eclipsed its birth rate for the first time in 200 years. The productivity and prosperity of our society will be in serious jeopardy if this trend cannot be reversed.

Recognizing that a good learning environment is paramount, we continue to reallocate resources on both campuses to this area.

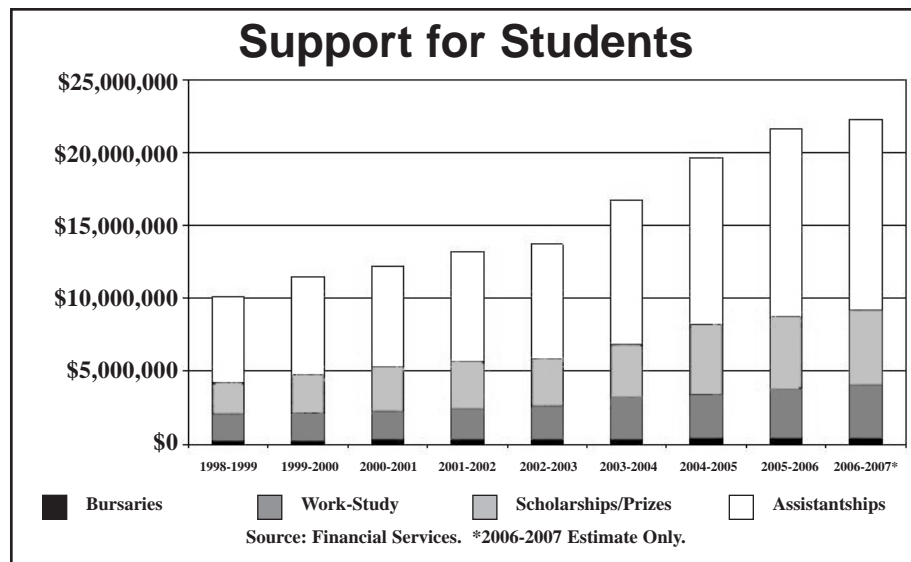


Learning Environment

Recognizing that a good learning environment is paramount, we continue to reallocate resources on both campuses to this area. In recent years, the proportion of our budget spent on the learning environment, especially student services, scholarships and bursaries, has increased substantially, by 8.47 per cent to \$12.2 million in 2005-06 alone. Undergraduate scholarships, which are critical to recruitment, retention and accessibility, rose by five per cent to just under \$4 million last year.

Expenditures on library acquisitions continued to increase and, for the first time in many years, we spent enough money, some \$8.8

But despite these important investments, it is still people who are most able to influence our learning environment.



million, on infrastructure renewal, the majority of it focused on laboratories and classrooms, so that our accrued deferred maintenance “deficit” of \$112 million grew no worse. Our students, who now pay an infrastructure fee of \$175 a year, are to be commended for recognizing the need to become partners with us and the Government of New Brunswick in the capital renewal of our facilities.

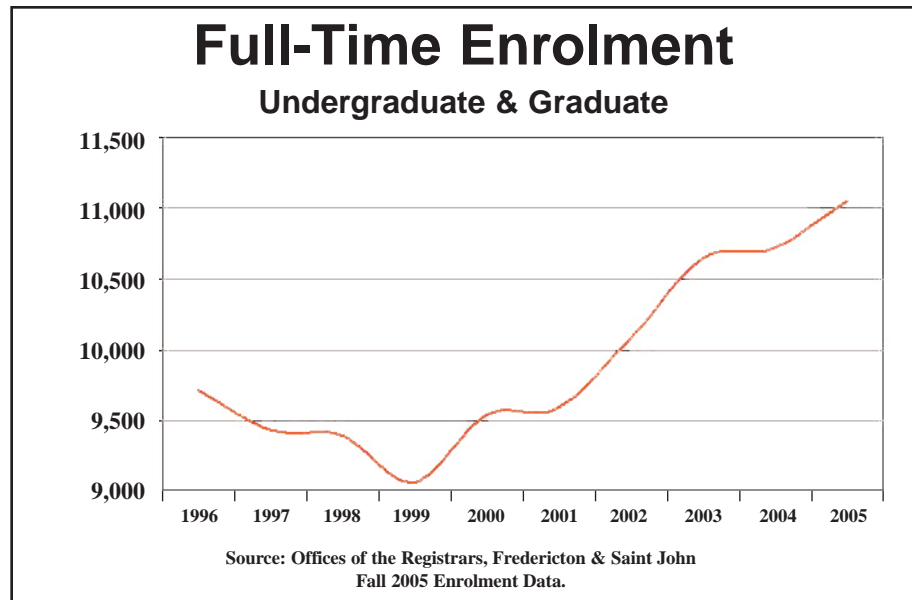
New construction included a \$4.9 million addition to K.C. Irving Hall in Saint John to house the labs and offices of the renowned Canadian Rivers Institute, one of UNB’s premier research programs.

But despite these important investments, it is still people who are most able to influence our learning environment.

For example, with his extensive background in instructional design and e-learning, Ken Reimer will be a real asset as director of the Centre for Enhanced Teaching and Learning on the Fredericton campus, ensuring that we continue to be leading the way in the use of educational technology. We were similarly pleased to appoint James Brown director of Residential Life and Conference Services on the Fredericton campus because of his interest in internationalization and cultural diversity, both of which will be of ever greater importance as we recruit students from beyond New Brunswick.

In Saint John, nurse educator Terry Lynne King and physician Gordon Hollway have gotten our new student health centre, the first on that campus, off to a good start.

New programs in economics, financial math and health sciences in Saint John and in aviation and operations management in Fredericton kept our curriculum fresh.



A hillside campus like Fredericton poses many challenges for the physically disabled. An active accessibility committee established last year has implemented upgrades to many buildings. The UNBF graduating classes of both 2005 and 2006 have undertaken projects to support new ramps for wheelchair access. STEP — the Successful Transition to Employment Program — introduced this year pairs career mentors with students who have disabilities that may affect their employability. And the new residence in Fredericton, slated to open this fall, features several first-floor suites designed for disabled residents.

New programs in economics, financial math and health sciences in Saint John and in aviation and operations management in Fredericton kept our curriculum fresh. The College of Extended Learning also launched an Exemplary Leadership Program for the private sector, adding to our growing complement of offerings for lifelong learners. This year Laurie Guthrie Hughes became the first recipient of our Bachelor of Integrated Studies, a self-directed degree program geared toward adult learners who are returning to school and qualify for academic credit for prior learning. Intensive discussions are continuing with government officials and academic partners to create a medical education program on the Saint John campus by 2007 to train doctors for New Brunswick.

Financial Results

The overall financial result of the University for 2005-06 can be

Several of the financial outcomes in 2005-06 are a bellwether of a changing and more challenging financial landscape for UNB and other Maritime universities.

best summarized as mixed. Certain aspects of University finances were positive: a growth in research funding, initial receipts from the *Forging Our Futures* campaign, no significant increase in the overall unfunded balance of infrastructure renewal requirements and a small net favourable position in the operating budget. Other aspects of overall University finances were unfavourable: a further deterioration in the unfunded position of the pension plan for academic employees and a higher than expected loss in unfunded early retirement liabilities.

Day-to day operations of the University are funded from the University operating budget. The Board of Governors approved a balanced operating budget for the 2005-06 fiscal year. Balancing the budget proved to be a challenge as basic expenditure growth had to be managed in order to equal forecasted revenues. During the year, there were several categories within the operating budget that performed better than budgeted including the College of Extended Learning, interest earned on cash flow, and net salary savings resulting from vacant positions. There were also several categories of University operations that were unfavourable in comparison to budget, including higher than budgeted utilities and energy costs, lost tuition fee income as student enrolment figures slightly lagged budget forecasts, and a deficit in the Fredericton campus residence system. After reflecting the financial impact of the differences between plans and actual outcomes, the operating budget ended the year with a net positive position of \$543,000 or 0.36 per cent of the total operating budget.

Several of the financial outcomes in 2005-06 are a bellwether of a changing and more challenging financial landscape for UNB and other Maritime universities. These indicators include the demographic based decline in student enrolment, which will challenge the level of overall available resources, and rising utilities and energy prices, which will place additional pressures on operational expenses.

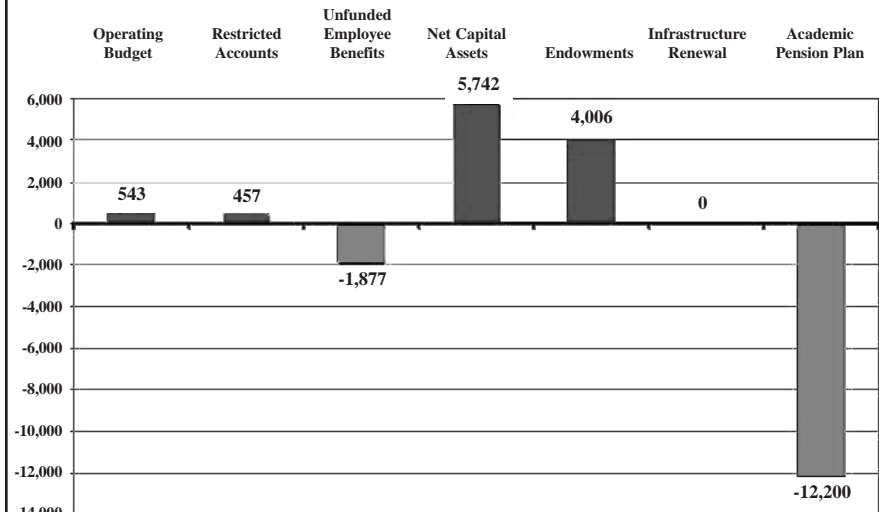
It must be acknowledged that collective bargaining with the 600-member Association of University of New Brunswick Teachers was long and complex this year. Competitive compensation for faculty and the University's ability to pay can be a delicate balance. In the end, a four-year agreement, acceptable to both parties and effective retroactively to 1 July 2005, was signed in the spring.

Home Depot opened its doors in May, the first element in a 45-

UNB has a tradition of being fiscally responsible and exercising strong stewardship with available resources. This tradition, along with a focus on generating additional revenues and the need for continuous strategic investments, will be vital for UNB to attain its mission.

Summary Financial Results 2005-06

\$(000's)



Soures: Financial Services

acre retail development on University lands in Fredericton. Part of a much bigger story that will see half of the 5,950-acre parcel that was granted by the Crown in 1800 conserved in perpetuity and half developed for commercial and residential use, income generated from this activity will be used for more capital improvements on campus.

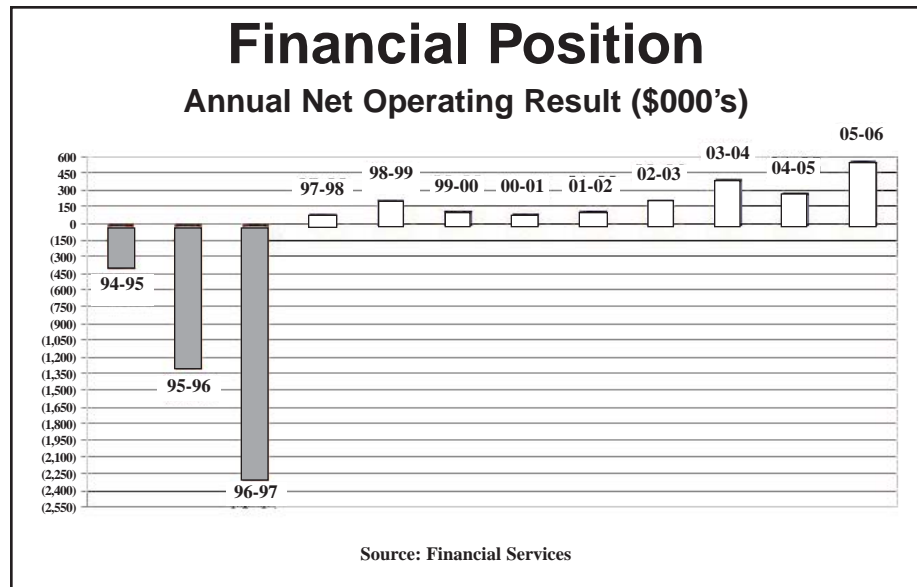
UNB has a tradition of being fiscally responsible and exercising strong stewardship with available resources. This tradition, along with a focus on generating additional revenues and the need for continuous strategic investments, will be vital for UNB to attain its mission.

Accountability and Risk Management

The need for accountability is not new. As a public institution with many stakeholders that receives about half of our operating budget from government grants, we welcome the opportunity to demonstrate the ways in which we are good stewards of our resources and to identify the areas in which our effectiveness can be improved.

Our website, www.unb.ca, is a wealth of information for those interested in our governance, finances and budgeting, academic

Underlying accountability is enterprise risk management, a system that identifies factors and forces both inside and outside the institution, and develops strategies and assigns responsibility to deal with them.

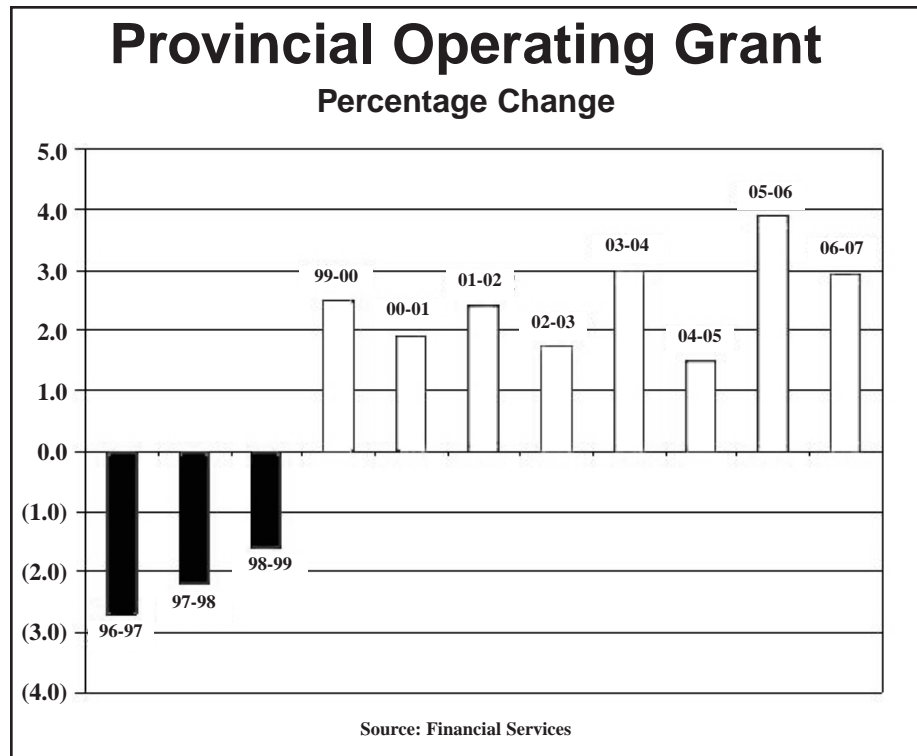


planning, organizational structure, and policies and regulation. We participate regularly in both internal and external surveys and reviews that measure everything from the quality of our teaching to the productivity of our researchers, from student satisfaction to the comparative size of our endowment. *Maclean's* university ranking may have been the most publicly visible of these, but it is, arguably, the most limited in what it tells us about ourselves and our peers.

Recently, the Association of Atlantic Universities-Maritime Provinces Higher Education Commission Quality Assurance Monitoring Committee confirmed that UNB's quality assurance policies and procedures were working as intended. They were "impressed" with our commitment to quality assurance and commended us for the research ranking exercise we conduct every two years.

Underlying accountability is enterprise risk management, a system that identifies factors and forces both inside and outside the institution, and develops strategies and assigns responsibility to deal with them. Risks can run the gamut from the obvious health and safety considerations to circumstances affecting our brand and reputation. We recently completed a comprehensive risk management assessment using outside experts. Their findings, which identified strategic planning, funding, resource allocation, infrastructure renewal and enrolment as the greatest risks we face, will serve as the basis for the further work of a bi-campus risk management committee that will oversee the program.

Open and frequent communication is also key. This is my biggest priority for the coming year — better communication that will engage the University community in addressing the challenges we face and taking advantage of the opportunities that come our way.



Open and frequent communication is also key. This is my biggest priority for the coming year — better communication that will engage the University community in addressing the challenges we face and taking advantage of the opportunities that come our way.

Promoting UNB’s fundamental role in the economic, social and cultural well-being of the Province and Atlantic Canada

When *The Fiddlehead* celebrated its 60th anniversary in the fall of 2005, the occasion marked more than the birthday of Canada’s longest living literary journal. It reinforced UNB’s pre-eminent position in Canadian literature, dating back more than 125 years to the time of Bliss Carman. The quarterly journal has launched many a writer’s career and is an icon in literary circles.

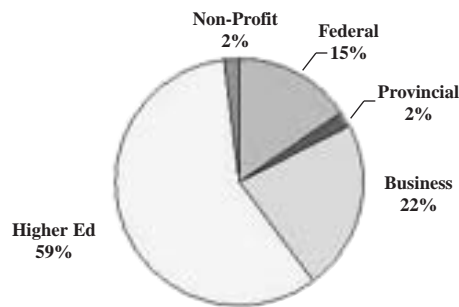
The Fiddlehead is emblematic of the impact UNB has had in variety of ways. Whether it’s the University’s role in Saint John’s True Growth Strategy as an economic driver and a catalyst for creativity, innovation and discovery or our ground-breaking research into the most effective ways to foster childhood literacy in our primary schools, we are tremendously important to the Province.

Even such events as the New Brunswick Business Hall of Fame

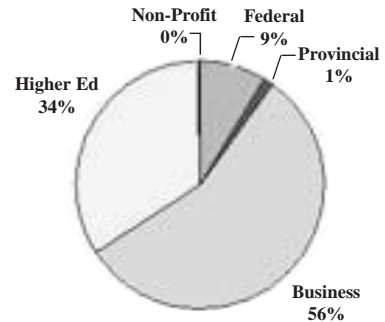
Next New Brunswick/Avenir Nouveau Brunswick began at UNB in 2003 as a means of igniting a meaningful dialogue about our future.

Importance of University Research in N.B.: R&D by Performing Sector (2003)

New Brunswick *



National



Source: Statistics Canada: Estimates of Canadian research and development expenditures (GERD), Canada, 1993-2004, and by province 1993 to 2003.

* UNB conducts approximately 80% of the research undertaken in New Brunswick universities.

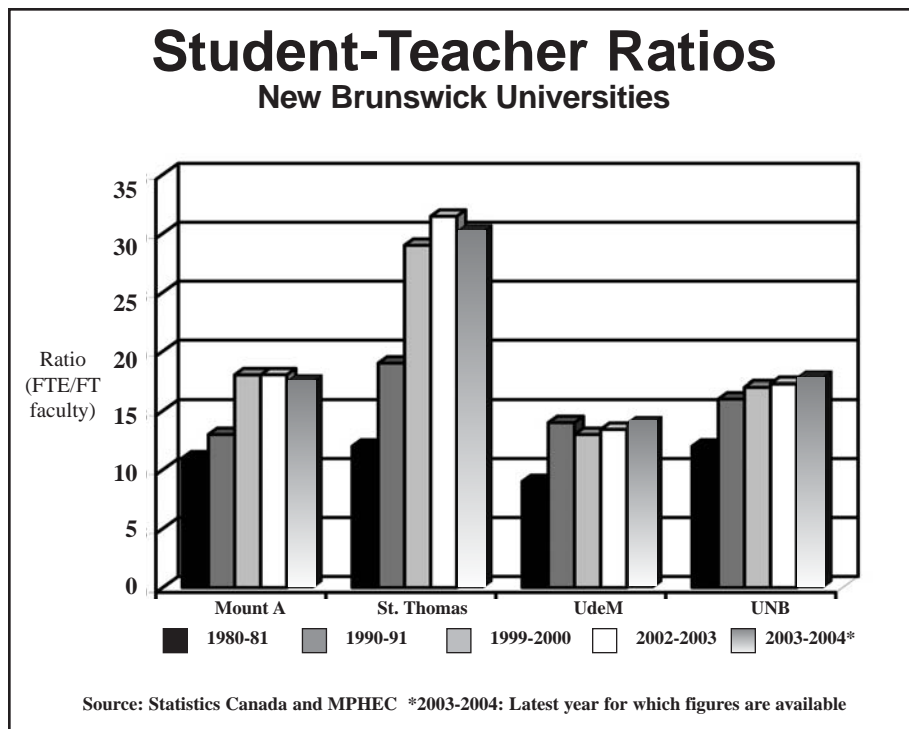
Dinner, hosted with great aplomb this year at the Aitken University Centre and the most profitable in the history of Junior Achievement, contribute substantially to the community. Other examples include the rUNBunnies team of 195 staff and faculty, who this year raised \$27,000 in the Fredericton CIBC Run for the Cure, and the Saint John campus' response to the Old North End (ONE) Change initiative resulting in a bursary for students from one of the city's neediest neighbourhoods.

Next New Brunswick/Avenir Nouveau Brunswick began at UNB in 2003 as a means of igniting a meaningful dialogue about our future. After a series of forums around the Province, broad dissemination of a number of issues papers, development of a cadre of young leaders, and a synergistic closing convocation of committed citizens, the initiative spawned by the University moved into the community this year. Twenty or so influential business leaders came together in the New Brunswick Business Council to promote the development and long-term interests of the province with a new vision and a new voice. The young leaders continued to work on the goals to which they had committed. More and more people, including government officials and politicians, began to think about and plan for the transformation that will be needed if we are to succeed as a society.

The Forging Our Futures Campaign

In my experience, nothing has connected us more closely to the

In my experience, nothing has connected us more closely to the community than the *Forging Our Futures* Campaign.



community than the *Forging Our Futures* Campaign. Both in terms of UNB reaching out and our supporters giving back, the Campaign was an extremely effective channel through which to explain our importance within Canadian higher education and by which to gauge people's belief in our mission. Being involved directly in the Campaign, criss-crossing the country and meeting literally hundreds of alumni and donors in the process, has truly been the highlight of my tenure as president to date.

The Campaign was a massive effort, more than a year in the planning and almost three in execution, that involved upwards of 300 volunteers; a cross-section of University personnel, including deans and directors; a capable complement of professional advancement staff; and more than 14,000 donors.

Our Campaign Cabinet — led by alumnus Allison McCain, chair of McCain Foods, and actively engaging our Chancellor Richard J. Currie, O.C. — included many of Canada's most distinguished business and societal leaders and was the envy of other institutional campaign organizations. Their influence was instrumental in our success.

And what a success it was.

When we publicly launched the Campaign in June 2005, we had

The generosity of our donors was breathtaking and inspiring. Led by our Chancellor, Richard J. Currie, whose contribution will create a state-of-the-art athletic, recreational and ceremonial facility in Fredericton, private sector support topped \$80 million.

raised just over \$40 million and made the decision to increase our goal from the original \$60 million to a more ambitious \$80 million. By the time we celebrated our Thanks To You Day in June 2006, we were able to announce a total of \$100.4 million, making *Forging Our Futures* the largest campaign ever conducted in Atlantic Canada.

The generosity of our donors was breathtaking and inspiring. Led by our Chancellor, Richard J. Currie, whose contribution will create a state-of-the-art athletic, recreational and ceremonial facility in Fredericton, private sector support topped \$80 million. Each of our home communities, Saint John and Fredericton, made major commitments: \$2 million and \$1.5 million, respectively. And the Province of New Brunswick, whose initial \$10 million pledge at the launch came with a challenge for \$10 million more (which we met), gave the Campaign momentum, credibility and a tremendous vote of confidence.

Our priorities were People, Places and Programs. Here's what we accomplished in those three areas:

We raised more than \$25 million for scholarships, bursaries, prizes and study abroad awards for undergraduate and graduate students. This support will recognize academic excellence, assist those with financial need and ensure students' continued accessibility to our programs.

We raised \$40 million for the University Commons in Saint John and Richard J. CURRIE CENTER in Fredericton, two landmark facilities that will have a direct and lasting impact on the student learning experience.

We raised more than \$7 million for targeted research centres and institutes that will strengthen UNB's capacity to keep this province in the forefront of R&D.

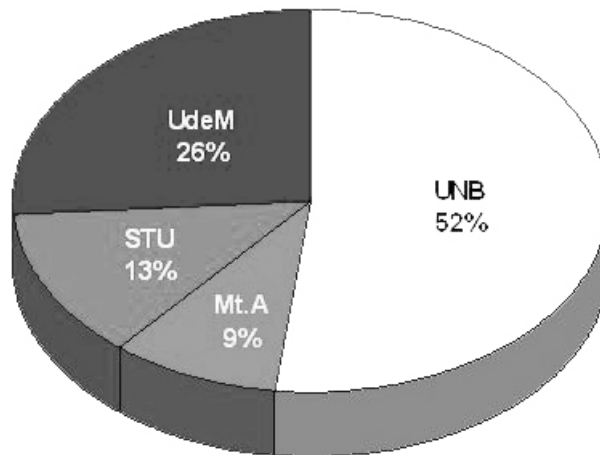
We raised nearly \$6 million for chairs and professorships enhancing our faculty complement and giving us the ability to attract the finest.

We raised more than \$5 million for our libraries on both campuses, enabling them to increase their holdings and ensure the most up-to-date books and databases are available.

And we raised \$6.8 million in undesignated support that can be used to foster innovation, undertake special projects and be used

. . . The success of the Campaign has encouraged us to dream, to innovate and to feel optimistic about the remarkable potential of this institution.

UNB's Share of Enrolment 2004-2005



Source: MPHEC, Table 1 Enrolments by Province and Maritime Post-Secondary Institutions 2004-05

where the need is greatest.

In addition, \$8 million was contributed for projects uniquely designed by our donors for the benefit of the University.

That's more than \$100 million dollars that will flow to the University over the next five-to-ten years for all these important initiatives. And about half of this will be invested in UNB's endowment, providing support in perpetuity.

Conclusion

As positive and uplifting as these results are, it's important to keep in mind that these monies are largely for the *enhancement* of our institution. They do little, at least in the short term, to alleviate the pressures on our operating budget and in some ways may add to operating costs. Nevertheless, the success of the Campaign has encouraged us to dream, to innovate and to feel optimistic about the remarkable potential of this institution.

It is this optimism that prompted me to stand for reappointment to the presidency of UNB and I hope it is this optimism that motivated the University community, Senates and Board of Governors to support my continuation in this role. UNB means everything to me and I am very grateful for the opportunity to serve during the uncertain but exciting times ahead.

In a time when living was a great deal harder than it is today, Sir Howard Douglas envisaged an institution of considerable strength, influence and value. With all the wisdom, information and technological advantage at our disposal today, we should not and we will not fail him — or his young namesakes, the Sir Howard Douglas Scholars.

In past reports, I've spoken repeatedly of the brief window we've had for recovery and, more recently, of the steep climb from good to great that awaits us. Whatever the metaphor, the time of extreme exertion has arrived. We can take pride in having achieved a great deal in the past four years, in having used our talents and resources to the fullest extent possible and having maximized the breaks that came our way.

Though we may deserve to rest on our laurels and though we may feel the status quo is acceptable, we can afford neither of these options. Being a national university means we must constantly strive for excellence. Being a learning institution means we must constantly test the boundaries of our knowledge. Being fundamental to the community means we must never abdicate our responsibility to the future.

I remain convinced we can prevail. There will certainly be setbacks and disappointments as we move forward. We will have to be smarter, faster and more determined than our competition. We will need ingenuity, tenacity and faith. When we get buffeted by unfavourable winds and threatened by storms, we will have to hunker down and wait for a break in the clouds. Some days we may feel like giving up the trek, but if we do, UNB will be a smaller, quieter, lesser place.

In a time when living was a great deal harder than it is today, Sir Howard Douglas envisaged an institution of considerable strength, influence and value. With all the wisdom, information and technological advantage at our disposal today, we should not and we will not fail him — or his young namesakes, the Sir Howard Douglas Scholars.

I believe we're up for the challenge, that we have the people, the daring and the history of overcoming adversity. But I also believe we have no choice. If we are to "ever stand and flourish," as Sir Howard Douglas proclaimed we should, then we have to be the best in our class — a unique destination, a force for prosperity in all its forms, and a leader in the pursuit of a civil society in New Brunswick, Canada and across the globe.

— *President John D. McLaughlin,*
Preparing For The Ascent: The President's Third-Year Report, October 2005

**Published by the Office of the President
University of New Brunswick**

P.O. Box 4400

Fredericton, N.B. E3B 5A3

P.O. Box 5050

Saint John, N.B. E2L 4L5

Canada

www.unb.ca