

BELIEVING IN OURSELVES:

The President's Sixth-Year Report

by

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

23 October 2008

In light of the Province's drive to attain self-sufficiency, we at UNB must take the lead in transformational change while remaining focused on what we know to be most valuable and important in our mandate: quality in all things; leading by example; and contributing to the intellectual and spiritual, as well as material, wealth of everyone whose lives we touch.

— *President John D. McLaughlin,*
Beyond the Next Horizon: The President's Fifth-Year Report, October 2007

Believing in Ourselves: The President's Sixth-Year Report

In a year that might well have been every university president's worst nightmare — an *annus horribilis* as Queen Elizabeth II might say — something truly wonderful happened.

The people of New Brunswick rallied around their universities.

In September 2007, the long-awaited report of the Commission on Post-Secondary Education in New Brunswick, *Advantage New Brunswick: A Province Reaches to Fulfill Its Destiny*, was released by the Provincial Government. Commissioners Rick Miner, president of Seneca College in Toronto and former Vice-President of UNB Saint John, and Jacques l'Écuyer, a physicist and educational researcher with extensive experience in the Quebec university system, made 34 recommendations, many of them quite sound.

Among them, however, was the creation of a “new type of educational institution for New Brunswick:” three regional polytechnics that would see campuses of UNB and Université de Moncton combined with community colleges to form institutions focused primarily on applied programs. For UNB, this would have meant the loss of our Saint John campus as a key partner in the national, comprehensive university of which we are so proud.

Reaction was swift, broad-based and unequivocal. Members of the community, alumni, faculty, staff and students rose up by the hundreds to protest the proposal and to voice their support for UNB Saint John's importance to the City, the Province and the University as a whole. Various rallies and marches ensued, all demanding that the government state its intentions and urging the government to reject this move. Current and former members of the Board of Governors were outspoken on the matter. Some 1,000 articles, editorials and letters to the editor appeared in the provincial media over the course of the fall, not to mention the overwhelming number of e-mails and phone calls that I at the University and many others in the government received.

Though it was not until the end of January 2008 that the Premier finally confirmed in his State of the Province address that UNB Saint John would remain a university, continuing to offer the liberal arts programs that are its core, the fall of 2007 was a heartening time for this embattled president. The strength of the support for UNB Saint John, the recognition of its value and the extraordinary outpouring of concern for the future of post-secondary education in New Brunswick

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Six years ago, when I articulated my vision for this University, it was based on an unwavering belief that UNB is integral to the aspirations of this Province and, as New Brunswick's largest and most comprehensive university, is a vital player in achieving Canada's full potential.

was inspiring and immensely gratifying.

For me, an *annus horribilis* became an *annus mirabilis* — the term used by English poet John Dryden to describe, among other exceptional events, London's miraculous escape from the fire of 1666. While our circumstances were not nearly so dire, the survival of our University had indeed been at stake and, as this report will attest, there was a great deal worth saving.

Staying the Course

Six years ago, when I articulated my vision for this University, it was based on an unwavering belief that UNB is integral to the aspirations of this Province and, as New Brunswick's largest and most comprehensive university, is a vital player in achieving Canada's full potential. Throughout my presidency, I have remained committed to:

- 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.

And although I have only one more year to serve in this capacity, having decided to step down in 2009, I am even more convinced that these are the essential elements of UNB's mission. Over the past six years, many people both inside and outside of the University have endorsed this vision, including a good number of the country's most gifted scholars and students, a cadre of its most dedicated and talented staff, a growing contingent of generous alumni and friends, and an ever-increasing group of influential leaders from business, industry, government and the non-profit sector.

Fully realizing this vision continues to be a challenge. We face an uncertain future, buffeted by the effects of many forces beyond our control: a declining and aging population; a post-secondary education "action plan" for the Province, the details of which have yet to be determined; an increasingly global economy; ubiquitous and instant communications; mobile populations; and empowered "consumers."

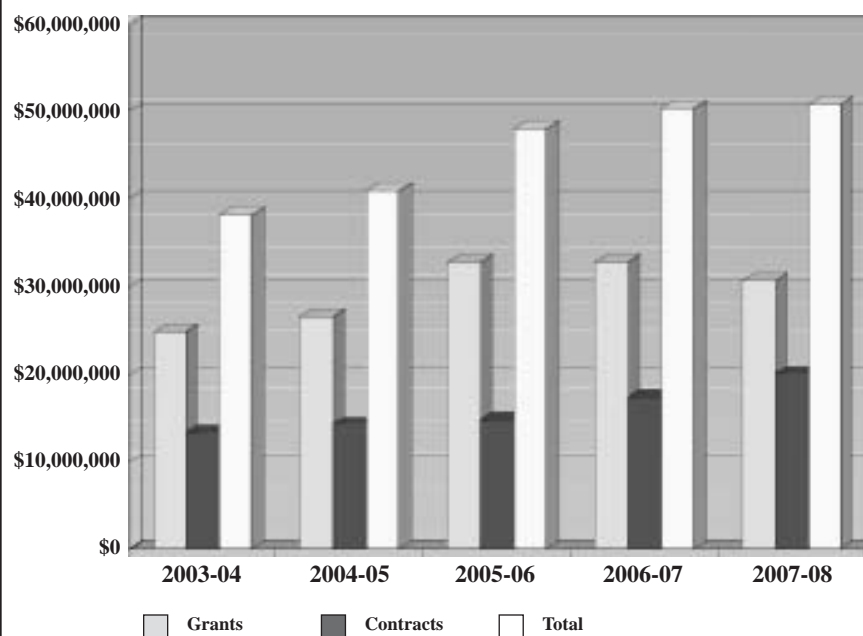
Believing in ourselves — in our intellectual capital, our collegial community, our history of surmounting adversity, our resilience and ingenuity — is what will see us through in the end. It will be we who will define success for UNB and we who will achieve it.

Sustaining and Furthering UNB's Role as a National University

A national university does not compromise its standards of quality. The education of our students and the research of our scholars must be

We now stand among the top five comprehensive universities in Canada, as measured by the *Macleans*' rankings.

Total Research Revenue - UNB Five-Year Summary



Source: Office of the Vice-President (Research)

comparable to, if not better than, that which is offered in the rest of the country. Anything less is a disservice to this Province and to the academic tradition we uphold.

In 2007-08, our record of achievement continued to support our stature. We now stand among the top five comprehensive universities in Canada, as measured by the *Macleans*' rankings. Among our peers in this survey, UNB ranked first in student-to-faculty ratio, library expenditures and library holdings per student, a reflection of our commitment to our students' experience.

As further confirmation, after a rigorous competition, the Canadian Federation for the Humanities and Social Sciences selected UNB Fredericton, in partnership with St. Thomas University, as the site for its 2011 Congress, the largest academic gathering in the country. Over a two-week period, more than 5,000 scholars from nearly 70 disciplines will come to our campuses to exchange ideas, debate issues and present research on some of the most important social and cultural questions of the day.

UNB conducts 80 per cent of all university research in the Province. This year, in their *Canada's Innovation Leaders* publication, *The National*

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Post and *The Ottawa Citizen* ranked UNB among the top three comprehensive research universities in Canada for the high percentage growth of our research income between 2003 and 2007. During that period, our research revenues rose from \$35 million to \$50 million.

We also made national headlines with our innovative Only One U campaign on Facebook. Incoming law student Ryan Anstey of Charlottetown won \$5,500 toward his tuition by creating a group that had more than 1,300 members, videos, pictures, and countless supportive postings from friends. The competition attracted some 90 Facebook groups with more than 11,000 members, resulting in increased applications for 2008–09. (In fact, first-year enrolments are up by seven per cent over last year, clear indication of renewed interest in our programs and confidence in the student experience we offer.)

Most telling, however, are the accomplishments of our faculty, staff and students, who every day contribute to and reinforce the value of this institution. Their national and international caliber achievements are solid evidence that our University community, sometimes in spite of significant odds, embraces quality as its highest goal. I have been immensely proud to serve as President of this institution for the past six years and remain tremendously grateful to the countless individuals and groups, both the celebrated and the unsung heroes, who are responsible for our success.

Faculty Accomplishments

Among our many outstanding faculty are our 17 Canada Research Chairs, three of whom — Rick Cunjak, Kerry MacQuarrie and Kelly Munkittrick, all of the internationally renowned Canadian Rivers Institute (CRI) — were renewed over the past year. Their research, focused on the conservation, protection, restoration, and sustainable use of the world's water resources, has had far-reaching impact since the bi-campus Institute was established in 2000. Their CRI colleague Karen Kidd, Canada Research Chair in Chemical Contamination of Food Webs, has studied the effect on fish of estrogen secreted in the urine of women taking birth control pills. Her work was featured as one of *Discover* magazine's 100 top science stories for 2007.

Nicole Letourneau, UNB's Canada Research Chair in Healthy Child Development, was named to Canada's Top 40 Under 40™ for 2007. She develops and tests interventions that support vulnerable children, mothers with postpartum depression, and mothers and infants who are exposed to domestic violence. The national designation recognizes recipients from a variety of professions for their vision and leadership; innovation and achievement; impact; community involvement and

contribution; and strategy for growth.

John Spray, Canada Research Chair in Planetary Materials, was featured in an interview with David Suzuki on CBC Television's *Geologic Journey*. Later in the year he was awarded \$4 million by Lockheed Martin to establish a high-impact laboratory that will help develop shielding technologies for the aerospace, space and defence sectors.

And our newest Canada Research Chair, in Advanced Geomatics Image Processing, Yun Zhang, has already developed a technique that is changing the way NASA, Google Earth and Canada's Department of National Defence collect and use geospatial data. His work will reinforce Canada's leading position in geomatics research, education and application.

A Nurse Leader designation from the Canadian Nurses Association was bestowed on Daniel Savoie of our Moncton campus for his accomplishments in neurology and rehabilitation nursing.

Civil engineering professor Peter Bischoff was awarded the prestigious Casimir Gzowski Medal by the Canadian Society for Civil Engineering for his decade-long research into the deflection of reinforced concrete, an important factor in building stress. A Nurse Leader designation from the Canadian Nurses Association was bestowed on Daniel Savoie of our Moncton campus for his accomplishments in neurology and rehabilitation nursing. Inorganic chemist Jack Passmore received the Alcan Award from the Canadian Society for Chemistry in recognition of his synthesis of simple compounds, which experts predicted were impossible to create; for revealing a new class of compounds that now appear in all introductory organic chemistry textbooks; and for his success in the field of sulfur-nitrogen chemistry.

At a ceremony at Rideau Hall, English professor Wendy Robbins, one of the founders of our Women's Studies Program, received the Governor-General's Award in Commemoration of the Person's Case, honouring her lifetime commitment to and unflagging activism in advancing the cause of equality for girls and women.

International recognition was accorded to forest engineer Ian Smith, who was awarded an honorary DSc from the London South Bank University in recognition of his career contributions to structural and timber engineering, and the mechanics of materials. And Anna Chrzanowski of geodesy and geomatics engineering received Poland's highest academic qualification, the Doctor Habilitaus, from the University of Warmia and Mazury.

Kevin Englehart, associate director of the Institute of Biomedical Engineering, is part of a team of North American scientists who were recognized with a 2007 Breakthrough Award from *Popular Mechanics*. Their prototype of a new, highly sensitive myoelectric arm is revolutionizing prosthetic science.

Our students are among the finest in Canada, as evidenced by their achievements over the past year. They continually fare exceptionally well in the stiff competition for graduate scholarships from the Natural Sciences and Engineering Research Council and the Social Sciences and Humanities Research Council.

Saint John biologist Thierry Chopin also attracted international media attention. His aquaculture research was featured on *Dangerous Catch*, a PBS documentary produced by *National Geographic*.

Ross Leckie — creative writing professor, editor of *The Fiddlehead*, Canada's oldest literary journal, and poet — was named to a three-month Fulbright Visiting Research Chair at Arizona State University as part of a U.S.-Canada exchange program aimed at fostering understanding between the two countries. His colleague, Mark Jarman, published *My White Planet*, a collection of award-winning short stories, which has attracted international acclaim. Yet another distinguished UNB author, Anne Compton, who won a Governor-General's Award for Poetry in 2005, was recognized this year by an Excellence Award from the New Brunswick Arts Board for her contributions to the art and culture of the Province. She is the Lorenzo Writer-in-Residence on the Saint John campus.

Canada's top pedagogical award, the 3M National Teaching Fellowship, was presented to biologist Kate Frego, who teaches on the Saint John campus. Since coming to UNB 15 years ago, Dr. Frego has been both a teacher celebrated by her students and an effective proponent for imaginative and motivational instruction, admired by her colleagues here and across the country. She was also the recipient of an award for teaching excellence and instructional leadership from the Association of Atlantic Universities.

And my predecessor, Elizabeth Parr-Johnston, who served as UNB president from 1996 to 2002, was appointed a member of the Order of Canada in recognition of her outstanding work in the field of education both here and beyond.

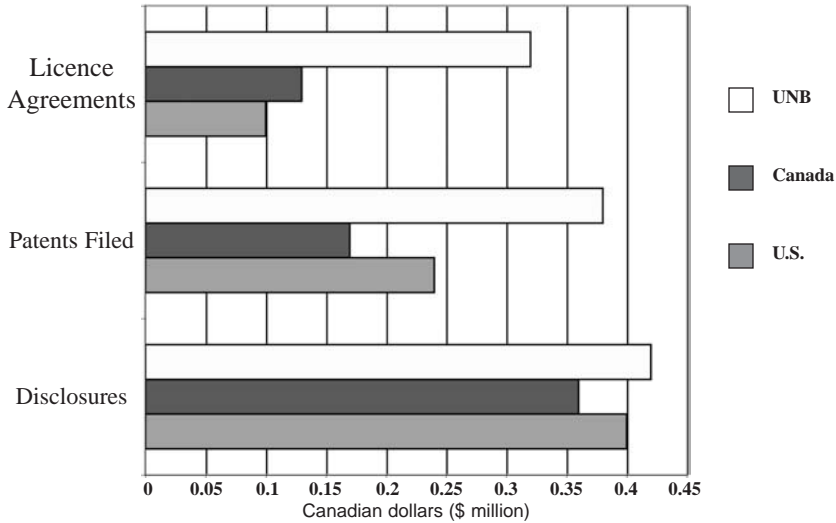
Student Accomplishments

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Jillian Hudgins, a doctoral candidate in geology who works with Canada Research Chair John Spray, won international attention with the Geological Society of America's 2007 Eugene M. Shoemaker

Fourth-year engineering student, Alex Gómez, received the only Gold Medal Student Award in 2007 from the national professional organization Engineers Canada in recognition of his leadership with the UNB chapter of Engineers Without Borders (EWB) and his extensive international experience that has enlivened and informed EWB.

Value of Knowledge Transfer Per \$Million Research Expenditure (2007)



Impact Cratering Award for her research into lunar rocks.

Research into the effect of pollutants and climate change on Arctic char, a dietary staple in Canada’s north, won Heidi Swanson a Garfield Weston Award from the Canadian Association of Universities for Northern Studies, valued at \$40,000 over two years. Her supervisor is Canada Research Chair Karen Kidd.

Yet another outstanding science student, Hana Kucera, who is pursuing a PhD in biology under the supervision of Canada Research Chair in Molecular Systematics and Biodiversity Gary Saunders, won the 2008 Graduate Student Award of Merit from the Senior Women Academic Administrators of Canada. Ms. Kucera introduced the Let’s Talk Science Partnership Program into the New Brunswick school system, bringing faculty, staff and students into the Province’s classrooms to foster literacy in science.

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Unquestionably, one of the highlights of the year is the induction of the Sir Howard Douglas Scholars. There is nothing more meaningful than to recognize these exceptional students from across our two campuses.

She also participated in the Canadian Engineering Competition in Waterloo, Ontario, where engineering students Jason Elliott, Josh Senechal, Asif Syed and Jacob Myler took first place for UNB in the challenging Team Design Event.

Third-year law student Gavin Cosgrove was selected from among 2,200 applicants to participate in a Global Vision Junior Team Canada Mission to Peru and Colombia in February. The visit with business, industry and government leaders coincided with the signing of a free trade agreement between Canada and the two nations. Closer to home, Leisha May McAllister and David Gao, students in our applied management program in hospitality and tourism, won two of the three national scholarships awarded by Tourism Cares, enabling them to attend an international tourism convention in the U.S.

The Student Investment Fund (SIF), ably led by its founder Glenn Cleland in the Faculty of Business Administration, continues to excel and reach ever greater heights. Established in 1998 with \$1 million from the New Brunswick Investment Management Corporation (NBIMC), which administers the Province's pension plan, students have more than doubled their fund to \$2.2 million over the past 10 years. On the strength of this performance, NBIMC last fall committed \$140,000 over four years to the operation of the UNB Centre for Financial Studies, of which SIF is the flagship. Clearly, success breeds success, as SIF students went on to claim first place at the Atlantic Canada Chartered Financial Analyst (CFA) Society Valuation Competition; capture the North American championship at the second annual Global Investment Research Challenge in New York City; and come **second in the world** at the Global Investment Research Challenge, the only Canadian team to compete against the international field. Realizing we have tremendous talent within this program, the Board of Governors wisely appointed second-year MBA student Jason Misener as a representative from SIF to its Investments Committee this year.

Another very capable business student, Lynn MacKinnon, was selected for the 2007-08 Frank H. Sobey Award for Excellence in Business Studies. Valued at \$10,000, the award honours her academic achievement and community involvement at home and abroad.

Unquestionably, one of the highlights of the year is the induction of the Sir Howard Douglas Scholars. There is nothing more meaningful than to recognize these exceptional students from across our two campuses. Nominated by their faculties, the scholars must have completed two years of their bachelor's degree program, achieved academic excellence and actively participated in co-curricular or extracurricular activities. The twenty 2008 award recipients are all Dean's List students who are involved

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in activities ranging from peer mentoring and athletics to fundraising and student government, and from volunteering at the Saint John Regional Hospital to volunteering at a refugee camp in Ghana. They become part of a network of 47 other like-minded and motivated individuals who have been inducted into the honour society since it began in 2006.

There is certainly no more well-rounded group of students than our athletes who are recognized each year for their academic performance and their sports prowess. This year, eight UNB Saint John Seawolves were named National Scholars by the Canadian Colleges Athletic Association and 51 UNB Fredericton Varsity Reds qualified to be Academic All-Canadians by Canadian Interuniversity Sport (CIS). We continue to surpass the national per capita average for these designations and I am tremendously proud of the young men and women who excel on and off the field.

A particular standout is fourth-year kinesiology student Rob Hennigar, who may just be the most celebrated athlete in UNB history. A member of the Varsity Reds men's hockey team, which captured the CIS championship in 2006-07 and finished second in the country this year, Mr. Hennigar was named MVP hockey player in Atlantic University Sport, CIS Hockey Player of the Year and CIS Male Athlete of the Year — the only Atlantic Canadian man ever to achieve this national distinction. His record-breaking season, in which he led the nation in scoring in conference play with 58 points in 27 games, was capped by a two-year contract with the New York Islanders.

Another Mark of Distinction

As Canada's oldest English-language university, UNB has distinguished itself as a national leader in academic program development. In 2007-08, UNB Fredericton marked no fewer than four anniversaries of pace-setting significance: the 100th anniversary of Forestry and Environmental Management, the 50th anniversaries of Kinesiology and Nursing, and the 40th anniversary of Computer Science. Our Faculty of Forestry and Environmental Management is the second oldest in the country, offering the oldest undergraduate program and the only accredited Forest Engineering program in the country. In 1958, the Faculty of Physical Education, as it was known then, was the only program of its kind east of Montreal, attracting students from Atlantic Canada, Quebec and points west. The Faculty of Nursing, established with a grant from the highly respected W.K. Kellogg Foundation, was among the first in the country, operating long before a BN became the requirement for entry into the profession. And UNB's Faculty of Computer Science was the first in Canada, playing a major role in providing technical services both to the University and the business community.

Our stature was further reinforced this spring, when after months and months of negotiation, an agreement was signed with the New Brunswick government and Dalhousie University to open an English-language distributed medical education program on our Saint John campus beginning in 2010.

In each of these disciplines, over many decades, nationally recognized faculty have helped to shape curriculum, set standards for practice, monitor trends, define areas of critical research and educate thousands of productive professionals who are working across the country and around the world.

Advancing UNB's Role as a Learning Institution

For UNB to realize its mission, we need to create a stimulating and supportive student experience. The ingredients for this include talented faculty and staff; a diversity of academic programs that enable students to achieve their intellectual and professional goals; an engaging range of extra-curricular, recreational and social opportunities; a responsive array of student services; and a robust technical and physical infrastructure that makes all these activities possible.

As one of Canada's smallest national universities, UNB must husband all of its resources wisely to ensure we are performing well in all these areas. For example, though we face many fiscal challenges, over the past few years we have been able to re-allocate significant resources to academic and student support services, which now comprise 18.3 per cent of our more than \$160-million operating budget. This means we are better able to meet the needs of our students and to compare favourably with peer institutions.

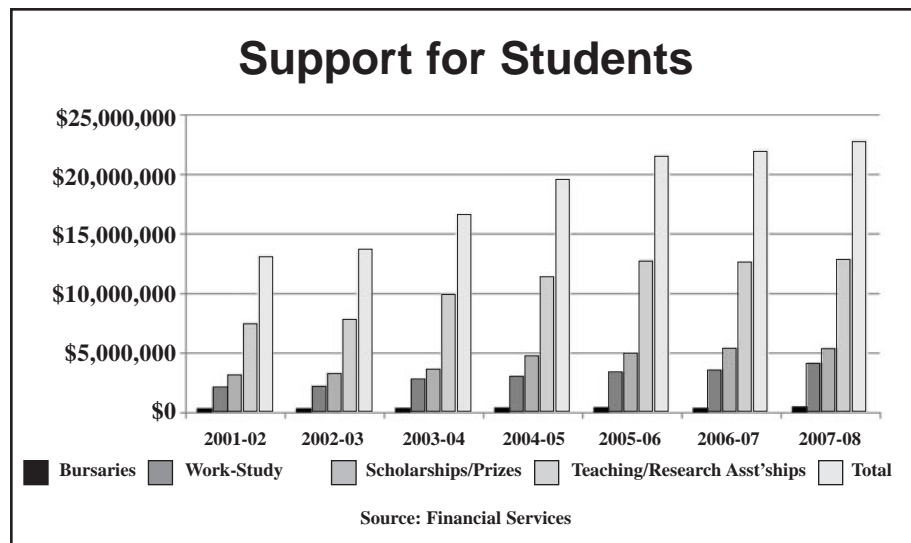
Curriculum Developments

The range of academic programs we offer distinguishes us as one of Canada's top comprehensive universities and as the provincial leader in the professional education.

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This program will be complemented by the memorandum of understanding we recently signed with Husson College in Maine to enable science students in the Faculty of Science, UNB Fredericton, to enroll in the school of pharmacy at that institution. And a new collaboration between UNB Fredericton and St. Thomas University, the Chronic

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Illness Research Institute, led by Canada Research Chair Barbara Paterson, will involve faculty and graduate students from a variety of disciplines including nursing, gerontology, history, women's studies, kinesiology and biomedical engineering, who will focus on issues of aging, mobility, health disparities and self-care in chronic illness prevention and management.

The newly established Chair in Climate Change and Conflict, an initiative of the Brigadier Milton F. Gregg, VC, Centre for the Study of War and Society, will put UNB in the forefront of an issue of increasing importance to the world. Unique in North America, the chair will help to address and anticipate real and potential disputes over land, water, food and population movement.

The Centre for Hellenic Studies, created last fall in the Faculty of Arts on the Fredericton campus, will encourage research, provide courses in Modern Greek and organize conferences on Hellenic culture. The centre is our response to a resurgence of interest in the classics.

The Faculty of Business Administration in Fredericton has expanded its international programs with the opening of a college in Singapore which will enroll up to 800 students by 2010. Closer to home, the new Activator Program developed by our International Business and Entrepreneurship Centre is pairing MBA students with entrepreneurs trying to turn their ideas into reality. Students earn a specialization in entrepreneurship while gaining hands-on experience in a start-up venture.

The Student Experience

Building on several years' worth of study and consultation, we unveiled

Supported by the Province, a much-needed and long-awaited expansion to our campus in Moncton, a major site for our nursing program, was opened last fall, at the same time as an addition to MacLaggan Hall proceeded on the Fredericton campus in anticipation of a substantial increase in nursing students over the next three years.

the UNB Declaration of Rights and Responsibilities which extends not only to students but to every member of the University community. A direct outcome of the President's Task Force for a Positive Learning and Working Environment, led by then Dean of Law Anne La Forest, the declaration deals with such things as discrimination, harassment, privacy of information, safety, conflict of interest and due process. We are supporting the declaration with the establishment of a bi-campus Office of Human Rights and Positive Environment, staffed by lawyer Mark Walma and advised by a Positive Environment Committee of faculty, staff and students from across the institution. We are deeply committed to this initiative as the foundation of a vibrant and inclusive student experience and a thriving and respectful workplace. See <http://www.unb.ca/humanrights/Declaration.pdf> for the full text of the document.

I continue to remain convinced that the quality and aesthetics of the built environment have an impact on students' attitudes and self-esteem. We were therefore very pleased to complete the \$4-million renovation of four state-of-the-art undergraduate chemistry labs on the Fredericton campus, thanks to the support of the Province's University Infrastructure Fund. Now second to none in the country, one of the labs was named in honour of beloved chemistry professor Zdenek Valenta on the occasion of his 80th birthday. The late Colin B. Mackay, president emeritus of UNB, became the namesake for the completely refurbished and technologically advanced main reading room in the Gerard V. La Forest Law Library in Fredericton.

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Named in honour of our longest serving president, C.C. Jones House was a prominent Fredericton campus residence from 1958 to 2006. Following much planning and extensive consultation, it will reopen in 2009 as a student services centre, realizing a long-standing dream to bring together health and counselling services, the campus ministry, financial aid, the student advocate, and the international student advisor in a central "one-stop shop."

Construction began this spring on the \$50-million Richard J. CURRIE CENTER, a truly remarkable addition to our Fredericton campus. Named in honour of our esteemed Chancellor, who provided a significant leadership gift to the *Forging Our Futures* Campaign to design and build this unique research, recreational and ceremonial facility, the

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Infrastructure Renewal

Since 2002-03, the University of New Brunswick has spent more than \$70 million on infrastructure renewal and new construction on the Saint John and Fredericton campuses.

Major improvements include:

- Renovations to McConnell Hall, Fredericton campus
- Construction of Canadian Rivers Institute, Saint John campus
- Learning Commons Renovations in the Harriet Irving Library
- Construction of Colin B. Mackay Residence, Saint John campus
- Construction of new soccer facility at Chapman Field
- Construction of Saint John College
- Construction of New Residence, Fredericton campus
- Upgrades to laboratories in Biology and Chemistry, Fredericton campus

Source: Office of the Vice-President (Finance and Corporate Services)

building will house a human performance lab, fitness assessment centre, two large gymnasiums and a conference suite. When it opens in 2010, it will undoubtedly become a focal point for campus and community activity and a major architectural landmark in the region.

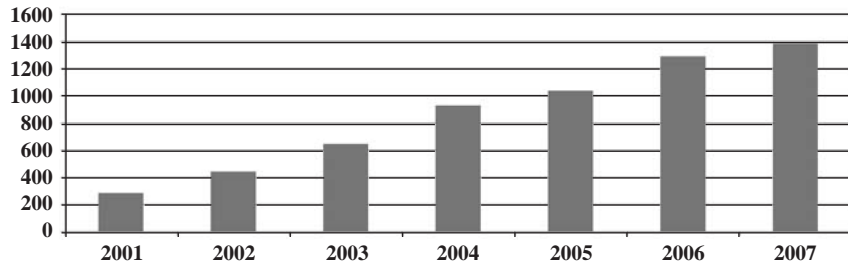
Through a partnership with the City of Fredericton and the local soccer association Chapman Field has been transformed into a top-notch turf facility benefitting not only the Varsity Reds, but also youth in the larger community. We are active proponents for a similar upgrade to the Jeux Canada Games Stadium on the Saint John campus.

We are also renewing our commitment to completing the fund raising for and building of the University Commons in Saint John. This project, one of the centrepieces of the *Forging Our Futures* Campaign, is fundamentally important to the growth and development of the campus and to the quality of learning that takes place there. Put on hold as we awaited the outcome of the PSE review process, the urgently needed University Commons will be a “knowledge space” that will integrate IT, information services, the computing centre and library in a single, user-friendly meeting place for the entire community.

Our People

While facilities are arguably the most tangible aspect of the student experience, it is the people working with our students who are most important and influential. Virtually every member of faculty and staff on our two campuses has an impact on the lives of our students. That’s upwards of 3,000 people whose efforts are directed primarily toward the

Students on UNB's International Campuses



Source: Office of the Registrar

UNB has been very fortunate over its history in attracting able and dedicated administrators, and the recent past is no exception.

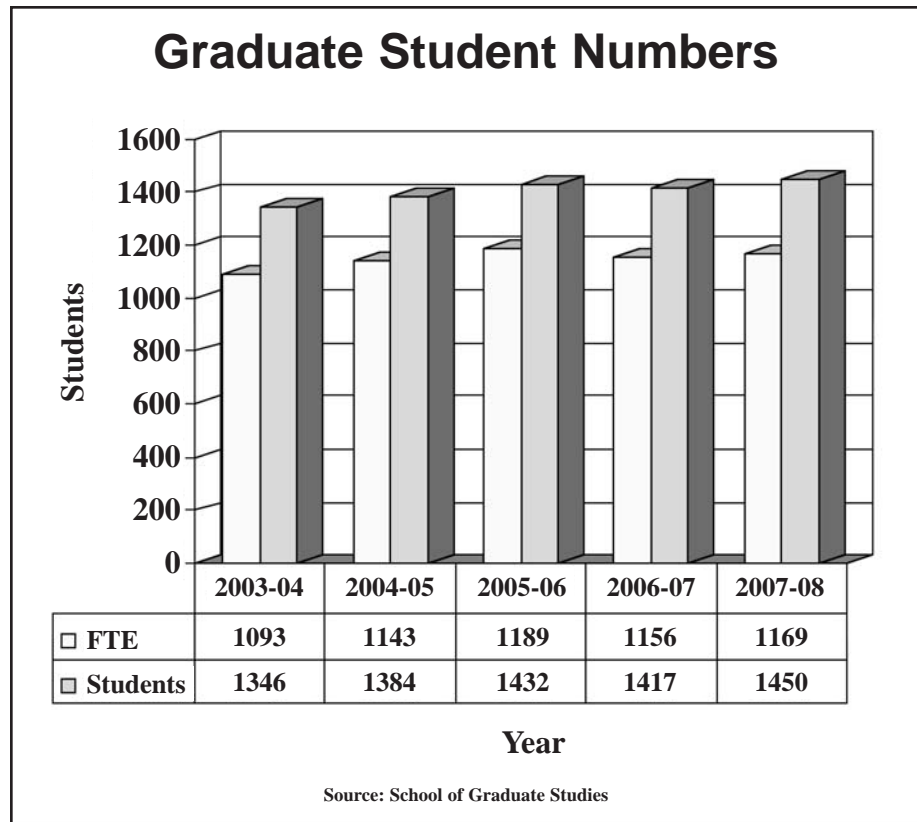
well-being of those enrolled at UNB. They are exemplified by Joy Cummings-Dickinson, media production manager, and John Born, instructional support specialist, both with the Centre for Enhanced Teaching and Learning at UNB Fredericton, who were recognized earlier this year as Rising Stars by the New Brunswick Knowledge Industry.

UNB has been very fortunate over its history in attracting able and dedicated administrators, and the recent past is no exception. After a five-year term as Vice-President Saint John, during which she enthusiastically promoted our international agenda and gave steady guidance to the campus through significant transition and the uncertainty of the PSE review process, Kathy Hamer stepped down at the end of June. Her successor is Robert MacKinnon, former Dean of Arts on the Saint John campus, who brings to the position a deep knowledge of the Port City and an infectious intention to take the campus to new heights.

In Fredericton, Jane Fritz completed a 15-month term as Acting Vice-President Academic, during which she strengthened morale, focused on student needs and solidified progress on the programs she began as Associate Vice-President for the Learning Environment. She was succeeded by Anthony Secco, a chemist who brings extensive administrative experience from Cape Breton University and the University of Manitoba.

Gwen Davies, Associate Vice-President Research and Dean of Graduate Studies, also completed her seven-year tenure this year, having nearly doubled Graduate School enrolment. Her colleague, Greg Kealey, who has served as Vice-President Research since 2001, was given additional responsibilities as UNB's first Provost. In this role, he will provide overall academic leadership during the accelerated change we expect for UNB in the next few years.

But research revenues remained robust, donors continued their strong level of support to the University and we were able to cover all the annual capital renewal and maintenance requirements of the buildings on both our campuses.



Our Financial Challenges

Our overall financial results for 2007-08 were mixed. We experienced a modest shortfall in the operating budget — the first in a decade — and a disappointing year for investment returns. But research revenues remained robust, donors continued their strong level of support to the University and we were able to cover all the annual capital renewal and maintenance requirements of the buildings on both our campuses.

The finances of the University have been adversely affected by recent declines in the number of students enrolled on the Fredericton and Saint John campuses. Over the past three years, the number of students enrolled at UNB — which reached an all-time high of 11,117 in 2004-05 — has decreased by 1,027 full-time equivalent students or 9.23 per cent. Most other Maritime universities are experiencing this trend, caused in large part by a declining population base, the end of the flow-through impact of the Ontario double cohort and a changing environment for international students.

We made various adjustments to our spending through the year and our net operating budget shortfall was \$701,000, in comparison to the budgeted shortfall of \$2.5 million.

During 2007-08, there were more than \$12.8 million in donations to UNB, reflecting the ongoing impact of the *Forging Our Futures* Campaign.

Returns for the University long-term investments were disappointing, amounting to a net loss of 2.34 per cent for the year, in comparison to the market-based benchmark target of a gain of 1.56 per cent. Over a five-year period, however, overall returns are on target at 10.33 per cent. During 2007-08, there were more than \$12.8 million in donations to UNB, reflecting the ongoing impact of the *Forging Our Futures* Campaign. Notable among these were significant bequests from distinguished Science alumna Ellen MacGillivray, Saint John teacher Rhoda Woodworth, Forestry graduate George Andrews, Austrian immigrants Rudolph and Theresa Esterbauer in support of scholarships and a gift from Engineering alumna Denise LaForge to the CURRIE CENTER. More than half of all donations annually are directed to scholarships and financial aid. In addition, the \$110-million success of our campaign, the largest ever in Atlantic Canada, and the ensuing increase in annual donations have helped our investment portfolio grow substantially over the past five years to a total of \$173 million.

Research activities have continued to grow at UNB over the last five years, achieving revenues of \$50 million for the second year in a row. This represents an increase of more than 100 per cent since the beginning of this decade and distinguishes UNB as one of the most dynamic forces for innovation in the region.

It is important to note another achievement despite the difficulties of the 2007-08 fiscal year. Sufficient funding, from a variety of sources, was directed towards infrastructure renewal projects at UNB to ensure that the overall level of deferred maintenance — which now totals \$126 million — did not increase during the year.

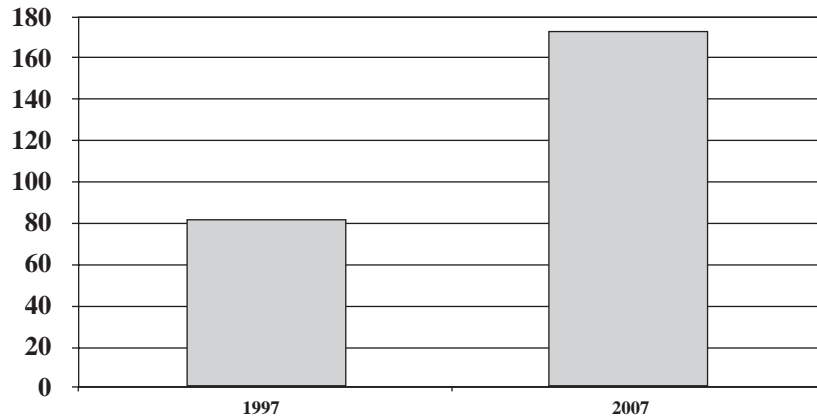
The Board of Governors approved a balanced \$163-million operating budget and an \$8-million capital budget for the 2008-09 fiscal year, an increase of 2.5 per cent in operating expenditures. To offset a freeze on tuition fees, the Provincial Government will be increasing operating grants to universities by an estimated six per cent or, in UNB's case, approximately \$5.6 million. The complete budget document is available online at <http://www.unb.ca/vpfin/2008-09Budget.html>.

Promoting UNB's Fundamental Role in the Economic, Social and Cultural Well-Being of the Province and Atlantic Canada

As New Brunswick's largest, most comprehensive and most research intensive university, UNB is vital to the future prosperity, growth and development of the Province. The education of youth, lifelong learning, commercialization of research and transfer of knowledge, social programs, mentoring and advising, and our active participation in the

Supported by a grant to the *Forging Our Futures* Campaign from the Harold Crabtree Foundation, writer, historian and civic activist Kurt Peacock became our second Crabtree Visiting Scholar in New Brunswick Public Policy last fall.

UNB Endowment Portfolio Asset Value (Millions) — September 30



Source: Office of the Vice-President (Finance and Corporate Services)

community are tremendously valuable and influential contributions to the quality of life in New Brunswick and beyond.

Examples of our engagement abound.

The Muriel McQueen Fergusson Centre for Family Violence Research, which has pioneered a model of collaborative university-community research teams over the past 15 years, this year launched a train-the-trainer program to help police officers intervene more effectively in situations involving intimate partner violence. The program, which began in partnership with the Fredericton Police Force, has already gained an international reputation with Centre director Carmen Gill and researcher Elizabeth Blaney travelling to Australia to report on their work. Their colleague, sociologist Nancy Nason-Clark, has also had international impact with RAVE — Religion and Violence e-Learning — a website she developed to assist religious leaders in dealing with women congregants who have been abused. There have been some 300,000 visitors to the site since it was launched last September.

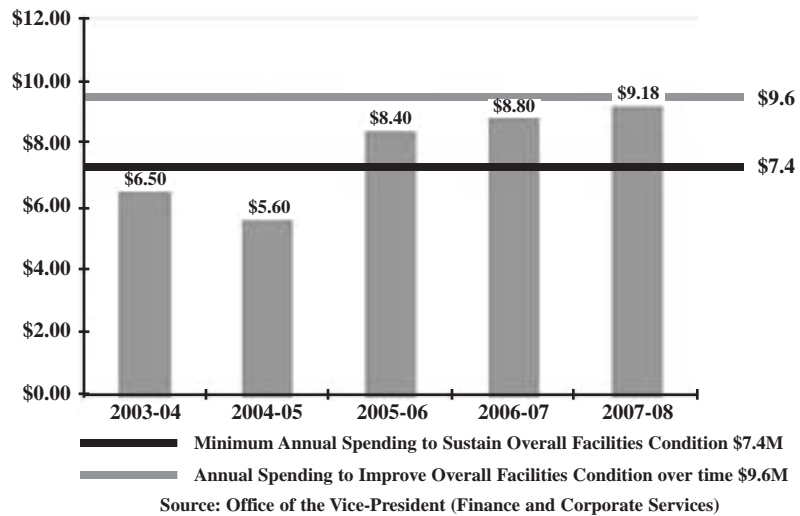
Leslie Jeffrey, a professor of history and politics at UNB Saint John, co-authored *Sex Workers in the Maritimes Talk Back*, a book that provides a useful and accessible perspective to policy makers, police officers, health care workers and others currently working with or making decisions about prostitution in this country.

Supported by a grant to the *Forging Our Futures* Campaign from the Harold Crabtree Foundation, writer, historian and civic activist Kurt Peacock became our second Crabtree Visiting Scholar in New Brunswick

After just a year in operation, the Wallace McCain Institute for Business Leadership, a major initiative of the *Forging our Futures* Campaign, is fostering entrepreneurial spirit across the Province.

Annual Capital and Maintenance Budgets

\$(millions)



Public Policy last fall. Based on the Saint John campus, Mr. Peacock has focused his work on stimulating informed dialogue about the city’s proposed energy hub and the ways all New Brunswickers can benefit from it.

After just a year in operation, the Wallace McCain Institute for Business Leadership, a major initiative of the *Forging our Futures* Campaign, is fostering entrepreneurial spirit across the Province. Its Extreme Entrepreneurship Conference in Moncton engaged more than 250 young entrepreneurs in learning to pitch their businesses. Its “boot camp” recruited 15 of the Province’s most up-and-coming entrepreneurs for a year-long program of education, networking, and mentorship by some of New Brunswick’s most prominent and accomplished business people.

The Early Childhood Centre in the Faculty of Education is partnering with Born to Read New Brunswick to provide the books created by the centre to every newborn in the Province. Colleagues in the faculty’s Mi’kmaq/Maliseet Institute are working to record and preserve spoken Maliseet, a language currently threatened with extinction.

Service to various organizations also represents an important contribution, particularly at the national level. This year geologist Bruce Broster is serving as president of the Canadian Council of Professional Geologists. His colleague, David Lentz received the 2007 Distinguished Service Award from the Geological Association of Canada in recogni-

tion of his volunteer work with the organization, while Director of Research Services Dwight Ball, also a geologist, was awarded the 2007 Canadian Professional Geoscientist Award for helping to advance and promote the practice of geoscience. The John B. Stirling Medal from the Engineering Institute of Canada was awarded to civil engineering professor Arun Valsangkar in recognition of his leadership and service to the institute and its member societies.

Saint John economist Neil Ridler was invited to Rome by the Food and Agriculture Organization of the United Nations to participate in its Expert Consultation on Improving Planning and Policy Development in Aquaculture.

. . . Our students are determined to have a meaningful impact on society. Renaissance College student Chelsea Ferris, for example, spent two months at a Liberian refugee camp in Ghana as her international internship.

From the group of students who organized a 24-hour basketball fund raiser in support of the seven Bathurst High School students and one teacher who died in a highway crash in January, to the international students at UNB Saint John who raised more than \$20,000 for earthquake relief in China and cyclone relief in Burma, our students are determined to have a meaningful impact on society. Renaissance College student Chelsea Ferris, for example, spent two months at a Liberian refugee camp in Ghana as her international internship. Several law students completed internships in Malawi, one of Africa's poorest countries, while their classmates organized a successful fund raiser aimed at Knocking Out Landmines. And Jordan Graham, a third-year political science and economics student, became the youngest person ever elected to Fredericton City Council, where he is working to improve relations between students and the permanent residents in his ward, which adjoins the campus.

Whither From Here?

I came into the presidency of UNB in 2002 urging the government to undertake a comprehensive review of post-secondary education. It had been 40 years since the Royal Commission chaired by Queen's economist John Deutsch had structured our current system. Our financial realities were gradually eroding the quality of New Brunswick institutions. Enrolment challenges were being exacerbated not only by our demography, but also by the shifting economic landscape and different needs for and expectations of post-secondary education. The time had come to test or revalidate our values, goals and outcomes. And, I believed, change would be indicated.

I had hoped that the government would become re-engaged with the importance of post-secondary education to the future viability of the Province and would provide commensurately significant strategic investments in the system. There were risks going into the process, certainly, but much to be gained in return. And our University rose to the occasion, making two outstanding institutional submissions to the

As we work through this period of extreme uncertainty, we must look forward to the open door. We must keep our faces turned toward the opportunities of tomorrow, believing they will be there and we will be adroit enough, creative enough and confident enough to recognize and pursue them.

Commission, <http://www.gnb.ca/CPSE-CEPS/EN/docs/UNB.pdf> and <http://www.gnb.ca/CPSE-CEPS/EN/docs/UNBSJ.pdf>.

As has been well-documented over the past year, the process was disappointing, disruptive and demoralizing. Good ideas were lost in the furor that arose over the polytechnic debate. After the original report was set aside, the government appointed a Presidents' and Principals' Working Group, of which I was an active member. We were able to salvage, reconceptualize and repackage much that was of value in the original. See <http://www.gnb.ca/Promos/PSE/RecommendationsWG-e.pdf>. The government, in turn, has based its *Action Plan to Transform Post-Secondary Education* on our work. See <http://www.gnb.ca/Promos/PSE/PETLActionPlan.pdf>.

But we've lost time, momentum and a clear vision for change. While the Action Plan and working group report, released only last June, provide an "enabling framework" for post-secondary education, the substance and details of implementation remain sketchy and vague. In this, my final year as President of UNB, I am determined to establish firm direction for where we go from here.

I believe some things can move ahead quickly and benefit from UNB leadership: an e-agenda that includes shared "back office" services and significant new initiatives such as the virtual library; co-location of universities and colleges as has been extensively discussed in Saint John; an Anglophone graduate school; and, perhaps most important, what I call "deep partnerships," a model for collaboration that would bring education, business, industry, the non-profit sector and government — indeed citizens from all walks of life — together to achieve an integrated, synergistic and energized society for New Brunswick.

Believing in Ourselves

It was the eminent scientist, inventor (and sometime Canadian) Alexander Graham Bell who said, "When one door closes, another opens; but we often look so long and so regretfully upon the closed door that we do not see the one which has opened for us."

As we work through this period of extreme uncertainty, we must look forward to the open door. We must keep our faces turned toward the opportunities of tomorrow, believing they will be there and we will be adroit enough, creative enough and confident enough to recognize and pursue them.

It has been my great privilege to serve as President of this extraordinary institution, truly the high point of my career. I am grateful to the countless colleagues, students, alumni and supporters who have been my inspiration and my anchor over the past six years.

UNB has a long history of overcoming adversity, of prevailing despite the odds. From a mere glimmer in the hearts and minds of the 18th century Loyalists, to its near closure in the 1850s, to its struggle for funding in the 1930s, this institution has grit and determination bred in the bone and I have every confidence that, pulling together, we will not simply prevail but will triumph.

— *President John D. McLaughlin,*
Beyond the Next Horizon: The President's Fifth-Year Report, October 2007

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