

PREPARING FOR THE ASCENT:

The President's 3 Third-Year Report

by

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

20 October 2005



*Members of the UNB Alumni tour group were granted an audience with the Crown Prince of Bhutan during their 2004 tour of the Himalayan kingdom. From left are **Andy Devereaux**, **Ann Devereaux**, **Nancy Strickland**, **David Ganong**, **His Royal Highness, Trongsa Penlop Jigme Khesar Namgyel Wangchuk**, **John McLaughlin**, **William Lewis**, and **Maggie McLaughlin**.*

Preparing for the Ascent: The President's Third-Year Report

Out of this small beginning, UNB and Bhutan have forged a powerful partnership, the 20th anniversary of which we celebrate this fall. Supported first by World University Service of Canada and later CIDA, Bhutan has welcomed numerous UNB teachers and advisors into its educational system.

In 1985, the first student from Bhutan, a tiny and remote Himalayan kingdom located on the northern border of India, enrolled at UNB Fredericton. The story goes that William Mackey, a Canadian Jesuit guiding the development of an education system in Bhutan, recommended UNB as a gentle introduction to Western society.

Out of this small beginning, UNB and Bhutan have forged a powerful partnership, the 20th anniversary of which we celebrate this fall. Supported first by World University Service of Canada and later CIDA, Bhutan has welcomed numerous UNB teachers and advisors into its educational system. UNB, in turn, has more than 50 graduates and some 30 current students from Bhutan, whose affiliation spans both campuses and several disciplines, including Education, Engineering, Computer Science, Business and Hospitality and Tourism Management.

Twice I've visited Bhutan: the first time in 2001 as part of an academic delegation and the second time last fall with a special group of UNB alumni, including our Chair of the Board of Governors, David Ganong. On both occasions the experience has been deeply meaningful and spiritually moving.

I mention this connection for two reasons. The first is to demonstrate UNB's incredible reach into the global community, assisting with respect and patience the development of a country only recently embarked on modernization. The second is to reflect on how we — so often dissatisfied, disgruntled or discouraged — have much to celebrate in our University community and in our privileged, educated and comparatively prosperous society.

In fact, it has been Bhutan, with a GDP a fraction of Canada's, that introduced to the world the Gross National Happiness index, an attempt to quantify the measures that will promote and protect equitable and sustainable socioeconomic development, cultural values, conservation of the natural environment and the establishment of good governance. Whether one considers this viable economic policy or not, there is much to be said for look-

ing beyond the bottom line, as important as it is, to appreciate the quality of life that we at UNB and in Canada enjoy.

This report of my third year in office attempts to do just that, while not shrinking from the significant challenges we face in the future. These past three years have seen a remarkable renaissance at UNB, brought about by the concentrated efforts of faculty, staff and students; the increased support of government; the extraordinary response of our alumni and friends; and the momentum created by success.

The groundwork for much of the progress we have realized over the past three years was laid by administrators, faculty and staff who were committed to UNB throughout the 1990s and into the new century.

Progress Realized

Three years ago, at the time of my Installation, I articulated a three-part vision for this institution:

- 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.

In 2002, UNB was emerging from a very tough decade. Government support had declined, enrolment had dropped sharply, two heavily-subscribed early retirement programs had reduced the ranks of senior faculty, the condition of our buildings had deteriorated and morale was faltering. While the quality of our programs and the dedication of our people remained strong, we were beleaguered.

My predecessors worked hard to stem the tide, husbanding resources, reorganizing for greater effectiveness, fostering as much innovation as possible within straitened resources, and mobilizing forces for change. The groundwork for much of the progress we have realized over the past three years was laid by administrators, faculty and staff who were committed to UNB throughout the 1990s and into the new century.

Sustaining and furthering UNB's role as a national university

In 2004-05 UNB finally regained the ground we lost in the 1990s. We have achieved the objective of my first three years in

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office, becoming well-positioned to take on the new challenges we face as we move from good to great and strive to become Canada's top public university.

Signs of this abound. Over the past three years, UNB has risen three places in the *Maclean's* university rankings. Our Faculty of Law continues to be ranked among the very best in the country, as it has for more than a decade. The renowned Department of Geodesy and Geomatics Engineering was chosen in January to lead a \$7.3-million national geospatial framework that will contribute to important land reform in Brazil. The Canadian Rivers Institute, a bi-campus research centre with a mandate unique in the world, signed a memorandum of understanding in May with the United Nations to become the North American virtual learning centre for river basins for the United Nations University.

A coveted \$1-million grant from the Community-University Research Alliances (CURA), a program of the Social Sciences and Humanities Research Council, was awarded in April to professors of history at UNB Fredericton to work with their colleagues at Université de Moncton and various community organizations to conduct a study of the Province's labour history. This is the second CURA grant received by UNB in two years. In late 2003, the Faculty of Arts at UNB Saint John was selected to conduct a \$1-million, multi-disciplinary, intra-community study of "The Industrial City in Transition."

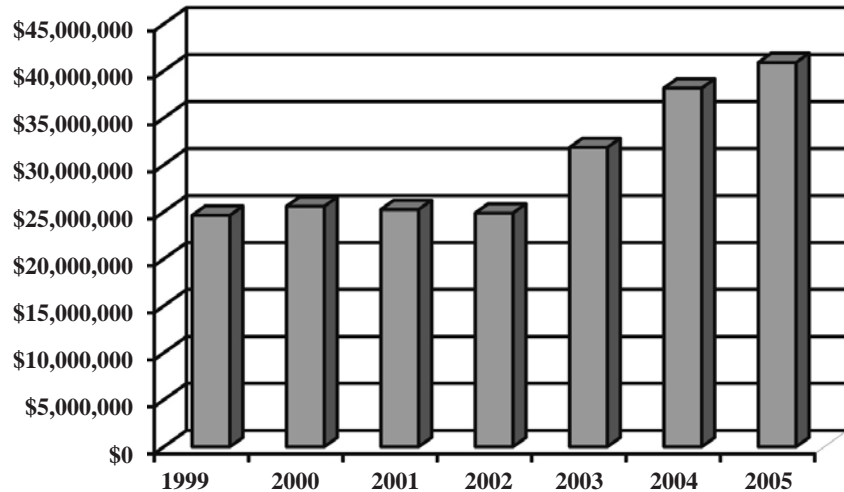
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Faculty Achievements

This year, Canadian literary historian Gwen Davies, who serves also as Dean of Graduates Studies and Associate Vice-President Research, was inducted into the Royal Society of Canada. Doug Willms — a Canada Research Chair, expert in quantitative research studies on child development, Director of the Canadian Research Institute for

Knowledge of our quality is widespread. Despite a very competitive market, in which severe faculty shortages are predicted over the next decade, more than 90 per cent of our first choice candidates for faculty positions in both Fredericton and Saint John accepted our offers in 2004-05.

Total Research Revenue - UNB



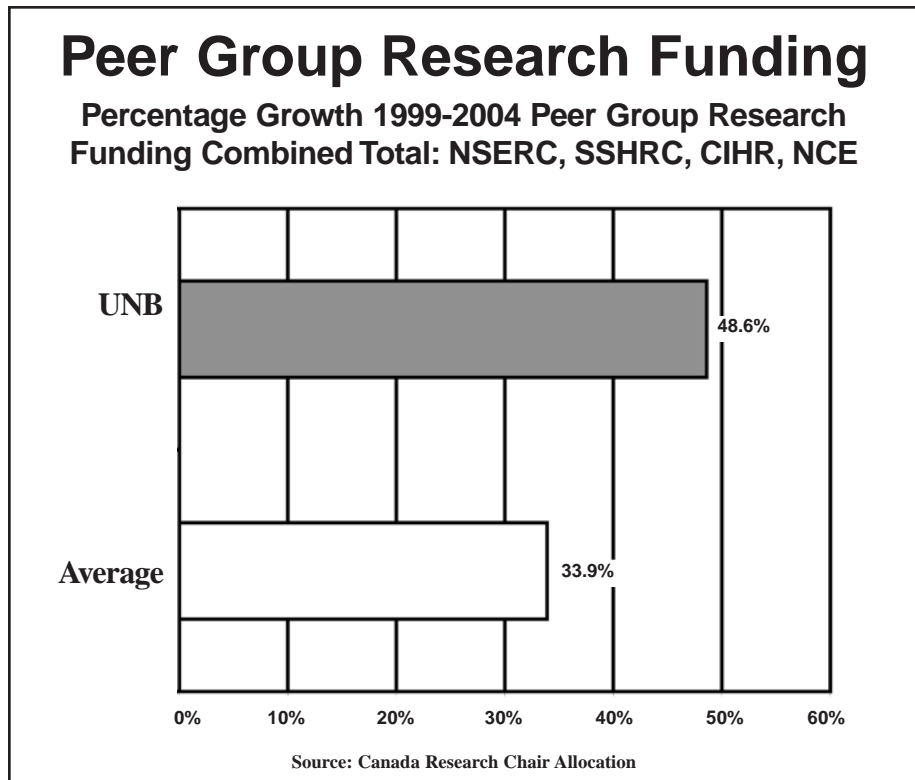
Source: Vice-President (Research), Office of Research Services Annual Report 2005

Social Policy and one of UNB's most distinguished researchers — will join her in the ranks of the RSC in November. Thomas J. Condon, a historian and Vice-President Emeritus of the Saint John campus, was appointed a member of the Order of Canada recognizing his distinguished service to the community. Another Vice-President Emeritus, Frank Wilson, was recognized with the Sandford Fleming Award from the Canadian Society of Civil Engineers for his outstanding contributions to transportation engineering in Canada.

Over the past year, our complement of Canadian Research Chairs benefited from the addition of three outstanding women scientists: Barbara Paterson, a specialist in strategies to address chronic illness; Karen Kidd, whose work with the Canadian Rivers Institute focuses on chemical contaminants in food webs; and Mihaela Ulieru, an expert on the latest advances in the development of information technologies that enable human-machine and hardware-software integration. Om Rajora, whose field is genetics, took up the Canada Research Chair in Forest and Conservation Genomics and Biotechnology.

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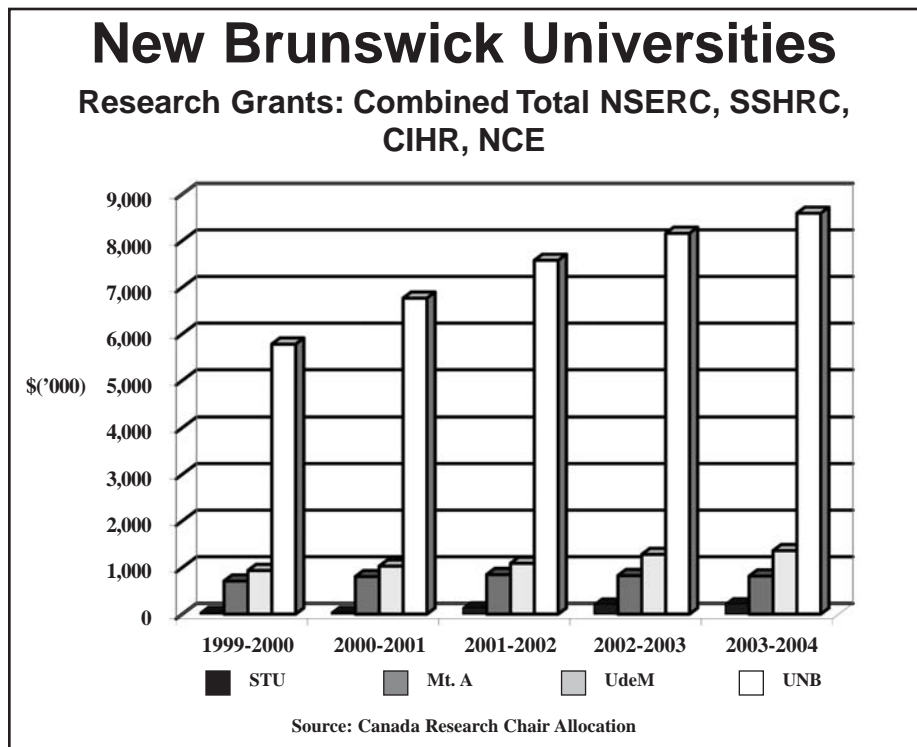
And our faculty continue to break new ground. A new book by information and communications studies professor Dan Downes, *Interactive Realism: The Poetics of Cyberspace*, was hailed by reviewers as an extension and refinement of Marshall McLuhan's work, while English professor Miriam Jones had her website cited as one of the world's top ten literary blogs by Guardian Unlimited Books in the UK. Psychologist Chok Hiew joined a contingent of his Asian colleagues in Thailand and Indonesia to train volunteers to work with children and families traumatized by December's tsunami disaster.

UNB conducts more than half of all research carried out in the province and more than 80 per cent of the work done at universities in New Brunswick. For the past five years, the proportional increase in UNB's research funding has substantially outpaced the average of 34 per cent among Canada's comprehensive universities. This year our research revenue rose from \$38.2 million to \$40.9 million, with the major gain in grants awarded by the Natural Sciences and Engineering Research Council.

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Technology transfer, bolstered by Springboard, the region's new technology and knowledge transfer network in which UNB plays a key role, is expanding. Since 2000, over \$50 million in venture capital investments have been made in companies commercializing technology from UNB. Exciting new initiatives include partnerships with Diaphonics for voice authentication software led by biomedical engineer, Kevin Englehart; HSM Systems for a hydrogen fuel storage system developed by chemist Sean McGrady; and Atlantech Engineering and Associates for a wastewater treatment system for land-based aquaculture facilities directed by chemical engineer Michel Couturier.

In recognition of the vital role we play in research-based technology and innovation, UNB received a 2005 KIRA Award from the New Brunswick chapter of the Canadian Information Processing Society. Alumna Nancy Mathis, whose highly successful company Mathis Instruments was incubated at UNB, nominated the institution for this distinction.



Student Achievements

But it is truly our students who bring the greatest distinction on the University.

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Our *raison d'être*, students reflect through their achievements the quality of the UNB experience and the promise of a better future. Both collectively and individually, our students are making a mark. Their accomplishments encompass a broad spectrum: academic excellence, athletic prowess, philanthropic contributions, altruistic efforts and sometimes even heroic measures.

With an 81 per cent success rate, our graduate students continue to earn fellowships from the Natural Sciences and Engineering Research Council at rates well above the national average of 70 per cent. Our success rate is 100 per cent at the Master's level for scholarships from the Social Sciences and Humanities Research Council and, of our six SSHRC recipients at the doctoral level, four received the prestigious Canada Graduate Scholarship valued at \$105,000 over three years. One of these, sociologist James Brittain, was also granted the \$10,000 Aileen D. Ross Award, the youngest person ever to be so recognized.

Marcie Balch, PhD candidate in clinical psychology at UNB Fredericton and winner of a Graduate Student Award of Merit from the Senior Women Academic Administrators of Canada, is both a scholar and a leader, serving as a don in residence, teaching assistant in psychology and sports psychology consultant in the Faculty of Kinesiology. In Saint John, psychology graduate student Sheila French overcame the limitations of poor high school grades and single parenthood to excel in her undergraduate, masters and now doctoral degree program focused on criminal behaviour. Like a significant number of our students, Ms. French is the first in her family to undertake a university education.

For the fourth consecutive year, history and political science students from UNB Fredericton took top honours in their category at the Model NATO Summit in Ottawa, demonstrating unequivocally that UNB contributes its fair share of the best and brightest minds to the next generation of world leaders. The same may be said of the Student Investment Fund team from the Centre for Financial Studies at UNB Fredericton. They won the national Credit Case Competition in Halifax in March and went on to place third in the international RISE Investment Case Competition in Ohio in April. And in Calgary, a team of four engineering students won first place in the junior design catego-

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ry at the Canadian Engineering Competition with their solution for an emergency evacuation of an underwater laboratory.

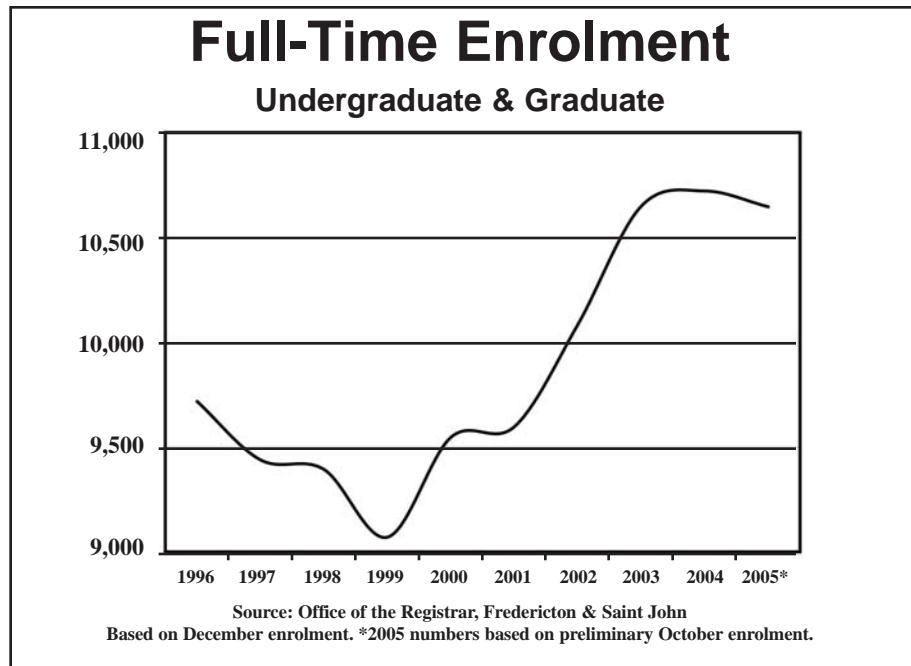
On both campuses, our student athletes are a gold standard for all-round achievement. Fifty-three Varsity Reds in Fredericton were recognized this year as Academic All-Canadians — attaining at least a B+ average while excelling at their sport — a per capita result that places UNB at the top of the national charts. In Saint John, the Seawolves athletes, along with the campus department of Athletics, Recreation and Wellness, were cited with a Canadian Colleges Athletics Association (CCAA) Community Service Award for the teams' Howl with the Wolves community outreach program. Eleven Seawolves were recognized as National Scholars by the CCAA and the Seawolves women's basketball and men's volleyball teams captured the Atlantic championships. At the club level, the CARIS Cougars, 2004 national champions, won their seventh consecutive Atlantic conference championship in the Canadian Intercollegiate Baseball Association.

Perhaps no one exemplifies *mens sana in corpore sano* better than Varsity Reds swimmer and biology graduate student Carla Guerts, who has won 11 gold, three silver and two bronze medals in CIS competitions over the past five years. Her teammate Dan Monid was AUS Swimmer of the Year, a nominee for the 2005 Borden Ladner Gervais Award as top male athlete in the CIS and a member of this year's Canadian swim team at the Summer Universiade in Turkey. In her final year of competition, Seawolves team captain Jacqueline Kennedy became the first women's basketball player from the campus to earn All-Canadian status from the CCAA. Against all odds, Varsity Reds hockey player Gene Chiarello returned to the ice after undergoing surgery and chemotherapy for brain cancer.

Though not an intercollegiate sport, the New Brunswick rink, skipped by business administration student Andrea Kelly, won the 2005 Canadian Junior Women's Curling Championships and, under her leadership, captured the bronze medal at the World championships in Italy.

Meanwhile, in a completely different arena, computer science graduate student Troy Neilson won the 2005 East Coast Music Award for Best Urban Recording. As Pimp Tea — an acronym

Perhaps most inspiring of all is our students' recognition of their responsibility to society. Various campus groups in Fredericton raised more than \$50,000 for various charities, including \$10,000 for tsunami relief.



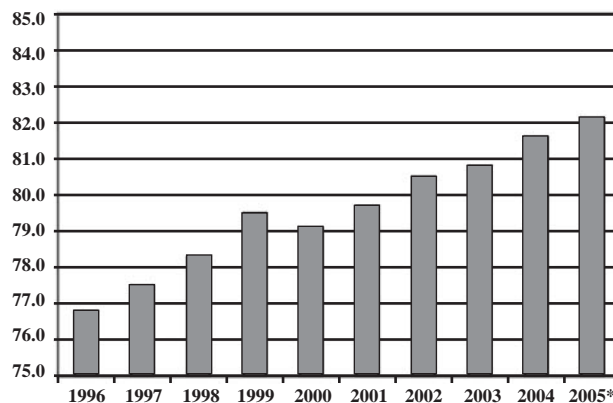
for Positively Influencing More People to Excel Artistically — Troy is a rap artist. Equally successful at school, he placed third, giving UNB a clean sweep for the second consecutive year, in the New Brunswick Innovation Foundation competition for student entrepreneurs. First place was captured by Fredericton mechanical engineering student Daniel Hill and second prize by Saint John computer science student Samar Alam.

Perhaps most inspiring of all is our students' recognition of their responsibility to society. Various campus groups in Fredericton raised more than \$50,000 for various charities, including \$10,000 for tsunami relief. A group of Fredericton Nursing students participated in Healing Hands for Haiti while 16 Engineering students spent their March break in Georgia building a house for Habitat for Humanity. Saint John biology student Brendan Sheehan, in his work as Shinerama coordinator over the past three years, increased the campus's annual proceeds from \$5,000 to \$27,000 and won the Best Overall Campaign Award for 2005 from the Canadian Cystic Fibrosis Foundation.

As is the case for faculty recruitment, excellence also attracts students. In 2004-05, bucking regional trends and outstripping our competitors, our undergraduate enrolment reached "capacity" at 9,972, the optimum size for both of our campuses, and stabilized

But the story goes beyond numbers to quality. The number of students entering UNB with averages of more than 90 per cent increased by an astounding 50 per cent in 2004-05.

Entering Average Grades



Source: Office of the Registrar, Fredericton & Saint John * 2005 estimate based on preliminary October enrolment

several years ahead of schedule at the targets we set in 2002. Graduate student enrolment also increased to 1,384, well on its way to our goal of 1,500.

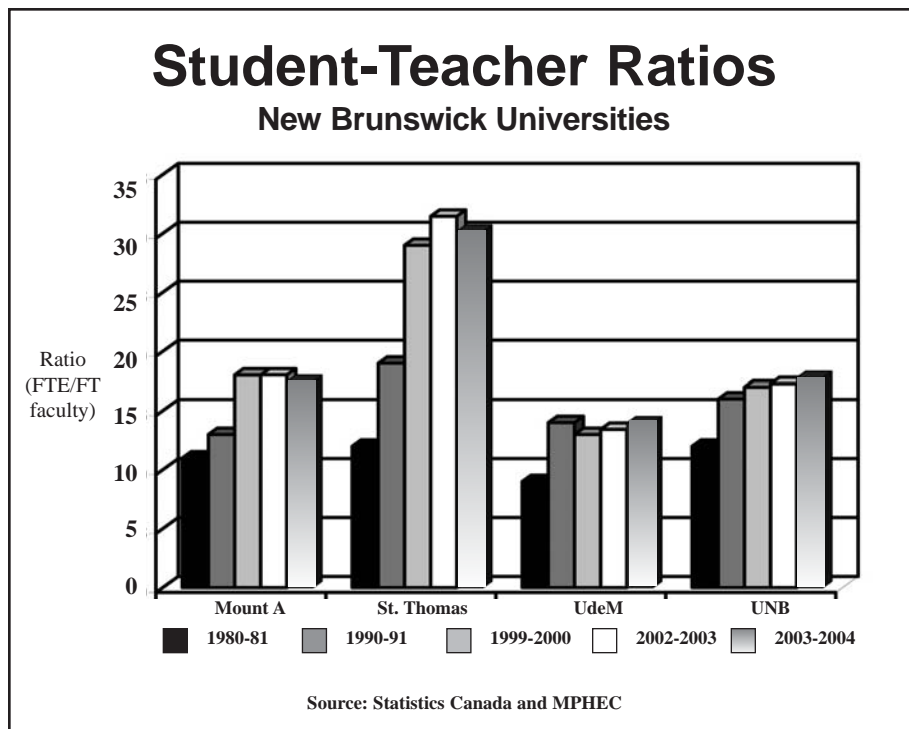
But the story goes beyond numbers to quality. The number of students entering UNB with averages of more than 90 per cent increased by an astounding 50 per cent in 2004-05. The entering average for all first-year students increased again, to 82.12 per cent. Clearly our reputation, reinforced by our award-winning marketing programs, is being noticed — and heeded.

Advancing UNB's role as a learning institution

UNB must become a destination for those seeking a challenging education in a stimulating and supportive environment. In New Brunswick, the high school population is declining. We must be increasingly attractive in a shrinking market and we must be able to recruit larger numbers of students from across Canada and around the world.

Intensified academic planning on both our campuses is helping us to determine where our strengths lie and our focus belongs. If it ever was a viable mandate, being all things to all people is no longer feasible in today's circumstances. Distinguishing ourselves in our core competencies, such as the applied sciences and liberal arts, and in emerging fields, such as e-health and nanobiotechnology, is critical.

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Learning Environment

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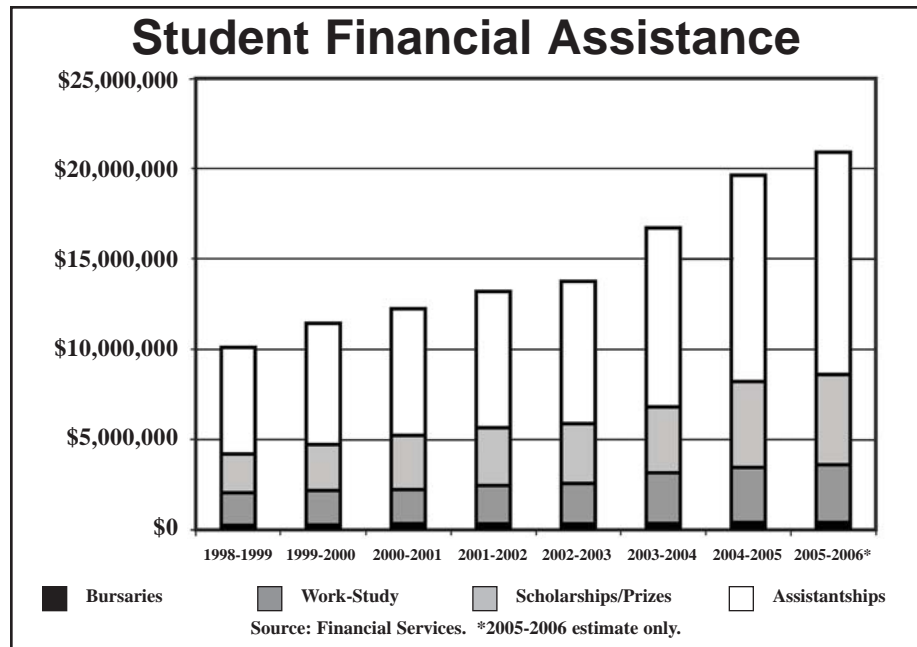
In Fredericton, the appointment of Jane Fritz as Associate Vice-President for the Learning Environment has confirmed our commitment to this priority. Achievements in the past year include a revitalized Centre for Enhanced Teaching and Learning that includes a new director, alignment of media services with the Centre, and a consolidated network of support for faculty in the classroom. An accessibility committee, with a \$200,000 budget, is tackling the challenges an old, hillside campus presents. Their work is complemented by the hiring of Fredericton's first full-time director of services for disabled students. Campus safety for all students has been substantially enhanced with the expenditure of \$2.5 million over the past five years in lighting, programs such as Safe Walk and the establishment of a Sexual Diversity Resource Centre.

A new Student Health Centre in Saint John has made medical

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services and counselling available on-campus to students there for the first time. Support for international students, who comprise 23 percent of the student body in Saint John, is extremely important. Recent surveys show that 90 per cent of international students are maintaining good academic standing and 100 per cent of those first-year students who take English language training at Saint John College are succeeding academically. In an immediate and uplifting show of support early this summer, the campus and the community rallied strongly behind our international students when local youths harassed a number of Chinese students travelling to and from campus.

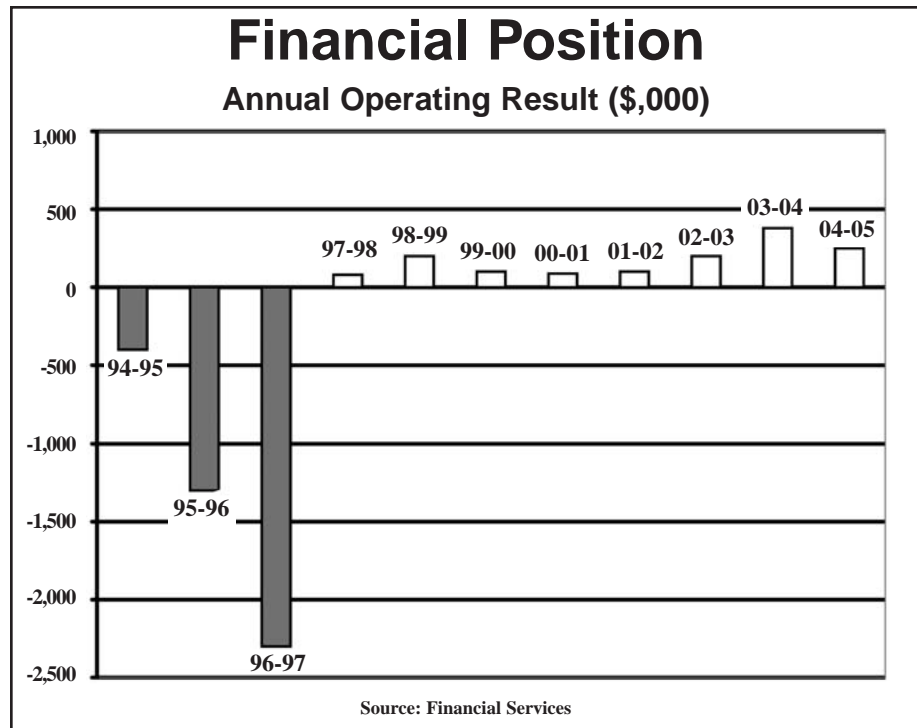
In Fredericton, we committed to build a new apartment-style residence, slated to open in September 2006. Not only does this new facility provide students with more options for on-campus living, it also alleviates some of the pressure on surrounding neighbourhoods to absorb more student residents.



Academic and Student Services continue to be the areas in which we are making the largest new investments as we strive to match national norms and improve our standing in various university rankings. In 2004-05, the budget for these activities increased by 15.03 per cent to \$26.1 million. Over the past five years, UNB has increased the total amount of payments to stu-

dents — scholarships, assistantships, work-study grants — by nearly 75 per cent to \$19.6 million in 2004-05. Over the same period of time, total expenditures on scholarships, bursaries and prizes has nearly doubled, amounting to \$5.2 million in 2004-05.

For the eighth consecutive year, we balanced our budget and finished the fiscal year with a small surplus, a record of which we are very proud and a result that has allowed us to reinvest in key priorities like our learning environment.

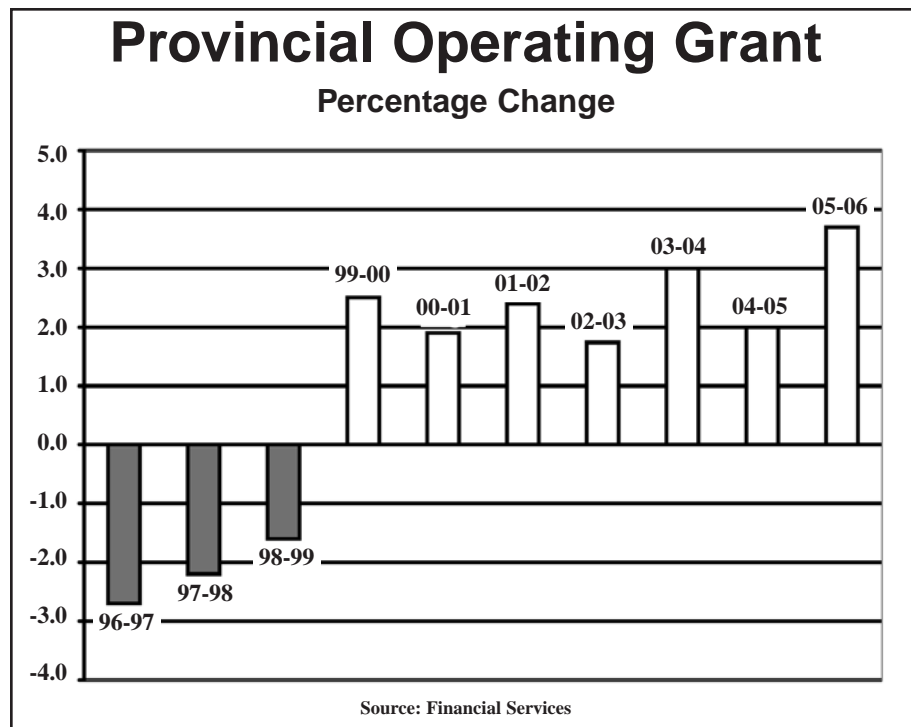


Financial Responsibility

Though not the only factor in sustaining our learning environment, the finances of the institution are key. For the eighth consecutive year, we balanced our budget and finished the fiscal year with a small surplus, a record of which we are very proud and a result that has allowed us to reinvest in key priorities like our learning environment.

Recognizing that tuition in the Maritimes is the highest in the country, we have worked hard to keep our increases modest while keeping the quality of our programs strong. The government of Bernard Lord has, since 1999, made multi-year funding commitments to universities which have helped significantly with our budget planning. Government grants comprise 56 per cent of our overall budget, with more than 37 per cent coming from tuition

Without question, the diversification of our revenues will be key to our future financial stability. Philanthropy, partnerships with other institutions, investments earnings and real estate development are among those we are pursuing most vigorously, with some notable success.



fee income. In 2004-05, our tuition increased by 5.75 percent, compared with an average increase of 6.4 per cent across the region, maintaining UNB's rank at 13 out of 16 in terms of cost to students. In the rest of Canada, however, tuition fees increased by only 1.8 per cent and in the coming year will be frozen in four provinces and subject to limited increases in three others.

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In June, we celebrated the public launch of the *Forging Our Futures* Campaign, announcing that we had raised an impressive \$50 million on our \$80-million goal in support of our people, programs and places. Aably led by campaign chair and chair of McCain Foods, Allison McCain, this fund raising effort is the most ambitious in New Brunswick history. Our Chancellor, Richard J. Currie, O.C., is critically important to this initiative, as is the stellar cabinet of senior volunteers who have lent their time to the Campaign. Extraordinary contributions by alumni, coupled with an unprecedented commitment from the provincial government,

In 1800, when the Crown granted the then College of New Brunswick some 5,950 acres south of Fredericton, it was with the intention that the institution would realize sufficient income from this land to become self-supporting. Only now, more than 200 years later, is it possible to begin to realize this goal.

have made the difference. On June 9, Premier Lord announced his government would provide an initial donation of \$10 million in 2005-06 and a further \$10 million — a “capstone grant” — in 2009-10 if the University was able to secure \$60 million in contributions from the private sector. And we are well on the way.

When we finish in June 2006, we expect to have raised \$25 million for scholarships and bursaries, \$25 million for the Healthy Living Centre in Fredericton and the University Commons in Saint John, \$10 million for professorships and chairs, and \$20 million for academic programs, libraries and the Opportunities Fund. Undesignated support, invested in the Opportunities Fund, is at an all-time high, signifying a strong belief in UNB’s mission and future.

Revenue from partnerships with other institutions, whether in Canada or abroad, is increasingly important. Not only do these provide income for the University, they also reinforce our stature in the academic community and enable us to enlarge our knowledge and expertise. One of our more interesting partnerships is with Humber College in Toronto where we are offering a heavily subscribed Bachelor of Nursing program. In June, the first 52 students graduated from this program — UNB graduates who have never set foot on either of our campuses.

Our investment earnings continue to outpace the Canadian average, yielding an annualized return of 5.1 per cent over the past four years, compared with the Canadian universities’ average of 3.8 per cent. Our endowment, supporting scholarships, libraries, professorships, research chairs and other academic activities, has grown by some 267 per cent over the past 10 years to \$111.4 million, reflecting the strong donor support we’ve enjoyed and the prudent investment strategies followed by our Board of Governors.

In 1800, when the Crown granted the then College of New Brunswick some 5,950 acres south of Fredericton, it was with the intention that the institution would realize sufficient income from this land to become self-supporting. Only now, more than 200 years later, is it possible to begin to realize this goal. Our comprehensive Land Management Strategy, which includes a master plan for each campus, calls for setting aside one-half of the woodlot as

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a conservation area and nature preserve and for commercial and residential development of the other half over the next several decades. Approvals have been obtained for the first phase: a 45-acre retail development that will open in 2006. Income earned from the leasing of our lands and other development revenues will be used enhance the campus and implement the master plan. To achieve the same purpose in Saint John, income-generating development of the Tucker Park campus as part of the rapidly expanding Millidgeville area is also being studied.

Special People

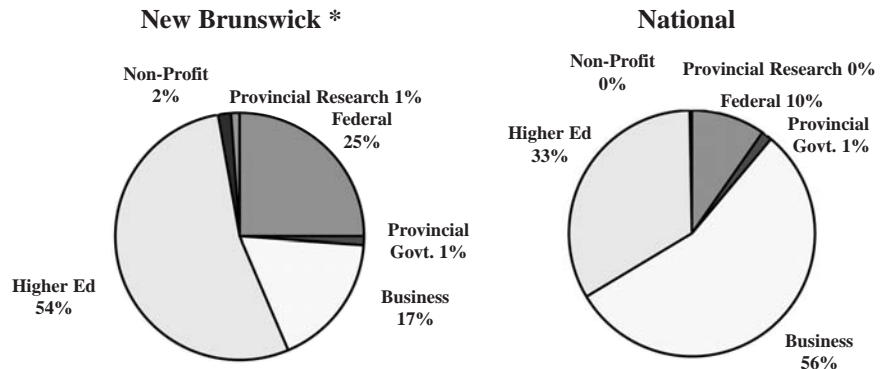
A graduating students' survey conducted this spring confirmed that 92 per cent of our students find UNB staff helpful. This statistic is indicative of the quality of people who dedicate themselves to making this institution a better place, a place that balances research and teaching, a place that is large enough to offer comprehensive academic and professional programs, and small enough to connect students to their faculty and to each other.

Clint Hamilton, Director of Athletics at UNB Fredericton, is one such person. As coach of the Varsity Reds men's basketball team from 1992 to 1999 and as athletics director until his return to the University of Victoria in November 2004, he exemplified the leadership, sportsmanship and unfailing optimism needed to revitalize our intercollegiate athletics program, connect it to the community and secure national recognition for our athletes. We have been fortunate to recruit an able successor in Kevin Dickie, a celebrated university and national junior hockey coach with a background in teaching.

Equally inspiring was Neil Scott, professor of education at UNB Saint John, who lost a heroic battle with cancer in July 2004. A gifted teacher, popular mentor, and respected facilitator, Dr. Scott was the campus's first full-time education coordinator, developing the Certificate in Teaching English as a Second Language, serving as a member of the Vice-President's Excellence in Teaching Committee, creating Discussions About Teaching and co-chairing — with Clint Hamilton, student life and support services director Kevin Bonner and history professor Steve Turner — the immensely successful family component of the *Forging Our Futures* Campaign.

From Frank McKenna, Canada's ambassador to the United States, to Nancy Mathis, recipient of the 2003 Manning Foundation's Principal Award for Innovation, from Wayne Johnston, award-winning novelist, to Richard J. Currie, identified by the *Globe and Mail* as one of Canada's top 10 CEOs of all time, our alumni are leaders in their fields.

Importance of University Research in N.B.: R&D by Performing Sector (2002)



Source: Source: Statistics Canada: Estimates of Canadian research and development expenditures (GERD), Canada, 1993-2004, and by province 1993 to 2002.

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

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

As our *Making a Significant Difference* Campaign has demonstrated over the past three years, the University of New Brunswick is critical to the future of the Province and the region. We conduct more than 50 per cent of all the research carried out in New Brunswick and more than 80 per cent of all university research. More than half of all students enrolled in university in New Brunswick study at UNB. Our professional programs provide the majority of the Province's lawyers, nurses, teachers, accountants, engineers and foresters. Our students graduate from UNB prepared to compete — and succeed — anywhere in the world. From Frank McKenna, Canada's ambassador to the United States, to Nancy Mathis, recipient of the 2003 Manning Foundation's Principal Award for Innovation, from Wayne Johnston, award-winning novelist, to Richard J. Currie, identified by the *Globe and Mail* as one of Canada's top 10 CEOs of all time, our alumni are leaders in their fields.

Our activities touch the community in many ways. Witness the Pediatric Obesity Clinic under the direction of kinesiology professor, Gabriela Tymowski, which is beginning to change the lifestyles of overweight children and their families. Or the

The highlight of *Next NB* was the recruitment of our 21 Leaders for the 21st Century. More than 250 exceptional young New Brunswickers between the ages of 20 and 35 applied to be a part of this group — those who will set the agenda for the new century.

Community Health Clinic, operated by Nursing students and faculty, providing care and counselling to the homeless and disenfranchised in Fredericton. Or the multidisciplinary Centre for Coastal Studies and Aquaculture finding solutions for problems as diverse as river pollution, new species for fish farming, and the commercial value of seaweed.

The campuses have long played a unique role in the cultural life of New Brunswick. The Lorenzo Society in Saint John has brought some of Canada's most highly respected authors to the city, attracting standing-room-only crowds. In Fredericton, Theatre UNB mounts several productions each year, including English professor Len Falkenstein's *Doppelganger* which won acclaim at the Edmonton Fringe Festival this year. The Centre for Musical Arts in Fredericton supports a variety of student ensembles; organizes the annual Summer Music Festival, performances from which feature regularly on CBC Radio; and conducts numerous summer music camps for children and teens. The Saint John String Quartet enjoys a special relationship with the University, performing at ceremonial events and lunchtime concerts on the Saint John campus. And *The Fiddlehead*, Canada's oldest literary journal, founded by the esteemed UNB poet and historian Alfred G. Bailey, this year celebrates its 60th anniversary. It is an important emblem of the contribution we've made since our founding to the development of Canadian literature.

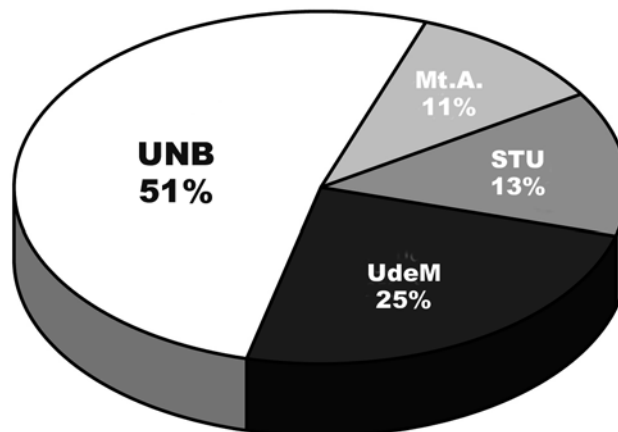
With a record like this, comes a responsibility to the people we serve. That is why, in February 2004, we launched *Next New Brunswick/Avenir Nouveau Brunswick*, a program designed to get New Brunswickers thinking and talking about the future of this Province. Our Province is facing many challenges — an aging and declining population, an economy based on dwindling resources, an increasing divide between urban and rural communities, a dependence on governments for support. A series of opinion papers, followed in each instance by public forums in English and French engendered lively and sometimes heated conversation with thousands of people across the Province over the ensuing 16 months.

The highlight of *Next NB* was the recruitment of our 21 Leaders for the 21st Century. More than 250 exceptional young New Brunswickers between the ages of 20 and 35 applied to be a part

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UNB's Share of Enrolment

2003-2004



Source: MPHEC, 2005

of this group — those who will set the agenda for the new century. Their involvement culminated in *Seachange/Metamorphose 2005*, the closing summit in June which attracted upwards of 250 delegates from every corner of the Province.

In the second phase of *Next NB*, the University will move into a supporting role. Don Dennison, former deputy minister in several provincial governments, has been engaged by my office to formulate a structure for public policy research focused on the key issues that emerged from *Next NB*. Faculty members are coalescing around the development of a policy network that could advise and inform the future direction of the Province. And a business leaders group, comprising some of the Province's most senior executives, has formed to begin discussions around an action plan for the New Brunswick economy.

To truly succeed as a University, a Province and a country, we must be continuously and proactively creating partnerships, not only with academic institutions but also with government, business, industry, organizations and community groups across all sectors and including all constituencies.

Certainly, the provincial government is a critically important partner for us given its substantial financial investment in what we do. But its role extends well beyond money. Its *Quality Post-*

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.

Secondary Opportunities, part two of the Quality Learning Agenda, was released in April. Its main goal, to ensure a post-secondary system that is provincially relevant and internationally competitive, is in line with our own vision. To this end, we continue to urge the government to establish the Commission on the Future of New Brunswick Universities which was promised in the 2003 election platform and reiterated in this recent report. This initiative is vital to the long-term sustainability of our institutions, most especially UNB, the largest and most comprehensive in the Province.

Conclusion

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.

The next four years will be a steady climb, requiring stamina, courage and determination. We will face many obstacles, not least of which will be the competition from those with greater resources striving to get to the peak ahead of us.

But the final three years as we push to the top of Canada’s public universities will be the toughest climb of all: narrow, straight up, no looking back.

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.

In the next few years, we at UNB must begin to demonstrate even more tangibly the power of education to engender confidence, create knowledge and achieve prosperity. We must enlarge our impact as a national university through the excellence of our teaching programs and the relevance of our research. We must give real substance to a learning environment that is stimulating, supportive, responsive and uplifting. And we must deploy across our Province and our country every available intellectual resource, all technological and scientific expertise, and every innovative solution we can muster for the betterment of our society and our world. Our future as a great public institution depends on it.

— *President John D. McLaughlin,*
What We Are, What We Can Be: The President's Second-Year Report, October 2004

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