

BEYOND THE NEXT HORIZON:

The President's 5-Year Report

by

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

18 October 2007

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.

— *President John D. McLaughlin,*
Fit for the Climb: The President's Fourth-Year Report, October 2006

Beyond the Next Horizon: The President's Fifth-Year Report

Now more than ever the future of this Province and this University are at stake. Forces largely beyond our control — demographic, economic, and geographic — are exerting tremendous pressure on small jurisdictions like ours to be ingenious, creative and innovative. Achieving lofty goals in a climate of constrained resources and hyper-competition is no easy task.

Five years ago, at the time of my installation in October 2002, I presented *Our University: The Next Five Years, The President's Perspective*. It was, not surprisingly, an optimistic document that set out the core elements of my vision for UNB:

- 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.

This summer, as I completed my first term as President, I spent some time reviewing this statement of my initial ambitions and aspirations. It seemed to me a fitting time to reflect on the past five years and how they — and we — have measured up. It also seemed an opportune time for looking forward to what is likely beyond the next horizon for UNB.

As this, my fifth annual report, will attest, we continue to make progress toward achieving the vision articulated. I am very proud of the many ways UNB is distinguishing itself, often in challenging circumstances or “against the odds.”

The original document went much further, though, calling upon UNB to debate and redefine what it means to be a community of scholars; to re-examine our curriculum to ensure the development of the “educated citizen”; to rededicate ourselves to excellence in teaching at all levels; to engender a student-centred, enriching educational experience; and to reorganize ourselves to be dynamic and responsive leaders in shaping the future of our Province.

These goals remain as important, if not more important, to us today as they were five years ago. Now more than ever the future of this Province and this University are at stake. Forces largely beyond our control — demographic, economic, and geographic—are exerting tremendous pressure on small jurisdictions like ours to be ingenious, creative and innovative. Achieving lofty goals in a climate of constrained resources and hyper-competition is no easy task.

But we owe it to ourselves to try. 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

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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.

A Metaphor for Our Times

In my last two annual reports, *Preparing for the Ascent* and *Fit for the Climb*, I used a mountain-climbing metaphor to describe the situation in which we find ourselves. In 2004–05 and 2005–06, there was clear and irrefutable evidence that we had made significant gains in reputation, undergraduate and graduate enrolment, financial stability, the quality of our faculty, staff and students, research funding and support from our alumni and friends. As I envisaged it, we had pulled ourselves back from the precipice, reached base camp and were preparing to start up the steep mountain face.

The metaphor of trekking still obtains. Because we are among the smallest institutions recognized as a national player, we face a much tougher climb from good to great, a more demanding route to becoming Canada’s top public university. Today the challenges, like gathering clouds, are intensifying, making it difficult to see clearly what is *Beyond the Next Horizon*. Looking back at the way we’ve come, however, should give us the courage and the confidence to carry on.

Sustaining and Furthering UNB’s Role as a National Institution

My aspirations for sustaining UNB as a national university stem from my belief that every student of ours should receive an education that is comparable to, if not better than, that which is offered in the rest of the country. What could be more harmful to our future as a Province and a country if New Brunswickers did not have the intellectual tools to live and work effectively in today’s complex and demanding world?

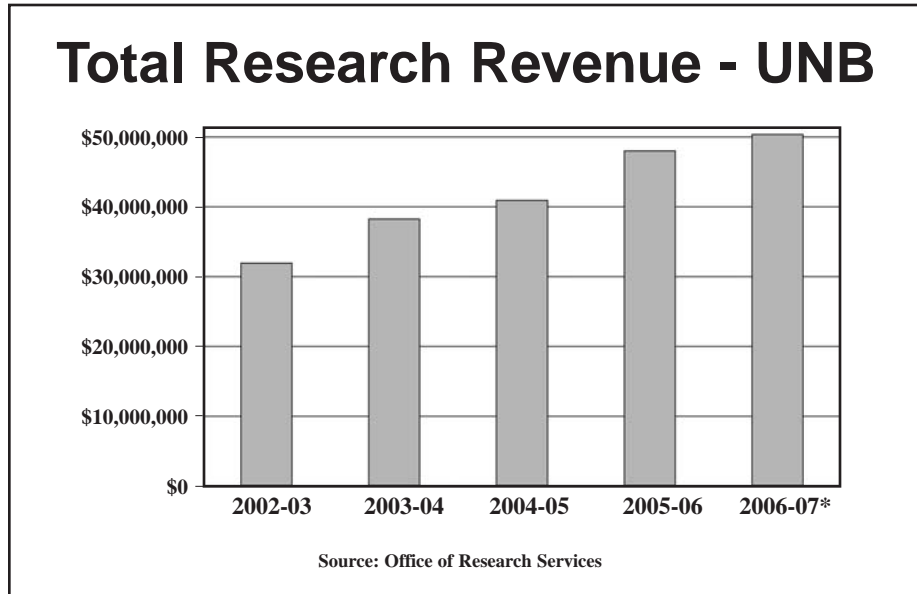
A national university is characterized by the quality of its faculty, staff and students; its strong record of scholarship and research; the external accreditation of its programs; prestigious awards and grants made to faculty and graduate students; and appropriate facilities and resources to support the academic agenda.

Measuring ourselves against national benchmarks — as demanding as this can sometimes be — ensures that we are continuously striving for excellence, that we do not become complacent or resigned to mediocrity.

National and international calibre achievements were abundant on both

Our 17 Canada Research Chairs, for example, have played an important role in teaching and mentoring graduate students and heightening the research environment. They supervised 34 doctoral students and 45 master's students and have produced 27 book chapters, 127 journal articles and 62 books over the past two years.

our campuses in 2006–07. These are clear confirmation that the University community, sometimes in spite of significant odds, also subscribes to quality as its highest goal. I am extraordinarily proud to serve as President of this institution and tremendously grateful to the many individuals and groups who have contributed so much to our success.



Faculty Accomplishments

Our 17 Canada Research Chairs, for example, have played an important role in teaching and mentoring graduate students and heightening the research environment. They supervised 34 doctoral students and 45 master's students and have produced 27 book chapters, 127 journal articles and 62 books over the past two years.

This year, Fredericton native and UNB graduate Nicole Letourneau, who returned from Alberta to be UNB's Canada Research Chair in Healthy Child Development, won the \$500,000 Peter Loughheed/CIHR New Investigator Award, Canada's most important career development award, presented only to Canada's brightest young researchers. Her colleague, Doug Willms, who holds the Canada Research Chair in Human Development and is director of the Canadian Research Institute for Social Policy, became the first Canadian ever elected a Fellow of the International Academy of Education. And geologist John Spray, our Canada Research Chair in Planetary Materials, was one of only two Canadians invited to join NASA's Mars Science Laboratory rover mission to Mars.

Another scientist, Fredericton chemistry professor Sean McGrady, who

works in a highly productive partnership with HSM Systems Inc., was inducted into the U.S. Department of Energy Centre of Excellence for Hydrogen Storage in recognition of his breakthrough research, successfully condensing hydrogen gas into a usable solid under mild conditions, a milestone in the development of hydrogen as an alternative to gasoline. Dr. McGrady and HSM, a local company, have so far secured more than \$3.3 million in research and development funding.

In Saint John, professor emeritus of psychology Paul Gendreau, who founded the Centre for Criminal Justice Studies, was named an Officer of the Order of Canada in recognition of his influential research on the treatment of inmates in our prison system.

At our respected Muriel McQueen Fergusson Centre for Family Violence Research in Fredericton, director Carmen Gill was awarded a \$2 million grant — one of the largest UNB has ever received from the Social Sciences and Humanities Research Council — to create a Strategic Knowledge Cluster on the Justice System’s response to victims of family violence. Hers was just one of a growing number of grants, contracts and program income that enabled us to meet our target of \$50-million-a-year in research revenues for the first time. Research revenues have more than doubled since I took office in 2002, a tribute to the exceptional quality of our faculty and the outstanding efforts of the staff in the Office of the Vice-President Research.

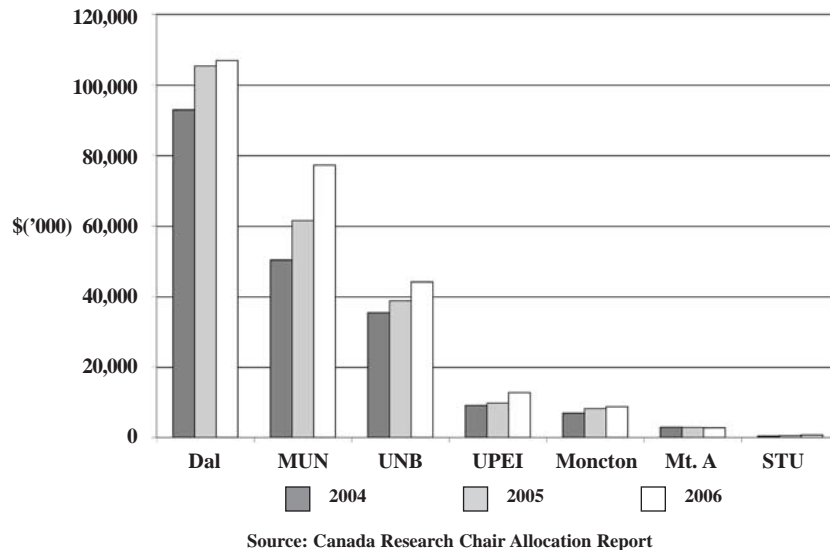
Felipe Chibante, protégé of Nobel Prize winner Richard Smalley, joined the Faculty of Engineering in Fredericton as the Richard J. Currie Chair in Nanotechnology. A \$2 million contribution to the *Forging Our Futures* Campaign from Bell Canada and Alcatel-Lucent enabled UNB to attract this outstanding researcher from Rice University in Texas back to his native New Brunswick.

Three of his engineering colleagues also distinguished themselves: geodesy and geomatics engineer Richard Langley was elected a Fellow of the Royal Institute of Navigation, dean of engineering Dave Coleman was inducted as a Fellow into the Canadian Academy of Engineering and construction specialist Lloyd Waugh became president of the Canadian Society for Civil Engineering.

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 Dean of Arts
 Robert
 MacKinnon, who
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 Community-
 University
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 grant to study
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 industrial city in
 transition, was a
 keynote speaker at
 the Canadian
 Society for the
 Study of Higher
 Education, a
 prominent forum
 for
 interdisciplinary
 research.

Maritime Universities Research Funding — Grants (Combined Total: NSERC, SSHRC, CIHR, NCE)



sustainable aquaculture practices, was named president of the International Seaweed Association, an organization dedicated to studying and developing this important natural product on a worldwide scale.

Karen Kidd, Canada Research Chair in Chemical Contamination of Food Webs with the Canadian Rivers Institute in Saint John, made international headlines when her research demonstrated that minute amounts of estrogen, which can be introduced into surface waters through the urine of women taking birth control pills, can have alarming and deleterious effects on fish populations. There may also be implications for human drinking water.

UNB Saint John Dean of Arts Robert MacKinnon, who holds a \$1-million Community-University Research Alliance grant to study Saint John as an industrial city in transition, was a keynote speaker at the Canadian Society for the Study of Higher Education, a prominent forum for interdisciplinary research. Psychologist Michael Bradley, who serves as an advisor to the planning committee for the Office of Special Services in the U.S. Department of Defense, helped to organize the international Credibility Assessment Research Summit, which has to do with lie detection, analyzing confessions, and evaluating testimony.

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Building on the synergy between the Military History Program and the Centre for Conflict Studies, UNB Fredericton launched the Milton Gregg Centre for the Study of War and Society. Named for one of Canada's most distinguished soldiers, who was UNB's president from 1944-47, the Gregg Centre has already attracted international attention for its analysis of the conflict in Afghanistan.

Federal funding of nearly \$1.7 million enabled UNB Fredericton to establish the Second Language Research Institute of Canada, an expansion of our acclaimed Second Language Education Centre. L2RIC, as it is known, will play an important role in program evaluation and policy development. In addition, nearly \$2 million from the Canadian government through ACOA and the Atlantic Innovation Fund, combined with support from a UNB spin-off company, Q-1 Labs, helped to launch the new Information Security Centre of Excellence in the Faculty of Computer Science. Its research projects seek to advance the current state of threat detection algorithms, attack simulation, correlation techniques, and network application discovery.

The facilities of the bi-campus Canadian Rivers Institute (CRI) were dramatically enhanced by the opening of a new research building in Saint John funded by the federal and provincial governments. The internationally renowned institute focuses on river ecosystems the world over. Initially founded with two Canada Research Chairs (CRCs) and two additional professors, the CRI has grown to include a third CRC, 13 fellows, 31 associates, 15 staff, and 58 graduate students with linkages to scientists and researchers across Canada.

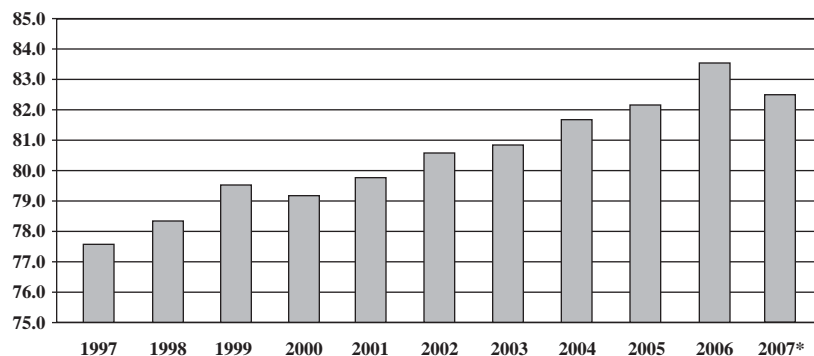
Student Accomplishments

Over the past five years, UNB has attracted some of the best undergraduate and graduate students in the country. The entering average for undergraduates reached an all-time high of 83.5 per cent and the number of new students with averages over 90 per cent doubled. Support for students, in the form of bursaries, work-study assignments, scholarships and prizes, and assistantships has risen over the same period from less than \$15 million to \$22 million annually.

This year, our graduate students won \$1.5 million in support for their

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Entering Average Grades



Source: Offices of the Registrars, Fredericton & Saint John * 2007 numbers based on preliminary October enrolment

research from the Natural Sciences and Engineering Research Council and the Social Sciences and Humanities Research Council. One hundred per cent of the master's students who applied received a graduate scholarship from SSHRC. We had a 58 per cent success rate at the doctoral level. Fifty-five per cent of the graduate students, 26 in all, applying for awards from NSERC were successful, an outstanding result for an institution of our size.

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Adam Martin, a graduate student in economics at UNB Fredericton, was one of only 14 students chosen from 700 applicants to participate in the Government of Canada's high-profile Accelerated Economist Training Program.

Gordon Margison, a third-year BBA student at UNB Fredericton, was one of six Atlantic Canadian students who won a \$10,000 Frank H. Sobey Award for Excellence in Business Studies. Our engineering and business students continue to dominate the New Brunswick Innovation Foundation Student Entrepreneurship Competition, with two of our teams winning the three prizes awarded this year. Since the competition began in 2004, UNB teams have won 10 of the total of 12 prizes in the university category, including three firsts.

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Kristyn McDermott, an honours student in biology and psychology at UNB Saint John, attracted national media attention when her work in the genetics lab at the Children's and Women's Hospital in Vancouver solved a 50-year-old family mystery. Using DNA from her mother and aunt, who were born by Caesarian section and no longer looked exactly alike, Kristyn proved they were indeed identical, not fraternal, twins.

In February, we welcomed 22 outstanding students to membership in the Sir Howard Douglas Society, now in its second year. Recognizing undergraduates in third year and above who achieve Deans' List standing and demonstrate exceptional community involvement, the society honours one of this institution's greatest champions and visionaries. Members of the society, who number 47 in total, are some of UNB's most accomplished students.

One of them, Fredericton engineering student Martha Eggenberger, recently became the first student in Atlantic Canada to be elected president of the Canadian Federation of Engineering students. Her classmate, Holly DeRoche, was named one of the five top undergraduate engineering students in the country by the Canadian Engineering Memorial Foundation.

Another group of "all rounders" is our student athletes. In Fredericton this year, the CIS named 56 students Academic All-Canadians, recognizing those who had achieved at least a 3.5 gpa and played at least one varsity sport. In Saint John, seven Seawolves earned a similar distinction as National Scholar-Athletes from the Canadian College Athletic Association.

Varsity Reds Hockey star Colin Sinclair was by far our most decorated athlete, winning both the James Bayer Scholarship from the AUS and the Dr. Randy Gregg Award from the CIS, recognizing his hockey ability, academic achievement (three-time Academic All-Canadian) and community involvement.

Colin was a key player in UNB's national men's hockey championship this year, our second in a decade. This was the first time in the 45-year history of the national finals that two teams from the same province — UNB and Universite de Moncton — squared off against each other in the final round, and the first time a fifth-seeded team has won the cup.

is helping our large cohort of international students understand western business principles. In Fredericton, the Faculty of Education piloted a popular on-line master's degree enabling practicing teachers across the Province to study in their home communities, while the Faculty of Forestry and Environmental Management has homed in on the importance of climate change and global warming by introducing a Master of Environmental Management and has begun planning a similar undergraduate program.

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The Student Experience

UNB Fredericton participated in the 2006 Canadian Undergraduate Survey Consortium (CUSC) survey of graduating students, which we consider a reasonably reliable measure by which to compare ourselves as a whole to other institutions. Respondents scored UNBF “good” or “excellent” in contributing to “the personal growth and development of their academic, analytical and learning skills” and to their “oral and written communications” as well as their “interaction in a group.”

Even more encouraging, senior students ranked UNBF the best in Canada for “active and collaborative learning” on the National Survey of Student Engagement (NSSE). UNBF was tied for first place among Canadian universities in the category of “student-faculty interaction” according to first-year students and ranked second in Canada in this category by graduating seniors.

Clearly, the classroom experience we give our students stands up very well.

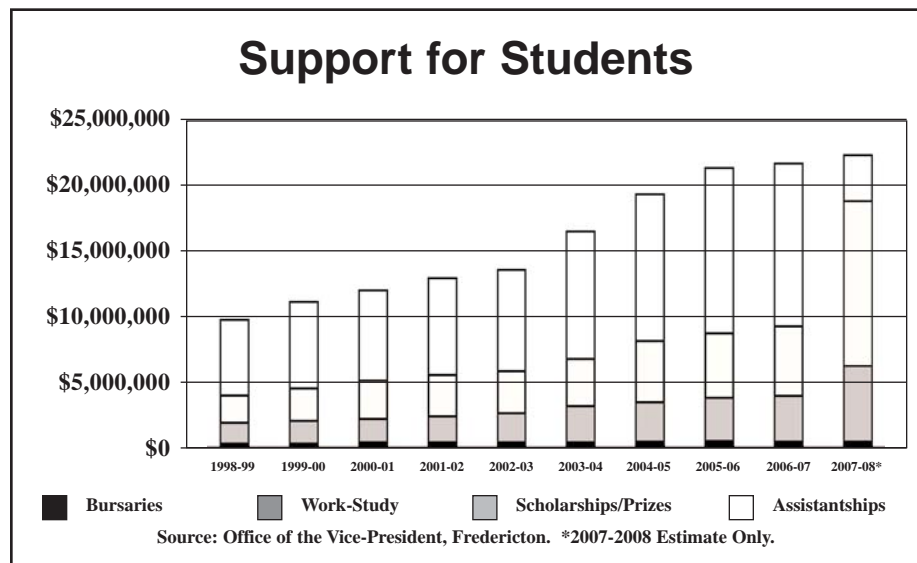
However, UNBF ranked only “fair” to “good” on the CUSC survey when it came to measuring our contribution to life skills, such as entrepreneurship, employment readiness, handling of personal life issues, diversity of cultures, lifelong learning and interpersonal skills. We also ranked poorly in the NSSE category “enriching educational experience” which includes internships and community service.

UNB has work to do in contributing to students’ lives outside the classroom experience. Our goal is to create more opportunities for our

students to study abroad (our Saint John campus is already committed to creating such experiences for at least 25 per cent of its student body), to develop community service learning programs on both campuses and expand the co-op and professional experience programs with the help of our corporate partners.

On-campus life improved when a new \$8-million suite-style residence in Fredericton opened last fall, affording students an option for more independent living. Other lifestyle enhancements included the creation of a multi-faith room in the Lady Beaverbrook Residence in Fredericton and the opening in uptown Saint John of InPrint, a branch of the UNB bookstore.

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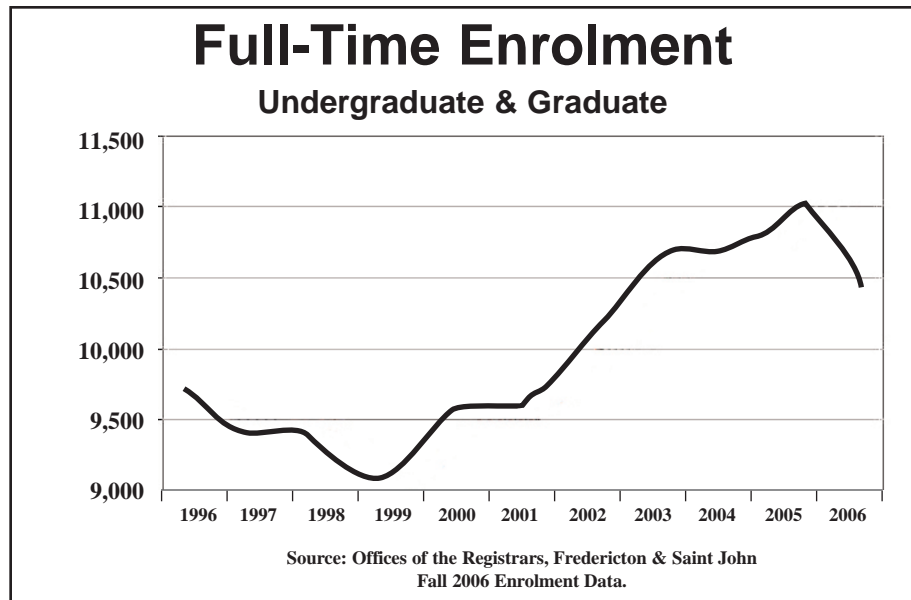


Support for Students

Over the past five years we have substantially increased funding to academic support services, an area in which we have lagged behind the national averages. We recognize the tremendous importance of our libraries, career and personal counseling, mentoring and tutoring programs, support for the learning and physically disabled, and financial aid. Currently we spend 18.6 per cent of our \$156-million operating budget on these activities and we recognize the need to do more.

Support for disabled students is one of our highest priorities, especially on the Fredericton campus where the hillside terrain and age of our buildings present special challenges. Our Student Accessibility Centre at UNBF has gained national attention and philanthropic support for its Successful Transition to Employment Program (STEP), which assists

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students with both visible and hidden disabilities to develop employability skills. In Saint John, as well, where access is somewhat easier, we are striving to meet the needs of our disabled students.

On both campuses, the creation of a learning commons in each of our two main libraries is transforming access to and use of this important academic resource. Open, comfortable and well equipped spaces with state-of-the-art technology readily available, the commons are supported by well-trained staff. In Saint John, the commons is the precursor of an ambitious expansion and renovation of the Ward Chipman Library, the fund raising for which was begun in the \$100-million *Forging Our Futures* Campaign. The plans for this will be implemented over the next several years and promise to bring an outdated mid-20th century facility into the forefront of 21st century information centres.

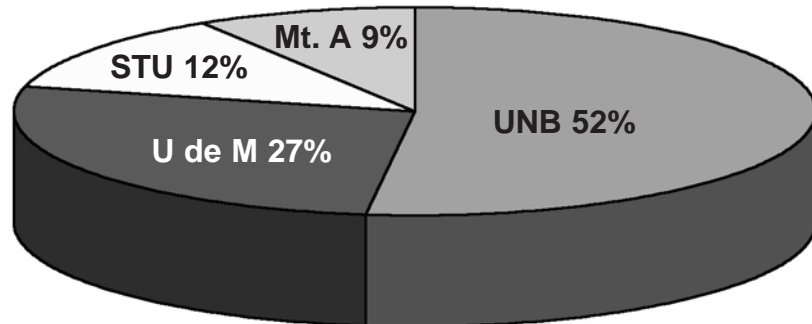
Other improvements include more smart classrooms, expanded laptop support services, and a “wireless solution” for both campuses that will enable seamless access for students, faculty and staff no matter what campus they are on. A major upgrade from WebCT to Blackboard, and the training sessions to support this change, will ensure instructors’ use of teaching technology enhances collaboration and the learning experience.

Scholarships and Recruitment

With undergraduate tuition levels in Atlantic Canada the highest in the country, a great many of our students are graduating with heavy

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UNB's Share of Enrolment 2005-2006



Source: MPHEC, Table 1 Enrolments by Province and Maritime Post-Secondary Institutions 2005-06

debt loads. Statistics Canada shows that New Brunswick is second only to Newfoundland in the percentage of baccalaureate students graduating with more than \$25,000 of debt (24.5 per cent). Our own statistics show some interesting points: 36.5 per cent of all UNB students access federal or provincial student loans, which in 2004-05 amounted to just over \$26 million. Seventy-five per cent of these loans were taken out by students from New Brunswick.

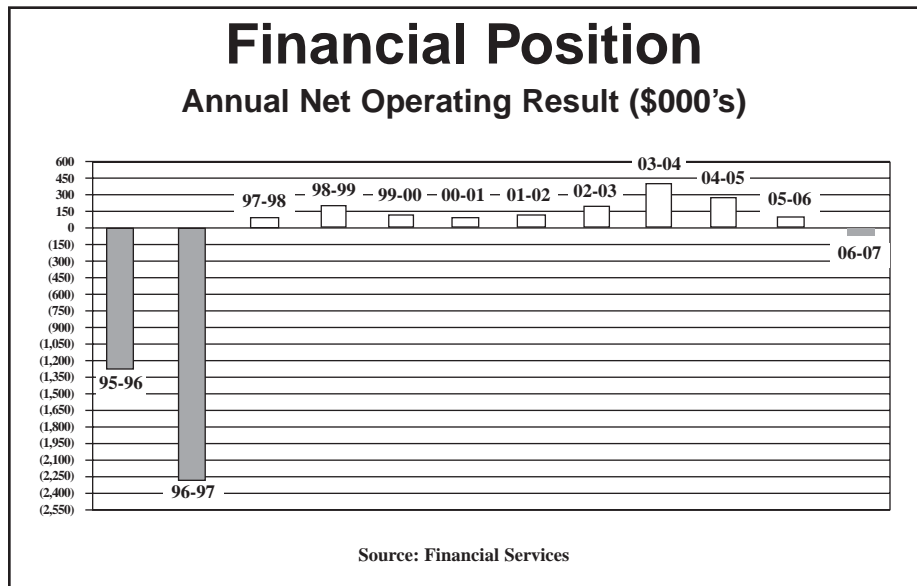
We are addressing the financial burden of our undergraduate students in two ways: keeping tuition fee increases as low as possible, and increasing scholarships and bursaries to the greatest extent we can through fund raising and through the allocation of operating funds. In 2006-07, we awarded more than \$4 million in scholarships and bursaries to 2,155 undergraduate students. We continue to strive, despite constraints on our budget, to strike an appropriate balance between affordability for our students and the maintenance of quality in our programs, facilities and faculty.

Graduate students are also affected by our limited resources. Recruitment of top students is directly dependent on the support that an institution can provide. Institutions in Ontario and Western Canada are providing significant monetary awards, almost equivalent to full-time salaries, and waiving tuition fees for graduate students. Because UNB's average master's degree award is \$12,500 and our average doctoral award is \$13,500, we are at a definite disadvantage in attracting those who will be the next generation of scholars and researchers. With a majority of the Province's research conducted by its universities, this is a very serious situation. We are fortunate that

The situation reinforced the need for strategic enrolment management on both campuses, where we have taken very deliberate steps to strengthen recruitment and retention of both domestic and international students.

donors — such as alumni John S. Little, William S. Lewis and Richard Armstrong — are responding to our need for enhanced graduate student support by creating prestigious new fellowships in a number of disciplines.

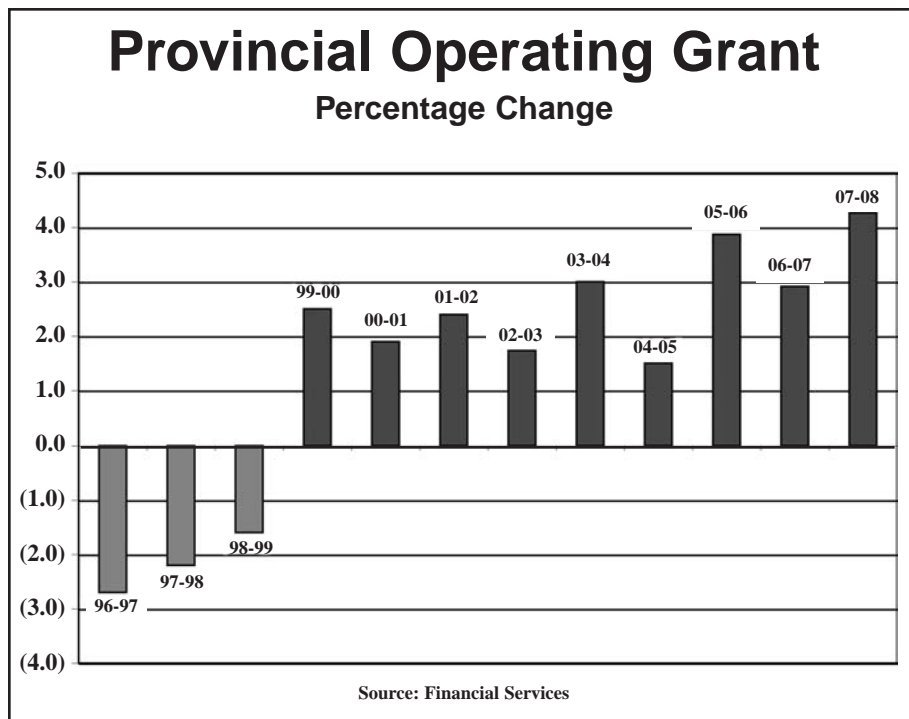
There was a larger than anticipated decrease in enrolment across the region in 2006-07. At UNB we experienced a decline that was 4.3 per cent greater than budgeted, largely the result of eligible students not returning to pursue their degrees. A report by the Maritime Provinces Higher Education Commission cited demographic factors, out migration to the west, a strong economy and decreased unemployment rates, increased demand for community college programs and, in some cases, the level of tuition fees. The situation reinforced the need for strategic enrolment management on both campuses, where we have taken very deliberate steps to strengthen recruitment and retention of both domestic and international students. In Fredericton, for example, we created a new unit, UFirst, with a mandate to reverse the trend. A similar reorganization has taken place in the Office of the Registrar in Saint John, with positive results already in evidence.



Our Financial Challenges

Enrolment declines were responsible for a drop in budgeted tuition fee income and residence revenues. Members of the University community are to be commended for their cooperation in responding to this financial challenge. We took several, very tough, mitigating steps, including in-year expenditure reductions and deferrals, and

On a more positive note, in addition to achieving our research revenue objective of \$50 million per year, proceeds from the *Forging Our Futures* Campaign — which at \$107 million is the largest ever in Atlantic Canada — added \$34.6 million to our investment portfolio.



utilization of one-time funding to offset budget shortfalls. We ended the fiscal year with our financial situation intact, maintaining our record of balanced budgets for 10 years in a row.

On a more positive note, in addition to achieving our research revenue objective of \$50 million per year, proceeds from the *Forging Our Futures* Campaign — which at \$107 million is the largest ever in Atlantic Canada — added \$34.6 million to our investment portfolio. This, combined with a healthy 12.72 per cent return, swelled our overall long-term investments from \$135.7 million to \$178.9 million, placing us among the top 20 university endowments in the country.

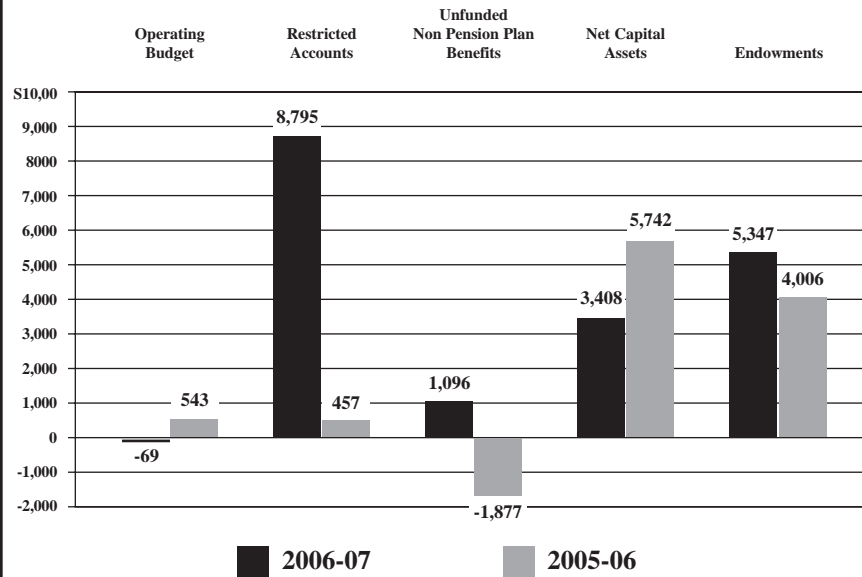
We were extremely pleased to reach agreement with the Association of University of New Brunswick Teachers on a program to improve the financial position and outlook for the academic employees' pension plan, which like so many in North America had developed a substantial unfunded deficit. The jointly funded six-year improvement initiative will see a reduction in the annual benefits accrued by members of the plan and special upfront payments by both parties designed to provide better funding stability.

Clearly, this is a challenging time for Maritime universities. With a declining population, out migration issues and an increasingly competitive environment, universities are exposed to a decline in

These challenges exist in all New Brunswick universities, but UNB is particularly exposed with its more comprehensive professional programs, graduate studies and a research focus that are all part of the agenda associated with being a national university.

Summary Financial Results 2006-07 compared to 2005-06

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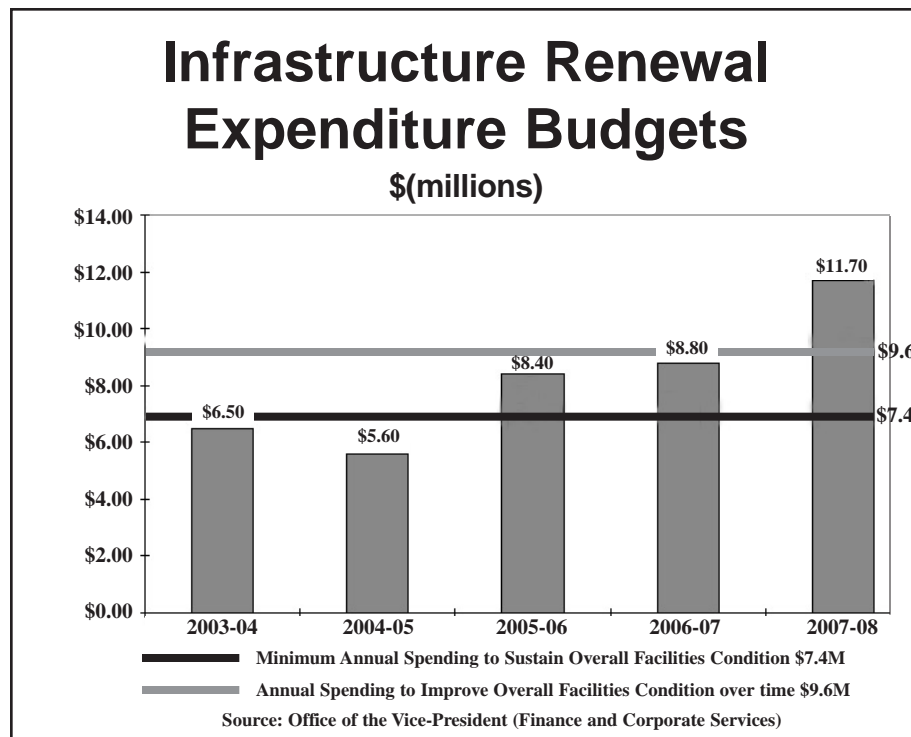
Source: Vice-President, Finance and Corporate Services

traditional student enrolment and a corresponding reduction in ongoing funding levels. The budget impact of these lost revenues is not easily offset through cost reductions as university cost structures are inherently fixed. At the same time, universities must make investments that are necessary to remain competitive and continuously upgrade and modernize curriculums and facilities. We continue to carry a total of \$112 million in infrastructure renewal, which fortunately has not grown in recent years, thanks to special one-time government grants and the student facilities improvement fee.

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Last summer UNB commissioned its own financial review to determine our greatest fiscal challenges. The high level review, intended to set the context for further action, was conducted by Barbara MacDonald, a member of the Board of Governors and retired senior vice-president and chief accountant at CIBC, and Norm Betts, associate professor of business administration at UNBF. Their findings were sobering and identified a

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number of areas that UNB must deal with if circumstances are to improve, including an unsustainable cost structure and the need to develop a strategic framework that drives the academic, research, financial and operational planning. (See <http://unb.ca/vpfin/financialreview.html> for the complete text of their study.)

The Review also concluded, "The dramatic decline in provincial funding over the past two decades has shifted the relative burden of revenue to students. With tuition reaching maximum competitive levels, the ability to continue this revenue shift is not feasible."

Though it is by no means the only answer, there is little doubt that more funding is needed for UNB to be competitive.

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

UNB's most defining characteristic is its relationship to the society of which it is a part. Like the great land grant institutions of the United States, UNB's founding culture was embedded in meeting "the increasing demands of a rising, prosperous and intellectual people..." as Lieutenant-Governor Sir Howard Douglas so eloquently expressed it in 1829.

Through a
National Research
Council Industrial
Research
Assistance
agreement, UNB
scientists,
computer
scientists and
engineers are
being made
available to local
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need a few days
of consulting,
advising or
troubleshooting.

A case in point is the ESL Café Forum organized by Saint John College, home of our English language program, and the Teaching English as a Second Language (TESL) Institute. Business people and educators met to discuss the needs of the immigrant community, which resulted in an initiative that saw TESL students from UNB volunteer to teach conversational English to Saint John's newest residents.

Last fall we celebrated UNB Fredericton's partnership in a major archeological project with the Metepenagiag Mi'kmaq Nation in the Miramichi, bringing together the traditional knowledge of aboriginal peoples and western science to better understand the importance of native culture.

Through a National Research Council Industrial Research Assistance agreement, UNB scientists, computer scientists and engineers are being made available to local companies who need a few days of consulting, advising or troubleshooting.

A \$215,000 grant from the provincial government will enable UNB, in collaboration with Université de Moncton, to administer a wellness survey to middle and high school students in 187 schools across New Brunswick. The survey will provide important baseline data on which to build healthy lifestyle programs for teens.

The College of Extended Learning has launched *No Limits*, a program aimed at learners over 50. These special interest courses will open up university education to a new and growing constituency and pave the way for a full-fledged seniors' college in the years ahead.

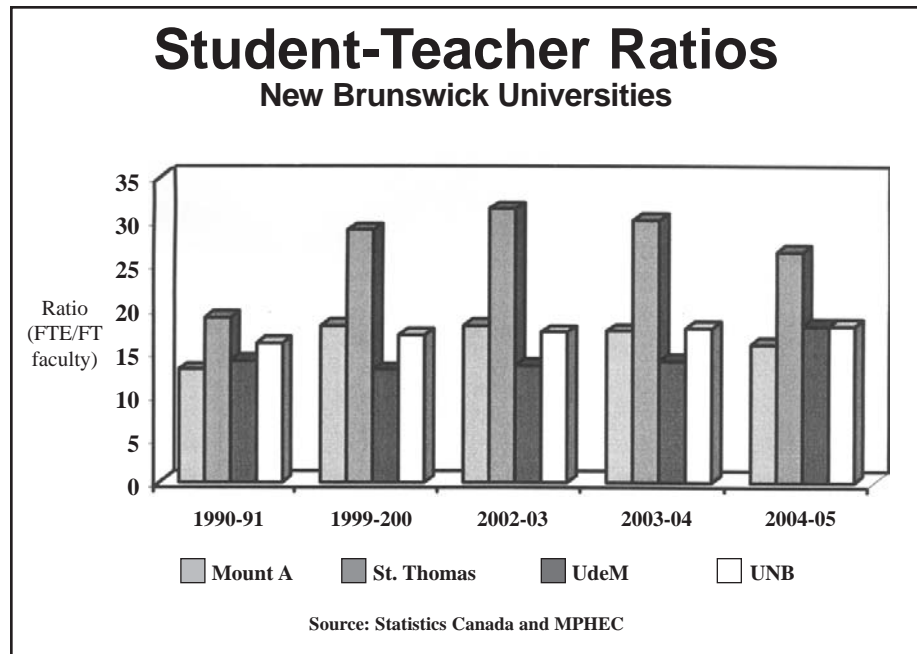
Earlier this year we extended our reach across the border, forging a partnership to offer distance learning graduate courses through Unobskey College in Calais. An affiliate of Husson College, Unobskey ensures access to post-secondary education for those living in the furthest reaches of Maine and along our southern and western borders.

This year we launched the Wallace McCain Institute for Business Leadership. Funded by a commitment of \$2 million from Wallace and Margaret McCain to the *Forging Our Futures* Campaign and located in Saint John, the Institute will perform a vital service to the Province by developing the next generation of New Brunswick entrepreneurs and business leaders through special courses, workshops, and mentorship programs.

Beyond the Next Horizon: *The Province's Agenda for Change*

The impact of these and many, many other projects that entwine us in

Without doubt, the future will be best served by a more collaborative and synergistic system of higher education, consolidating and maximizing our stretched resources. But in achieving this, we must continue to pursue the *sine qua non* of quality in all that we do.



the fabric of the community cannot be overstated. We are fundamentally important to the transformation of this Province. Numerous studies, including the provincial Task Force on Self-Sufficiency and the Commission on Post-Secondary Education (CPSE) — even the federal government’s new strategy for *Mobilizing Science and Technology to the Advantage of Canada* — will have an influence on future directions and will need our considerable expertise, thoughtful analysis, prodigious energy and creative leadership to implement. As we stated in our brief to the CPSE in April, “We believe New Brunswick needs a national comprehensive university capable of making a significant difference to the economic, social and cultural prosperity and vitality of the province through leadership in undergraduate and graduate teaching and research. Without an institution such as UNB, it is unlikely the Province will ever attain the self-sufficiency it seeks or be able to take its rightful place in Canada.” (See <http://www.gnb.ca/cpse-cepts/EN/docs/UNB.pdf> for the full text of UNB’s submission — and a number of others from various UNB faculties and departments.)

Without doubt, the future will be best served by a more collaborative and synergistic system of higher education, consolidating and maximizing our stretched resources. But in achieving this, we must continue to pursue the *sine qua non* of quality in all that we do.

The End of a Chapter

I have paused to close one chapter and look forward to another. The

The future holds a great deal of uncertainty as we try to more fully realize our vision. We will need to regroup, rethink and remobilize. We will need to be more strategic, more courageous, more hardy.

past five years — and my five annual reports, taken collectively — have defined my belief in the ways we must change and demonstrated the initial benefits of doing so. The future holds a great deal of uncertainty as we try to more fully realize our vision. We will need to regroup, rethink and remobilize. We will need to be more strategic, more courageous, more hardy. As inventor Henry Ford is purported to have said, “Obstacles are those frightful things you see when you take your eyes off your goals.” The only way, then, to see beyond the next horizon, the only way to attain the peak, is to move toward it, as fearlessly and deliberately as we can.

These past five years have been blessed by the support of extraordinary people, among them our esteemed Chancellor Richard J. Currie and former Chair of the Board of Governors David Ganong, whose grasp of good governance has been of tremendous value to this institution. I wish also to acknowledge the efforts of Vice-President Fredericton, Angelo Belcastro, who left UNB recently to take up a senior post at Royal Roads University, and of the recently retired Mike Ryan, who, as Associate Vice-President Capital Planning and Property Development, provided outstanding leadership to the creation and implementation of our far-reaching land management strategy. Though not without controversy, the responsible development and conservation of our woodlot in Fredericton is a perfect example of how we must steward our resources more imaginatively and audaciously to secure our future.

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.

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.

— *President John D. McLaughlin,*
Fit for the Climb: The President's Fourth-Year Report, October 2006

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