

THE STATE OF OUR UNIVERSITY:
The President's First-Year Report

by

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

23 October 2003

In sum, the most substantial challenge facing us as a Province and as a region is the need to build a society rich enough, creative enough and confident enough to provide a home for anyone who wants to be a part of it. The University of New Brunswick is fundamental to meeting this challenge.

— *President John D. McLaughlin,*
Our University: The Next Five Years, October 2002

The State of Our University: The President's First-Year Report

The Saint John Trade and Convention Centre was filled on Friday, October 25, 2002 for my Installation as UNB's 17th President and Vice-Chancellor. It was the first time in UNB's history that a presidential installation had been held in Saint John.

The event harkened back to another signal occasion, 217 years earlier, that had taken place in the Port City: the presentation of a petition to New Brunswick's lieutenant-governor in 1785. Signed by seven "Loyalist adventurers", this request to establish a Provincial Academy of Arts and Sciences led to the founding of UNB.

When I began my five-year term on 1 July 2002, I articulated a vision grounded firmly in UNB's history and tradition, yet focused boldly on the future — the future not only of one of North America's oldest public universities but also the future of New Brunswick and the Atlantic region of Canada.

Set out in the document *Our University: The Next Five Years*, the three "pillars" of my vision are:

- 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.

We begin our pursuit of these goals from a place of distinct advantage. Our history and development, spanning more than two centuries, parallel the history and development of New Brunswick and Canada. We have a long tradition as a public institution that contributes to the education of our people and to most of the research conducted in this Province. As New Brunswick's flagship university we have proudly assumed a leadership role in teaching, scholarship, community service, and the intellectual life of this Province.

Even so, five years is not much time in which to make significant new gains toward these important goals. The accomplishments of 2002-03 bode well, while at the same time demonstrating how much further we have to go.

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Sustaining and furthering UNB's role as a national university

UNB must continue to be a national university, an institution whose people and programs are comparable to institutions in any other part of the country. To be anything less is to be a disservice to the citizens of New Brunswick and to fail to contribute to the strength of Canada as a nation.

These are remarkable achievements for a university of UNB's size, in competition with all of the institutions across the region and Canada.

In a single year — 2003— UNB faculty won two of the most prestigious teaching and research awards in Canada. Pierre Zundel, professor of Forestry and Environmental Management and a member of *Renaissance College*, won the 2003 3M Teaching Fellowship, one of only eight presented in the country. The fellowships are presented to individuals who excel in the teaching of their own courses while demonstrating an exceptionally high degree of leadership and commitment to the improvement of university teaching across disciplines.

Biologist Gary Saunders, who holds one of UNB's 10 Canada Research Chairs, received a 2003 Steacie Fellowship from the Natural Sciences and Engineering Research Council. One of only six presented in Canada, the award recognizes Dr. Saunders' exceptional genetic analysis of red algae, work that is critical to understanding evolution. This is the second Steacie Fellowship a UNB researcher has received in the past three years. UNB physicist Bruce Balcom was a Steacie Fellow in 2000.

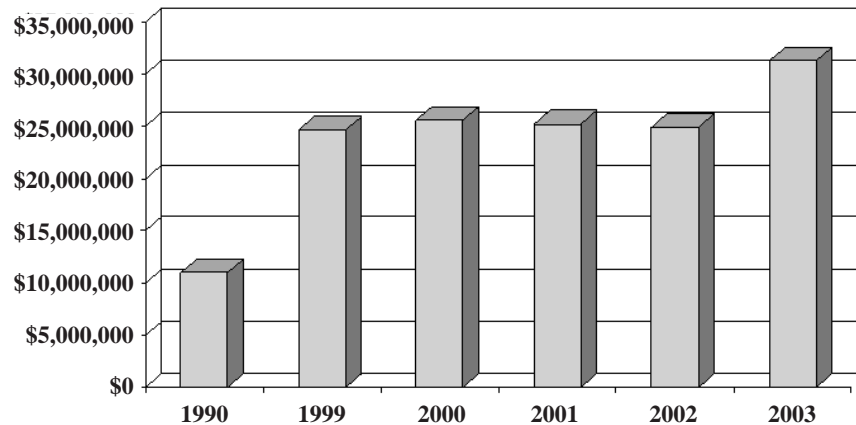
Another biologist, Kate Frego, was recognized this year with the Distinguished Teacher Award by the Association of Atlantic Universities.

Instructor Anne Compton won both the Atlantic Poetry Prize and the Writers' Federation of Nova Scotia Prize for her first book of poetry, *Opening the Island*.

These are remarkable achievements for a university of UNB's size, in competition with all of the institutions across the region and Canada.

Fifty-five of our varsity athletes maintained an average of 3.5, earning them the Canadian Interuniversity Sport designation of Academic All-Canadians, a per capita ratio second to none in the country.

Total Research Revenue - UNB (All Sources, Grants and Contracts)



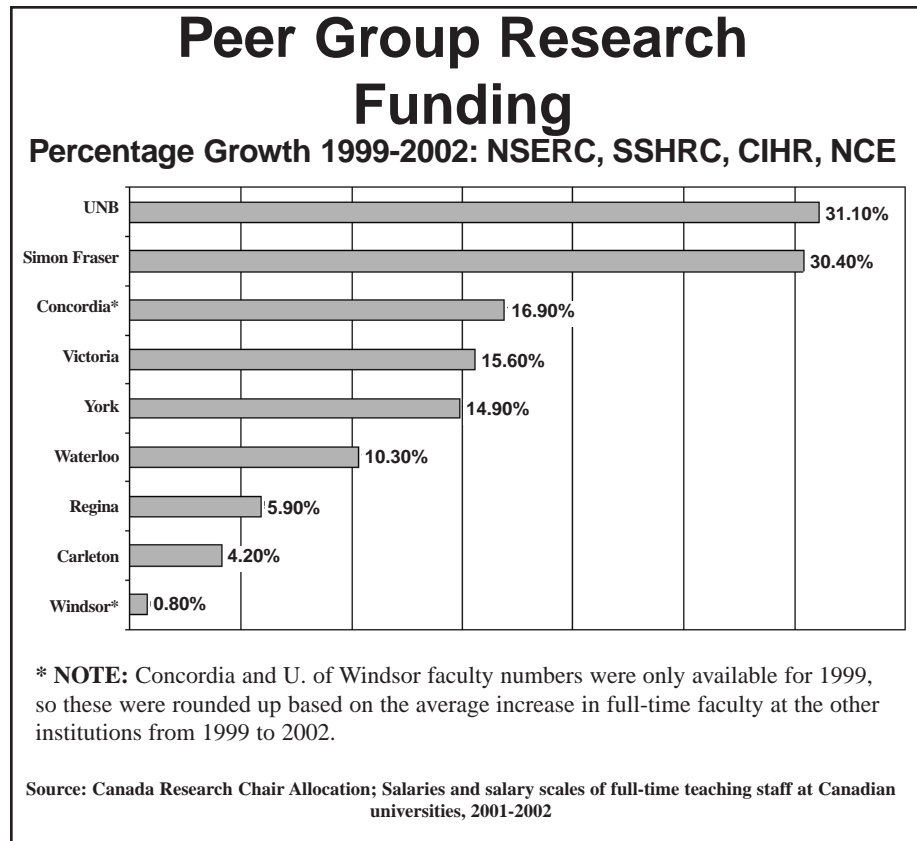
NOTE: Research revenues at UNB have risen over 184 per cent from their 1990 level (\$11,000,000) and over 25 per cent from their 2002 level (\$24,877,000) – to a total of \$31,254,000 in 2003.

Source: UNB Office of Research Services

The momentum is clear. Over the past eight years, total revenue from research grants and contracts has doubled to more than \$31 million. Between 1999 and 2002, UNB's research grant funding alone increased by 31 per cent — the largest improvement among Canada's 11 "comprehensive" universities, as classified by *Maclean's* magazine. In 2002-03 our research funding from the federal government granting councils increased by an average of 60 per cent over the previous year. Year-over-year growth for the same period, from both the public and the private sectors, was 25 per cent.

Students, too, led the way for UNB, capturing first place in the National Model NATO Conference in Ottawa, beating MIT to represent the northeast (and Canada) in the World Programming Competition in California, placing second (out of 16 teams) in the Gale Cup Moot Court Competition at Osgoode Hall, taking the silver medal at the national E-Case Competition at McMaster University, capturing second place at the RISE Investment Case Competition in Dayton, Ohio, and winning seven medals, including four gold, at the National Swim Championships in Victoria. Fifty-five of our varsity athletes maintained an average

For the 11th year in a row, *Maclean's* ranked UNB's Faculty of Law among the top five in Canada.



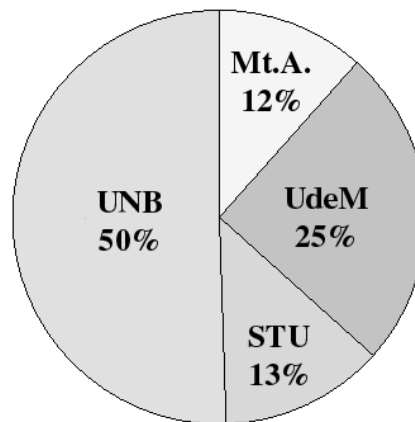
of 3.5, earning them the Canadian Interuniversity Sport designation of Academic All-Canadians, a per capita ratio second to none in the country. Our graduate students enjoyed an outstanding 90 per cent success rate in their applications for doctoral fellowships from the Social Sciences and Humanities Research Council and exceeded the national success rate of 60 per cent in the competition for post-graduate scholarships from the Natural Sciences and Engineering Research Council.

In comparison to other institutions, UNB continues to measure up. We rose two positions among comprehensive universities in the annual *Maclean's* ranking in 2002. For the 11th year in a row, *Canadian Lawyer* ranked UNB's Faculty of Law among the top five in Canada. Our Faculty of Engineering continues to be classed in the top 20 per cent of Engineering programs in North America, according to the Gorman Report, so it's no surprise that UNB became one of only three institutions in North America to earn accreditation by the Royal Institution of Chartered Surveyors for our Geomatics Engineering program.

From among UNB's many outstanding alumni, the University found a new Chancellor: the award-winning CEO Richard J. Currie, Chairman of BCE, who was installed in May. He brings to this honorary post considerable business acumen and a desire to serve his native New Brunswick in a meaningful way. At the same time we bid farewell with much gratitude to Fredrik S. Eaton, who served as Chancellor from 1993-2003 with great distinction and commitment.

With a strong community of scholars, committed staff and students who excel, we have the essential ingredients for a rich and vibrant learning environment.

UNB's Share of Enrolment 2001-2002



Source: Office of the Registrar, Fredericton

Enhancing UNB's role as a learning institution

With a strong community of scholars, committed staff and students who excel, we have the essential ingredients for a rich and vibrant learning environment. This is an area of almost unlimited potential, for the outcome is largely in our own hands. Financial resources, facilities and equipment, and campus environments play a role, but in the end it is our people who make the difference.

Since our founding in 1785, our primary focus has been on educating students, initially from New Brunswick but today from the nine other Canadian provinces, its territories and 74 countries around the world. With campuses in two of the Province's major

The past year has been characterized by numerous changes and developments that further strengthen our learning environment for all types of students.

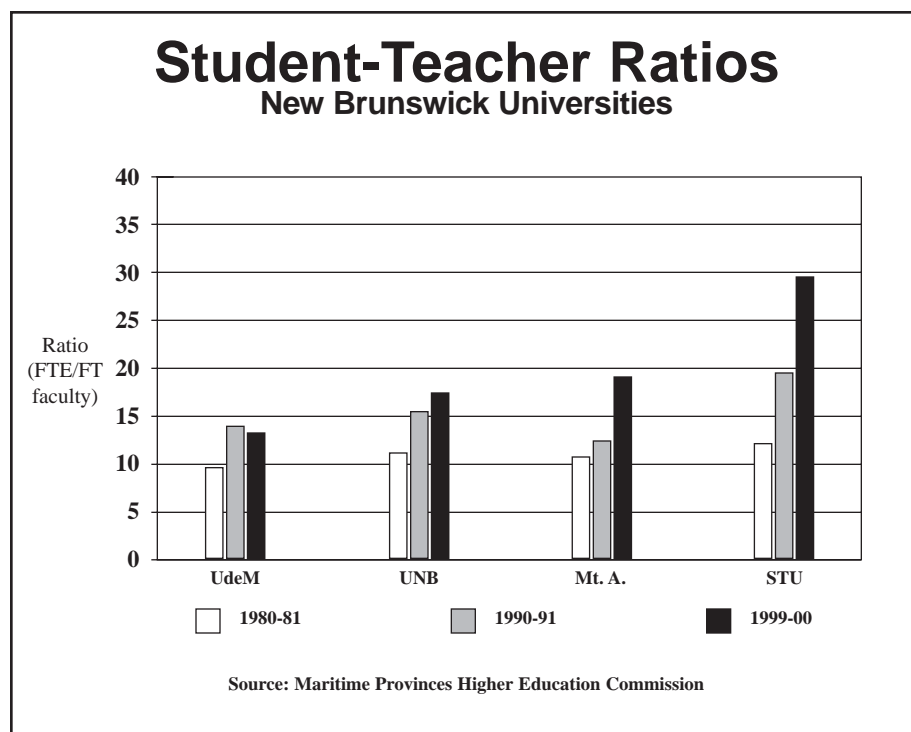
cities, learning sites in several others and a network of distance education programs that encompasses New Brunswick and circles the globe, UNB provides graduate and undergraduate education to more than half of all the university students enrolled in the Province. Our tuition fees have remained highly competitive within the region. The scope of our programs, which include not only the liberal arts and sciences but also professional degrees in Business, Computer Science, Education, Engineering, Forestry, Kinesiology, Law and Nursing, is more extensive than any other institution's in New Brunswick. More than 27,000 UNB graduates live and work in the Province. A substantial proportion of the professionals — nurses, teachers, foresters, lawyers, accountants — practising in New Brunswick hold degrees from UNB.

Because of this, we feel a deep responsibility to provide the best possible education to anyone who enrolls in a UNB course or degree program. We can only achieve and maintain excellence through continuous improvement. The past year has been characterized by numerous changes and developments that further strengthen our learning environment for all types of students.

For example, we graduated the Province's first nurse practitioner in the fall and, in the spring, the first 14 of the students enrolled in *Renaissance College*, an undergraduate interdisciplinary leadership program, unique in Canada, which was established in 1999 with a \$1.8-million innovation grant from the J.W. McConnell Family Foundation.

We are developing a wealth of new programs, including a BBA in Aviation and Operational Management which will provide graduates with a pilot's license at graduation; interdisciplinary graduate degrees in Applied Health Services Research, Electronic Publishing, Women's Studies and Canadian Studies; a Bachelor of Integrated Studies for students returning to university with previously earned credits or equivalent life experience; a certificate in business for First Nations students; entrance programs in a number of faculties for students who require extra support in making the transition to university; increased opportunities for students from the New Brunswick Community College to transfer to university; and FITness, an online Fluency in Information

With a student-teacher ratio of 15-to-1, UNB provides an educational experience that is rare in an institution of its size.



Technology program, open to faculty, staff and students — not only at UNB but also in high school — designed to develop the computer skills needed in the academic and business/work worlds. Stringent curriculum review and the streamlining of degree programs to ensure their relevancy is taking place across a number of faculties, including Business Administration, Engineering, and Education.

New programs are of little value, however, if the quality of teaching is not first-rate. With a student-teacher ratio of 15-to-1, UNB provides an educational experience that is rare in an institution of its size. The Teaching and Learning Centre in Fredericton is charged with ensuring both graduate students (Canada's future professors) and current faculty have access to a variety of professional development activities, including the Diploma in University Teaching. Teaching performance is closely monitored through student surveys administered at the end of every course and excellence is recognized through the Allan P. Stuart Award, as well as external indicators such as the 3M Teaching Fellowship won this year by Dr. Zundel.

Attracted by the quality of our institution, two outstanding aca-

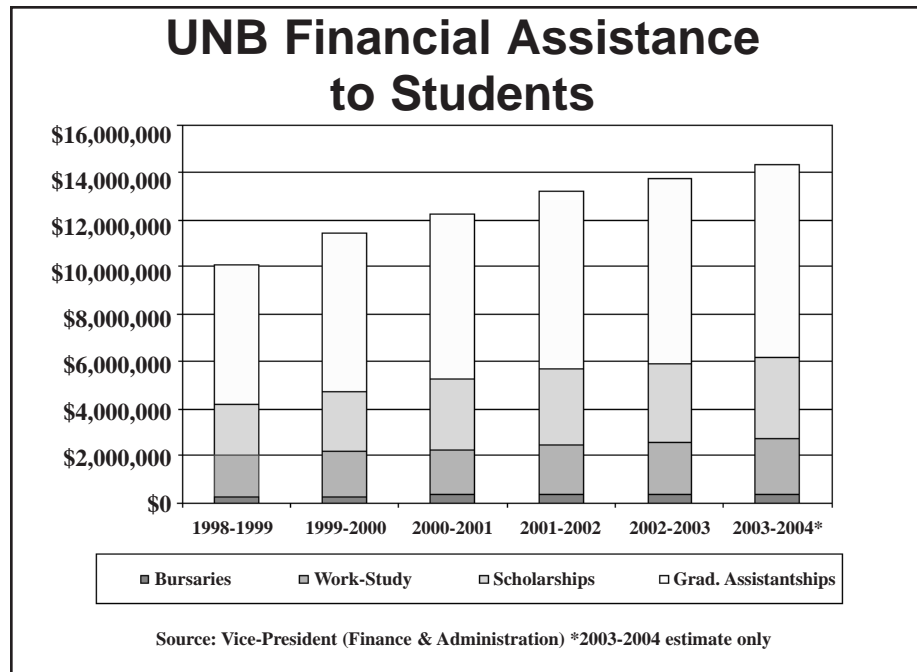
demographic administrators joined our ranks this year. Angelo Belcastro, appointed Vice-President Academic for the Fredericton campus, is a specialist in exercise physiology, and came to us from the University of Western Ontario where he served as Dean of Health Sciences. Kathryn Hamer, until recently the Dean of Arts at Mount Allison University, assumed the vice-presidency for the Saint John campus. They join a strong team of Dan Murray, Vice-President Finance and Administration, and Greg Kealey, Vice-President Research. We are very grateful to Mike Ircha and Tom Condon for their exemplary service during 2002 and 2003 as the acting vice-presidents for Fredericton and Saint John, respectively.

For all our students, scholarships, prizes, bursaries, assistantships and work-study placements have continued to increase in size and number.

Our Saint John campus received the Scotiabank-AUCC Award for Excellence in Internationalization recognizing the fine work of the institution in supporting international students, a rapidly growing constituency here. UNB Saint John was the subject of a documentary made by Beijing television, chronicling our unique and highly successful partnership with Beijing Concord College of Sino-Canada. The campus is developing a new college program to provide even better teaching to international students in English as a Second Language and introductory academic courses. UNB students are being encouraged and supported to become international students themselves through the recently launched Study Abroad program which aims to have upwards of 25 per cent of the student body experience life in another country.

For all our students, scholarships, prizes, bursaries, assistantships and work-study placements have continued to increase in size and number. Between 1998-99 and 2002-03, support to students at all levels of study grew from \$10.1 million to \$13.4 million, an increase of 33 per cent. This was aided in part by the New Brunswick University Opportunities Fund, a program established in 2002 by the provincial government to match contributions to scholarships and bursaries for New Brunswick students in financial need. For every two dollars donated, the Province provides one dollar. Last year, UNB qualified for its full allocation of the annual match, more than \$250,000.

In 2002-03, the government provided infrastructure grants of \$5.4 million to the Fredericton campus and \$850,000 to the Saint John campus that will enable us to substantially improve our science laboratories and enhance technology on both campuses.



Notwithstanding our focus on people, facilities and equipment do make a difference. In 2002-03, the government provided infrastructure grants of \$5.4 million to the Fredericton campus and \$850,000 to the Saint John campus that will enable us to substantially improve our science laboratories and enhance technology on both campuses. Nearly all students living in residence now have full access to the internet and cable service, for example. A multi-million-dollar donation of Microsoft software by alumni Julia MacLauchlan and Warren McKenzie enabled us to make this standard issue on all computers purchased for student laboratories and for use by faculty and staff.

Our e-services capability now extends to online application, admissions, registration and access to grades.

In Fredericton, we opened R.N. Scott Hall, an addition to our world-renowned Institute of Biomedical Engineering, funded through **The Venture Campaign** by the W. Garfield Weston Foundation and the New Brunswick government. In Saint John, our new 170-bed residence is attracting rave reviews from students and their parents and our recently completed Modern Language Centre is contributing significantly to the education of

international students and domestic students seeking to improve their language skills for study abroad.

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

It is in no way antithetical to our role as a national university — measuring ourselves against the highest standards, offering programs comparable to and in some cases better than other institutions across our country, and taking our rightful place in Canada as New Brunswick’s flagship university — that UNB also has a fundamental role in the Province’s economic, social and cultural well-being. Through the education of our citizens, the creation of knowledge and service to the community, we are critical to the prosperity of this region.

UNB contributes more than \$300 million annually to the Province’s GDP and creates or maintains 3,500 jobs.

At the most basic level, every dollar UNB spends has an economic impact of \$1.68. UNB contributes more than \$300 million annually to the Province’s GDP and creates or maintains 3,500 jobs. But our effect goes far beyond, significantly shaping the quality of life in New Brunswick.

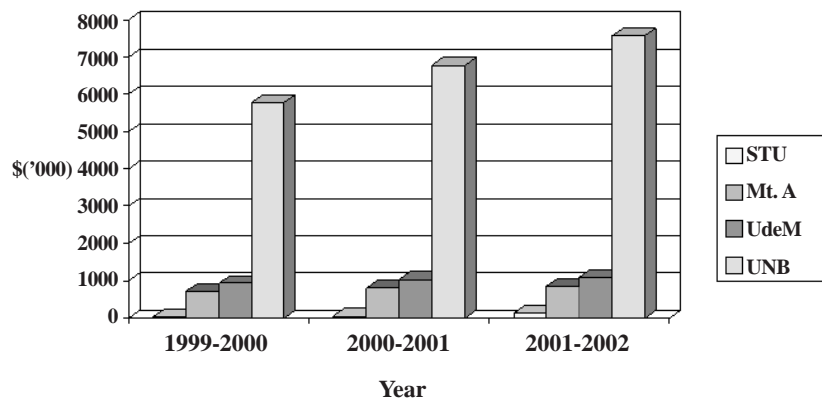
UNB is a “net importer” of talent, attracting students, faculty and staff from across the country and around the world to our Province. These individuals contribute to the intellectual, cultural and social enrichment of New Brunswick, in many cases making the Province their permanent home.

Most notable is Nancy Mathis, who earned a PhD in Chemical Engineering from UNB Fredericton in 1996 and started Mathis Instruments Inc. under the auspices of UNB’s incubation centre. Dr. Mathis won the Ernest C. Manning Foundation’s Principal Award for Innovation in 2003. Her non-invasive thermal effusivity sensor — used around the world by leading research organizations, including Wyeth, IBM, Exxon Mobil, Dow Corning, General Electric, Pioneer, Whirlpool, GlaxoSmithKline and Avery Dennison — brought her \$100,000 in prize money for her invention.

Our Canadian Rivers Institute, established in 2000, was honoured by the Miramichi Salmon Association this year for its exemplary work in water conservation and the preservation of fish habitat.

New Brunswick Universities Research Grants

Combined Total: NSERC, SSHRC, CIHR, NCE



Source: CFI Website — Projects Funded

Our Canadian Rivers Institute, established in 2000, was honoured by the Miramichi Salmon Association this year for its exemplary work in water conservation and the preservation of fish habitat. Canada Research Chairs, Rick Cunjak, who is director of the Institute, and Kelly Munkittrick were recognized for their contributions to river ecosystems in Atlantic Canada, which are fundamental to both the recreational and commercial fisheries.

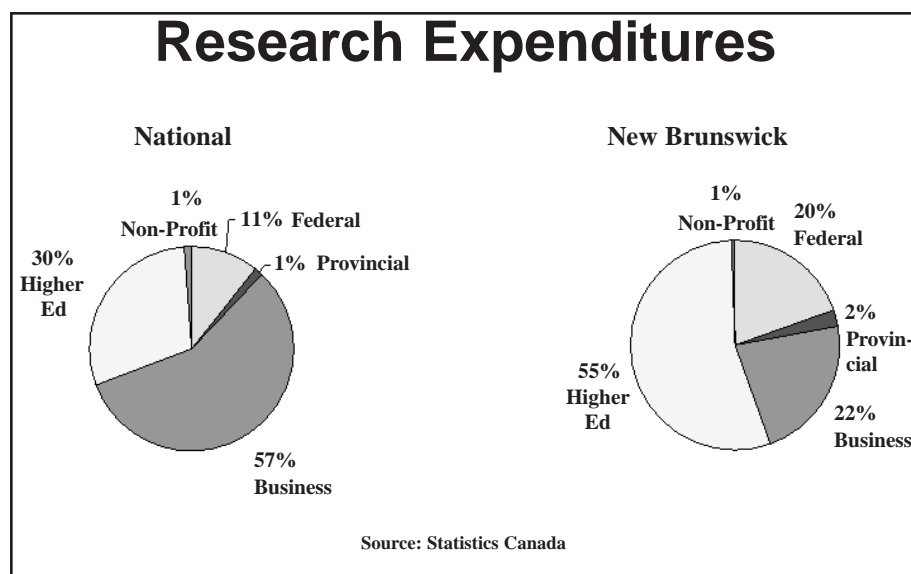
Four years ago, Q1 Labs, a developer of leading edge network security intelligence software, was the brainchild of staff and alumni at UNB Fredericton. With encouragement and support from the University, Q1 today employs more than 50 people in Canada and the U.S. The company's innovative qVISION system has helped its clients ward off MS Blaster, SQL Slammer and other deadly computer worms and viruses in recent weeks.

Other examples of our people's impact abound. Law professor David Townsend leads both the National Antenna Policy Review and its Advisory Committee for Industry Canada. Using an "e-Town Hall website" he and his colleagues are taking public consultation and interaction to a new level on the issue of expanding the benefits of wireless, broadcast and wireless broadband technologies across Canada. A comprehensive plan to expand the

The Faculty of Nursing this year opened a downtown clinic in Fredericton to provide students and faculty with valuable, direct experience working with disadvantaged and homeless people, while providing an important service to the community.

health sciences area through collaboration with the Atlantic Health Sciences Corporation in Saint John promises to re-invent nursing, science and medical education at UNB.

The Faculty of Nursing this year opened a downtown clinic in Fredericton to provide students and faculty with valuable, direct experience working with disadvantaged and homeless people, while providing an important service to the community. Major funding from the Atlantic Innovation Foundation is supporting Saint John sociologist Daniel Downes and business professor Greg Fleet in developing a learner-centred approach to eLearning that Aliant's Innovatia hopes will result in more effective introduction of new technologies into staff training programs. And Saint John dean of arts Robert MacKinnon is leading a university-community research partnership that will look at "the industrial city in transition" as a way of understanding Saint John's future.



UNB conducts more than half of all the research and development carried out in New Brunswick and more than 80 per cent of that done in universities here. While discovery-based research is fundamental to the creation of knowledge, UNB has a long history of focusing on its practical application. The New Brunswick Intellectual Property Management, Technology and Knowledge Transfer Network, spearheaded by UNB, facilitates

the interchange of intellectual property management and knowledge transfer expertise, leading to the patenting and commercialization of new ideas in the Province. Enterprise UNB, based in Fredericton, provides business services to small enterprises to allow them to make a successful transition from concept to thriving business. Recent technology transfer arrangements include the licensing of Prof. Yun Zhang's advanced algorithms for use by PCI Geomatics, the licensing of graduate student Pourang Irani's voice internet browser by FullCircle Registry and the marketing of an improved method of bleaching mechanical or ultra high-yield pulps developed by faculty in the Jack McKenzie Limerick Pulp and Paper Research and Education Centre.

Agreements with more than 70 institutions outside Canada ensure New Brunswick is firmly linked to the global community

Long a computing powerhouse for the Province, UNB Fredericton hosts the NB GigaPop, CANARIE's point of presence in New Brunswick for CA*Net4, its advanced optical research and education network. This network provides connectivity between the provinces and the rest of the world at Gigabit speeds (1 billion bits per second). UNB is playing a leading role in the development of a new project — the NB/PEI Research Grid — which will extend access to CA*Net4 throughout the Province, building a network of more than 2,000 kilometres of fibre to connect all the universities, NRC labs, and researchers in the private sector.

UNB is also working with the National Research Centre's Institute for Information Technology eBusiness to create a new institute that will be the national focal point for research into information privacy, security and trust issues. This research will enable Canada to harness the full power of information and communications technology in support of the digital economy, and to employ new and better applications in eHealth, eLearning, eGovernment and eBusiness.

Agreements with more than 70 institutions outside Canada ensure New Brunswick is firmly linked to the global community, leading to student and faculty exchanges, research collaborations, joint programs, trade agreements and diplomatic contacts. In Russia, for example, we've been able to help teachers learn how to teach civics in that new democracy. In Bhutan, UNB gradu-

ates are shaping the education system of this remote Himalayan country. In Beijing and in Vietnam, Asian students learn sound business practices from UNB faculty. All of this engenders economic, cultural and social enrichment for the Province, as well as distinguishing New Brunswick as an effective player in Canada's international relations. Indeed, UNB is in many ways New Brunswick's window on the world.

Our Making a Significant Difference campaign, through media coverage and outreach activities, has helped to foster and reinforce public understanding of UNB's important role in the Province.

Through our award-winning College of Extended Learning (CEL), the Centre for eLearning Development is working with the New Brunswick Teachers Association and First Nations communities to help instructors integrate technology into the classroom. Critical care nurses are benefiting from professional development offered by UNB, Université de Moncton, the regional health authorities and the provincial department of health and wellness. Both the provincial and federal civil services are receiving public management training. And our 40-year-old English Language Programme in Fredericton continues to be among the best and most well-attended in the country.

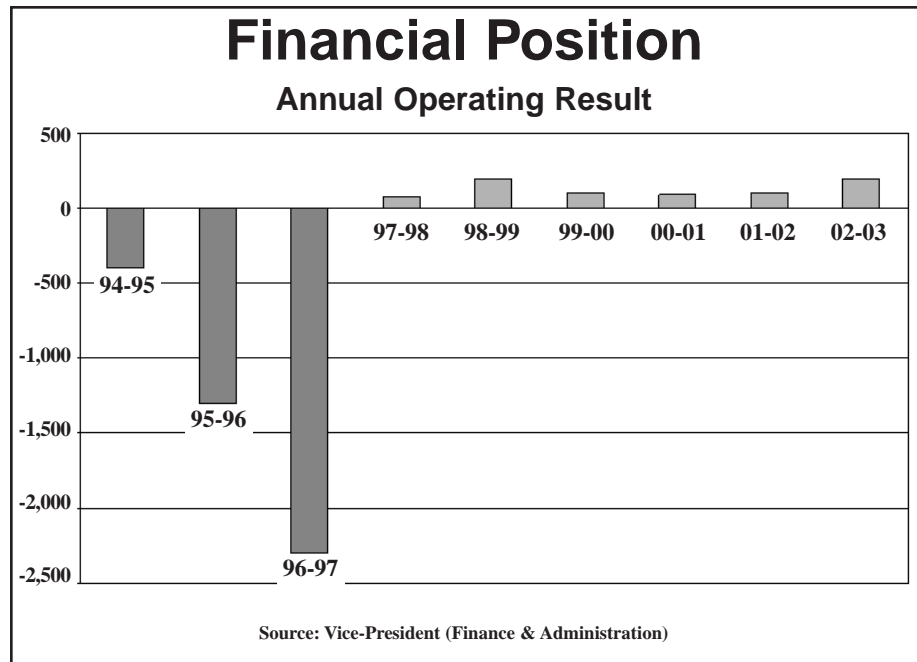
Our Making a Significant Difference campaign, through media coverage and outreach activities, has helped to foster and reinforce public understanding of UNB's important role in the Province. The year-long program attracted more than 600 "votes of confidence" from alumni which were passed on to the Provincial Government and garnered a gold medal for institutional branding from the international Council for Advancement and Support of Education (CASE).

In carrying out our role in the Province, I am mindful of the words of Frank H.T. Rhodes, president emeritus of Cornell, who wrote, "Within the walls of the university, each generation hands to the next the accumulated wealth of human understanding and wisdom, the habit of inquiry, the skills of professional practice, and the powerful technical, medical and social capacity they produce."

And More

We continue to be immensely proud of our financial position,

UNB has been able to sustain endowment expenditures for scholarships and bursaries by drawing upon endowment reserves accumulated in previous years



our enrolment results, our academic accountability, and our stewardship of the extraordinary legacy left to us by those who have gone before us.

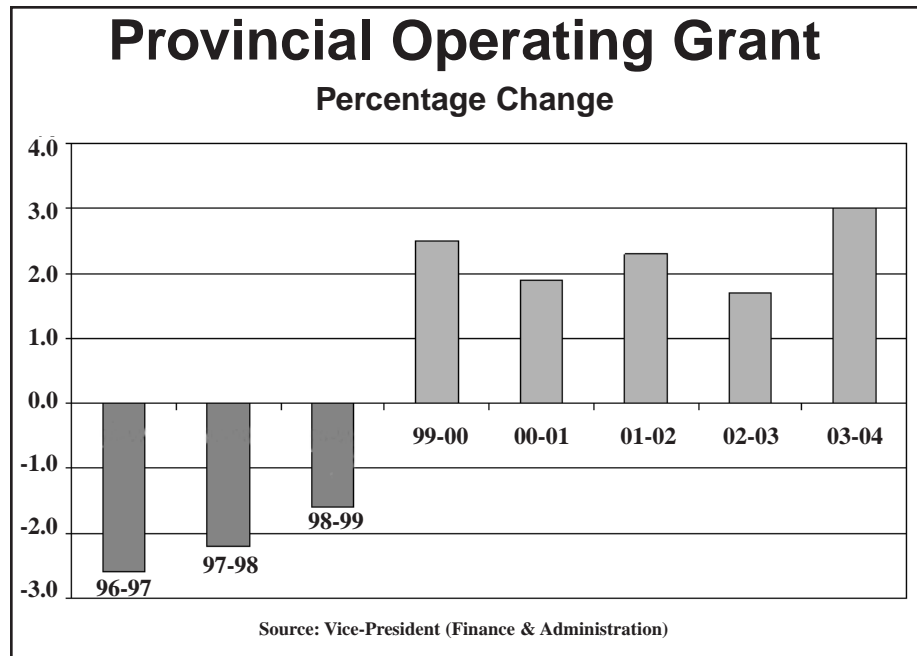
UNB ended fiscal year 2002-03 with a moderate surplus on its operating account due in large part to effective controls on spending and enrolments exceeding budget projections. This was the sixth consecutive year that UNB achieved a balanced operating budget. As part of the 2002-03 operating budget, UNB continued to strategically invest additional resources in student services, graduate student research and teaching assistantships, and scholarships in order to strengthen our competitive position in these vital areas.

Many individuals, corporations and North American universities felt the impact of the weaker financial markets in recent years. Despite a poor investment climate, UNB has been able to sustain endowment expenditures for scholarships and bursaries by drawing upon endowment reserves accumulated in previous years and by reallocating budget savings towards this important area.

The economy has also influenced other costs of operations at the University, with declines in the markets resulting in significant

adjustments to the level of annual funding required for pension plans. It is unlikely that there will be simple solutions to very complex and pervasive issues such as pension plan financing. Instead, a continued examination of options and choices will be necessary.

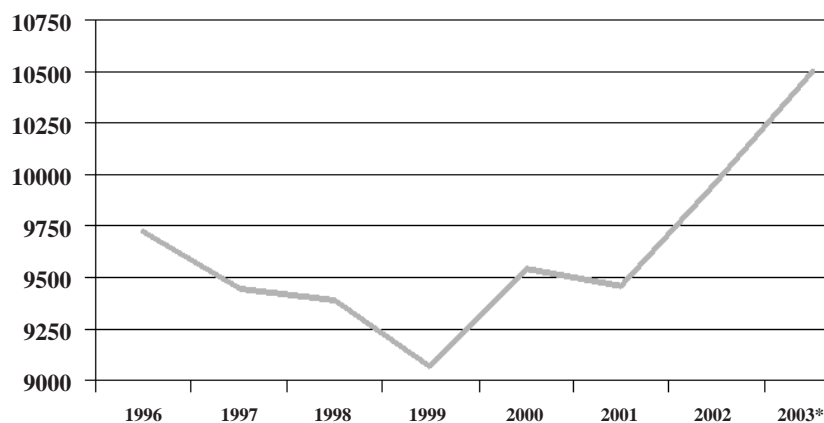
With this window of financial stability, UNB has the opportunity to strategically focus on long-term priorities and future directions.



Our financial planning and forecasting have indicated that the University should have a brief window of relative financial stability over the next few years. The Provincial Government, whose annual operating grant accounts for approximately 60 per cent of our day-to-day funding, has committed to increasing our grant by three per cent per year. Enrolments are also expected to hold during this time. With this window of financial stability, UNB has the opportunity to strategically focus on long-term priorities and future directions.

Despite demographic trends in New Brunswick, which has seen its population decline to 729,498 from 738,133 in 1996, UNB's undergraduate enrolment has returned to 1996 levels. Graduate enrolment is greater than ever before at more than 1,100 students. A combination of more effective recruitment and marketing, attracting more New Brunswick students, and expanding our efforts to Ontario and internationally has generated new interest

Full-Time Enrolment Undergraduate & Graduate



Source: Office of the Registrar, Fredericton. Based on December enrolment.
*2003 based on preliminary October enrolment.

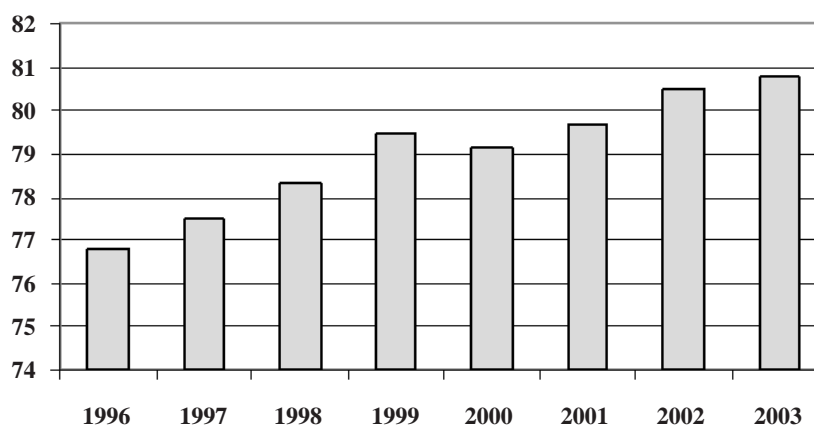
A focus on quality and accountability has long been a part of UNB culture.

in both our campuses. What's more, the quality of students enrolling in UNB is rising as well.

The Maritime Provinces Higher Education Commission (MPHEC) along with the Province of New Brunswick demands that the University be accountable for its performance. A focus on quality and accountability has long been a part of UNB culture. Hiring and tenure processes for faculty, librarians and instructors have always required rigorous internal and external performance reviews. Since 1998, UNB's collective agreement with its faculty association has included a memorandum of understanding on professional accountability. The Joint Performance Indicators Committee, established in 1998 and now known as the Performance Analysis Advisory Group (PAAG), has developed performance measures and provided advice to University management on their implementation. PAAG advocates the use of two types of performance measures: "standard" measures that can be applied to all institutions, such as those used by *Maclean's* magazine, and "strategic" measures that apply to a particular institution at a particular time in its development.

A number of UNB's programs, including Engineering, Nursing, and Computer Science, are subject to the review of professional

Admission Averages



Source: Office of the Registrar, Fredericton

With the maturation of our Saint John campus, which will celebrate its 40th anniversary next year, has come the growth of distinctive niche programs

accrediting bodies. In addition, UNB administers and publishes biennially a ranking of research activities by faculty in all academic departments. Our students complete a questionnaire at the conclusion of each course evaluating both teacher and content, and the results become part of every professor's official record. New programs are subject to review by the MPHEC before they can receive government funding. And each year, two or three departments are reviewed by a team of three distinguished academics in the appropriate discipline. These reviews are usually in response to a request by a department seeking guidance in future planning, a major change in emphasis or a significant change in the underlying discipline.

With the maturation of our Saint John campus, which will celebrate its 40th anniversary next year, has come the growth of distinctive niche programs such as the Bachelor of Health Studies in Nuclear Medicine, Radiation Therapy and Respiratory Therapy; the Bachelor of Applied Management in Electronic Commerce and in Hospitality and Tourism; and Arts majors in Information and Communication Studies and International Studies. A number of these are articulated programs offered in partnership with community colleges. A significant benefit to our two-campus, one-university structure is that students may transfer between the programs offered on both campuses, often to pursue a number of

unique major, minor and certificate options offered in one place or the other.

One of the Board's most important current projects is the development of a Land Management Strategy for all of the University's holdings, comprising 3,379 hectares in the Province.

Given UNB's broad mandate, ambitious goals and aspirations for the future of New Brunswick, the need for measuring, monitoring and assessing performance has never been greater. The UNB Board of Governors takes its responsibility for this very seriously and continues to be committed to the disciplined application of standards in our pursuit of excellence. Chaired for the past five years by the esteemed engineer and UNB graduate Rod Nolan, whose example of service has been extraordinary, the Board has recently renewed its membership, bringing to the table experts in business, finance, education and industrial research to guide our future.

One of the Board's most important current projects is the development of a Land Management Strategy for all of the University's holdings, comprising 3,379 hectares in the Province. Until now, UNB's approach to its valuable lands has been reactive and has resulted in ad hoc development, particularly on the large parcel of land south of Fredericton known as the "UNB Woodlot." A more thoughtful, planned approach, grounded in conservation and stringent standards for development, will serve the University and its surrounding communities much better in the century ahead. As part of this initiative, comprehensive plans for both the Fredericton and Saint John campuses are being drawn up to guide their growth over the next 50-to-100 years.

Whither from here?

In the coming year, we will not waver from pursuing the goals set out in *Our University: The Next Five Years* in October 2002. As evidenced above, we have already achieved some considerable success. We must seize that and climb even higher.

We in New Brunswick and at UNB have an important story to tell, a story of ingenuity, perseverance, and the overcoming of adversity. A story of strength and excellence, quality and character that flourishes in the provinces of Canada. A story that can help to knit this country together again under a new federalism.

We must engage our alumni, our governments, our communities, indeed all those who will listen, in the narrative of potential transformation of UNB, of New Brunswick, of Canada.

A story that recognizes that all people, with the benefit of education, have something to offer and something to learn from each other.

The mechanics of the UNB story, its structure and syntax, will require concentrated work and attention **within** the University: a collective commitment to our goals, and sound and thorough academic planning that will focus on priorities, guide budget decisions and set firm future direction. Being all things to all people is not a sustainable mandate for this institution. We must choose those things we can do best, with the greatest benefit for the Province, the region and the country. We must also allocate our resources in a more strategic manner; find innovative solutions for our requirement to substantially upgrade the campus's infrastructure, classrooms, laboratories; and enhance our technological capacity. More energetic governance of the institution, through Board members' advice, oversight and advocacy, needs to be stimulated.

Outside the institution, we must develop the content of our story. We must engage our alumni, our governments, our communities, indeed all those who will listen, in the narrative of potential transformation of UNB, of New Brunswick, of Canada. It is a narrative of hope, but it is also a narrative of extreme urgency, immediate action and not without risk. The content of our story will have multiple strands: intensified government relations, a major fund raising campaign, and the *Next New Brunswick*, a program to be unveiled in December, led by UNB, that will involve all of our citizens in a serious, impassioned and history-making conversation about the future of this Province and, by extension, this country.

We have the tools, the power and the know-how to transform lives — our lives. Let us not shrink from the precious, all-too-brief opportunity to use them productively, constructively and unequivocally toward a better future for ourselves and our children.

Universities have been in existence for a very long time. In the North American context, UNB is among the oldest. In this and virtually every other culture, a university represents knowledge and enlightenment. We are a repository for cultural values. And we can be an instrument of reform. In our commitment to truth, we can and should challenge the status quo. We can and should provide leadership to society by educating its members, creating new knowledge, serving our communities, and, most important, providing an example of the very best aspects of human interaction and endeavour.

— *President John D. McLaughlin,*
Our University: The Next Five Years, October 2002

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