

UNIVERSITY OF NEW BRUNSWICK
PRESIDENT'S ANNUAL REPORT
..... 2012

**MAKING A
SIGNIFICANT
DIFFERENCE**





OUR MISSION, VISION, VALUES AND PURPOSE

MISSION

Our mission is to create the premier university environment for our students, faculty and staff in which to learn, work and live. We will provide an exceptional and transformative education for our students, by encouraging initiative and innovation, unlocking their creative potential. Our graduates will be prepared to make a significant difference – creating opportunities for themselves and for others. We commit to understanding and solving the problems of today and tomorrow, serving our community and engaging with our alumni, retirees and partners around the world.

VISION

Our vision is to be the university of choice for passionate minds.

VALUES

Our values are a source of pride and we regard them as central to UNB:

- We seek truth through academic excellence in our teaching, learning and research
- We respect individuals and their freedom of thought and expression
- We engage the global community to foster opportunity and enrich lives
- We embrace the highest ethical standards in our pursuit of excellence

PURPOSE

Our purpose is to seek and advance knowledge.



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Significant Difference in:*

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TRIMMING EXPENSES,
NOT QUALITY

\$20-million

HAS BEEN TRIMMED FROM UNB'S OVERALL
BUDGET OVER THE LAST SEVEN YEARS
(A 12% CUT)

0.5%

OF UNB'S TOTAL BUDGET
IS ALLOTTED TO
EXECUTIVE SALARIES

Ranked 4th

OVERALL IN THE
COMPREHENSIVE CATEGORY
OF MACLEAN'S 2013
UNIVERSITY RANKINGS

9.6%

UNB'S PROPORTION OF ADMINISTRATIVE
SPENDING, PLACING IT BELOW
THE BROADER CANADIAN UNIVERSITY AVERAGE
AND MARITIME UNIVERSITY AVERAGE



P R E S I D E N T ' S L E T T E R

WHILE THE WORLD'S ECONOMY remains fragile four years after the collapse of 2008, and conflicts and poverty affect far too many people at home and abroad, our universities and colleges have much to contribute to a faster and more stable recovery, and a more peaceful and prosperous globe.

The ideas generated by our universities and colleges create wealth and jobs, enhance industrial productivity and accelerate trade, attract and retain talent, and allow us to compete globally while strengthening our society.

Within the world of higher education, UNB has a unique and important role to play. Big enough to deliver world-class research and learning opportunities, yet small enough to offer an intimate student-centred experience, we are making a significant difference in the lives of our students and in the world at large.

Beyond educating the next generation of teachers, engineers and healthcare professionals, UNB is building a better New Brunswick and a better world. We have shared impartial scientific information on the impact of shale gas extraction, joined the fight against poverty, acted as a launch pad for new enterprises like Q1 Labs and Atlantic Hydrogen, helped reinvent the delivery of healthcare, and searched for life on Mars with NASA. We are building a smarter New Brunswick, a smarter Canada, and a smarter world.

Being smart means creating opportunity through the discovery of new and better ways of doing things. It means developing new ideas that allow creativity, culture and art to flourish. It means finding new insights that will protect our environment, our health and our society. It means commercializing new technologies, creating jobs and wealth. Being smarter will lead to better health and more wealth for all.

There are no easy ways to escape the problems we face – but there are solutions. The most important of these is our investment in education.

This report will highlight some of the many people and programs at UNB that are making a significant difference in our province, our country and our world.

In times of fiscal austerity and economic uncertainty, they make a compelling case for the return on investment – however that phrase is interpreted – provided by our university.

H.E.A. (Eddy) Campbell
PRESIDENT AND VICE-CHANCELLOR

“UNB’s professors and researchers have developed various learning and research programs that incorporate principles of innovation. Together with business experts seconded from the private sector, they are immersing our students in new theories while simultaneously modeling the practical skills that bring success to innovators.

In promoting an entrepreneurial mindset, UNB is instilling in students the belief that a life in business can and should be a career aspiration that comes as naturally as wanting to become a teacher or doctor or lawyer.”



H.E.A. (Eddy) Campbell
PRESIDENT AND VICE-CHANCELLOR



TRANSFORMATIVE

EXCEPTIONAL

DIVERSE

*Making a
Significant Difference*

in

OUR STUDENT EXPERIENCE

In keeping with our strategic plan's overarching goal – to be the best teaching and learning institution in Canada – UNB made some important gains in 2012 through a number of student-focused initiatives. Advances have been made across the spectrum of student life, including experiential learning opportunities, academic support, social inclusiveness, facility updates and making content interactive and mobile.



“We're lucky that we have institutions like UNB that can provide us an education that in my opinion is better than Harvard or Stanford. UNB can be more flexible, relevant and effective at meeting the real needs of companies like Irving Oil.”

Mike Ashar
PRESIDENT, IRVING OIL

EXPERIENTIAL EDUCATION

UNB's unique Executive MBA program, delivered in partnership with Irving Oil, celebrated its first class of 48 graduates at UNB Saint John's fall convocation. An additional 100 Irving Oil employees are currently enrolled in this innovative partnership that provides students with hands-on business experience.

In order to do more and to do better, we formed an Experiential Education Steering Committee in September.

Task groups have also been created to further examine specific types of experiential education opportunities.

EXPERIENTIAL EDUCATION STEERING COMMITTEE MANDATE:

- Consider ways and means of better coordinating our current programs
- Consider ways and means of creating new experiential education programs
- Build understanding and awareness within the university community of the benefits of increased experiential education programming
- Consider the value of integrating some aspects of experiential education programs within a university-wide one-stop shop
- Communicate all findings to the university community

STATS ON HIGHER EDUCATION IN NEW BRUNSWICK

88%

OF GRADUATES FROM NEW BRUNSWICK'S
PUBLICLY FUNDED UNIVERSITIES ARE
WORKING TWO YEARS AFTER GRADUATING



UNB's Student Investment Fund (SIF) is now the second largest student-managed fund in Canada, out-performing its own benchmarks in every year of its operation

EXPERIENTIAL EDUCATION TASK GROUPS ARE RESPONSIBLE FOR:

- Co-ops
- Internships
- Service learning
- Practicums
- International experiences
- Clinical experiences
- Authentic task experiences

Numerous innovative experiential education programs have been adopted or developed by UNB, including the faculty of business administration's Student Investment Fund (SIF). Last year, the university's investments committee provided \$2.5 million to the program, bringing the total funds managed to more than \$5.2 million. UNB's SIF is now the second largest student-managed fund in Canada, out-performing its own benchmarks in every year of its operation.

\$48,000

IS THE AVERAGE SALARY FOR GRADUATES FROM NEW BRUNSWICK'S PUBLICLY FUNDED UNIVERSITIES WORKING IN THE PROVINCE

80%

OF NEW BRUNSWICK RESIDENTS WHO GRADUATE ARE STILL IN THE PROVINCE TWO YEARS LATER



TEACHING AND LEARNING SPACES

One of our goals is to provide high quality teaching and learning facilities equipped with appropriate technology. In support of this goal a multi-year planning framework is being put in place to guide investments in UNB's diverse teaching and learning spaces. We collaborated with staff, faculty and students in defining key criteria for the framework.

We also continued to invest in high quality facilities. In 2012, \$10,782,382 was allocated to various improvements, infrastructure renewal and major new construction.

Both UNB campuses have also continued to allocate funding to improve the quality of classrooms, teaching and research spaces and to improve accessibility.

STUDENT MENTORING

The Bridge Network mentorship program in Saint John was among UNB's first recipients of the Macaulay-O'Sullivan awards for administrative service and innovation. The Bridge Network aims to connect UNBSJ students to alumni mentors and others in the Greater Saint John community through functions like the speed networking event held in November, through its website, and through the alumni advisor database.

ACADEMIC SUPPORT PROGRAMS

UNB continues to devote numerous resources to support students in their academic studies. A notable example is the faculty of engineering's UNBetween camps, designed to assist high school students in the transition to university engineering. Thanks to cooperation from professors and instructors in three different faculties, these camps were filled to capacity in 2012, and received very positive student reviews.

Experience has shown that students participating in these programs perform better academically and are more likely to remain in engineering after their first year.



SAFE SPACES

UNB's office of human rights and positive environment had a busy year of proactive educational initiatives, including the launch of the university's policy and procedures on discrimination, sexual harassment and harassment. Information sessions related to the new policy were offered. Training sessions on harassment and bullying were also held on both the Saint John and Fredericton campuses.

By the end of 2012, four advisors were selected to help the office of human rights and positive environment augment available resources and provide greater access for members of the UNB community who have questions about harassment, discrimination or bullying.

UNB ONLINE

UNB's learning environment moved further into the digital domain in 2012. The UNB Online initiative has enhanced learning online by raising the level of interactivity, incorporating more rich media (such as streaming video), and making the experience friendlier for students' mobile devices.

STUDENT RETENTION

In completing its first comprehensive report on persistence, attrition and retention in 2012, UNB sought to improve its understanding of student attrition and measure student satisfaction. The report provides valuable baseline data from 2003 to 2010, allowing us to reach out to our students, do more to meet their needs and improve our ability to retain them.

INTERNATIONAL PARTNERSHIPS

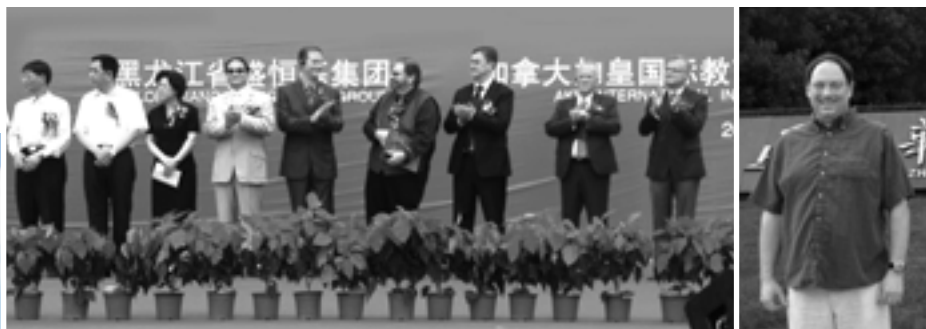
CHINA



In July, UNB participated in a delegation to China led by New Brunswick's Minister of Education, Jody Carr. UNB's interest in the province's ongoing educational partnership with China is multi-faceted. Students visiting New Brunswick from China are exposed to post-secondary options in the province, and in strengthening our ties to this partnership, Chinese officials and Chinese students, UNB could enjoy positive recruitment outcomes.

In addition, this partnership provides a valuable platform for UNB education students who wish to study and practice abroad. For example, the memorandum of understanding we signed with Concord Colleges on this mission will provide our education students with yet another location for their practicums.

New Brunswick's delegation to China, including Minister of Education and Early Childhood Development Jody Carr (5th from left), UNB President Eddy Campbell (3rd from right) and UNB Vice-President (Saint John) Robert MacKinnon (far right)



UNBSJ economics professor Rob Moir was a visiting instructor at the Huazhong University of Science and Technology last spring



In April, UNB and 29 other Canadian universities participated in a delegation to Brazil organized by the Association of Universities and Colleges of Canada and joined by the Governor General of Canada, David Johnston.

Brazil's Sciences without Borders (SWB) program provides travel, tuition and living costs for Brazilian students in so-called STEM (Science, Technology, Engineering and Mathematics) disciplines. The initial program numbers 100,000 scholarships. One of the more immediately tangible benefits of the Brazil trip was the allocation of 12,000 of these spaces to Canada, second only to the US (15,000), and more than all EU countries combined. This offers UNB a significant opportunity to make progress on our goal of increasing our proportion of international students to 20%.

In addition, Brazil lays claim to the most sophisticated innovation system in Latin America, with homegrown technology driving commercial success in a variety of sectors, from aerospace and alternative energy to ocean technologies and pharmaceuticals. In addition to helping both countries address growing skills gaps, the SWB program will provide students with valuable international experience.



BRAZIL



“As a society, our collective capacity to innovate is related to our ability to gather, organize and access the information we need to make key decisions.

It is also related to our ability to work together. To these ends, UNB continues to work with its partners on various initiatives, including the creation of centralizing hubs for social policy and big data, key instruments in our ongoing effort to process large and complex sets of information and data.”



H.E.A. (Eddy) Campbell

PRESIDENT AND VICE-CHANCELLOR



H O M E G R O W N

W O R L D - C L A S S

E X C I T I N G

*Making a
Significant Difference*

in

RESEARCH

From Mars rover technology to the world's first prosthetic smart leg, 2012 has seen our faculty members generating a multitude of research initiatives that deserve mention. UNB has established a new benchmark for total research revenues with a 9.5 per cent increase over the previous record, while contract revenues also reached an all-time high at \$26.2 million, making our university a vital component of the province's, region's and nation's knowledge-development agenda.



Dr. David Burns, UNB's vice-president (research)

Dr. Anthony Reiman, Canadian Cancer Society Chair in Cancer Research at UNB



One of the highlights of 2012 was the arrival in August of David Burns to the position of vice-president (research). Dr. Burns comes to UNB after 19 years at McGill University as a professor of chemistry and experimental medicine. Prior to McGill, Dr. Burns was a professor of bioengineering and the director of imaging at the Special Centre for Organized Research in Vascular Disease at the University of Washington in Seattle. Dr. Burns brings a lengthy track record of developing sustainable infrastructure between business, academia and government.

The university received considerable positive media attention last year related to commercial transactions closely associated with the university. IBM acquired Q1 Labs, a spin-off corporation started by three UNB employees. The Q1 Labs deal and the previous Radian6 acquisition by Salesforce.com highlighted New Brunswick's status as a hot spot for high-technology start-ups.

UNB faculty members also generated a number of research initiatives that deserve mention. For instance, through funding provided by the New Brunswick branch of the Canadian Cancer Society, Anthony Reiman was appointed UNB's Cancer Research Chair in Saint John, in partnership with the Atlantic Cancer Research Institute. Also involved are Horizon Health and the Dalhousie University Medical Education program at UNB Saint John, where Dr. Reiman holds his appointment. This multi-party initiative is an important model for addressing the needs of our province in the face of financial constraints.

It is worth noting that more than half our faculty has joined us since the turn of the century. Their experience working in multi-disciplinary teams solving the problems of today is building an exciting new culture at UNB. We must ensure they have the resources they need to continue this essential work.

UNB achieved **100% success** in 2012 in the newly created NSERC Engage program for joint industry-university research projects. All 20 of our projects were funded, attesting to UNB's strong partnership abilities.

UNB RESEARCH HIGHLIGHTS

\$26.2 million

IN CONTRACT REVENUES LAST YEAR MARKS UNB'S ALL-TIME HIGH. THIS SUPPORTS THE NOTION THAT UNB IS SEEN AS A VITAL COMPONENT OF THE PROVINCE'S, REGION'S AND NATION'S KNOWLEDGE-DEVELOPMENT AGENDA

30.8%

REPRESENTS UNB'S SOCIAL SCIENCES & HUMANITIES RESEARCH COUNCIL (SSHRC) FUNDING SUCCESS RATE, UP FROM 23% THE PREVIOUS YEAR

17

NEW BUSINESS START-UPS, WHICH INCLUDES DOZENS OF PATENTS AND LICENSES, HAVE BEEN NURTURED BY UNB

9.5%

INCREASE OVER PREVIOUS HIGH FOR UNB TOTAL RESEARCH REVENUES

3x

UNB'S EXTERNAL RESEARCH FUNDING HAS NEARLY TRIPLED OVER THE LAST 10 YEARS

UNB'S RESEARCH PRODUCTIVITY IN TERMS OF PEER-REVIEWED PUBLICATIONS HAS TRIPLED OVER THE LAST 10 YEARS

UNB COMMERCIALIZES THE RESULTS OF ITS RESEARCH AT THREE TIMES THE CANADIAN AVERAGE AND TWO TIMES THE US AVERAGE

60%

OF ALL RESEARCH & DEVELOPMENT ACTIVITIES IN NEW BRUNSWICK ARE DONE BY UNB

75%

OF ALL UNIVERSITY RESEARCH IN NEW BRUNSWICK IS DONE BY UNB

UNB RESEARCH CONTRIBUTES TO WORLD'S FIRST
THOUGHT-CONTROLLED PROSTHETIC LEG

University of New Brunswick Alumnus

Levi Hargrove, the lead researcher at the Center for Bionic Medicine at the Rehabilitation Institute of Chicago, worked with amputee Zac Vawter for months prior to the smart leg's first public launch.



Years in the making, the groundbreaking bionic leg was put to the ultimate test when Vawter climbed 103 flights of stairs to the top of Chicago's Willis Tower —one of the world's tallest skyscrapers.

Dr. Hargrove is a three-time UNB graduate and maintains close contact with his former UNB supervisors, Kevin Englehart and Bernie Hudgins, who were also instrumental in the smart leg's 2012 launch.

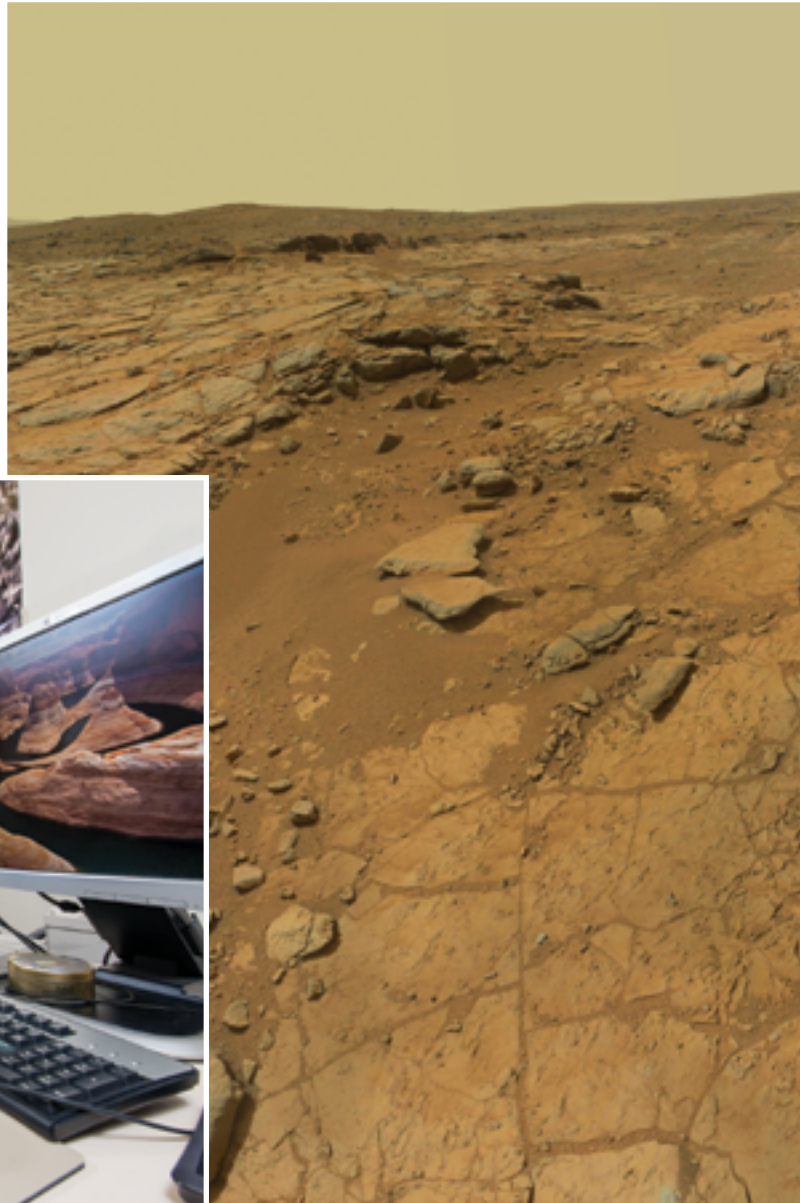
Dr. Levi Hargrove working on the development of the world's first smart leg





UNB alumnus Dr. Levi Hargrove worked with amputee Zac Vawter (pictured here) on his groundbreaking 'smart leg'

Dr. John Spray and his fellow researchers at UNB,
Dr. Beverley Elliott and Dr. Lucy Thompson



UNB ROVER TECHNOLOGY LANDS ON MARS

As the director of our Planetary and Space Science Centre, John Spray is among those who believe the truth behind Mars' mysterious and potentially life-supporting past will finally be unearthed as a result of NASA's latest Curiosity rover mission.

Dr. Spray and his fellow researchers at UNB, Beverley Elliott and Lucy Thompson, are part of the science team responsible for one of the NASA Curiosity rover's key instruments: the Alpha Particle X-Ray Spectrometer (APXS).

NASA's Curiosity rover, seen here patrolling
Mars' rocky terrain for signs of life



PHOTO: NASA/JPL-Caltech/MSSS

In addition to working directly with the APXS Spectrometer, Dr. Spray, Dr. Elliott and Dr. Thompson are studying the geology of the site where the rover landed: the 155 km-diameter Gale impact crater.

Beyond receiving widespread media coverage associated with the Mars landing, UNB's APXS technology made a second, more light-hearted appearance in 2012. A recent episode of CBS's prime-time hit, *The Big Bang Theory*, featured a subtle homage to the rover's APXS technology, clearly visible on a whiteboard behind series star Jim Parsons.



KEALEY LEAVES HIS MARK ON UNB RESEARCH

UNB said good bye to Greg Kealey in 2012. During Dr. Kealey's 11 year tenure as provost and vice president (research), UNB's research capacity saw a three fold increase in external funding to almost \$60 million annually.

Dr. Kealey's expertise in Canadian social and labour history has brought him awards and recognition over the past three decades, including being named a Fellow of the Royal Historical Society in 1983 and the Royal Society of Canada in 1999.

“While the world’s economy remains fragile four years after the collapse of 2008, and conflicts and poverty affect far too many people at home and abroad, our universities and colleges have much to contribute to a faster and more stable recovery, and a more peaceful and prosperous globe.”



H.E.A. (Eddy) Campbell

PRESIDENT AND VICE-CHANCELLOR



ENTREPRENEURIAL

INNOVATIVE

CONNECTED

*Making a
Significant Difference
..... in*

THE ECONOMY OF TOMORROW

.....

Entrepreneurs create opportunities for themselves and for others. The Pond-Deshpande Centre for Innovation and Entrepreneurship and the Wallace McCain Institute at the University of New Brunswick have both been busy launching and building programming to advance new initiatives, nurture innovation in Atlantic Canada, and grow a stronger New Brunswick.

SPREADING THE
ENTREPRENEURIAL MINDSET



Karina Leblanc, executive director of the Pond-Deshpande Centre for Innovation and Entrepreneurship at UNB, pictured here with Raj Melville, executive director of the Deshpande Foundation

There is no doubt that these undergraduate and graduate students, from all parts of New Brunswick, will have
a big impact on our future.

Entrepreneurs create opportunities for themselves and for others. Our Pond-Deshpande Centre for Innovation and Entrepreneurship (PDC) launched its inaugural programming in the fall of 2012 with a focus on entrepreneurship and innovation.

Among these was the Pond-Deshpande Centre's Student Ambassador Program, which identifies and selects the province's top 25 change agents from its six post-secondary institutions. There is no doubt that these undergraduate and graduate students, from all parts of New Brunswick, will have a big impact on our future.

With backgrounds in engineering, business, arts, communications and IT, these young professionals are changing traditional thinking around what is possible for themselves and their communities. To date, they have travelled to places such as Boston and Hubli, India to participate in start-up workshops and witness the work of thousands of social entrepreneurs. In 2013, these

students will host innovation events on their home campuses and continue to spread the entrepreneurial mindset among their peers and professors.

Three new funds were also created in 2012 to finance early stage entrepreneurs who want to validate their ideas through market testing, early customer engagement and business plan development. Along with financing, the PDC connects successful innovators with experienced mentors to help guide them through these challenging early milestones of launching a new venture, whether it be a market driven endeavour or a social enterprise.

The PDC's 2013 agenda includes the development of social enterprise launch pads, the social enterprise new venture accelerator, and the co-organization of the inaugural East Coast Startup Week. Social enterprise seeks to marry business practices to the non-profit sector in ways that demonstrate that promoting social good can be financially sustainable.

The mission of the Institute is to **build and nurture** the most interconnected community of entrepreneurial business leaders in North America.

The Wallace McCain Institute (WMI) at the University of New Brunswick is also involved in advancing entrepreneurship in Atlantic Canada by providing programs that help entrepreneurs achieve success. The mission of the Institute is to build and nurture the most interconnected community of entrepreneurial business leaders in North America.

WMI programs target specific ingredients for a better region to accomplish the vision of making New Brunswick and its surrounding region the best place in Canada to start and grow a company (see *"The Core of a Better Region"* graphic on the opposite page).

Peer programming designed to build business judgment is at the core of WMI's programming. Peer groups comprising 133 members meet several times per year.

In 2012, the flagship Entrepreneurial Leaders Program (ELP) attracted 385 nominations for 16 openings provided by entrepreneurs in five provinces. After five years of ELP, 92 per cent of the members continue to be committed to meeting "at least quarterly for the rest of our lives."

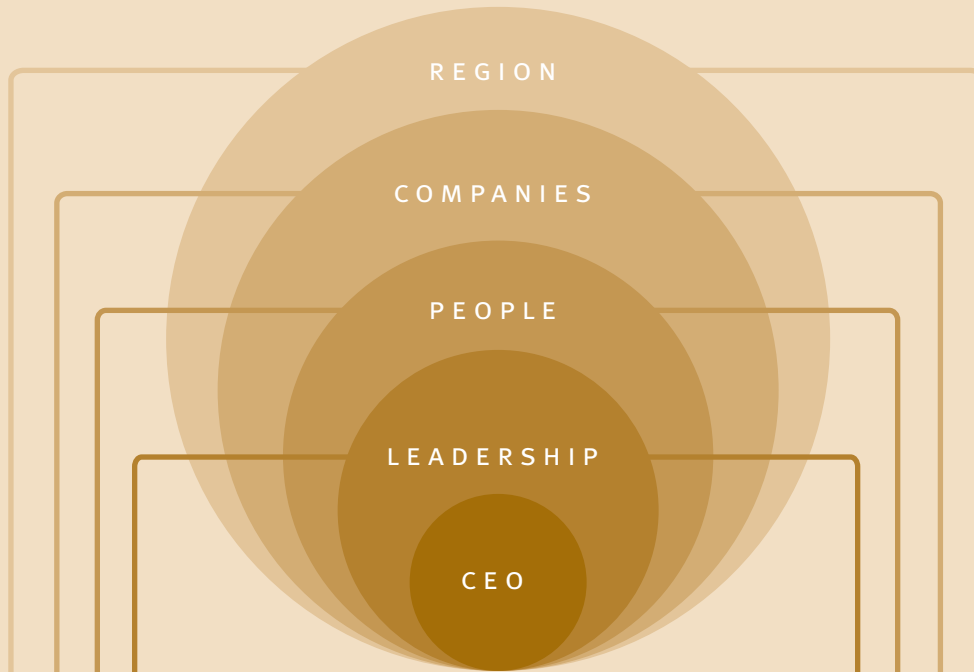
The Institute has also expanded its role in 2012 by becoming a convener of organizations and not just people. The Cousins is a collective formalized in 2012 that brings together the New Brunswick Business Council, 21 Inc., Future NB, and NB2026. Together with a number of "second cousins," the collective works to align its members' activities in order to achieve greater impact and minimal duplication.

The ultimate goal is to achieve a shared vision to grow a stronger New Brunswick and surrounding region.

* WMI PROGRAM DESCRIPTIONS (SEE OPPOSITE PAGE)

- E3 Excellence in Entrepreneurial Education
- ECHO Family Business Support Program
- 21C Second-in-Command programs
- VPHR Vice Presidents of Human Resources of NB Business Council Companies

THE CORE OF A BETTER REGION



INGREDIENTS FOR A BETTER REGION
High Level Goals

WMI PROGRAMS
Tactical Solutions

Higher GDP
Company Growth
Population Growth

The Order
The Cousins
CBC "Made in NB"

Clear Value Proposition
Access to Resources
Succession Planning

Entrepreneurial Forum
Miramichi Tech Fund
Seminars and Training

Education Reform
Youth Retention
"Can do" Attitude

E3*
Our Top Talent
Case Writing Program

Vision and Passion
Superior Business
Judgement
Superior Team Building

ELP
ECHO*
2iC* and VPHR*

“At UNB, we are fully aware of the fiscal realities confronting our province. We've already acted on the premier's message to exercise financial discipline. We have worked hard to maximize internal efficiencies, and cut tens of millions from our operating budget in recent years. The outstanding efforts of faculty, students and staff have allowed us to move up in national rankings even as we did so.”

H.E.A. (Eddy) Campbell
PRESIDENT AND VICE-CHANCELLOR



STRATEGIC

SUSTAINABLE

HIGH-RANKING

*Making a
Significant Difference*

..... in

BUILDING A BETTER UNIVERSITY

.....

Placing fourth among Canada’s 15 comprehensive universities in Maclean’s annual rankings is no small feat. This accomplishment is a testament to our increasing commitment to environmental sustainability, our fundraising success, and rating as one of Canada’s Top 100 Employers for 2013. In keeping with our

five-year strategic plan, we have reached a number of milestones, including the creation of the Pond-Deshpande Centre for Innovation and Entrepreneurship, as well as the formation of the Experiential Education Steering Committee and the President's Steering Committee on Disruptive Technology.

UNB Saint John's new Hans W. Klohn Commons, recently featured in American Libraries Magazine's 2012 design showcase



GOING GREEN – IMPROVING UNB’S ENVIRONMENTAL SUSTAINABILITY

Through a number of initiatives, UNB increased its commitment to environmental sustainability in 2012.

The Energy Management Program (EMP) continued to invest in energy improvement projects in 2012. UNB has identified 120 projects through the EMP, with a projected cost avoidance of \$1,071,246 and a cumulative annual atmospheric emissions reduction of 24,788 tonnes.

At the annual Premier’s Awards for Energy Efficiency, UNB received the award for Outstanding Energy Efficient Project for its work on the Head Hall complex.

Saint John’s Hans W. Klohn Commons was featured in 2012’s Library Design Showcase published by American Libraries Magazine. This annual review highlights the best in new and renovated library facilities. The Hans W. Klohn Commons is included in the ‘Green Facilities’ and ‘Service Flexibility’ sections of the review.

UNB was awarded the City of Fredericton Mayor’s Environmental Award for our stewardship of the city’s Wellfield Protected Area. The award recognizes the substantial improvements to our infrastructure as well as our protection of the City of Fredericton’s wellfield.

UNB SELECTED ONE OF CANADA'S TOP 100 EMPLOYERS

When The Globe and Mail revealed Canada's Top 100 Employers for 2013 in October, UNB was the only New Brunswick employer and one of only five Canadian universities to make the list.

As one of the largest employers in New Brunswick, UNB was singled out for its community spirit, strong benefits packages, special employee programs and beautiful facilities.

UNB's office of human resources and organizational development was also successful elsewhere in 2012, concluding collective agreements with three staff bargaining units (UNBEA-GLTA, UNBEA-SALAC and CUPE) without a strike lockout.

UNB's first employee engagement survey was conducted in 2012, garnering over 900 employee responses. The university was also acknowledged by the Canadian Forces (CF) for its leadership as an employer and educator of CF reservists.

BANNER YEAR FOR ALUMNI CONTRIBUTIONS

On the fundraising front, April 30 saw the completion of a very successful fundraising year with the second highest annual fundraising results ever achieved at UNB; over \$25 million was raised from more than 5,000 donors, most of them UNB alumni.

A new investment called the President's Leadership Fund was created in 2012 with over \$1.7 million raised from fewer than ten alumni. The fund, initiated by Sandra and Arthur Irving, was created to provide resources for strategic projects deemed important to the university's forward momentum.

Discussions also began in 2012 between the UNB Associated Alumni and the vice-president (advancement) regarding initiatives that could significantly enhance alumni support for UNB. As part of the goal to have a more engaged and energized alumni constituency, the Association and university jointly hired a new executive director of the UNB Associated Alumni.



UNB Vice-President (Advancement), Bob Skillen, announces fundraising totals to a crowd of supporters at the Wu Conference Centre

UNB MOVES UP IN MACLEAN'S 2013 UNIVERSITY RANKINGS

Maclean's University Rankings is a highly regarded guide for anyone planning his or her education in Canada. The report includes anecdotes, charts, descriptions of campus life and advice designed to help prospective students choose the school that's right for them. It also inspires ongoing discussions about the quality of the post secondary experience from coast to coast.

The 2013 issue comprises Maclean's 22nd annual revue, and UNB increased its standing in a number of categories.

COMPREHENSIVE UNIVERSITIES:



UNB placed fourth among Canada's 15 Comprehensive Universities. This is a two step jump from last year's sixth place finish

MEDICAL SCIENCE GRANT:



With the establishment of the Dalhousie Medical Education Program in Saint John and new partnerships formed with NBCC (New Brunswick Community College) and the Saint John Regional Hospital, UNB's ranking in the Medical Science Grant category jumped six spots to seventh place

TOTAL RESEARCH DOLLARS EARNED:



UNB jumped two spots to fourth place in Total Research Dollars Earned

LEADERS OF TOMORROW & MOST INNOVATIVE UNIVERSITIES:



UNB moved up 13 spots in Maclean's Leaders of Tomorrow category

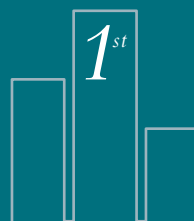
UNB moved up nine spots in the national list of Most Innovative Universities

MACLEAN'S BEST OVERALL:



UNB moved up three spots in Maclean's Best Overall category nationally

BUDGET DEVOTED TO LIBRARIES & HOLDINGS PER STUDENT:



UNB's libraries remain in top spot nationally in terms of the percentage of UNB's budget devoted to libraries and the Holdings Per Student category



RIGHT TO INFORMATION AND PROTECTION OF PRIVACY ACT UPDATE

Universities and municipalities in New Brunswick became subject to right to information legislation in 2012. As a partially publicly funded institution, UNB welcomed this change. The citizens of New Brunswick have a right to know how UNB is spending their tax dollars, not to mention how our plans and decisions are working to better the province, its economy and its social fabric.

UNB had been actively preparing for this legislation. Staff and policies were put in place to manage and respond to requests, of which there have been 35 to date. UNB also proactively released information online related to staff salaries and travel expenses.

It is worth noting the legislation in question also contains provisions related to the protection of personal privacy. This is especially pertinent to UNB and other universities who make the protection of their students' personal information a top priority. Policies and practices have been updated accordingly and education sessions have been held with faculty and staff.

STRATEGIC PLAN UPDATE

Since it was first approved in December 2010, our five-year strategic plan has already yielded many successes.

To track our progress, a strategic plan report card was created in 2012.

A few of the milestones achieved since the plan's inception include the creation of the Pond-Deshpande Centre for Innovation and Entrepreneurship, the formation of the Experiential Education Steering Committee and the President's Steering Committee on Disruptive Technology.

Currently we are also working with the Leslie Harris Centre at Memorial University in Newfoundland to install Yaffle at UNB, the first step in creating an experts database specific to UNB.

“Our experts in fields such as healthcare, education, economics, aboriginal affairs and earth sciences gather knowledge from around the world and think hard about its relevance and impact here in New Brunswick. The lessons they learn, the evidence acquired and its subsequent analysis and application to informed decision making can be deployed anywhere around the globe.

Our current ecosystem of public policy expertise is more vast, more relevant and has more impact than ever.”



H.E.A. (Eddy) Campbell
PRESIDENT AND VICE-CHANCELLOR



PROSPEROUS

SIGNIFICANT

INFLUENTIAL

*Making a
Significant Difference*

..... in

BUILDING A BETTER PROVINCE

.....

Last year's analysis of UNB's economic footprint, compiled by Halifax-based consultants Gardner Pinfold, showed a positive return on investment for New Brunswick taxpayers. While UNB's connection to the economic health of our province is undeniable, its contributions to the broader public policy spectrum are equally significant. UNB's researchers

and experts in fields as varied as education, healthcare, earth sciences, aboriginal affairs and economics contribute tremendous insight into the opportunities and challenges we must address as a society. The work they produce equips our governments with the data and analysis they need to make informed decisions.

UNB GAME CHANGERS

Assistant Dean, Health Research & Partnerships
Associate Professor, Department of Nursing
and Health Sciences

ROBERTA CLARK

Professor and Dean of Engineering

DAVID COLEMAN

Canada Research Chair in Chemical
Contamination of Food Webs

KAREN KIDD



RICK CUNJAK

Canada Research Chair in River Ecosystem Science
Science Director, Canadian Rivers Institute
Professor, Department of Biology and Faculty
of Forestry and Environmental Management

YVES BOURGEOIS

Director, Urban and Community
Studies Institute

KERRY MACQUARRIE

Professor and Canada Research Chair,
Department of Civil Engineering
and Canadian Rivers Institute

Director and Professor,
UNB Early Childhood Centre

PAM WHITTY

Associate Professor and Canada Research
Chair in Population and Social Policy

MICHAEL HAAN

Co-executive Director,
Health and Education Research Group

PATRICIA PETERSON



WILLIAM MORRISON

Co-executive Director,
Health and Education Research Group
Associate Professor, Faculty of Education

TED MCDONALD

Professor, Department of Economics

KARL BUTLER

Professor, Earth Sciences
and Geological Engineering



IMPROVING HEALTHCARE DELIVERY

Led by Ted McDonald, a labour and health economist in UNB's department of economics, SUPPORT is a large-scale collaboration involving researchers, government officials, provincial health research foundations and regional health authorities from across the Maritime Provinces. Its mission is to ensure a more efficient use of scarce research resources and the development of a patient-oriented research support unit in the region.

Another of Dr. McDonald's major health initiatives is the Maritime Atlas Partnership System (MAPS). The project is designed to address the chasm that exists between healthcare data and policy decision making.

Of course, UNB's impact on the healthcare sector extends across numerous faculties, departments and units at the university. Most notable is the array of partnerships found within the Tucker Park Collaborative at UNBSJ. Home to programs and services such as Dalhousie Medicine New Brunswick's medical school, the NBCC Allied Health Education Centre and the Saint John Regional Hospital, Tucker Park is leading the way towards a more collaborative model for healthcare research and service delivery. Another recent addition to UNB is Anthony Reiman, Canadian Cancer Society Chair in Cancer Research at UNB.



The Tucker Park Collaborative at UNB Saint John is home to programs and services such as Dalhousie Medicine New Brunswick's medical school, the NBCC Allied Health Education Centre and the Saint John Regional Hospital. Tucker Park is leading the way towards a more collaborative model for healthcare research and service delivery



As Roberta Clark, Assistant Dean of Health Research and Partnerships at UNBSJ, points out "Healthcare is increasingly focused on complex cases and the treatment of chronic illnesses." To address this challenge, UNBSJ is seeking to marshal the skills and talents of a multitude of disciplines. The work at Tucker Park Collaborative demonstrates the benefits of this approach.

UNB's healthcare cluster expanded even further recently to include services and research provided by the Psychological Wellness Centre and the Community Health Clinic in Fredericton. The latter, in addition to its traditional offerings, has been partnering with UNB's Pond-Deshpande Centre and the Social Policy Research Network on a pilot program for practitioner-led teams delivering healthcare services.

Today UNB's ecosystem of public policy expertise is
more vast and deeper than ever.



GROWING OUR POPULATION AND STRENGTHENING OUR WORKFORCE

Despite being at UNB for only two years, Michael Haan has already established multiple connections with the provincial government through his work in the departments of economics and sociology.

Prior to moving to New Brunswick, Dr. Haan met with senior staff in what was then the government's population growth secretariat to discuss how the province might measure immigrant recruitment and retention. Dr. Haan has since worked with the government's population growth secretariat to identify who comes to New Brunswick and who is most likely to stay.

Dr. Haan is also currently working with the department of post-secondary education, training and labour on projecting future demand for post-secondary education in New Brunswick and identifying ways to increase enrolment and ensure that colleges and universities are producing graduates the local labour market needs, both now and in future.

Through funding from the New Brunswick Innovation Fund, Dr. Haan is also establishing an index to identify innovation hotspots in New Brunswick.

HELPING GOVERNMENTS ORGANIZE AND ACCESS THE DATA THEY NEED

Led by Dr. Haan and Ted McDonald, department of economics, UNB is in the process of establishing the New Brunswick Institute for Research, Data and Training.

This initiative will provide a secure environment to store and analyze confidential administrative data. Initially, the institute will house data from the department of health, but the goal is to eventually include data from all relevant government departments.

Following up on past programs aimed at training government employees in the practice of evidence-based policy formation and evaluation, Dr. Haan and Dr. McDonald plan to educate government staff on techniques of statistical policy analysis and provide data and information to help address some of our region's most pressing policy problems. It is their hope that the institute will become a central part of the province's rebuilding efforts.

IMPROVING EDUCATION AND WELLNESS FOR CHILDREN, FAMILIES AND COMMUNITIES

Led by Bill Morrison and Patti Peterson from UNB's faculty of education, the Health and Education Research Group (HERG) has developed a number of policies and practices used within New Brunswick's Department of Health and Department of Education and Early Childhood Development.

HERG exists to make a positive and significant difference in the health, well-being and education of youth, families and communities. Its impact on social policy has resulted from work including the NB student wellness survey in 2006-2007, and the provincial elementary wellness survey in 2008. From these, HERG developed knowledge translation tools to encourage the use of survey findings.

In addition, the faculty of education's early childhood centre includes a group of professors interested in teaching and research in the field of early childhood, plus a classroom that is home to an innovative full-day program for four-year-olds. Led by Pam Whitty, the early childhood centre has a 20-year history of extensive research and development in early childhood, including early literacies, family literacies, early learning and care and early years curriculum. Dr. Whitty and her colleagues are the authors of the early learning framework, which is used as a curriculum document for all licensed English four-year-old programs in New Brunswick.

UNB's early childhood centre in Fredericton





CONTRIBUTING TO NEW BRUNSWICK'S SHALE GAS DEBATE

UNB's most visible foray into public policy in 2012 was related to the issue of shale gas extraction.

Last May, an opinion paper on shale gas exploration entitled *Potential Impact of Shale Gas Exploitation on Water Resources* was released to the public by Tom Al and Karl Butler of UNB's department of earth sciences, in conjunction with Rick Cunjak from the department of biology and the faculty of forestry and environmental management, and Kerry MacQuarrie from the department of civil engineering.

The purpose of the paper was to provide objective and unbiased information that would inform the broader shale gas debate in New Brunswick.

The publication was followed by a public conference on shale gas exploration and development featuring numerous experts from academia, NGOs, government and industry. David Coleman, UNB's dean of engineering, helped organize the two-day forum in concert with our colleagues at l'Université de Moncton.

UNB has since remained engaged in this vital conversation, most notably in hosting various speakers on the topic, including analysts Deborah Rogers and David McLaughlin and New Brunswick's Chief Medical Officer of Health Eilish Cleary.

UNB research has helped bring clarity to the ongoing shale gas extraction debate in the province. It has also helped preserve our natural systems, notably through the work of Dr. Karen Kidd (bottom right)





PHOTO: Garth Lenz

The Canadian Rivers Institute (CRI) in Saint John works closely with regional, provincial and federal government agencies in a variety of areas to provide advice on new policies, the effectiveness of existing policies and gaps and needs for future policies.

Recently this has included studying the potential impacts of nutrients and contaminants from agriculture, aquaculture and natural resource development, and the presence and effects of existing and emerging contaminants associated with municipal and industrial effluents.

Karen Kidd, professor in biology at UNBSJ and researcher at the CRI, is also involved with a variety of industrial and government partners on identifying the causes of changes

in aquatic environments. These collaborations include improving treatment processes and increasing knowledge on species at-risk and on water flow needed to sustain ecosystems – critical information for developing policies on sustainable water use.

Dr. Kidd, whose lobbying efforts to save Ontario's Experimental Lakes Area gained national attention this year, also studies how fish populations are affected by commercial and sports fishing, and her research has been incorporated into sound policies on harvesting adopted by governments. Similarly, the CRI's work on contamination of fish is used for assessing risks to fish-eating humans and wildlife and to set fish consumption advisories.

PROTECTING OUR NATURAL SYSTEMS





Premier David Alward and HRH The Prince of Wales chat with participants from UNBSJ's Promise Partnership



CONFRONTING POVERTY AND PROMOTING PROSPERITY

UNB's Urban and Community Studies Institute, led by Yves Bourgeois, has partnered on several of New Brunswick's social inclusion initiatives, including the poverty reduction working group and the Saint John social plan and transportation working groups. The institute has been working to assess the impact of anti-poverty initiatives in New Brunswick and measure their social return on investment.

The institute co-hosted the "What's the Future Saint John?" forum in September and organized a lunch & learn series on important issues facing New Brunswickers. The most recent of these was presented by Nathalie Des Rosiers, general counsel of the Canadian Civil Liberties Association, and was entitled "Human Dignity and Justice: The Duties of the State Towards the Most Vulnerable."

More broadly, the Institute is leading the discussion on "urban thinking" in the province and seeking to promote opportunities through New Brunswick's urban centres. To this end, the institute is hosting the 2013 "Byrne at 50 symposium," commemorating the legacy of the Byrne Commission on municipal reform and helping chart the course for future municipal reform.

Finally, the Institute is leading and partnering on several research initiatives related to innovation, the knowledge economy and economic development. It is also helping to identify and remedy gaps in IT skills and the digital infrastructure, which will underpin our region's competitiveness.

Also helping UNB fulfill its commitments to its neighbours and the broader public is Vice-President (Saint John) Robert MacKinnon's remarkably successful Promise Partnership, which began by pairing mentors from UNBSJ with students from Hazen-White/St. Francis School in Crescent Valley, one of Saint John's most economically and socially vulnerable neighbourhoods.

The Promise Partnership expanded its tutoring program to another priority neighbourhood in September.

This innovative program even caught the attention of the visiting Prince of Wales and Duchess of Cornwall in 2012. In May, the couple toured Hazen White/St. Francis Elementary School. Both Prince Charles and his wife Camilla showed a keen interest and spent time chatting with students and their UNBSJ mentors.



UNB plans to examine more issues of public interest in the coming year, including the idea of a west-to-east pipeline to feed crude oil to New Brunswick's refineries

MAKING SOCIAL ENTERPRISE SUSTAINABLE

UNB's Pond-Deshpande Centre for Innovation and Entrepreneurship (PDC) has been leading the charge on a new model to help make non-profit organizations and charities more sustainable and less dependent on government funding. The idea involves leveraging the principles of business and layering them on top of our collective efforts to fix social ills, ultimately making the world a better place for society's most vulnerable populations.

The initiative offers a solution to the double-edged problem confronting many non-profit organizations, namely soaring costs and declining government support. The PDC's efforts on this front are proving that you can 'do well' and 'do good' within the same venture.

A recent example is the PDC's partnership with the John Howard Society. Together they hope to create jobs for individuals constrained by employment barriers by training them to retrofit the province's aging collection of affordable housing. Labelled "Green Trade," potential workers acquire pre-trade certification training, allowing them to find success in the construction industry while making homes more energy efficient for low-income families.

UNB'S FUTURE PLANS

Just as current public policy initiatives at UNB are too numerous to mention in this limited space, future plans are equally broad. In the coming year, however, a handful of issues that have long stymied policy makers will be explored at UNB.

A partial list includes the federal equalization program, municipal governance in New Brunswick and around the world, the idea of an east to west oil pipeline, and a partnership between the RCMP and the department of sociology's Dale Ballucci on prolific offenders in New Brunswick.

Finally, efforts are underway to more effectively coordinate UNB's numerous contributions to public policy through the creation of a central public policy institute at the university. The new institute would ensure that UNB's already considerable impact on public policy is further strengthened and focused.

NOTES

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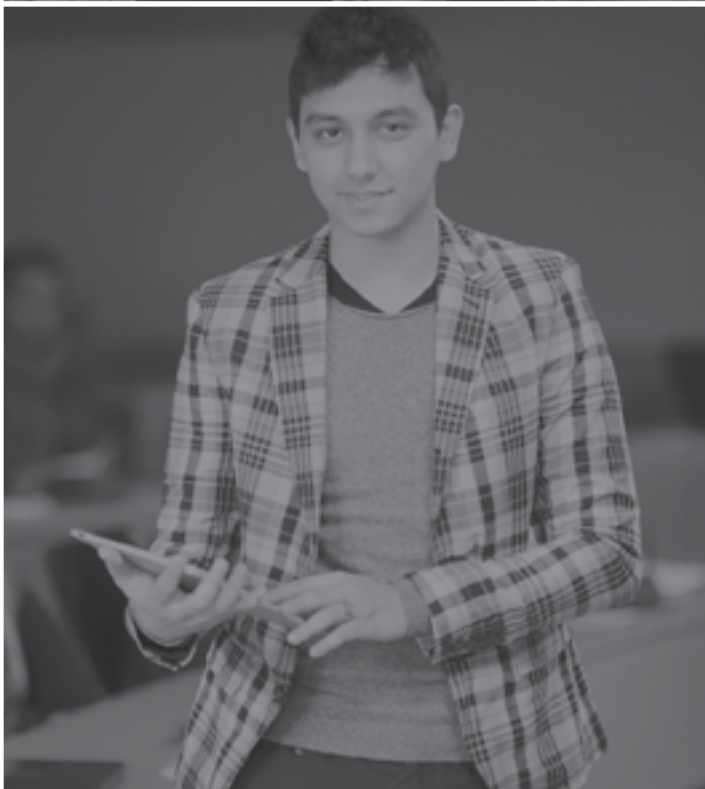


“UNB’s students, faculty and staff should be proud of the university they have built – a world-class learning and research institution that has nonetheless maintained a welcoming friendliness and charm.

With its gaze firmly fixed on working collaboratively to address tomorrow’s challenges, UNB is well on its way to claiming its rightful place as a destination university, attracting top talent from around the world through a mindset focused on innovation.”

H.E.A. (Eddy) Campbell

PRESIDENT AND VICE-CHANCELLOR





STRATEGIC PLAN

Developed in late 2010, UNB's strategic plan is designed to guide the university's decision making over a five-year period. The plan is fundamental to strategy in all areas of the university, including guiding budget decisions, academic programming, community outreach and advocacy.

The plan allows UNB to protect activities that are truly excellent, build on those activities we do well and take advantage of opportunities that benefit our students, staff, faculty and communities.

By working together, we will become THE university of choice for passionate minds.

THE PLAN

Our plan has one overarching goal and five supporting goals. Each supporting goal is accompanied by objectives and activities, metrics, targets where applicable and recommendations where needed.

OVERARCHING GOAL

Our aim is to be the best teaching and learning institution in Canada, balancing and integrating excellence in education and research.

SUPPORTING GOALS

- Provide an exceptional and transformative student experience
- Lead in discovery, innovation and entrepreneurship
- Establish financial resilience and responsibility
- Build a better university
- Build a better province

A more detailed version of UNB's strategic plan, including progress updates, can be found at unb.ca/strategicplan



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