

UNIVERSITY OF NEW BRUNSWICK  
PRESIDENT'S ANNUAL REPORT  
..... 2013 .....

**BUILDING A  
BETTER FUTURE**

**UNB**



## OUR VALUES, PURPOSE VISION AND MISSION

### 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.

### VISION

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

### 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.



“At UNB we strive as individuals — and as a university — to do exceptional and influential things, and perhaps we are too often slow to speak about our people and accomplishments. Tremendous goodwill comes our way when we tell our story, the story of the University of New Brunswick.

This annual report shares some of the remarkable stories of innovation, creativity, teamwork, hard work, compassion and selflessness that we experience on a daily basis at UNB.

We’re justifiably proud of UNB, our people and their accomplishments.

Their stories deserve to be told.

Please join us in sharing them, and in

**BUILDING A BETTER  
FUTURE.”**

.....

**H.E.A. (Eddy) Campbell**

*PRESIDENT AND VICE CHANCELLOR*

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TRIMMING EXPENSES,  
NOT QUALITY

*\$25.5million*

HAS BEEN TRIMMED FROM UNB'S OVERALL BUDGET  
OVER THE LAST EIGHT YEARS, A 14% REDUCTION.  
WE ARE THEREBY BETTER POSITIONED TO DEAL  
WITH INCREASING ECONOMIC, FISCAL  
AND DEMOGRAPHIC PRESSURES.

*< 1%*

OF UNB'S OPERATING BUDGET  
IS ALLOTTED TO  
EXECUTIVE SALARIES

WE ARE RECOGNIZED AS ONE OF



*8%\**

UNB'S PROPORTION OF ADMINISTRATIVE AND  
GENERAL SPENDING, PLACING IT BELOW THE  
BROADER CANADIAN UNIVERSITY AVERAGE  
\*CANADIAN ASSOCIATION OF UNIVERSITY  
BUSINESS OFFICERS 2011-2012



Canadians are a modest lot, Atlantic Canadians more so. While we strive as individuals — and as a university — to do great things, we are too often the last to speak about our people and accomplishments. Tremendous goodwill comes our way when we tell our story, the story of the University of New Brunswick.

We asked ourselves ‘Why UNB?’ just a short while ago. The question leaves the door open for descriptions of our celebrated programs, our superb faculty and staff, our diverse student body and our accomplished alumni. Together they tell us, that’s ‘Why UNB,’ with each reason as powerful as the last.

This annual report shares some of the amazing stories of innovation, creativity, teamwork, hard work, compassion and selflessness that we experience on a daily basis at UNB. You’ll discover that innovation — a new word for some organizations — has a deep history here. And you’ll find that at UNB, when

someone has a ‘eureka’ moment, they are encouraged, coached and supported to bring it to life. That’s ‘Why UNB.’

UNB is building a better province and a stronger nation. The university has been an incubator for 18 start-up companies in 13 years, and it has also been at the forefront of engineering, science, health research and innovation, law, social sciences, arts and education. UNB faculty and students are caring for the elderly and infirm, and teaching children and young adults at home and in faraway countries. They are solving the most pressing problems of today, writing award-winning books, and building a better society and more vibrant economy for tomorrow.

It is a place enriched beyond measure by all the students that choose to come to UNB. That’s ‘Why UNB.’

We’re justifiably proud of UNB, our people and their accomplishments. Their stories deserve to be told. Please join us in sharing them and in building a better future.

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

*Our objective is long-term financial sustainability in order to provide a solid, enabling foundation for our cause.*

THERE ARE FOUR KEY ELEMENTS IN OUR FINANCIAL STRATEGY:

- Obtaining necessary resources
- Allocating resources appropriately
- Managing resources responsibly
- Managing risks

OBTAINING NECESSARY RESOURCES

**\$8.7M**

DONATED by generous donors, including alumni, corporations, foundations, faculty, staff, students and other friends

**9.5%**

INVESTMENT RETURNS against a benchmark of 8.5%

**\$200.8M**

ENDOWMENT AND LONG-TERM TRUST FUND investment pool reached a new milestone (as of April 30, 2013)

ALLOCATING RESOURCES APPROPRIATELY

**55%**

AVAILABLE OPERATIONAL RESOURCES allocated to the core activities of instruction and non sponsored research, a higher proportion than the Canadian university average

MANAGING RISKS AND RESOURCES RESPONSIBLY

In 2013-14 UNB's operating environment was defined by constrained resources and fiscal restraint, placing an emphasis on the need for exceptional management of our resources and investment in new sources of revenue. We realized in year operational savings of \$11.7 million as a result. The university deployed \$10.3 million of these funds to capital and deferred maintenance projects, student recruitment activities and risk contingencies, to yield a net operating surplus of \$1.4 million. We have no accumulated debt though infrastructure renewal remains a significant challenge for UNB.

MANAGING RISKS AND RESOURCES RESPONSIBLY

**\$1.6M**

SAVED IN ENERGY COSTS in 2012-2013 through the Energy Management Program

\* The Fredericton campus was one of the first of NB Power clients to sign a PowerShift Atlantic agreement to help in the research and development of wind power integration into the NB Power grid.



EXPERIENCED

DIVERSE

COMPETITIVE

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## OUR STUDENTS

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Since its inception in 1785, when the Loyalists, barely settled in their ‘infant’ province, petitioned the Lieutenant-Governor for a Provincial Academy of Arts and Science, the University of New Brunswick has had the education of students at its core. Now, almost 230 years later, our students come from far and wide, and their experience is valued and enhanced beyond the wildest dreams of our founders through award-winning faculty, a diversity of degree programs, state-of-the-art facilities, responsive support systems, experiential learning outside the classroom and a multitude of extra-curricular activities.



## CIS HOCKEY

You can't win 'em all, but the Varsity Reds men's hockey team has come close, with four Canadian Interuniversity Sport (CIS) championships in the past seven years. The 2013 gold medal victory in Saskatoon on March 17 was the fifth in the team's history and the 11th time the team has finished in the medals.

The lowest scoring final in the 51 year history of the CIS, the 2-0 shutout against the Saint Mary's Huskies was especially sweet, given that the two teams are long standing conference

rivals and had faced each other in the 2013 Atlantic University Sport (AUS) championship, which UNB won two games to one.

Forward Tyler Carroll was named the CIS tournament MVP. Coach Gardiner McDougall, who has led the team to eight of its championship appearances since 2000 and is the third most winning hockey coach in the CIS, joined his players, staff and a jubilant President Eddy Campbell on the ice for the presentation of the University Cup.

## GOING FOR GOLD, MAKING THE GRADE

Athletics, whether competitive or recreational, are an important part of the student experience, contributing to a 'healthy mind in a healthy body.' Our varsity teams, who play in the Canadian Interuniversity Sports (CIS) and Canadian College Athletic Association (CCAA) leagues, represent the pinnacle of athletic (and often, academic) achievement. We are very proud of our student-athletes who distinguish themselves on our campuses, in regional divisions and at the national level.

# 42%

VARSITY REDS STUDENT-ATHLETES  
NAMED ACADEMIC ALL-CANADIANS  
(GRADE POINT AVERAGE OF 3.5 OR GREATER)

INCLUDING:

# 38%

MEN'S  
HOCKEY  
TEAM

# 53%

WOMEN'S  
SWIM  
TEAM

# 58%

WOMEN'S  
VOLLEYBALL  
TEAM

# 8

SEAWOLVES VARSITY STUDENT-ATHLETES  
HAD A GRADE POINT AVERAGE OF  
3.9 OR GREATER

# 21%

SEAWOLVES VARSITY STUDENT-ATHLETES  
HAD A GRADE POINT AVERAGE OF  
3.5 OR GREATER

## CCAA SOCCER

The UNB Saint John Seawolves Men's Soccer Team plays in a league of its own – the Canadian College Athletics Association (CCAA) – and in 2013, hosted the national championships on the turf at the university's newly refurbished Canada Games Stadium from November 6 to 9.

Eight teams from across the country participated in the tournament, which drew record crowds to the campus. Although they finished out of the medals, the Seawolves played three close games, beating the 2013 Atlantic Collegiate Athletic Association (ACAA) champions, the Mount St. Vincent Mystics, 2-1 in their final match.

The Seawolves' Mackenzie Tamblin was a season standout: ACAA Player of the Year, member of the ACAA First All-Conference team, and the league's top scorer with 14 goals in 12 games. On the national level, he was named a CCAA All-Canadian and a member of the Tournament All-Star Team. He and his teammates Jason Demerchant and Mark Newman shared the honour of being named Players of the Game.

## CIS SOCCER

It had been a long dry spell, but the 2013 Varsity Reds Men's Soccer Team more than made up for it. They ranked number one in the Atlantic University Sport Conference (and number five in the country) at the end of the regular season, won the AUS championship 3-0 over the Saint Mary's Huskies, and played host to the CIS championships at the BMO Centre in Fredericton, one of the best soccer facilities in the country.

But that's not all. The V-Reds won their first CIS medal in more than 30 years, taking the bronze in a 1-0 shootout against the season's top-scoring Ontario University Association champions, the York Lions.

Several UNB players distinguished themselves at the national level: 1st Team All-Canadian Diego Padilha and CIS Championship All-Stars, Ben Law and Aaron MacMurray. Coach Miles Pinsent was named Conference Coach of the Year for the fourth time in ten years.

## SUPPORTING OUR ACADEMIC STAFF

Biologist Kate Frego, award-winning faculty member and longtime chair of the Vice-President's Excellence in Teaching Committee, is the new namesake of the Teaching Mentorship Programme instituted by the Teaching and Learning Centre at UNB Saint John. Aimed at supporting faculty members, contract academic instructors and graduate student teaching assistants with fewer than five years' experience, more seasoned educators participate with new teachers in the early-career program, which enhances university teaching competencies and professional teaching networks and encourages individual recognition.

## TO THE POWER OF TWO

The benefits of having two campuses are amply demonstrated in the diverse range of MBA program choices for students pursuing graduate studies in business.

Between the two business faculties in Fredericton and Saint John, options have evolved over the past 20 years to include part-time, full-time and industry-focused study with opportunities for internships, study abroad, experiential learning and research. This wide variety of choices makes the UNB MBA degree attractive to students from New Brunswick, across Canada and around the world. Students have the opportunity to study and research with faculty members from either campus, virtually doubling their program and professional development experiences.

Now the two faculties have formed a bi-campus committee to consider a joint Executive MBA program that would take their combined strengths to a whole new level. Senior managers looking to expand their horizons and their ambitions will be the beneficiaries of this collaboration.

*Left to right:*

- *Kate Frego, Biology Professor, Department of Science, Applied Science and Engineering, UNB Saint John*
- *Fazley Siddiq, Dean of Business, UNB Saint John*
- *Devashis Mitra, Dean of Business, UNB Fredericton*

## STUDENT SUCCESS

Seventeen outstanding individuals were inducted into the Sir Howard Douglas Society of Scholars in 2013. The Sir Howard Douglas Award annually recognizes undergraduate students in third year and above who combine academic excellence with active participation in extra- or co-curricular activities. The society encourages members to live up to the motto, *Non Nobis Solum* – Not for Ourselves Alone. As the honour society grows each year, new members become part of a network of like-minded and motivated classmates.





*John Connell (Bachelor of Philosophy in Interdisciplinary Leadership Studies) is passionate about the outdoors and wants to find environmentally sustainable solutions to world issues. During his time at UNB, he has been a volunteer with the Parks New Brunswick Get Outside! program and has been a student ambassador with UNB's Pond-Deshpande Centre for Innovation and Entrepreneurship.*



## STRENGTHENED BY INTERNATIONAL STUDENTS

The rising international presence at our university can be seen in the face of Laurrett Nwaonumah (BSc'13), the spring 2013 Convocation valedictorian for UNB Saint John. Coming from Nigeria, Nwaonumah was a proud UNB student and varsity athlete who majored in biology and psychology, making the dean's list every year.



## GLOBAL INITIATIVES

Guyana was the destination for members of the faculty of education last spring. The peripatetic teachers delivered a three-week course designed to strengthen educational management practices, build the capacity of teachers and sharpen classroom teaching in the developing country. At the conclusion, Ann Sherman, dean of the faculty of education at UNB Fredericton, presented the Guyanese educators with certificates for completing Principles and Practices of Educational Institutional Management. The course was a collaboration between the Guyana Ministry of Education and the World Bank. With this initiative UNB acted on our commitment to share our wealth and make a positive impact on a less fortunate nation.

*Ann Sherman, Dean of the Faculty of Education, UNB Fredericton*

# +3,200

GRADUATES FROM OUR BBA AND BED PROGRAMS IN TRINIDAD AND TOBAGO (1997 TO 2013)

# ~3,500

UNB ALUMNI LIVING IN TRINIDAD AND TOBAGO - MORE THAN ANY COUNTRY OTHER THAN CANADA OR THE U.S.

# +90

COUNTRIES REPRESENTED BY STUDENTS ATTENDING UNB

# 12%

OF THE STUDENT BODY CONSISTS OF INTERNATIONAL STUDENTS:  
9.6% AT UNB FREDERICTON  
21% AT UNB SAINT JOHN

## TEACHING AND LEARNING

The Hans W. Klohn Commons on the Saint John campus achieved LEED® Gold certification, one of only five in New Brunswick and the only university building in the province with any level of LEED® certification. LEED® is an industry rating system recognized as the mark of excellence for green buildings in more than 132 countries.

Environmental efficiencies and cost savings to the university include:

- 58 per cent reduction in potable water use, equivalent to 1,800,000 litres per year or almost 6,500 bathtubs of water each year;
  - 47 per cent reduction in energy costs – 380,000 kilowatt-hours per year, equivalent to the energy used by 13 single family dwellings;
  - 150 tonnes of construction waste (93.7 per cent) diverted from the landfill; and
  - 90 per cent of indoor areas with direct sightlines to daylight.
- 140 tonnes of CO<sub>2</sub> per year of GHG emissions saved, the equivalent of taking 30 SUVs off the road;

“Students are drawn to universities as a means of achieving their life goals. In many cases that means becoming a lawyer or a doctor or a teacher. I want every student at UNB, no matter what faculty they study in, to have the option of adding entrepreneur to that list.”

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**H.E.A. (Eddy) Campbell**

*PRESIDENT AND VICE-CHANCELLOR*



C R E A T I V E

E X P O N E N T I A L

R E C O R D - S E T T I N G

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## RESEARCH EXCELLENCE

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Scholarship, creativity, the generation of new ideas and their applications, and a deeper understanding of the forces at work in the world are what research at UNB is all about. The growth of research activity—and the funding for it—has been exponential over the past decade, catapulting UNB to record-setting levels of achievement. Faculty, joining with both undergraduate and graduate students, often in partnership with government, industry and the non-profit sector, make substantial contributions to literature, science, public policy, technology, innovation—virtually every aspect of human endeavour.

## UNB RESEARCH HIGHLIGHTS

Businesses need money to survive and prosper, as UNB Saint John MBA candidate, Shanaz Kamal can attest. She compiled the New Brunswick Capital Markets Report 2013, in collaboration with Jeff Harriman, the New Brunswick Financial and Consumer Services Commission's capital markets specialist. In 2012, there were 19 merger and acquisition deals involving New Brunswick based companies, worth nearly \$216 million. Ms. Kamal's contributions to the report are noteworthy, as it highlights continuous growth in the province and the recognition of small companies as viable investment opportunities for venture capitalists.

**\$25.3M**  
*in research grants  
in 2012-2013*  
▲3%

**54.1%**

SUCCESS RATE FOR GRANTS FROM THE  
NATURAL SCIENCES AND ENGINEERING  
RESEARCH COUNCIL (NSERC)  
▲2.6%

**121%**

INCREASE IN GRANTS FROM THE PROVINCE OF NEW  
BRUNSWICK, DEMONSTRATING THE GOVERNMENT'S  
STRONG COMMITMENT TO INNOVATION

**18**

NEW BRUNSWICK START-UPS  
LAUNCHED FROM UNB SINCE 2000

**x2**

UNB RESEARCH COMMERCIALIZED AT  
ALMOST TWICE THE CANADIAN RATE

*Dulanga Ranasinghe was one of two inaugural recipients of the Schulich Leader Scholarships at UNB, which recognize students across Canada who plan on studying science, technology, engineering or mathematics during their undergraduate years for demonstrating excellence in academics and community leadership. Immersed in UNB's biology-chemistry honours program, Ranasinghe is focused on preparing for medical school and being active within her community.*



## SIEMENS CANADA TO INVEST IN SMART GRID RESEARCH PROJECTS WITH UNB

UNB and Siemens Canada have teamed up to work on two smart grid technology research projects. The projects, both led by the university's department of electrical and computer engineering under sustainable power expert Liuchen Chang, will focus on two elements of smart grid technology and implementation: Residential Demand Response and Load Shifting.

Demand Response programs aim to decrease electricity consumption or shift it from on peak to off peak periods depending on consumers' preferences and lifestyles. Load shifting is a strategy that attempts to shift demand for electricity so that less power is used during expensive peak times.

Siemens will invest up to \$2.5 million (cash and in kind) in academic research projects in New Brunswick over the next five years. These are the first two projects with UNB and are an early milestone in Siemens' fulfillment of its commitment.



*Liuchen Chang, Professor, Department of Electrical and Computer Engineering and Principal Investigator NSERC Wind Energy Strategic Network, UNB Fredericton*

*Shelley Doucet is the founder and chair of the Atlantic Community of Practice in Interprofessional Education and Practice, and the Canadian delegate to an international network that enhances the theoretical rigor of collaborative practice and interprofessional education among health and human service professionals. She is also the Canadian lead on a graduate student and faculty exchange in interprofessional education between Norway, Canada and the United States.*



#### CHANGING THE FACE OF NEW BRUNSWICK

In October, the New Brunswick Health Research Foundation recognized Shelley Doucet as Researcher of the Month. A recent addition to the UNB Saint John department of nursing and health sciences, Dr. Doucet hit the ground running, focusing on interprofessional education and practice and patient-centred health care services. This growing field of study, which fosters collaboration among health care professionals to ensure more integrated and effective patient care, holds the potential for transforming health care delivery here in New Brunswick and around the world.



SANDRA BYERS



## MAKING A SIGNIFICANT DIFFERENCE

### CHRIS GRAY

What do cow parsnip, sweet flag, wild sarsaparilla, juniper and skunk cabbage all have in common?

Chris Gray and his colleagues in the Natural Products Research Group at UNB Saint John know the answer. They are traditional medicinal plants, used by First Nations people for millennia, that may once again become or inspire new therapeutics, health products, agrochemicals and antifoulants.

Using the latest scientific techniques, Dr. Gray and his team are analyzing these plants on a molecular level to understand how they might be used. And there is some urgency to their work. Drug resistance is increasing as the effectiveness of antibiotics is decreasing.

“We can do fantastic surgical procedures but people are going to come out of the operating room and then die of some really common infection in the hospital,” Dr. Gray says.

An award-winning professor of chemistry and biology, Dr. Gray was recognized by the New Brunswick Health Research Foundation as Researcher of the Month in May 2013 and subsequently, Researcher of the Year, which carries a \$10,000 grant from the foundation.

Sandra Byers was a first year student in psychology at the University of Rochester when the groundbreaking *Everything you always wanted to know about sex (but were afraid to ask)* was published. Today she is a celebrated human sexuality expert and there's nothing about sex that she's afraid to discuss.

A member of the UNB Fredericton department of psychology since 1978 and its current chair, Dr. Byers has researched, written and taught extensively on many aspects of human sexuality.

In November, her exceptional body of work and substantial accomplishments were recognized with the 2013 Alfred C. Kinsey Award from the international Society for the Scientific Study of Sexuality. This is not the first time the SSSS has honoured her: she is a Fellow of the Society and in 2009 received its Distinguished Scientific Contributions Award.

Hailed as one of the world's foremost sex scientists, Dr. Byers notes, “Despite the fact that sexuality is such an important part of our lives, there has been relatively little research in the area. As a result, there are many, many important questions that remain to be answered.”

It's clear many of those answers will come from her.

“Without a doubt, many of the jobs, opportunities and wealth of tomorrow will be created by entrepreneurs willing to test their ideas in a crowded and competitive marketplace. At UNB, we want our students to not only be prepared for the new reality, we want them to lead it.”

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



OUTSTANDING

INNOVATIVE

ACCOMPLISHED

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## BUILDING A BETTER UNIVERSITY

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The drive to continuous improvement is deeply embedded in UNB's past and critical to our present success. Beginning as the modest Provincial Academy of Arts and Sciences, through several incarnations, our university has, with the help of dedicated faculty, enlightened administrators, generous benefactors and concerned citizens, striven to meet the needs, in the words of Sir Howard Douglas, "of a rising, prosperous, and intellectual people." Today UNB honours its history and traditions while ensuring we are innovative, open and responsive to new fields of study, changing demographics, advances in technology and the increasing expectations of our students.

*“Our Armed Forces have enjoyed a long and rich history, complete with acts of bravery in the face of the greatest conflicts,” says Dr. Eaton. “Understanding their role and mission and communicating that to Canadians are critical today and into the future.”*

## STUDY OF MILITARY GETS REINFORCEMENTS

With the 5th Canadian Division Support Base (formerly CFB Gagetown) just down the road from the Fredericton campus and considerable strength in the field of military history, it's only natural that UNB faculty would have an interest in the Canadian army —an interest that just received some reinforcements.

Fredrik S. Eaton, O.C., O.Ont., UNB's chancellor from 1993 to 2003, and the Fredrik and Catherine Eaton Charitable Foundation, have committed \$1 million to establish a Chair in Canadian Army Studies in the Milton F. Gregg, VC, Centre for the Study of War and Society at UNB in Fredericton. The chair, which will be held by Lee Windsor, deputy director of the Gregg Centre, will focus on connecting citizens to the Canadian Forces and furthering the professional development of the Canadian Army.



Left to right:  
Gregg Centre's  
Director Marc Milner,  
Frederik S. Eaton, O.C.,  
and Deputy Director  
Lee Windsor

## MACLEAN'S 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 is right for them. It also inspires ongoing discussion about the quality of the post secondary experience from coast to coast. The 2013 issue comprises Maclean's 23rd annual review and UNB maintained or increased our standings in a number of categories:

# 4th

OVERALL IN THE COMPREHENSIVE CATEGORY  
(maintaining gains made last year)

# 2nd

PLACE FOR STUDENT/FACULTY RATIO  
(maintaining gains made last year)

# ▲▲ 3 spots

IN BUDGET DEVOTED  
TO STUDENT SERVICES  
*and*  
IN PERCENTAGE OF FIRST-YEAR  
STUDENTS FROM OUT OF PROVINCE  
*and*

IN 'MOST INNOVATIVE' CATEGORY  
TO 23 OVERALL (OUT OF 49 SCHOOLS)

# ▲▲▲ 5 spots

23RD OVERALL OUT OF 49 SCHOOLS  
IN REPUTATIONAL SURVEY

# 1st

OVERALL IN LIBRARY  
HOLDINGS AND EXPENDITURES  
(maintaining gains made last year)

## MELODY MCELMAN

When asked why she volunteers with Saint John SPCA Animal Rescue, Melody McElman replies, “You can save lives, find homes and make both people and animals happy.” By day, McElman is the office manager in the faculty of business at UNB Saint John. In her free time she is a superhero to the shelter, serving in several capacities and, since 2012, as its president.

Bolstered by advice from her university colleagues, with a small group of dedicated volunteers and lots of personal zeal, McElman has seen the shelter through a number of challenges over the past few years: financial exigency, staff reductions, relocation to a new building and renegotiation of its contract with the City of Saint John for animal control services. Today the shelter attracts more community support, has dramatically reduced the number of animals euthanized and was the first recipient for the 100 Women Who Care initiative in Saint John.





*A highlight of his long service is the four years Todd Kelly spent representing the Canadian Armed Forces at the Association Européenne des Sous-Officiers de Réserve (AESOR), seeking out international training and professional development opportunities among the 14 member countries.*

## STELLAR COMMUNITY SERVICE

### TODD KELLY

Todd Kelly (BSc'92), a technical officer in the department of physics at UNB Fredericton, is a decorated individual. In 2012 he received a Queen's Diamond Jubilee Medal. This year, he was appointed a member of the Order of Military Merit, the second highest order administered by the Governor General-in-Council. It recognizes those who have demonstrated dedication and devotion beyond the call of duty, achieving conspicuous merit and exceptional military service. Kelly has been involved with the military for 30 years and holds the position of chief petty officer (CPO2) in the Naval Reserve.

## MACAULAY-O'SULLIVAN AWARDS

Five projects were selected to receive the Macaulay-O'Sullivan Innovation and Administrative Service Awards for 2013. The Classroom Support Hotline, providing immediate on-site response to technology problems; the Faculty of Computer Science Recruitment Team; the implementation of "connectEd," a suite of integrated software tools for the entire university; the highly efficient Information Technology Services Project Management Office; and the seamless implementation of the OCLC WMS online library cataloguing system were chosen

from a field of 12 nominations to be recognized with this prestigious designation.

The Macaulay-O'Sullivan Awards were established in 2011 to recognize positive, immediate and creative initiatives that have an impact on the delivery of UNB's mission. The award is named in honour of Bev Macaulay (BScEng'28), UNB's first vice-president finance and administration, and his successor, James F. O'Sullivan (BBA'59), both of whom exemplified the highest level of service to UNB.

“Investing in post-secondary education is about more than just a solid return on investment each year to the province. It's also about creating opportunity through the discovery of new and better ways of doing things, understanding each other better. It's about commercializing new technologies, which creates jobs and wealth. It's about building a better society.”

.....

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

RENOWNED

CONNECTED

INVESTED

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## BUILDING A BETTER PROVINCE

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There is no university in Canada more inextricably bound to the history, progress and prosperity of the province in which it is located than the University of New Brunswick. New Brunswick is in our DNA and we are committed to providing the best possible education to its citizens; to contributing through our research to its knowledge, culture and technological capacity; and, through our accomplished alumni, respected faculty and international networks, to connecting New Brunswick to the world.

## OUR PASSIONATE AMBASSADOR

In October, we welcomed Allison McCain (BScEng'72, DSc'07) as our sixth modern day chancellor. An active UNB alumnus, volunteer and honorary degree recipient, Dr. McCain brings with him an impressive reputation as a business leader who is also highly regarded for his philanthropy and community service.

For more than three decades Dr. McCain has held a variety of domestic and international positions with McCain Foods and became its chair in 2004. Dr. McCain also headed UNB's Forging Our Futures campaign, which set a fundraising record in Atlantic Canada.

Dr. McCain's philanthropic activities are extensive. He and McCain Foods support the arts, education and numerous community activities and organizations.

Dr. McCain is known for his commitment to help established organizations reach new levels of performance, introducing innovation and extending global reach.

As honorary head of the university, our chancellor is a passionate ambassador for the university and actively connects UNB to the greater community.





*The TME Program at UNB Fredericton is a 'sandbox' for students with a yen to go into business for themselves.*

#### TME 25TH ANNIVERSARY

What began 25 years ago as the brainchild of one visionary UNB alumnus has grown into a powerhouse of innovation.

Endowed with a multi-million-dollar bequest from J. Herbert Smith, a 1932 engineering graduate who rose to the top of Canadian General Electric, the Technology Management and Entrepreneurship Program at UNB Fredericton is a 'sandbox' for students with a yen to go into business for themselves.

Coursework, mentors, industry experts, even an entrepreneur-in-residence are among the services offered by director Dharendra Shukla and his team. With seven successful start-ups launched in the past seven years and a cohort of 35 graduates per year, the TME program is helping to rev up New Brunswick's economic engine.

#### THE URBAN AND COMMUNITY STUDIES INSTITUTE

Smaller cities are often at a competitive disadvantage when it comes to attracting and retaining talented workers, essential to building strong communities. The Urban and Community Studies Institute in Saint John conducts research and advises governments on the crucial factors that help retain new Canadians in smaller metropolitan areas.

Fifty years ago, the Byrne Commission reset local governance in New Brunswick, leading to the creation of equal opportunity. To commemorate this anniversary, the institute held the Byrne@50 symposium in November 2013, attracting 150 community leaders, policy makers and researchers from various parts of North America. It was the ideal opportunity for high caliber speakers and panelists to engage the audience on hot-button items as the province embarks upon more regional governance reforms—a number aimed at attracting immigrants and retaining our best and brightest.

#### LORENZO SOCIETY

Since 1975, the award-winning Lorenzo Society, named for the 15th century patron of the arts, Lorenzo de Medici, has provided drama, music, visual arts and literary events for UNB Saint John students, staff, faculty and the community.

Readings by such renowned Canadian writers as Wayne Johnston (MA'85, DLitt'03); art shows by both well established and emerging artists such as UNB Saint John alumna Sarah Jones (BA'07); a music series featuring the Saint John String Quartet; the impromptu Shoestring Theatre; and publication of the student literary magazine *Vox* highlighted the society's 38th season.

## UNB GAME CHANGERS

Assistant Dean, Faculty of Engineering,  
UNB Fredericton

**FRANK COLLINS**

Director of the The Milton F. Gregg Centre for  
the Study of War and Society and Professor  
of History, Faculty of Arts, UNB Fredericton

**MARC MILNER**



**CAROLINE BRUNELLE**

Assistant Professor of Psychology  
and Clinical Psychologist,  
Faculty of Arts, UNB Saint John

**THIERRY CHOPIN**

Scientific Director, Canadian Integrated,  
Multi-Trophic Aquaculture Network,  
Department of Biology, UNB Saint John

Senior Instructor,  
Department of Chemistry,  
UNB Fredericton

**VALERIE REEVES**



Professor, Department of Biology,  
UNB Saint John

**JOHN JOHNSON**



**DAVID CREELMAN**

Professor of English  
Department of Humanities and  
Languages, UNB Saint John



**VICTORIA GIBBON**

Assistant Professor  
Department of Anthropology,  
UNB Fredericton



THE WALLACE MCCAIN INSTITUTE

The Wallace McCain Institute at UNB runs programs for high potential entrepreneurs to give them what they need to succeed. We focus on building business judgment rather than teaching textbook skills. Our flagship Entrepreneurial Leaders Program (ELP™) is so impactful that after the year is over, 99 per cent of the entrepreneurs completing it commit to meeting quarterly for the rest of their lives.

*Survey says:  
The Entrepreneurial  
Leaders Program  
presented by the  
Wallace McCain  
Institute at the  
University of  
New Brunswick,  
now in its sixth  
year, packs a  
lot of punch.*

100%

OF SURVEY PARTICIPANTS BELIEVE  
THAT THEIR BUSINESS IS STRONGER  
AS A RESULT OF PARTICIPATING IN  
THE ELP™ PROGRAM

67%

OF RESPONDENTS INCREASED  
REVENUE SINCE PARTICIPATING  
IN THE COURSE

76%

OF RESPONDENTS INCREASED  
EMPLOYMENT SINCE PARTICIPATING  
IN THE COURSE

100%

OF SURVEY PARTICIPANTS INCREASED  
THEIR VOLUNTEER TIME FROM  
13.5 DAYS/YEAR TO 36 DAYS/YEAR.

*Scovasky Ramrattan  
(BBA'08, MBA'13)  
from Trinidad and Tobago  
graduated in 2013 with  
her MBA.*

235

FUNDED R&D PROJECTS  
AT UNB IN 2012/2013

51

WITH NB BUSINESSES

116

WITH NB GOVERNMENTS  
(MUNICIPAL AND PROVINCIAL)

68

WITH NB NGOS

11%

OF UNB'S TOTAL RESEARCH REVENUE  
FOR THE FISCAL YEAR IS FUNDED  
BY THESE PROJECTS

*\$12 million*

IN VISITOR SPENDING IS GENERATED  
BY EVENTS, CONFERENCES  
AND RESEARCH PROJECTS

UNB attracts 28 per cent of all students from outside the province, representing an 'export' of New Brunswick university services, which helps to improve the province's balance of trade.

UNB attracts 12 per cent of all students from other countries. The \$21.1 million they spend on tuition, books, residence and meals provides employment for about 375 full time equivalents, \$18 million worth of income, as well as \$4 million in federal and provincial tax revenue.

Student off campus spending totals \$62 million.

*We lend our expertise to government, helping to craft new economic and social policies that benefit the local and wider Canadian communities.*



## THE FUTURE OF THE MACTAQUAC DAM

UNB's renowned Canadian Rivers Institute has been commissioned by NB Power to conduct a large multidisciplinary aquatic ecosystem study that will help determine the future of the Mactaquac Dam on the St. John River. The three-year, \$2.3-million project, led by biologist Allen Curry, will enable NB Power to evaluate options for the 46-year-old hydroelectric facility which is expected to reach the end of its service life by 2030.





*Left to right:*

*· Weiqiu Yu, Chair of Economics, UNB Fredericton*

*· Marc Duhamel, Vaughan Chair in Regional Economics, UNB Fredericton*

## SHAPING PUBLIC POLICY

Weiqiu Yu, our chair of economics, was one of two academics to advise the Honourable Kevin Sorenson, minister of state (finance), in advance of the 2014 federal budget. Dr. Yu called on the federal government to push ahead with the concept of income splitting to lower the tax burden on New Brunswick's middle class.

At the 18th Ministerial Conference in Winnipeg, MB, Marc Duhamel, the Vaughan chair in regional economics, argued

that Canadian leaders should pursue business not only with emerging nations but also with French-speaking countries, such as Switzerland and Belgium. Dr. Duhamel notes that research over the last 30 years shows a significant increase in trade when the two sides share a common language, an approach that might help the large Acadian population suffering high rates of unemployment in northern New Brunswick.



## DEBORAH LYONS

One would be hard put to think of a more challenging diplomatic assignment than Afghanistan, but that's exactly where Canada's new ambassador to the Islamic Republic, Deborah Lyons (BA'71), is pleased to be, putting her 30 years' experience to work on behalf of Afghan girls and women, as well as the emerging business community.



*Major-General Dean Milner, last commander of the Canadian Contribution to the Training Mission in Afghanistan (CCTM-A), hands over the Canadian flag to Deborah Lyons, Canada's Ambassador to the Islamic Republic of Afghanistan, as a symbol of the continued Canadian support to Afghanistan, at the International Security Assistance Force (ISAF) headquarters.*

**MEL NORTON**

The aspirations of Mel Norton (BA'96, LLB'99), mayor of the City of Saint John, to restore Saint John's place in history as the 'Renaissance City' are becoming a reality. Together with Saint John Common Council, he has implemented policies to create a vibrant city – home to diverse neighbourhoods where people want to live, work and play.

**DARRELL DUFFIE**

The Dean Witter Distinguished Professor of Finance at Stanford University's Graduate School of Business and a member of the Financial Advisory Roundtable of the Federal Reserve Bank of New York, among numerous other key appointments, Darrell Duffie (BScEng'75) is a highly respected economist, recently suggested as a candidate to head the Bank of Canada.

**ALDÉA LANDRY**

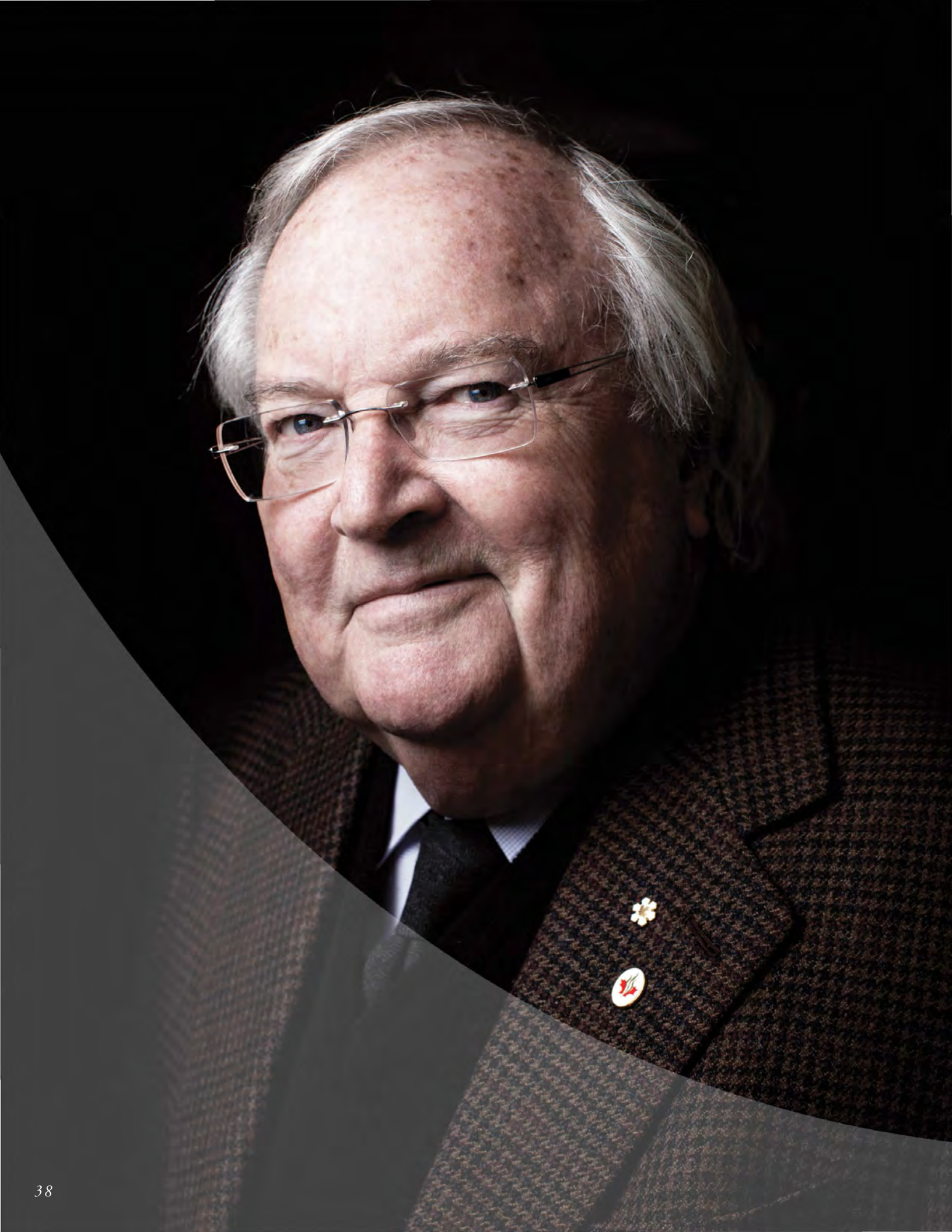
Aldéa Landry (LLB'71, LLD'02) has had a varied and distinguished career in government, business and public service, which earned her induction into the New Brunswick Business Hall of Fame in the fall of 2013. Only the second woman to be so recognized, Dr. Landry is currently president of her own management consulting firm, Landal Inc., in Moncton.

**CHRIS HUSKILSON**

Two-time graduate Chris Huskilson (BScEng'79, MScEng'82) is one of the Atlantic region's most 'powerful' men. As president and CEO of Emera Inc., an international energy and services company with roots in Nova Scotia and \$8.8 billion in assets, he keeps the lights on in Atlantic Canada, Maine and the Caribbean.

**GERRY POND**

Dubbed New Brunswick's greatest venture capitalist by the *Toronto Star*, deemed responsible for a 'start-up revolution' in the province, Gerry Pond (BA'66, DLitt'04) has done it all, from serving as CEO of NBTel to running his own consulting firm. Most important, he's invested in 25 new companies over the past decade and is helping dozens of budding entrepreneurs as co-founder of UNB's Pond-Deshpande Centre.



*Dr. Currie's  
generosity has  
helped many  
students achieve  
their goal of  
attending and  
graduating from  
university.*

#### **THANK YOU, DR. CURRIE**

On September 26, 2013, UNB celebrated Richard J. Currie's ten years of service as UNB's chancellor in the state-of-the-art building to which he made the lead gift. Dr. Currie, one of Canada's most accomplished businessmen and philanthropists, received the honorary designation of *chancellor emeritus* during graduation ceremonies in May 2013 – only the second UNB modern-day chancellor to be granted such a distinction.

He has been an inspirational leader for the university, our officials, faculty and students and his entrepreneurial spirit has set a new standard for UNB.

In addition to his leadership and expertise, Dr. Currie leaves behind a notable legacy embodied in the prestigious Currie Scholarships. The Currie Scholarship, valued at \$50,000 over four years, is awarded to students who are recognized as some of the most promising young scholars in Canada. Dr. Currie's generosity has helped many students achieve their goal of attending and graduating from university.

Thank you, Dr. Currie, for your extraordinary service and ongoing commitment to UNB.



**H.E.A. (Eddy) Campbell**

*PRESIDENT AND VICE-CHANCELLOR*

NOTES

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## UNB'S FUTURE PLANS

UNB is valued by the people of New Brunswick for the transformative things we do. Our province is struggling with structural changes to our society and our economy. Looking ahead, it remains clear that New Brunswick and Canada will need UNB more than ever.

Our role in transforming people is well established. UNB attracts talent from all corners of the globe and develops that human potential as a force of positive change. Our students and their accomplishments will remain a source of pride, and at the core of our purpose as an institution.

UNB's role in economic development has a long legacy, now in its third century. Research and discovery at UNB fuels technical innovation and social entrepreneurship. But the full extent of UNB's potential to create economic opportunities is gaining a new appreciation. In the coming year, and beyond, UNB must respond to this need.

In 2014, we are reshaping and reinforcing our efforts to support research excellence, our student experience, our image and reputation, and our financial resources. Collaboration inside and outside UNB will determine our success.

Together we will build a better province and a better UNB.



## UNB SAINT JOHN TURNS GOLDEN

UNB's Saint John campus is gearing up to celebrate and reflect on its success and all the people who have made it possible. To mark our 50th Anniversary in 2014, we will acknowledge milestones and substantial achievements, while continuing to provide an exceptional and transformative education for our students.

For 50 years, our Saint John campus has provided world-class research and learning opportunities. We're preparing leaders in the fields of engineering, science, health research and innovation, social sciences and education, while helping to build and sustain New Brunswick's economy. Our continued commitment to discovery and entrepreneurship will ensure our Saint John campus continues to impact our province for the next 50 years.





## STRATEGIC PLAN

Launched in 2011, 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

- An exceptional and transformative student experience.
- Leadership in discovery, innovation and entrepreneurship.
- Financial resilience and responsibility.
- Building a better university.
- Building a better province.

*A more detailed version of UNB's strategic plan, including progress updates, can be found at [unb.ca/strategicplan](http://unb.ca/strategicplan)*



**OFFICE OF THE PRESIDENT**

SIR HOWARD DOUGLAS HALL, RM 111, UNIVERSITY OF NEW BRUNSWICK

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