

Oct. 21-22, 2014

*President's Report*  
*to the*  
**Fredericton and  
Saint John Senates**



**UNB**  
**EST. 1785**

FREDERICTON • SAINT JOHN

Dear members of Fredericton and Saint John Senates,

Our mission is to create the premier university environment for our students, faculty and staff in which to learn, work and live. We continue to fulfill our mission with the help of dedicated faculty, energetic administrators, committed staff, generous benefactors and concerned citizens. I am proud to share some of our recent accomplishments:

The Faculty of Nursing held an open house for its new Moncton site on Oct. 14. The building officially opened in downtown Moncton last October. The faculty was previously located in an annex attached to the Moncton Hospital. Having the nursing faculty in its current location offers greater visibility and a noticeable presence in the downtown Moncton area. The new site houses a cafeteria, library, study rooms, video conference classrooms and a skills and computer lab. It not only allows the Faculty of Nursing to continue to offer top-quality nursing education, but it also equips students with up-to-date tools needed to be successful in their practicums.

A Campus Conversation event was held on Tuesday, Oct. 7 on the Fredericton campus to generate a conversation about the interests and concerns of our community regarding teaching and learning at UNB. The event focused on receiving valuable feedback from faculty, staff and students regarding classroom and learning spaces, as well as teaching and learning experiences. All feedback collected during the Campus Conversation will soon be available for public viewing on the Teaching and Learning Spaces Working Group webpage at [www.unb.ca/fredericton/vp/learn/spaces/](http://www.unb.ca/fredericton/vp/learn/spaces/). This feedback will be used in the development of the plans for the next phase of renovations of classroom and learning spaces on the Fredericton campus. As a follow up event, a poster board survey will take place in the upcoming weeks where specific student feedback will be collected regarding UNB teaching and learning experiences. Students will be approached to engage in a visual exercise in order to collect this feedback.

Goose Lane Editions celebrated its 60<sup>th</sup> anniversary in Fredericton on Oct. 4. Having joined the Department of English at UNB in 1952, poet and scholar Fred Cogswell became the editor of the internationally renowned editor of *The Fiddlehead* literary journal, and founded Fiddlehead Poetry Books. Cogswell published a total of 307 books of poetry between 1954 and 1981, at which point he passed the company over to fellow department member Peter Thomas, who added a branch called Goose Lane Editions, which would expand its focus to include the publication of fiction, prose, and poetry. From 1985 to the present, Goose Lane Editions has evolved into a successful enterprise located in Fredericton and still deeply connected to UNB. It is a wonderful example of the entrepreneurial spirit at UNB, having been its first start-up company to survive and thrive from its birth in the Department of English to a nationally renowned Canadian press. A celebration was also held in Toronto on Sept. 30.

On Oct.1, Facilities Management launched the UNBF Sustainability Program. One new initiative is the One Million Acts of Green Campaign. UNBF and local company Green Nexus have partnered to create tools for UNB students, faculty, staff and alumni to track individual sustainable practices to see the impact of their sustainable commitments while measuring their carbon footprint reduction. Participants are invited to submit their acts of green and the software will calculate their environmental impact of the actions in terms of production of greenhouse gases, water saved and energy saved. The goal of the engagement program is to have the campus reach one million acts of green by the end of the winter semester. The importance of sustainability is also recognized at UNBSJ where a community electronic recycling day, spearheaded by System Analyst Raymond H. Small, was held on Oct. 18. A community garden was opened on Sept. 26 by a student-led environmentalist organization, UNB Green Society, with a mission to reduce UNBSJ's ecological footprint.

On Sept. 30, David Emerson, UNB's Senior Director of Government Relations, was presented with the 2014 President's Award at Economic Developers Association of Canada's (EDAC) recent AGM and conference, for service to the profession and association. David also received this award in 2011, in recognition for building strategic partnerships between PSE and economic development organizations. He is the only two-time winner of this award. David currently serves on the executive committee of EDAC's Board of Directors.

I am pleased to announce that Karen Cunningham has agreed to serve UNB as Acting Vice-President (Finance and Corporate Services) effective Sept. 29 until such time as a search has been completed and an appointment made. Karen assumed the role of University Comptroller in May 2012 after a 20-year career with the provincial government. As University Comptroller, Karen has provided capable leadership and direction to the central financial services office of UNB, oversight of university financial controls and the annual external audit.

New Brunswick artist Deanna Musgrave has been selected to create a large mural for the Hans W. Klohn Commons on our Saint John campus. The work will be a large abstract mural comprising multiple panels that will cover the 11-x-52-foot wall overlooking the Commons entrance. The imagery of this work will be a large sky-like cloud or nebula referencing the evolution of thoughts, consciousness and the storage of knowledge. The mural will be unveiled in April as part of UNBSJ's 50<sup>th</sup> anniversary celebrations.

I am excited to welcome our three new deans to UNB and one returning dean. Dr. Kathleen Valentine has been named Dean of the Faculty of Nursing on the Fredericton campus. Dr. Valentine comes to UNB from the Massachusetts General Hospital Institute for Health Professions where she served as Associate Dean for Clinical Affairs and Community Engagement. Dr. Jeremy I. Levitt has been named Dean of the Faculty of Law. Dr. Levitt comes to UNB from Florida A&M University where he served as the distinguished professor of International Law, Associate Dean for International Programs, founding Director of the Center for International Law and Justice and Special Assistant to the Provost. Dr. George MacLean has been named Dean of the Faculty of Arts in Fredericton. Dr. MacLean comes to UNB from the University of Manitoba where he previously served as Associate Dean of the Faculty of Graduate Studies and head of the Department of Political Studies. We are pleased Dr. Ruth Shaw has returned to continue as Dean of the Faculty of Science, Applied Science and Engineering in Saint John. Dr. Ruth Shaw was first appointed dean of the faculty in 2008.

Other notable appointments include Dr. Van Lantz, Dean of the Faculty of Forestry and Environmental Management, Dr. Chris Diduch, Interim Dean of the Faculty of Engineering and Dr. Andrew McAllister, Acting Dean of Computer Science. Dr. Alexander (Sandy) Wilson will continue as Acting Dean of the Faculty of Arts in Saint John while Dr. Joanna Everitt is on leave. I am grateful to these individuals for leading our various faculties.

I wish take this opportunity to express my deep gratitude to a number of our professionals as they end their deanships. The leadership demonstrated by Dr. Stephen Heard, Acting Dean, Faculty of Science; Professor John Williamson, Interim Dean, Faculty of Law; Dr. Gail Storr, Dean, Faculty of Nursing; and Dr. David Coleman, Dean, Faculty of Engineering is greatly appreciated.

UNB has accomplished great things over the last few months and will continue to do so as we collectively build a better university.

Sincerely,

A handwritten signature in black ink that reads "H.E.A. Campbell". The signature is written in a cursive style with a vertical line at the end.

H.E.A. (Eddy) Campbell  
President and Vice-Chancellor

## ***An Exceptional and Transformative Student Experience***

### **Experiential Education Steering Committee**

UMC discussed the final report in great detail on Sept. 23. The final report is now posted on my webpage at [www.unb.ca/president/reports/](http://www.unb.ca/president/reports/). PETL funding has been received and we are moving forward on the recommendation for the purchase and implementation of enhanced software to support the co-op programs on both campuses.

### **Experts Database**

The strategic plan adopted in December 2010 recommended that UNB create a one-stop shop to facilitate access to faculty, staff and student expertise for existing and potential external partners. One of the first steps toward this is the creation of an Experts Database for UNB researchers, connecting them to our province.

Since the project's inception in summer 2013, collecting information for researcher profiles has been an extensive and continuous process. Information being collected includes demographic information of the UNB researcher, as well as specific research interests, project details, lay summaries of projects, and more. Data collection is well under way with different UNB researchers being approached every day.

We are working in partnership with the Memorial University of Newfoundland for the use of the special software called Yaffle which houses this information.

The Memorandum of Understanding between Memorial and UNB was signed this past summer. Currently, we are carrying out demonstrations to test sample UNB data being added to the software housed at Memorial. We anticipate that once the software is housed in its entirety at UNB and all data is added, the UNB Experts Database will be ready for its official launch by April 2015.

## **Leadership in Discovery, Innovation and Entrepreneurship**

### **Strategic Research Plan**

The offices of the President and Vice-President (Research) are currently working on summary reports regarding each proposed theme to be shared with the broader university community in town hall meetings this fall. Various databases at UNB, whether it be information on funding data or on major competencies within a field of research, are being utilized to prepare the reports. Feedback will be collected from the broader community in a world café format during this term before the themes of the Strategic Research Plan are finalized.

## **Financial Resilience and Responsibility**

### **UNB Act Review**

Parts of the UNB Act date back as far as 1952. As UNB moves forward into a global landscape vastly different than the 1950s, all stakeholders need to ensure we have the optimal governance system to support our short-term and long-term strategic objectives. A new Act is critical to our success as a Canadian and global comprehensive university.

To modernize the legislation and bylaws by which our university is governed, the UNB Act Review Steering Committee has undertaken an exhaustive review of the Act and proposed a wide array of changes. Members of the Steering Committee are:

- Roxanne Fairweather, Past Chair of Board of Governors, Chair of the Committee
- Debra Lindsay, Member appointed by the Saint John Senate (to August 2014)
- Tom Goud, Member appointed by the Saint John Senate (beginning September 2014)
- Rod Cooper, Member appointed by the Fredericton Senate
- Chris Nagle, Member of the Board of Governors
- David Woolnough, Member of the Board of Governors
- Sarah DeVarenne, University Secretary (non-voting)

The overall goal of the review is to modernize the Act by decoupling matters that more appropriately belong in bylaws than in legislation. This will allow the university to make necessary changes without requiring action on the part of the provincial legislature. This is now common practice for most Canadian universities.

A review of the Act also allows the university to consider reshaping its Board of Governors to allow for a smaller, more-effective membership, creating deeper individual engagement with the university while increasing effectiveness.

The UNB Act Review Steering Committee has prepared a proposed draft Act, tables of concordance and illustrative bylaws for discussion with the University community and the public. These documents are now available through the University secretariat's website at [www.unb.ca/secretariat/governors/unb-act-review.html](http://www.unb.ca/secretariat/governors/unb-act-review.html)

Thus begins an extensive period of public review and consultation. For at least six weeks following the publication online of the Act documents in late September, the Secretary's office has been accepting written submissions in response to the proposals. The next stage of review is a series of town halls both within the university community and in the wider public.

Following these broad consultations, the committee will review all of the feedback and submit its report and recommendations to the Senates and the Board of Governors. The committee hopes the university will be in a position to present recommendations to the provincial government in the spring.

### **Senior Administration Responsibility Review**

UMC discussed the recommendations in great detail at a meeting on Sept. 23 and Senates received the report in time for their meetings on Sept. 23 and Sept. 24.

The report is posted on my webpage at [www.unb.ca/president/reports/](http://www.unb.ca/president/reports/) and an email went to the university community on Sept. 26 welcoming feedback on the report's recommendation at [senior.admin.review@unb.ca](mailto:senior.admin.review@unb.ca). Feedback is currently being collected and will be shared with the Board Executive Committee, Senates and UMC to determine appropriate action.



## **Recruitment Organizational Review**

Deloitte submitted a draft report to the Vice-President (Research) at the end of August. The draft was discussed at UMC recently and brought forward to UNB's Board Advancement Committee on Oct. 2. A report will be forwarded to Fredericton and Saint John Senates in October for discussion in November.

## ***Building a Better University***

The Board of Governors asked for advice on options for the allocation of resources that align with budgetary requirements. I proposed a process in a letter I shared with our Senates in September. The letter outlined a way forward in our collective effort in Building a Better UNB.

The Building a Better UNB process was discussed in great detail at the September meetings of the Senates. It was agreed by consensus that we would ask the Academic Planning Committee (UNBF) and the Academic Planning and Resources Committee (UNBSJ) to consider mandate and membership for the process.

Following the September Senate meetings, we invited the campus community to provide feedback on the process. Anonymous feedback is currently being collected at [buildingabetter@unb.ca](mailto:buildingabetter@unb.ca) and will be shared with Board of Governors, Academic Planning Committee (UNBF), Academic Planning and Resources Committee (UNBSJ), Senates and UMC.

## **Brand Project**

Phase 1: Brand Research has been completed.

The quantitative research was presented to UMC in mid-December, and then to Board Executive Committee and Advancement Committee, Brand Management Committee and Deans and Senior Administrators in early January and to the Board of Governors at the February meeting.

The data has been shared with Directors Plus and Deans' Council in Fredericton. Numerous UNBSJ colleagues participated in the Deans' Council presentation via video conference. In addition, several UNBSJ deans, faculty and staff sit on our brand management committee. The

next step is to share the data with additional academic and administrative groups, as well as the University's broad stakeholder groups through "town hall" or similar type meetings. The schedule for doing so has been revised in light of the recent labour disruption. The current plan is to hold these meetings in the November timeframe with the positioning strategy to be presented for approval at the December board meeting.

#### Phase 2:

The original RFP for Brand Identity Development has been revised to reflect the additional requirement for a more robust internal engagement strategy and to include campaign development and a new RFP for Brand Identity and Campaign Development, Implementation and Measurement was released the week of May 5. A preferred vendor, dougerge+partners (ds+p), was selected in August and approved by me, with UMC's support, on Sept. 23. Planning meetings will begin the week of Oct. 8 and SimpsonScarborough and ds+p will participate in the fall "town halls." Brand development will begin in the New Year with both brand and campaign launch planned for fall 2015.

#### **Awareness Campaign**

Because of launch date of the brand campaign has been pushed out, and we need to create awareness and tell the UNB story, we've developed and are launching an interim awareness campaign that will be in the market this fall and in the spring of 2015. The fall flight will run through the weeks of Oct. 13 – Nov 17.

This is not a brand campaign and the creative will maintain the look of the current UNB visual identity. We used key learning from the 'Why UNB' research – the fact that UNB excels in innovation and entrepreneurship and that our people – faculty, staff students and alumni are the heart of UNB.

#### Primary Objectives:

- Build awareness of UNB as a leader in innovation and entrepreneurship
- Establish UNB as being at the centre of the entrepreneurial ecosystem in Atlantic Canada

### Secondary Objectives:

- Support recruitment by creating awareness of UNB to potential students and their key influencers
- Feather the nest for UNB's future fundraising campaign

### Target Audiences:

- Campus community – faculty, staff, students
- Prospects and their influencers
- Alumni
- Government and business

### Strategy:

Create awareness for the innovation and incredible entrepreneurship that is happening at UNB, telling the stories of how UNBers are making things happen:

- in technical entrepreneurship, and in business
- in social entrepreneurship
- in academic entrepreneurship

Twelve stories in total will be delivered in phase 1, with selections developed for print and digital, video and other tactics. All tactics will drive the target audience to a microsite at [www.unbelievableUNB.ca](http://www.unbelievableUNB.ca).

The creative strategy is to tell the stories of UNBers (faculty, staff, students and alumni) who are making things happen, in business, in social entrepreneurship and in technical entrepreneurship as examples of UNB's incredible impact on entrepreneurship and innovation. The tone of the creative will be exciting and energetic.

The effects of the campaign will be measured via a pre- and post-campaign survey to measure NBER's awareness of UNB with regard to entrepreneurship and innovation, through visits to the microsite, via social media metrics, etc.

## ***Building a Better Province***

### **Government Relations**

UNB's Government Relations strategy and work plan for 2014-15 has been finalized, following feedback from the University Management Committee and presentation to the Board's Advancement Committee in September. UNB's GR plan seeks to maximize the long-term financial and policy support for UNB by building trusted and enduring relationships based on mutual benefit.

New Brunswick's 38th general election was held on Sept. 22, with the Liberal Party of Brian Gallant forming a majority government with 27 of 49 seats. UNB's Government Relations strategy places an emphasis on this transition, and the emergence of new provincial priorities and public policy. At the time this report was prepared, a new post-secondary Minister had yet to be appointed.

UNB often advances its agenda through non-government organizations (NGOs) such as the Association of Universities and Colleges of Canada (AUCC) and the Atlantic Association of Universities (AAU). UNB's GR strategy is designed to dovetail our advocacy efforts with those of strategic partners, enhancing our effectiveness. UNB's influence within these organizations has improved in recent years as a result. UNB will participate in the AUCC *Open Doors Open Knowledge* initiative next month, connecting innovation activity on its campuses with community and industry partners.

### ***What's Next?***

- Work on the UNB Experts Database continues with researcher data collection. An official launch is expected by April 2015.
- Strategic Research Plan feedback to be collected in a world café format this term.
- Consultations process to continue on the review of the UNB Act.
- Feedback being collected on recommendations from the report of the Senior Administration Responsibility Review.
- Recruitment Organizational Review draft report to go through a consultative process.
- Feedback is being collected on the proposed Building a Better UNB process.

- Academic Planning Committee (UNBF) and Academic Planning and Resources Committee (UNBSJ) to consider mandate and membership for Building a Better UNB process.
- Brand development will begin in the New Year with both brand and campaign launch planned for fall 2015.
- Begin a national search process for Vice-President (Finance and Corporate Services).
- A search committee continues to recruit for a Dean of Graduate Studies.