



February 26, 2018

PRESIDENT'S REPORT TO SENATES

An Exceptional and Transformative Student Experience

Experiential Education

The final report of the provincial Task Force on Experiential Education is now available to the UNB community (<https://www.unb.ca/president/reports.html>). The work of that task force was a joint effort of the four New Brunswick universities, the government of New Brunswick, the New Brunswick Business Council, the United Way and the Conseil économique du Nouveau-Brunswick as well as representatives from NB student associations. Since its receipt by government in December 2016, a provincial steering group on experiential education has been working towards realizing the recommendations of the report and establishing a framework for the work to follow. The funding for the project was included in the recent provincial budget, and we anticipate that detailed funding announcements will be forthcoming. In the meantime we are moving forward with the establishment of an Office of Experiential Education to serve both UNB campuses.

In addition, over the course of summer 2017 a President's Advisory Group on Experiential Education composed of representatives from both campuses reviewed the provincial report and assessed its alignment with the work done by UNB in 2014 on the question of experiential education. Their report reasserts the important role of experiential education in the successful future of UNB, and confirms the alignment of the work by the provincial group with UNB's own objectives in this area.

Financial Resilience and Responsibility

MOU with province

We have been advised that the memorandum of understanding has been approved by cabinet and the MOUs have been announced in general. Our specific MOU is not yet signed. We are currently discussing dates with the Premier for an official signing event.

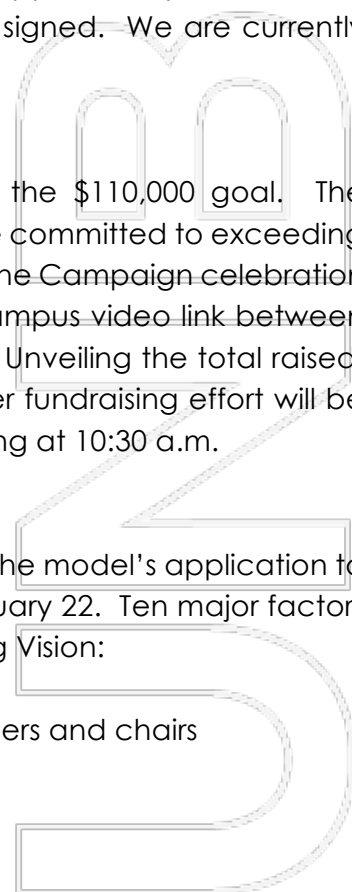
It Begins Here

The *It Begins Here* campaign is progressing extremely well, with 95% of the \$110,000 goal. The Campaign cabinet, led by alumni David Ganong and Bob Quartermain, are committed to exceeding the goal by the time we hold our Campaign celebration on September 28. The Campaign celebration will be a part of the Alumni Homecoming festivities and will feature a bi-campus video link between the new Kinesiology Building in Fredericton and Ganong Hall in Saint John. Unveiling the total raised, announcing major gifts and demonstrating the impact of UNB's largest-ever fundraising effort will be the focus of the event. Be sure to save the date: Friday, September 28 starting at 10:30 a.m.

The EY Financial Modelling Project

This project was successfully completed in early January. A presentation of the model's application to the Engineering Vision was made to the President's Executive Team on January 22. Ten major factors were identified as critical to the success and sustainability of the Engineering Vision:

- The additional number of FTE faculty and chairs
 - The average research funding/FTE faculty members and chairs
 - The average Research Overhead rate



- The ratio of FTE undergraduate students/FTE tenure and tenure-stream faculty
- The ratio of FTE course-based Masters students/FTE tenure and tenure-stream faculty
- The ratio of FTE research-based Masters students/FTE tenure and tenure-stream faculty
- The ratio of FTE PhD students/FTE tenure and tenure-stream faculty
- The average FTE international undergraduate students/FTE undergraduates
- The average FTE international graduate students/FTE graduate students
- Square meters of space/FTE students

For the plan laid out in the vision to break even or better financially, the evaluation showed, in particular, a need for an increase in the research overhead rate allocated to the central administration; a need to increase the number of course-based masters students; and a need to increase the number of international students at both the undergraduate and graduate levels.

The Dean of Engineering, Chris Diduch, is taking these factors into account as he develops the business plan for the Faculty's future growth and development, to be completed this year.

Building a Better University

Truth and Reconciliation

We are pleased to share with you UNB's Indigenous Reconciliation Strategic Action Plan (Appendix A), drafted in consultation with key stakeholders throughout our communities. It identifies short- to long-term priorities for rightful recognition of Indigenous peoples and cultures on our campuses, which themselves lie on traditional Wolastoqey lands.

The first two initiatives outlined in the 10-point plan – establishing an Indigenous Advisory Council and appointing an Indigenous Lead to propel initiatives forward – are underway as we look to these individuals to guide us in this important work.

We are striking a search committee for the hiring of an Indigenous Lead. George MacLean, Vice-President Academic (Fredericton), has been appointed by the President as committee chair. Also on the search committee will be: Imelda Perley, UNB Elder in Residence; David Perley, Director, Mi'kmaq-Wolastoqey Centre and co-chair of the TRC Task Force; Shelley Francis, Director, Indigenous Nursing Program and co-chair TRC Task Force; one student from each campus as nominated by UNBSU and UNBSRC; one representative from the Three Nations Education Group; one representative from First Nations Education Initiative; one faculty representative from each campus, appointed by the President.

The Indigenous Lead will work with the soon-to-be appointed advisory council and members of the UNB community on the remainder of the initiatives, which include:

- The expansion of Indigenous content in our curriculum;
- The enhancement of our recruitment of Indigenous students, faculty and staff;
 - Ensuring experiential education opportunities are accessible and promoted to Indigenous students, and work to create opportunities in First Nations communities for all of our students;

- Measures to incorporate more Indigenous culture on our campuses.

Administrative Review

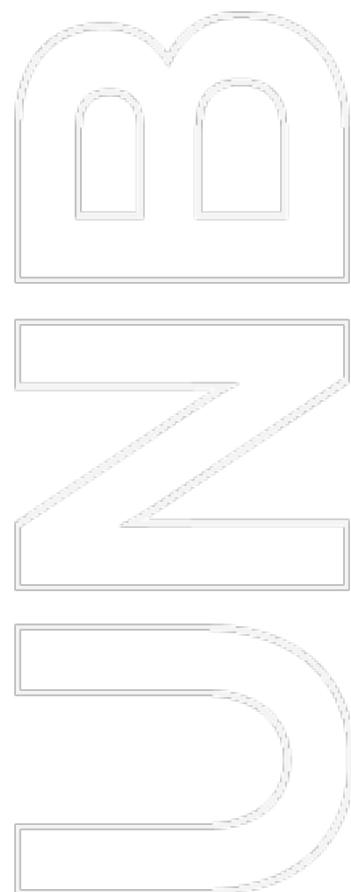
The Administrative Review was completed and a report issued in the Fall of 2016 that included eight recommendations. Below is an update on the status of those recommendations.

Status of Recommendations

1. *Review UNB's organizational structure.* UNB engaged the firm KPMG to carry out this review and a final report was issued in May 2017. Efforts are currently focused on searches for the VP Research, VP Saint John and President positions and nothing more has happened with respect to the structural reorganization recommendation.
2. *Explore and implement opportunities to use technology more efficiently.* There are currently 4 projects underway under the Project FOCUS umbrella which was launched to provide an integrated approach to development and upgrades to the myriad of systems used across the University. In FOCUS Financials, some foundational general ledger maintenance was completed over Christmas and an on-line procurement project has just been launched. FOCUS CAE is in production, while FOCUS Awards, FOCUS Continuing Education are in the earlier development stages.
3. *Simplify the travel policy.* There has been no progress on this item as the other recommendations are being worked on.
4. *Formalize Quality Assurance Reviews for administrative units* similar to what is done in academic units. This item was not deemed a priority because all units are engaged in a process of continuous improvement.
5. *Improve employee orientation.* The Office of Human Resources and Organizational Development plans to launch a new employee on-boarding program this year.
6. *Create a one stop shop for services.* The AVP Capital Planning and Property Development is leading a working group to determine the services to be included in .
7. *Review the IT Tier 1 support model on the Fredericton campus.* Phase one of this is completed and the committee has agreed on the general principles for Tier 1 Support on the Fredericton campus.
8. *Review the budget models in Facilities Management (Fredericton).* Two Managers in Facilities Management have undergone Lean Six Sigma training and are currently engaged in projects to improve efficiency in the Department. The projects are related to administrative processes and work scheduling and will inform any future budget model change.



APPENDIX A
Truth and Reconciliation
Action Plan



1. Hire an Indigenous Lead

| Action | Resources | Timeline |
|--|---|--------------------|
| Identify resources for commitment | Michelle McNeil, George MacLean | January 2018 |
| Develop job description and send to HR for salary administration | David Perley, Shelley Francis, George MacLean, Michelle McNeil | February 2018 |
| Recruitment & Selection | George MacLean, Advisory Council Rep, David Perley, Michelle McNeil | March - April 2018 |

2. Establish an Indigenous Advisory Council

| Action | Resources | Timeline |
|--|--|---------------|
| Develop draft terms of reference, high-level goals, and communications related to asking for participation | David Perley, George MacLean, Task Force | February 2018 |
| Develop a list of potential members | David Perley, George MacLean, Task Force | March 2018 |
| Invite participation | Eddy Campbell, Imelda Perley | April 2018 |
| Establish resources needed to support the Advisory Council | Michelle McNeil, George MacLean | May 2018 |
| First meeting scheduled | David Perley, Michelle McNeil, George MacLean, Indigenous Lead | June 2018 |

The following priorities have been identified and work will continue on them this year; however, detailed plans will be developed upon meeting with the advisory council and hiring an Indigenous Lead.

3. Physical Space

Currently, there is very little acknowledgment (on either campus) that we sit on traditional Wolastoqey territory. We are currently working on outdoor public art installation which will be a good step; however, there is much more to be done. In the short term, finding ways to display Indigenous art work throughout both of our campuses will be a priority. In the medium term, we will work toward considering Indigenous culture, beliefs, and language on our signage on campus. In the longer term, we will work toward creating a permanent physical space. While the details need time to take shape, the idea would be a visible, high-traffic area to serve as a welcome centre and programming space for Indigenous community members. UNB staff have seen such spaces on other campuses and are excited about the possibilities for creating such space at UNB.

4. Expand Indigenous content in curriculum and research activities

We will work to incorporate an Indigenous lens in all academic planning and strategic planning initiatives. We will also support the initiatives coming from our faculties (e.g., FOREM proposal and proposal for Indigenous minor). One of the areas of responsibility for an Indigenous lead will be to build on this momentum potentially by establishing an interdisciplinary Indigenous Major and by working with faculty to expand the concept of the Indigenous Nursing Program or the programming in Renaissance College to other faculties. We will also address issues around research ethics and best practices with regards to Indigenous research activities.

5. Recruitment of staff, faculty and students

Work will be done to enhance our efforts in recruiting Indigenous students. All of the other priorities we have identified will contribute to the success of our recruitment efforts, thus, it is expected that this area will evolve over time as we do a better job of creating a welcoming learning environment in which our Indigenous students can succeed. It is expected that once an Indigenous lead is in place, they can serve as an advisor to the recruitment team and help to develop which numbers we will use as a benchmark to measure our success in this area. In order to act on the items in this plan and to best respond to the needs of Indigenous students, we will also work with the Human Resources team, hiring managers, and the Office of Human Rights and Positive Environment to intentionally recruit and employ more indigenous faculty and staff.

6. Access – how do we remove barriers?

We will pay specific attention to identifying barriers to access for prospective students from First Nations communities so that we may begin removing those barriers. We will gain a deeper understanding of the barriers through increased touch points with high school students from First Nations communities such as enhanced recruitment efforts and the pilot program through MWC aimed at high school students. We can enhance this knowledge by speaking with current Indigenous students about their experience in choosing to attend UNB. We will develop a plan based on what we hear from the communities and students as well as learning about the work happening at other Universities. This includes attending the Bridging Reconciliation Forum in November.

7. Indigenous Student Advising

For the 2017-2018 academic year, we will be launching a pilot program (funded by PETL's access and success program) called "Culturally Responsive Academic Advising". This program will contribute to improved understanding of how best to advise our Indigenous students. This will continue to be an area where we work to improve.

8. Experiential Education

Universities in New Brunswick are working with provincial government and the business community to enhance experiential education for all of our students. As this initiative moves forward we will pay close attention to Indigenous students and First Nations communities. We will work to ensure that experiential education is accessible and promoted to Indigenous students, creating valuable experiences to help them prepare for future opportunities. Similarly, we will work to create experiential learning opportunities in First Nations communities for all of our students.

9. Emerging Indigenous Leaders Program

Under the guidance of an advisory council and Indigenous lead, we will work toward building an emerging leaders program for young leaders and potential leaders from First Nations communities.

10. Mi'kmaq-Wolastoqey Centre to become University-wide centre

Acknowledging the potential impact of the work of MWC in all of the items in this action plan and our interest in making this work a priority for the entire university, we will work toward the next iteration of the MWC.