



September 12, 2016

PRESIDENT'S REPORT TO THE  
FREDERICTON AND SAINT JOHN SENATES

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

### **Experiential Learning**

Significant work continues to be done on the recommendation of the Experiential Education Task Force to create a common UNB database through which to administer this activity. The following is a summary of the most recent activity:

- A Service Contract and Data Sharing Agreement were finalized with Orbis Communications of Dundas, Ontario in July, 2016.
- The system name (experience2opportunities or e2o) was chosen via a contest open to current Co-op students. This name was felt to best represent the Experiential Learning initiative, although the initial implementation of the software is with existing Co-op programs.
- The initial system configuration provides shared access to the various Co-op programs for the Contacts Database, Job Posting Module, and Co-op Configuration (business processes) within e2o. This was a collaborative effort between the various programs to ensure that the project objective of “one stop shop” concept for employers and students was honored. Once fully implemented, employers will access one database to post jobs to all the current Co-op programs.
- The initial system configuration and testing has been completed. A phased implementation approach is being used and will begin September 12, 2016. Engineering & Science Co-op will be the first program to use the full capabilities of the system for Winter 2017 Co-op Placements. From this implementation, FAQ and lessons learned will be documented and provided to the other programs in support of their migration to e2o.
- Computer Science, Business Administration and UNBSJ Co-op Programs will begin a controlled migration to e2o during Fall 2016 in preparation for Summer 2017 Co-op placements. Dates for full migration for these programs TBD.
- Bi-weekly Steering Committee meetings between Saint John and Fredericton campus' are ongoing and are planned to continue until the end of September 2016.
- Approvals for integration with Colleague were received in August, 2016. UNB ITS has completed the necessary work for both Colleague Integration and SSO (Single Sign On) so that students will navigate to e2o from the student portal – similar to D2L navigation.
- Two system administrators/super users have been identified for e2o. This will enable UNB to make any minor configuration or permissions changes required to support the system. These administrators will be key in managing the business and support interface to Orbis Communications.

There is a province-wide Experiential Education Task Force under way involving government, the private sector, the 4 universities and students to study ways and means of creating more experiential education opportunities in NB for students of our universities. A report is expected later this Fall.

## Academic Planning

Placed in comparison to other universities' efforts at academic planning across Canada, the UNB process in 2015-2016 should be rightly considered a success. The Local Campus Committees and their procedures emerged from a consensus agreement at Senates regarding representation, mandate, and communications. Significantly, the engagement of a large number of faculty members from across the campuses was crucial in both the success of the endeavor, as well as the ongoing interest and commitment by faculty in the next stages of academic planning.

It is our intention to use this year's academic planning process, which presented comprehensive assessments of all academic units, as a basis towards a resource allocation and structural development process commencing this academic year. This might include potential merging of units, redeployment of administrative and academic resources, and improved use of teaching and research activities. It is clear, however, that the process to achieve such recommendations needs to continue to actively involve our academic community.

We desire that our UNB Senate establish new academic planning committees to move to the next stage of resource allocation and structural development, populated by representatives from Departments and Faculties, as we did last year. The Vice-President Academic and the Vice-President Saint John, respectively, might chair these committees for each campus, with the Vice-President Research providing input on both campuses. We have moved our budget discussions to earlier in the year to allow for broader input in the process; a concurrent move to new academic planning committees making resource distribution recommendations allows us to develop our budget for 2017-2018 while considering our near- and longer-term goals for resource implications on Departments and Faculties.

We envision that the Senates will establish mutually agreed upon milestones for the coming year, including, a mid term review (likely early in the new year) that will evaluate the academic planning work at that point and set out objectives for the final reports of the Committees. Succinctly, we envision the following list for what the coming year holds in store:

- Appointment of LCC committees by each Senate for planning exercise.
- Appointment of research ranking committees to examine metrics in every unit.
- Departments and Faculties undertake assessment of structural implications of resources assessments, integrating research and teaching under the guidance of our Senates.
- Joint meetings between Senates and the Board for updates and consultation.
- A bi-campus committee to assess and recommend to Senates on matters of a university-wide basis. This group should include members of the campus LCC's, administrative planning committees, and the University Budget Advisory Committee.

Our Academic Planning process needs to be presented in a multi-year framework, beginning with the work now completed by the LCC's, moving to our imminent next stage, and ultimately informing what will be our

objective, a new Strategic Plan. This year's effort should combine the Academic contributions (Fredericton and Saint John) coupled with the Research side, which will be led by VPR Burns. This achieves two important goals: 1) it maintains the engaged and contributive role needed from our Faculty; and 2) it leads to what should be a long-term vision in a Strategic Plan – an aspirational document that will map out our goals for our academic mission (teaching and research) as a leader among Canada's innovative post-secondary institutions in providing nationally-recognized, comprehensive research and learning.

## Student Recruitment

Student Recruitment set out to achieve a number of significant objectives in the past year and in the year ahead.

As reported in last year's update to Senate, staffing changes were made in the organizational structure with the goal of utilizing the available resources in the best manner to achieve our goals. As part of those changes, Student Recruitment has adopted a "One Team Recruiting for Two Campuses" approach which has prompted the re-distribution of full-time recruiting staff to continue coverage of New Brunswick, Nova Scotia and Prince Edward Island and moving recruiters full time into key markets namely Calgary, Toronto, Ottawa, Halifax and Beijing. In the domestic market this allows us to have on-the-ground resources in the markets that are targeted in the marketing recruitment campaign. As well, we have moved to one View Book for both campuses to deliver a strong message on the options available at UNB and to reduce the confusion and cost of a book for each campus.

Targets for increased applications from Canadian High Schools and Transfer students were set at 8% over the final enrolled number of first year students in 2014/15. Through the combined efforts of the Recruitment, Marketing, Admissions teams, as well as the work by faculties and departments, we were able to overachieve the target by increasing those applications by 9.6%. Using the same baseline year of 2014/15 enrolments, our targets for 2016/17 are a 12% increase and for 2017/18 a 15% increase.

One of the key activities in this coming academic year will be to implement a communications strategy for the thousands of prospective students we have added to our database through our marketing and recruitment activities. The first wave of emails to various subsets of the database (broken by grade level 10, 11 or 12 and by geography) was sent September 7, 2016. Regular follow-up will be done on a scheduled basis as we try to move grade 12 students from an enquiry to an application over the course of the next few months and give the grade 10 and 11 students lots of reasons to choose UNB when their time arrives.

Working closely with the two Registrars and the Marketing team, we have revised the Admissions package that will be sent to successful applicants. The new version will be consistent for both campuses, reflect our work on strengthening UNB's brand in the market and be an attractive and exciting package for

students to receive as their first formal notification from the university. An important objective is to increase the conversion of applicants to enrolled students and this initiative is intended to support that goal.

International student recruitment, lead by the International Recruitment Centre team continues to be key in our overall strategies for increased enrolment at UNB. This past year we had students from 75 countries studying at the university. Similar to the domestic recruiting, IRC had targets for increased applications for 2015/16 of 8.5% and have achieved those numbers.

One of the strategies IRC has taken to increase applications is to have an annual review of the performance of our Recruiting Agent Partners, with the objective to end contracts with under-performers and to sign new agents in countries or regions where we will not or can not send our recruiters. We currently have 19 agent partners and will grow to 25 this year using a careful process of vetting and reference checking. Currently international students at UNB represent 13% of our overall enrolment and we need to grow that percentage to closer to 20%.

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

### **Strategic Research Plan**

After an extensive consultation process, the Strategic Research Plan (SRP) was endorsed by the Fredericton and Saint John Senates in May 2016. An announcement of the finalized SRP was sent to faculty and staff on August 24<sup>th</sup>, 2016. A copy of the SRP document along with additional research activity material can now be found on the refreshed Research website at <http://www.unb.ca/research/vp/srp.html>.

### **Financial Resilience and Responsibility**

#### **Infrastructure Improvements**

The Government of Canada's Post-Secondary Institutions [Strategic Investment Fund](#) (SIF) is focused on enhancing and modernizing research and commercialization facilities on Canadian campuses. On Sept. 06, the federal and provincial governments announced they would invest \$24.87-million towards a new kinesiology building at UNB Fredericton.

In addition to this, we've also learned that they will soon announce an infrastructure investment for our Saint John campus.

UNB's capital planning processes have been tracking the university's need for infrastructure investments, some of which are now possible through this program. The turn-around time for submitting applications was short, but our capital planning teams on each campus succeeded in examining the program in detail and assessing

which capital infrastructure priorities on our campuses met the program's criteria.

### The Centre for Healthy Living at UNB Fredericton

This is a project that's been on UNB's priority list for almost a decade. The 60,000-square-foot, \$36-million centre will create a nationally significant research cluster focused on health, wellness, physical fitness and health promotion that will help establish New Brunswick as a leader in preventative health care.

Of the \$24.87 million in government funding being invested, \$16.58 million is federal and \$8.29 million is provincial. The university is responsible for the remaining \$11.13 million.

Next, we will present plans for the new facility and broader vision for a Healthy Living Village, which with the support of the city and the community, will hopefully contain an aquatic facility.

### **University Budget Committees**

In an effort to improve transparency and communication, we have reviewed the mandates and composition of our three budget committees. UNB has three budget committees, a University-wide committee and two campus committees. This update is intended to describe the University-wide committee and overall budget process and outline some changes we are making effective this fall to improve our process.

We have renamed the University-wide Budget Management Committee to the University Budget Advisory Committee (UBAC) to better reflect the fact that the committee provides advice to the President in budget decisions. We removed the term "University-wide" which we believe to be redundant as the term "University" by its nature refers to the entire University, including both campuses. The title change helps support the vision of one University, two campuses. The committee will have a similar mandate to what it has had in the past but by involving the committee earlier in the budget process, the committee will develop a better understanding of the operating environment and budget parameters to enable it to provide more informed recommendations with respect to key assumptions and an overall budget strategy.

The committee mandate has always included responsibility for reviewing assumptions and campus committee budget processes but it is our intent to make that a more interactive process as part of our efforts at improving transparency and understanding of the budget decisions and the environment in which we operate. The committee will also take a more active role in reviewing budget submissions from corporate units in order to make informed recommendations to PET for consideration in making resource allocation decisions in the budget.

The composition of the UBAC will change slightly, with the key change being that the committee will be chaired by the Vice-President (Administration and Finance) rather than the President to enable the VP

and the committee to provide advice to the President (through the President's Executive Team) rather than the President being the Chair of the committee. In light of the fact the committee is to provide advice relative to the University as a whole, the committee membership has been revised to include key administrative and financial positions that serve the entire university and equal representation from both campuses. Both Registrars have been added to the committee, recognizing the key role that enrolment forecasts have in developing the annual operating budget. There will also be a faculty representative from each campus to be nominated by each of the two Senates.

This change is the first step in our plan to improve communication and engagement with the University community with respect to budget development and financial reporting. Further initiatives will include regular updates to Deans Council, SAC (Saint John), Directors+, town halls, and we are hoping to provide brief written updates to the community on a regular basis. Like every new initiative, it will continue to evolve and improve.

## **Building a Better University**

### **UNB Leadership Retreat**

On August 29th and 30th 2016, Dr. Eddy Campbell invited the deans, directors, and vice-presidents from both campuses into a two-day process of discernment, to consider the future of UNB. 76 recommendations for consideration came out of those conversations, and from those initial efforts, five clear final recommendations arose. These will be circulated in a future Senate report.

### **Project FOCUS Update**

Project FOCUS was officially unveiled to the university community on July 7, 2016, with a special announcement and the launch of a central project website, [unb.ca/project-focus](http://unb.ca/project-focus). This launch included a dedicated email address ([project-focus@unb.ca](mailto:project-focus@unb.ca)) for questions and comments from UNB students, faculty and staff.

Project FOCUS was initially introduced as the Ellucian Colleague Rejuvenation initiative. Since the previous update to Senate, a name, brand and visual identity have been confirmed, with each initiative under Project FOCUS being branded with the "FOCUS" prefix.

Project FOCUS is comprised of several large-scale initiatives. Working estimates are based on a five-year timeline. To minimize the effects of Project FOCUS, many of these smaller projects will happen consecutively rather than concurrently. Following the introduction of Project FOCUS was the launch of FOCUS Financials, the first of the several projects identified. FOCUS Financials is exploring the improvement of all the tools, processes and resources UNB employs for financial management and reporting.



## Status of FOCUS Financials

FOCUS Financials was launched on July 26, 2016, with an announcement in myUNB News and updated content on the Project FOCUS website. Following its introduction, the FOCUS Financials Steering Committee launched an initial discovery process to determine and document the business practices already in place at UNB, as well as identify existing shortcomings and future requirements.

The business process review began with interviews with subject matter experts at UNB. Consultations were held with Financial Services, RPB, Office of Research Services, and UNB Saint John Financial and Administrative Services during the month of August.

Following this period of discovery, the information provided by subject matter experts was compartmentalized into three categories: technology and tools, business processes, and culture and leadership.

Our next steps for FOCUS Financials include:

- Consulting with users in the broader university community
- Documenting standards for the GL Chart of Accounts
- Developing business knowledge regarding the financial capabilities of the Colleague software, such as project accounting and online budgeting

## **Administrative Review**

A report of the committee's observations, findings and recommendations has been drafted. Upon final review, it will go to the Board of Governors in October for information. Afterwards, it will be circulated to the UNB community.

## **'Why UNB' project**

One year ago, UNB's Marketing Office was created as a result of the 'Why UNB' project. Internally we know the power of our strong academics, small class sizes and vibrant campuses. Over 84,000 living alumni think of UNB as home, but not enough people know about our New Brunswick gem.

Over the past year, the Marketing team has worked to address that. The Marketing Office has been positioned to better promote UNB, ensuring our institution is presented in the best light—both on- and off-campus – by focusing on four priority areas: the #OnlyHere recruitment marketing campaign, digital initiatives, unit and faculty support, and brand integration and longevity.

Together, we've been able to achieve a lot in one year. A detailed breakdown of the office's initiatives and their results can be found at [unb.ca/marketing](http://unb.ca/marketing). The results demonstrate that we are well underway to addressing the challenges the university faces in the increasingly competitive higher-ed space.



In addition to the resources on the marketing website, we've included a helpful overview (Appendix A) of the high-level results of the #OnlyHere recruitment marketing campaign. This innovative and strategic marketing campaign set out to build awareness of UNB amongst prospective students in five target markets across the country (NB, NS, ON, AB, PE). We focused on messaging and creative that showcased the unique combination of programs, opportunities and experiences that can truly be found #OnlyHere.

We are confident that the campaign has achieved its goals of driving awareness and consideration of UNB, generating qualified and interested prospects and influencing applications. The key results are broken down by the four levels of our performance funnel: Awareness & Consideration, Application-Driving Behaviours, Prospects and Applications. All data presented is as of March 31 (end date of the campaign) and is vs. year previous, unless otherwise stated.

The role of Marketing is to deliver on the first three objectives: Awareness & Consideration, Application-Driving Behaviours and Prospects. The Recruitment team is responsible for converting prospects into applicants through a variety of strategic and tactical initiatives. Additional information about the first three objectives can be found in Appendix A.

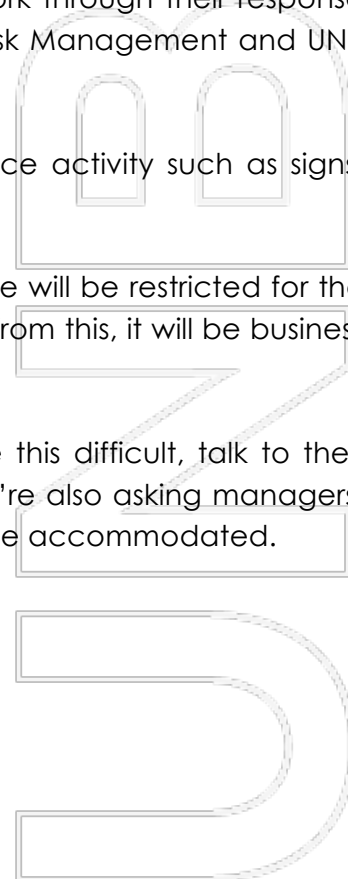
### **Mock Active Threat Scenario**

Fredericton City Police, Fredericton Fire, City of Fredericton EMO, Ambulance New Brunswick are holding a mock active threat scenario on Tuesday, September 27, 2016 at the Aitken Centre, on UNB Fredericton Campus, from 9:00a.m. until 10:30 a.m. The purpose of the training exercise is to give the City's emergency responders an opportunity to practice their skills and work through their response protocols in a coordinated fashion. UNB Security, The President's Office, Risk Management and UNB Communications have been part of the planning process.

Once this mock exercise begins on Sept. 27, people on campus will notice activity such as signs, lights, sirens and first responder vehicles in the area.

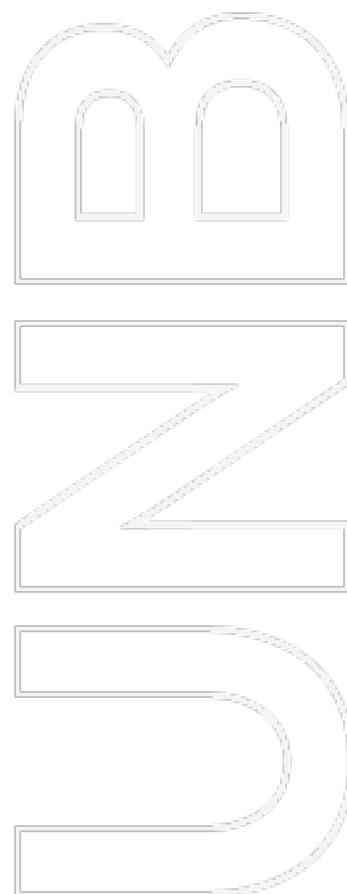
Some entrances to UNB, and the immediate area around the Aitken Centre will be restricted for the duration of the exercise and parking in the area will be unavailable. Aside from this, it will be business as usual at UNB.

We do ask that anyone who suffers from PTSD, or may find an event like this difficult, talk to their direct reports about making arrangements for the morning of Sept. 27. We're also asking managers, directors, chairs and deans to make allowances for any staff who need to be accommodated.



# APPENDIX A

'Why UNB' First Three Objectives



## 1) Awareness & Consideration

A student cannot apply to a university that they are not aware of. There is a clear decision-making journey that a prospective student goes through. The journey starts with awareness. We have quantitative data demonstrating that we are successfully driving awareness and interest in UNB, including widely-accepted metrics such as: conversion rates, google analytics metrics, video engagement and social media interactions.

The recruitment marketing campaign is generating significant results in website metrics. Website metrics are key measurement as they often represent the first point of contact with our institution. Results included:

- + 20.51% in overall sessions
- + 24.34% in new sessions
- + 49.84% in new users
- - 8.58 % in bounce rate – A decrease here represents an improvement, as fewer users are immediately leaving the pages they land on. This indicates that our website is delivering relevant and engaging content. It also speaks to the importance of the website refresh project currently underway.
- Significant increases in page-views of key recruiting pages (+62.39% on program view, +36.38% on admissions requirements, +44.05% on the apply homepage)
- Substantial increases in sessions and new users in 5 out of 5 of our target markets.

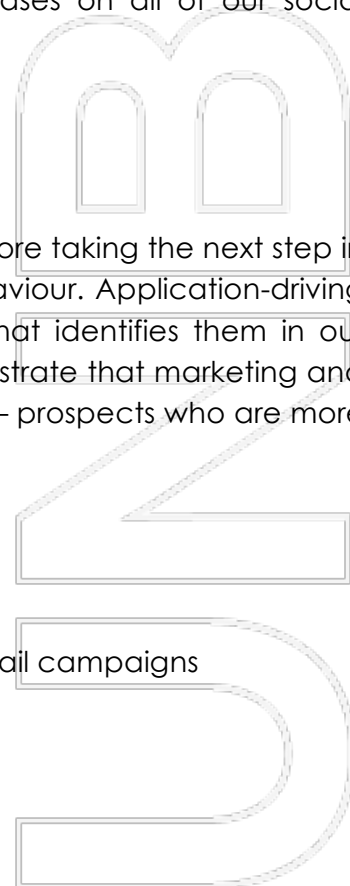
Social media is an integral part of prospective students' lives and plays a key role in driving interest and engagement with our institution. We've generated important increases on all of our social media accounts.

- 3,444 new Facebook fans and 23,329 engagements
- 838 new Twitter followers and 18,250 engagements

## 2) Application-Driving Behaviours

A prospective student needs to be aware of and have considered UNB before taking the next step in the decision-making journey – which is to take an application-driving behaviour. Application-driving behaviours are defined as an action that a prospective student takes that identifies them in our database. Significant increases in all application-driving behaviours demonstrate that marketing and recruitment efforts are driving qualified prospects to learn more about UNB – prospects who are more likely to convert.

- + 52% in overall application-driving behaviours
- +217% in web inquiries
- + 25% in campus tours
- + 38% in overall event attendance
- + 13% in unique open rate and + 137% in click through rate of our email campaigns



### 3) Prospects

There is clear value in growing our prospect numbers, particularly in younger grades. This provides more opportunity to connect and engage, foster relationships, build the case for UNB, and influence their final decision to apply. We've experienced noteworthy prospect growth in all grades in our target markets:

- + 34% in grade 10 and younger prospects
- + 17% in grade 11 prospects
- + 11 % in grade 12 prospects

### 4) Applications

Each of these steps (Awareness & Consideration, Application-Driving Behaviours and Prospects) is crucial to generate applications. The campaign has helped influence application growth, in concert with the rigorous work of the Recruitment team.

As of August 28, 2016, we are very excited to share that we have slightly over achieved the overall objective of an 8% increase in domestic undergraduate applications. This is a tremendous achievement by all involved (Recruitment, Marketing, Admissions, faculties and others).

After 365 days, two major award wins and thousands of interactions, we are excited to build on our success and continue to share UNB with the world this coming year. Our journey doesn't stop here. Follow the progress and obtain updates on the 'Why UNB' campaign and #OnlyHere recruitment marketing campaign at [unb.ca/marketing](http://unb.ca/marketing).

