



Feb. 23 and 24, 2016

# PRESIDENT'S REPORT TO THE FREDERICTON AND SAINT JOHN SENATES



Dear members of the 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 pleased to share some of our recent accomplishments:

Congratulations to three of our own, recently announced as Canada Research Chairs: Dr. Karen Kidd, named Tier 1 Canada Research Chair in Chemical Contamination of Food Webs; Dr. Scott Pavey, named Tier 2 Canada Research Chair in Aquatic Molecular Ecology and Ecological Genomics; Dr. Bruce Balcom, returning Tier 1 Canada Research Chair in Materials Science Magnetic Resonance Imaging. I'm pleased to see their pioneering work recognized with one of Canada's highest research honours. Funding for the chairs brings \$3.3 million to UNB. The Honourable Kirsty Duncan, Minister of Science, made the announcement on Feb. 9, representing a \$260-million investment in the Canada Research Chairs Program.

Dr. Chris Baker, Chair, Department of Computer Science at UNB Saint John and Ahmad Bukhari, PhD student, have been collaborating with Yale School of Medicine and Harvard Medical School to find an efficient way to search biomedical images. In 2008, Yale developed an image finder portal containing close to two million images including medical illustrations, x-rays, charts and graphs from scientific journals. With Dr. Baker and Mr. Bukhari's approach, the new portal allows a user to first identify a medical image of interest, find related images using a special algorithm and then find the scientific documents from where the images originated.

On Feb. 2, the university held the grand opening of its newly renovated data centre. Featuring fully redundant power, modern cooling systems, networking and data storage, the state-of-the-art facility hosts information technology services for not only UNB, but several other institutions in New Brunswick and Prince Edward Island. This is done through the Educational Computer Network (ECN) consortium, a joint initiative between New Brunswick and PEI universities and colleges to share IT services among its members. The \$1.5 million investment, partially funded by the ECN, is designed to serve the core IT needs of UNB and the ECN for at least the next 10 years.

UNB Fredericton hosted its annual Summer Job and Graduating Student Career Fair on Feb. 2. Students and alumni from UNB, St. Thomas University and New Brunswick Community College were invited to meet with more than 60 companies from the province and beyond. UNB Saint John's Student Employment Services will host its annual Employment Fair on Feb. 24. The fairs feature representatives from many organizations, including Opportunities New Brunswick, Irving Oil, CIBC, Royal Bank, J.D. Irving, Ganong Bros., Crandall Engineering, IBM, Sun Life Financial and Ignite Fredericton.



Esri Canada, the leading provider of geographic information system (GIS) solutions, has named UNB and York University to its growing network of GIS Centres of Excellence in Higher Education. The network of centres increases the opportunity for students and faculty to apply GIS software for research and learning, as well as collaborate with researchers from the seven existing centres located in British Columbia, Ontario, Quebec and Nova Scotia. At UNB, Esri's ArcGIS platform is the primary GIS technology used for research and teaching in the faculties of engineering, forestry and environmental management, and science.

Naomi K. Lewis has returned to UNB, this time as the Department of English's Writer-in-Residence, a position that runs from January to April. As Writer-in-Residence, Naomi will spend 60 per cent of the time on her own writing and 40 per cent helping other writers in the community. Naomi completed her masters in creative writing at UNB in 2005.

On Jan. 28, the Smart Grid Innovation Network (SGIN) was officially launched. SGIN will offer businesses a venue to design, develop and test smart grid-related products and services, offering aspiring startups and established companies a testing environment to overcome technology challenges. The SGIN is comprised of three interconnected labs, which include the Smart Grid Research Lab at UNB, the Interoperability Lab at Siemens, and the Products and Services Lab+ at NB Power.

Student Services on the Fredericton campus will host the Atlantic Association of College and University Student Services (AACUSS) Annual conference from May 25-27. This year's conference theme is "The Summit of Success: Supporting Today's Student and Enjoying the Climb."

Fredericton's Wear Your Label has entered into an 18-month program at the Joe Fresh Centre for Fashion Innovation, selling its product internationally. The program provides access to resources that will help build their business, including mentorship, shadowing and using different equipment. Co-founders Kyle MacNevin and Kayley Reed conceived of Wear Your Label in 2014 while attending The Summer Institute at UNB.

In partnership with UNB's Risk Management Office, Information Technology Service (ITS) is running a new Phishing Awareness Program this year to educate faculty and staff on how to recognize phishing and spear-phishing attacks and help prevent cyber security threats at UNB. Phishing is a form of fraud or social engineering designed to get victims to provide sensitive information such as their UNB login information, banking information or other online accounts, or to open attachments or click on links that can infect their devices with malicious software.

The Search Committee for the position of Associate Dean, School of Graduate Studies, on the Fredericton campus is seeking applications. The position is being advertised internally within UNB and will begin July 1, 2016, for a three-year term with the potential for renewal.

I continue to attend faculty council meetings as often as possible. On Jan. 21, I met with the Arts Faculty Council in Fredericton. On Dec. 18, I met with the Faculty of Business Executive Committee in Saint John.

Madison Long, a fourth-year Bachelor of Arts/Bachelor of Education student, was awarded the UNB Saint John Students' Representative Council (SRC) Leadership Award. The SRC Leadership Award is awarded annually on the recommendation of the UNB Saint John SRC Student Leadership Committee to a Saint John student who has made an outstanding contribution to student life and has demonstrated strong leadership skills in university activities.

UNB has accomplished great things and will continue to do so as we 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

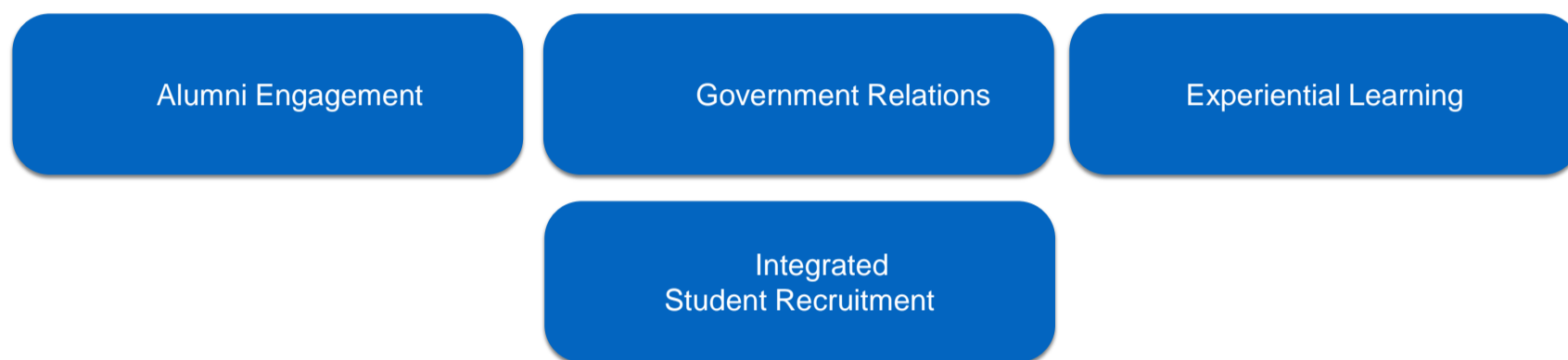
# President's Overview

A one-page summary on progress toward goals | Feb. 2016

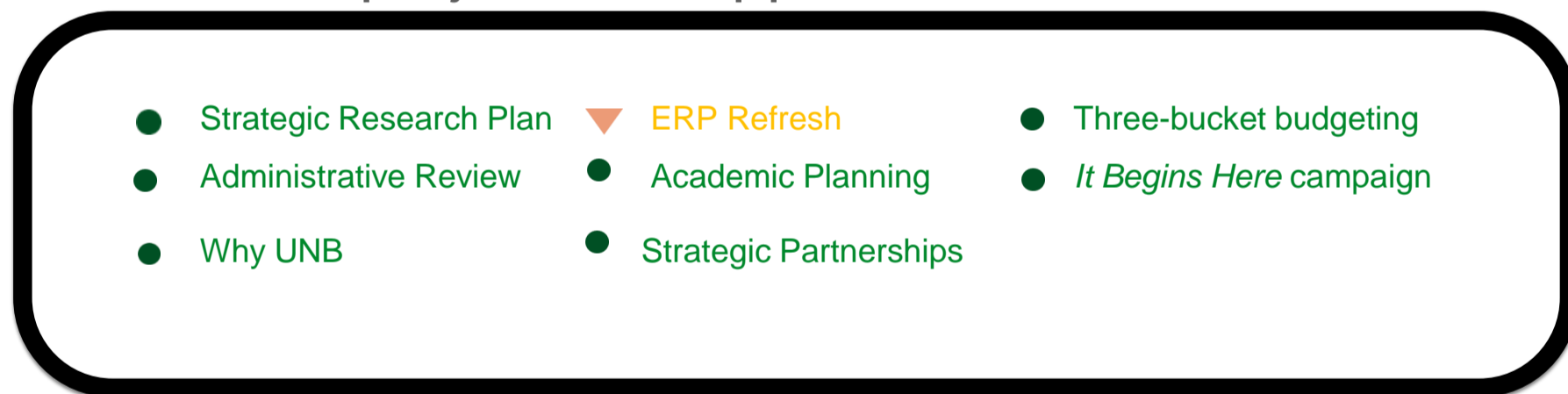
## strategic plan goals



## initiatives



## projects in support of initiatives



● On Track   ▼ Concern   ◆ Significant Concern

## important observations

ERP is designated yellow due to the very large scope and complexity of the project.

## **An Exceptional, Transformative Student Experience**

### **Experiential Learning**

This project was undertaken to gain an understanding of current experiential education opportunities at UNB and to make recommendations to enhance the role of experiential education in UNB's exceptional and transformative student experience.

One of the recommendations identified data management as a critical challenge facing the existing co-op programs. With the support of \$115,000 from the Post-Secondary Education, Training and Labour (PETL) action fund, a project team represented by the four co-op programs at UNB set out to pursue this recommendation in 2015. The team developed a requirements summary and hired a Project Manager to focus on project deliverables.

- Marcia Ross, a certified project management professional, was hired in October 2015.
- The project manager has met with approximately 30 identified stakeholders within faculties, student services, ITS, students and employers to identify synergies, needs, and requirements for the database software.
- The project manager is accountable to a working group with representatives from the Saint John and Fredericton campuses to oversee the project on a bi-weekly basis.
- The project manager works closely with ITS and procurement to develop a request for information (RFI) that was posted Dec. 7. The RFI is designed to test project requirements to vendor capabilities.
- Vendor demonstrations will include the majority of the stakeholders to see where/if software capabilities can be leveraged for other UNB initiatives.
- Focus is on a solution that supports the "one-stop shop" that could be expanded throughout the university.
- August 2016 is the target date for database implementation.

### **Academic Planning**

*UNB Fredericton:*

Academic planning on the Fredericton campus is systematically following a collegial process approved by the UNBF Senate in April. The metrics being used have been defined in the process document, and are the same as those being used for the UNBSJ academic planning process. Each department and faculty is tasked with developing an academic plan that will address strengths, weaknesses, and opportunities in a pragmatic way, supported by a number of required quantitative and qualitative indicators. Final reports from departments/units within faculties were due to deans by Oct. 31, and were subsequently posted on faculty websites. All final faculty reports, including those that rolled up from departmental reports, were due to the UNBF Local Campus Committee (LCC) by Jan. 31, 2016. Each one of

these reports will have received broad-based faculty, staff and student input in advance and will have been approved by their respective faculty councils.

The LCC is composed of a representative of each faculty plus the members of the UNBF Senate Academic Planning Committee, with deans included as ex-officio non-voting members for advising. The committee has met twice, working on identifying the most effective way to undertake the review of faculty reports starting on Feb. 1, with the expectation of having a draft final report of recommendations by Feb. 28<sup>th</sup>, as per the Senate-approved process. As well, the chair has met with the co-chairs of the UNBSJ LCC, and more recently has met with the entire UNBSJ LCC and their deans. The UNBF LCC plans to meet weekly in January to continue with preparations, and then two times per week in February. The draft report will be circulated to the campus, and feedback will be sought through town halls and other meetings across campus. A revised final report is expected to be put before a special session of Senate in mid- to late April.

#### *UNB Saint John:*

To date, 21 individual meetings, 11 presentations from individuals or groups, 11 written submissions, 2 external partner presentations/meetings and 4 student information sessions have been held.

Given that part of the Committee's mandate was to ensure comparability with the Fredericton LCC, the Committee co-chairs were tasked with setting up a meeting with their counterparts on the Fredericton Campus. A meeting was held with Vice-President Fredericton (Academic) Jane Fritz, Vice-President (Saint John) Robert MacKinnon, and the co-chairs of the LCC to discuss the progress of both local campus committees. The Committee completed the task of sorting Campus programs into "buckets". These buckets are aligned with three categories, namely:

- Units and/or activities where past performance and future opportunities merit future additional resources when they are available.
- Units/activities that are core or central to UNB, and should be maintained at or near current resource levels, with the expectation that those units still engage in continuous improvement.
- Units/activities that are in need of change, which will receive no replacements of retiring or resigning faculty members until a realistic plan for change is developed. The precise shape of that plan would not be determined, but placement in this category is a signal that serious discussions about change must be undertaken.

Committee members were provided a comprehensive list of program offerings on the Saint John campus and asked to indicate the most appropriate classification for each based on their personal analysis of both the quantitative and qualitative data amassed by the committee. This classification exercise served as the basis for discussion by the LCC.

Discussion of the LCC focused on the identification of programming themes or clusters where the Saint John campus is well positioned for growth and success. This discussion considered the quantitative data obtained from the Registrar as well as the quantitative and qualitative information obtained from other sources including members of the local community and a variety of campus representatives.

A report is being finalized, and will be circulated to the Academic Planning and Resources Committee (AP&R) and the campus committee for feedback in February 2016. Once feedback is incorporated, the final report will be submitted to AP&R for review, and follow-up recommendations to the Saint John Senate.

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

#### **Entrepreneurial Academic Activities**

Over the past year, we've spent much effort on developing entrepreneurial academic activities to strengthen our research core and bring much needed attention to the research powerhouse that exists at UNB. A short list of activities includes:

- UNB submitted a letter of intent to the Canada First Research Excellence Fund regarding developing activities around sustainable materials (i.e., wood products). We have been invited to submit a full proposal.
- UNB's Master of Engineering in Technology Management and Entrepreneurship (MTME) program takes an experiential approach to learning. The program builds on our 28 years of success delivering and continuously developing the undergraduate TME program, which has helped launch 37 businesses in the past six years. The MTME is focused on experiential approaches that enable students to learn the core skills of critical thinking, creativity, collaboration, and communication. A team of instructors and mentors with extensive business, technology, and entrepreneurship experience help our students identify problem opportunities, ideate, develop solutions, validate those solutions, and launch a business with a high probability of success. We enable students to strike the right balance among people, planet and profits that will be essential for the leaders of tomorrow. The many successful businesses that have emerged from our Technology Management and Entrepreneurship programs speak to the calibre of programming.
- NB Power and Siemens Canada in conjunction with UNB developed a research network for smart grid technology to develop innovation within SMEs in New Brunswick.
- IBM and McCain Foods are working with UNB on big data analytics, cybersecurity and smart grid technologies to strengthen the region in the ICT sector.



- UNB is working to collaborate with the Saint John Port Authority to build a world-class smart port for development of an interdisciplinary coastal economy.
- In 2014, UNB established a partnership with Veterans Affairs Canada, based in Charlottetown. The relationship was established under the Deputy Minister Champions Program Initiative. The Gregg Centre for the Study of War and Society serves as the main point of contact with VAC's Research Directorate. Existing and proposed activities in this partnership include research collaboration with the Gregg Centre, the Departments of History, Psychology, and Sociology, professional development and graduate training opportunities for VAC staff, and collaboration on history, heritage and commemorative activities.
- UNB is partnering with healthcare charities to develop a series of chairs to build capacity for research in healthcare outcomes.

### **Strategic Research Plan**

On Jan. 19 and 22, David Burns, Vice-President (Research), held 'Discussions with Dave' events in Fredericton and Saint John. The purpose of the discussions was to help identify initiatives that will shape the initial draft of the Strategic Research Plan. We continue to encourage faculty to provide information regarding any initiatives they are planning by emailing [researchplan@unb.ca](mailto:researchplan@unb.ca).

### **Financial Resilience and Responsibility**

#### **UNB's Finances**

In January, Karen Cunningham, Vice-President (Administration and Finance), and Jane Fritz, Interim Vice-President Academic (Fredericton), gave a presentation detailing UNB's financial situation to members of Fredericton Senate while Karen, with Vice-President (Saint John) Robert MacKinnon, presented to Saint John Senate. The slides from those presentations are available on the VP Administration and Finance website at <http://www.unb.ca/vpfinance/resources/pdf/reports-presentations/budgetstrategy.pdf>.

On Feb. 2, I wrote faculty, staff and students with an outline of the provincial budget unveiled earlier that day and early observations on the expected impacts on our university. That memo appears in this report as Appendix A. This update follows a [video message](#) to the community in January which I discussed the provincial government's strategic program review and the times ahead.

On Feb. 5, Jane and Karen hosted a Town Hall in Fredericton on New Brunswick's and UNB's financial status.

On Feb. 8, the Fredericton Campus Budget Management Advisory Committee, comprised of faculty, Deans, administration and staff met to discuss budget submissions – one in a series of meetings that began in September. These will continue.

On Feb. 9, the Saint John Budget Committee began their formal meetings to discuss the budget for 2016-17. This committee - comprised of administration, faculty and staff - will meet throughout February and early March to finalize budget planning for UNB Saint John.

The University-Wide Budget Management Committee, comprised of representatives from faculty, deans, staff and administration, has a series of meetings slated between February and mid-April. This committee will review and make recommendations on the budgets of the university-wide units such as senior administrators' offices, the Secretariat, Financial Services, IT Services, Communications, Marketing, Integrated Recruitment as well as other units that serve both campuses.

### **Building a Better University**

#### **Search for Vice-President Academic (Fredericton)**

Members of the university community were invited to attend a meeting with the Search Committee for the Vice-President Academic (Fredericton) in Saint John and Fredericton on Jan. 20 and again in Fredericton on Jan. 21. The committee welcomed advice on any aspect of the candidate brief and suggestions on how we may recruit suitable candidates.

Following the campus meetings, the committee approved an advertisement which runs in University Affairs, the CAUT Bulletin and on various websites starting the week of Jan. 25. A candidate brief was also approved and will be used to aid the recruitment of suitable candidates. Copies of the approved candidate brief and advertisement were circulated to our university community on Jan. 29.

The committee invites our community to help in identifying possible candidates. All nominations, applications, and suggestions should be directed to Colleen Keenan with Odgers Berndtson at [unbvpad@odgersberndtson.ca](mailto:unbvpad@odgersberndtson.ca).

### **Building a Better Province**

#### **Community and Government Relations**

The Province of New Brunswick's Strategic Program Review concluded with the release of the Choices to Move New Brunswick Forward report. The report described measures for post-secondary education that included:

Performance-based funding for universities — Government can have a more defined role in managing costs system-wide by fostering a well-developed post-secondary education system that identifies the outcomes to be met, such as: better graduation rates, having graduates aligned to provincial priorities, limiting duplication, and then having corresponding remuneration for institutional performance.



New funding formula for universities — a new performance-based funding formula for universities would allow government to manage the post-secondary education system by providing the funding framework within

which the universities operate. A model that focuses on performance outcomes would deliver value and accountability, while allowing institutions to manage their operations.

New governance legislation — a revised governance model for universities would ensure a more effective link between government and the universities. This would operationalize the policies set by government, while being sensitive to the needs and constraints of the institutions.

Estimated savings within the PSE envelope were projected at \$15 million to \$45 million. Applied to the upcoming provincial budget, cuts of five per cent to 15 per cent were anticipated.

I attended the Premier's second 2016 State of the Province Address on Jan. 28. On the issue of post-secondary education, the address noted:

"I want to talk to you about our need, as a province, to straighten out our public finances so we are able to invest in the priorities of the people of New Brunswick: job creation, economic growth, health and education."

"Here in New Brunswick, we need to become the smart province. We have to invest more in education, training, and research and development."

"In today's world, change is inevitable. We as a society therefore have to develop the ability to adapt to change and the best way to develop that ability is through education, training, research and development and innovation. I've always believed that by the way and I believe it even more now that I've had the incredible opportunity to go to Davos - The World Economic Forum."

The provincial budget was tabled on Feb. 21 by Finance Minister Roger Melanson. Relevant highlights include:

- Renewed investments in student aid;
- The creation of an Education and New Economy Fund;
- A freeze on operating grants;
- A cap on tuition for domestic, in-province students of two per cent;
- An intention to tie the funding of universities to institutional performance.

"In keeping with our platform commitment, the Education and New Economy Fund contains funding for a new tuition assistance program for those with the greatest financial need and for other targeted individuals," Minister Melanson said. "My colleague, the Minister of Post-Secondary Education, Training and Labour, will unveil details of this program later this session following the conclusion of consultations with student representative groups."

"With respect to funding for universities, from 2007-2008 to 2014-2015, provincial operating transfers to public universities grew by 11.5 per cent. At the same time, enrolment decreased by 11.8 per cent. We will therefore continue to freeze university operating grants in this budget. However, the Education and New Economy

Fund will make strategic investments in projects that will help ensure the best education system for New Brunswickers, and contribute to the growth of our economy.”

“Tuition increases will be capped to no more than two per cent for New Brunswick students. However, we will not impose controls on tuition fees for out-of-province students to allow universities to further grow their revenue while remaining competitive in national and international student recruitment. Existing special arrangements with St. Thomas University will be respected. To ensure predictability for students, we will work with universities to implement our platform commitment to provide students with a four-year tuition fee schedule prior to the end of our mandate.”

“We will continue to work with public universities on a new, mutually acceptable funding formula – a formula that is performance-based and ensures universities are able to focus on growth. When this formula is in place, we will lift the freeze on the total assistance envelope as universities surpass their performance targets.”

UNB engaged in significant pre-budget advocacy activity that included:

- embedding the post-secondary case for support in the pre-budget presentations and submissions of third-parties;
- meetings between government and executive committee members;
- meetings between university presidents and government;
- release of impact analysis on UNB's contribution to the NB economy;
- release of projected lost revenue, based on UNB's economic impact algorithm.

The analysis performed by Economic Modelling Specialists International [EMSI] indicated:

- During the 2013-14 analysis year, UNB and its students added \$1.2 billion in income to New Brunswick's economy, approximately equal to 4.5% of the province's Gross Provincial Product and 29,503 average wage jobs.
- For every \$1 students invest in UNB, they receive a cumulative \$2.80 in higher future earnings over the course of their working careers.
- A \$6.4 million cut evenly across the university (reduces provincial funding for day-to-day operations and research each by 5%) would decrease UNB impacts in terms of provincial income by \$7.3 million and provincial sales by \$9.3 million.
- A \$19.1 million cut evenly across the university (reduces provincial funding for day-to-day operations and research each by 15%) would decrease UNB impacts in terms of provincial income by \$21.9 million and provincial sales by \$27.8 million.

See <http://www.unb.ca/president/reports.html> for economic impact materials.

# APPENDIX A

(Provincial government budget for 2016-17)

**From:** staff-g Dynamic Listserv [mailto:STAFF-G@LISTSERV.UNB.CA] **On Behalf Of** President's Office  
**Sent:** Tuesday, February 02, 2016 3:34 PM  
**To:** STAFF-G@LISTSERV.UNB.CA  
**Subject:** Provincial government budget for 2016-17

Dear Members of the UNB community:

The provincial government unveiled its budget this afternoon. While it will take some time to assess its true impact on our university, I draw your attention to some of the measures affecting post-secondary education:

- Renewed investments in student aid;
- The creation of an Education and New Economy Fund;
- A freeze on operating grants;
- A cap on tuition for domestic, in-province students of two per cent;
- An intention to tie the funding of universities to institutional performance.

The first two – support for students and a strong focus on education, economic development and innovation through the creation of an Education and New Economy Fund – are clearly welcome. We await more detail on these from government but are encouraged.

Our government is faced with many tough choices as it deals with the fiscal reality facing the province. There is no doubt that the impact of this budget on our university could have been much worse. I am grateful that it was not, and I am thankful for the determined efforts by many across the university to underline for government our critical value to the province.

The freeze to our operating grant is certainly better than the reductions government had been signalling. It is important to note, however, that this is the second year of such a freeze. This imposes a real financial challenge for us, especially given that our costs continue to rise at a greater rate than revenues.

The request for a tuition cap follows a year in which we froze tuitions at government's request. It is too early to say what we will do on the tuition side but an increase seems certain as we grapple with our own fiscal reality. I am sensitive to the impact any increase would have on our students, but we must explore every avenue to ensure the education we offer remains among the best in the nation.

There was no indication from government today on funding beyond the coming year, which makes the challenges ahead even more difficult. It is

my expectation, however, that we will be able to secure a funding framework from government over the next few months that will help us plan effectively for the future.

Part of the reason our revenues have lagged is a steady decline in student enrolment. Year over year, fewer and fewer students graduate from New Brunswick high schools, a serious challenge for us. There is no question that UNB plays a large and important role in the social and economic development of the province, but it is difficult to argue for increased funding from government at a time when our enrolments are down. This is one reason that we have engaged in a dynamic marketing campaign tied to a focused and energized recruitment effort. Early results are showing encouraging signs.

Government did indicate today that it intends to start discussions on performance funding for universities – in other words, attaching a set of outcomes to the funding it provides. Past efforts elsewhere to fund post-secondary institutions on the basis of performance have not been done well. We welcome discussions with our government in order to ensure any incentives put in place produce the expected results. This is easier said than done requiring much thought and analysis.

It is in this context that we are building our own budget for next year. We face a potential operating deficit in this fiscal year of about \$5 million. With the operating grant freeze and tuition cap, I anticipate our deficit for 2016-17 could be more than \$10 million without other actions by us to reduce this amount.

Ensuring a strong future for UNB requires that we take steps to deal with this budgetary deficit. We will do so over the next few years so that the change required is carefully considered, that our approach is measured and strategic.

Our budget for 2016-17 is still in development. No decisions have yet been taken. We have asked our deans and directors to submit budget proposals that will help us reduce expenditures across faculties and administration. Budget lines for scholarships and libraries will be protected at current levels. The work we do from here will be informed by the advice of our budget committees, by the academic program review undertaken by our Senates as well as by the administrative review chaired by Karen Cunningham, UNB Vice-President (Administration and Finance). Our final budget proposal goes to the Board of Governors in the spring.

More details on our budget strategy for the year ahead, the fiscal outlook for UNB and for other information on our finances can also be found on the [reports](#) tab on the webpage of the Vice-President (Administration and Finance).

We believe ourselves to be innovative, creative, determined and committed. There is evidence of this in every corner of our university. The challenges we face today are similar to those we have met in the past, offering us the opportunity to meet and rise above them, as we have done throughout our long and storied history. Working as a community – working together – we will build a stronger, better university.

Sincerely,

H.E.A. (Eddy) Campbell  
President & Vice-Chancellor  
University of New Brunswick