

September 15 and 16, 2015

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 pleased to share some of our recent accomplishments:

On Aug. 27 our Board members and Senate members gathered together in Fredericton and Saint John to take in high-level presentations on university finances and property matters before brainstorming together on the most-pressing issues facing UNB. The informal sessions were, I thought, well-received and productive. Members expressed interest in having similar sessions in the future and we will look for ways to make that happen.

We celebrated faculty and staff in Saint John with the annual Summer Social on Aug. 26 and in Fredericton on Aug. 27. I am pleased so many faculty and staff came out to enjoy ice cream, refreshments and musical entertainment.

I am pleased to welcome Brian Baxter in his appointment as chair of our Board of Governors for a two-year term, effective July 1. Brian is the chairman and chief executive officer of Botsford Investment Inc. in Moncton and most recently served as UNB's vice-chair. Larry Hachey has been appointed vice-chair for a two-year term as of July 1. Larry, of Quispamsis, is the president of Bluechip Leasing Atlantic and has served on our board since 2011.

Christopher McFarlane, an earth sciences researcher, recently received \$125,000 from The Canada Foundation for Innovation's John R. Evans Leaders Fund. This research money was used to acquire an instrument, that will provide him and his team more in-depth information about materials such as rocks, minerals, biological tissues, archeological artifacts and metals.

The Summer Institute, part of the J Herbert Smith Centre for Technology Management and Entrepreneurship (TME), is among an exclusive group of accelerator programs with the Global Accelerator Network (GAN). The GAN was created alongside the White House's Startup America Initiative in 2010 to increase the success rate among young entrepreneurs and to

provide support and collaboration for business accelerators worldwide. Being a part of GAN places UNB's Summer Institute and the J Herbert Smith Centre for Technology Management and Entrepreneurship on the global stage, opening up new opportunities for start-ups in Atlantic Canada.

Wesley Finck and Min Ji Kim have been named the UNB recipients of the prestigious Schulich Leader Scholarships worth \$80,000 and \$60,000 respectively. Created in 2011 by Canadian business leader and philanthropist Seymour Schulich, this annual scholarship program encourages promising high school graduates to embrace science, technology, engineering and mathematics (STEM) in their future careers.

Cloud – a mural by local artist Deanna Musgrave – is now installed at the Hans W. Klohn Commons on our Saint John campus. Commissioned by UNB's Art for New Spaces Program, the mural project began when a group of New Brunswick artists were invited to present their creative concepts for this unique space. The abstract mural consists of eight canvas panels depicting a cloud formation with thousands of details illustrating various aspects of knowledge, communication and technology.

Douglas Willms, Professor and Canada's Research Chair in Literacy and Human Development, was inducted in Melbourne, Australia on August 14 as President of the International Academy of Education. The seat of the Academy is at the Royal Academy of Science, Literature and Arts in Brussels, Belgium. Founded in 1986, the Academy is dedicated to strengthening the contributions of education research, solving critical educational problems throughout the world, and providing better communication among policy makers, researchers and practitioners. Douglas has published over 200 research articles and monographs pertaining to youth literacy, children's health, the accountability of schooling systems, and the assessment of national efforts.

UNB, and its partners, were recently awarded a 2015 Canadian Network for Innovation in Education (CNIE) Award of Excellence. The CNIE-RCIE Award of Excellence was in the category of Excellence and Innovation in the Integration of Technology in Educational Practices/Collaboration for online modules developed for post-secondary education professors and instructors. The site – entitled Supporting Students with Disabilities – is intended to better

equip instructors to support students with disabilities by understanding how their learning and assessment environments are impacted. The project was a joint effort by Mount Allison University, NBCC, NBCCD, St. Thomas University and UNB, with funding and project management by the Government of New Brunswick's Department of Postsecondary Education Training and Labour.

Barbara Nicholson, Associate Vice-President (Capital Planning and Property Development), recently earned national recognition for her outstanding achievements and service to the community and architecture profession when she was named a Fellow of the Royal Architectural Institute of Canada.

On June 26, we announced that Allen Curry of the Canadian Rivers Institute was awarded \$2.8 million from the Natural Sciences and Engineering Research Council (NSERC) to conduct an aquatic ecosystem study on the St. John River to support NB Power's future decision on the Mactaquac Generating Station. This is the largest Collaborative Research and Development Grant ever awarded in Atlantic Canada, bringing the project total to \$5.3 million, and will have a significant impact on the province.

On June 24, Keith Ashfield, Member of Parliament of Fredericton, announced that 26 researchers from UNB were awarded Natural Sciences and Engineering Research Council (NSERC) Discovery Grants for various research initiatives, totally more than \$3.3 million. A list of our researchers may be found at <http://blogs.unb.ca/newsroom/2015/06/24/dozens-of-unb-researchers-awarded-with-nserc-discovery-grants/>

Four Maritime high school students will receive prestigious Currie Scholarships at UNB in September – a reward for their outstanding leadership in the community and academic performance. This year's recipients are Mansa Agbaku of Saint John, NB; Christopher Lomond of Debert, NS; Corinne Trottier of Parrsboro, NS; and Luke Walker of Enmore, PEI.

The UNB Merit Awards recognize outstanding contributions to teaching, research and university service by members of the Association of University of New Brunswick Teachers. The awards are given annually on the basis of recommendations from faculty deans, school directors and the director of libraries. The 2014-15 Merit Award recipients are: Mary Ann Campbell, Psychology (SJ); Denise Clark, Biology (F); William Hyslop, Computer Science (F); Mary Kaye, Electrical and Computer Engineering (F); Brigitte Leblon, Forestry and Environmental Management (F); Yonghao Ni, Chemical Engineering and Chemistry (F); Remy Rochette, Biology (SJ); Joanne Smyth, Libraries (F); Gopalan Srinivasan, Business Administration (F); and Gary Waite, Department of History (F).

Engineers from Johns Hopkins University in Baltimore have developed the world's first brain-controlled prosthetic limb with help from UNB. The team created a human-machine interface that allows a person to move a prosthetic arm with thought. Kevin Englehart, Director of UNB's Institute of Biomedical Engineering, was part of the research team.

Two UNB graduate students have won prestigious 2015 Vanier Canada Graduate Scholarships valued at \$50,000. Jianhui Zhou is a PhD candidate studying forest engineering and Rebecca Salazar is completing her PhD in English. The Vanier Canada Graduate Scholarships program aims to attract and retain world-class doctoral students by supporting students who demonstrate both leadership skills and a high standard of scholarly achievement in graduate studies in the natural sciences and engineering, social sciences and humanities, or health sciences.

I am pleased to welcome Karen Cunningham as Vice-President (Administration and Finance). Her appointment comes after a national search for candidates led by a bi-campus committee comprised of a cross-section of the UNB community. As well, I am pleased to welcome Jane Fritz as Interim Vice-President Academic (Fredericton) and am grateful she has agreed to serve in this role for the next year while we undertake our search for a full-term appointment. I wish to take this opportunity to thank Shirley Cleave for her dedicated work in an acting role after Tony Secco stepped down as Vice-President Academic (Fredericton). I am pleased to welcome

John Williamson as Dean of the Faculty of Law for a two-year term as well as Jeff Burkard, who has stepped up to fill the role of Dean of Kinesiology at UNB Fredericton for the next six months while Wayne Albert is on leave. Alanna Palmer has been appointed Interim Human Rights Officer, following the departure of Barbara Roberts who has recently joined Michigan State University. I am also pleased to report that Victoria Sparkes has been appointed as Acting Director of Undergraduate Awards for a one-year term, that Dean Martin has accepted the position of Director of Residential Life in Fredericton and that Ian Allen has accepted the position of Executive Director of the College of Extended Learning (CEL) for a three-year term.

UNB has accomplished great things and will continue to do so as we build a better university.

Sincerely,



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

An Exceptional and Transformative Student Experience

Student Recruitment and Strategic Enrolment Management

Student Recruitment, for both domestic and international students, continues to be a crucial activity for the sustainability of the university. Using the 2014 Deloitte Report on the organizational review of recruiting activities at UNB as a starting point, the following staffing has taken place over the past few months.

- Manager Recruiting – UNBSJ – Erin Jeffery
- Director of Student Recruitment UNB – Dax MacLean
- Director of International Student Recruitment – Chris Beardsworth
- Recruiting position has been established in Calgary effective Sept. 1 – Jordan Priest
- Recruiting position has been established in Beijing, China – staffing is in process

In addition to getting the organizational side of the house in order, student recruitment has worked closely with the Marketing group to develop and test a comprehensive marketing program that will launch late September in five targeted domestic markets including New Brunswick, Nova Scotia, Ontario, Alberta and Prince Edward Island. In concert with the campaign and tactics that will be deployed, special care has been given to ensuring the UNB branding initiative is supported in all of the new materials. One particularly interesting project on the promotional side of recent recruiting activities is the development of virtual tours for each campus, available in English, Spanish and Mandarin located on the revised website.

Tied directly to the investment in marketing is the development of recruiting targets by recruiter, by region, by campus. Specific targets have been established for our domestic teams and for themselves and for their primary campus while they deliver a recruiting message for UNB overall. On the international side, targets have been established for applications from four regions, Asia; The Americas; Africa, Middle East and India, and Europe. Overall, the targets have been established at 8.5% over the 2014 actual application numbers.

One of the critical factors in attaining our enrolment numbers is the conversion of applications to enrolled students. Student Recruitment is developing a communications flow document to identify the common touch points along a prospective student's journey to UNB and will be sharing information with other departments and faculties in order to develop plans to effectively move students through our processes and positively impact our conversion rates.

Leadership in Discovery, Innovation and Entrepreneurship

Strategic Research Plan

Development of research inventories to obtain background information that will support discussion for the strategic research plan is underway. Initial meetings were held in May and June to determine potential names of researchers.

Initial drafts will be complete this fall for broad consultation and World cafés will also be scheduled for the fall to identify initiatives for the Strategic Research Plan.

Yaffle

Over the last few years, there has been much discussion about creating an experts database to house information on our researchers. The intent of this database is to make it easier for the citizens of New Brunswick and potential graduate students to have access to the type of research and projects our experts are leading.

UNB has partnered with Memorial University in Newfoundland to use their software – Yaffle (www.yaffle.ca). We anticipate having a soft launch this fall with a much larger announcement in the winter of 2016.

In an effort to collect information on our researchers and populate the database – we have a team collecting available information on our researchers in ROMEO. Many of you will receive an email asking that you review the data collected thus far. I encourage you to respond to this request in a timely manner. It is very important that we capture as many of our researchers as possible in this database. Alternatively, if you've not yet received an email and would like to participate in this initiative, please contact Melissa Dawe at mdawe@unb.ca.

Financial Resilience and Responsibility

Out-of-Province Program Funding

Dan Coleman, Assistant VP Fredericton (Academic), led a bi-campus committee to discuss offshore and out-of-province program funding models. The resulting policy constructs a revenue sharing model for offshore or out of province programs and professional programs. This model will be able to be applied to any faculty or unit offering offshore or out-of-province programs. The intent is to provide incentives for entrepreneurial activities for units while ensuring that a fair share of revenue is delivered to central budgets to support the administrative burden provided by the University.

Units delivering programs off-shore and out of province will remit 20% of gross revenue earned by the programs on an annual basis.

New programs will be exempt from the revenue sharing for the first three years of their operations in recognition that time often is needed to grow the programs. Upon review, a fourth year of exemption may be granted upon negotiation with the Vice-President Fredericton or Vice-President Saint John, as appropriate.

It should be noted that the revenue sharing will be campus specific.

UNB's Budget (2015-16)

On June 2 and again on June 10, I sent an email to faculty and staff detailing some of the challenges we face in regards to the 2015-16 budget. Particularly, declining enrolments and government support (please see Appendix A to review the email messages).

I will be holding State of the University events where I will be outlining the challenges and opportunities for UNB in the year ahead and beyond. These events will take place in Fredericton on Sept. 14 at 1 p.m. (Marshall d'Avray Hall Lecture Theatre) and in Saint John Sept. 16 at 11 a.m. (Ganong Hall Lecture Theatre).

Administrative Review

Karen Cunningham, Vice-President (Administration and Finance), is in the process of forming a task force to provide oversight for this process.

Enterprise Resource Planning System (ERP)

The project to rejuvenate the Ellucian Colleague (Datatel) system will also be looking at business processes with an eye to streamlining and improving things over the next few years. The steering committee for the project has been set and is expecting to meet in September to establish the scope, project plan and other governance documents.

Three-Bucket Budget Model

Plans are progressing on developing a plan to introduce a three-bucket budget for the 2016-17 year.

Building a Better University

"Why UNB?" Brand Project

Four years ago, we launched the 'Why UNB' initiative to better understand who we are, what we stand for, and how we should focus our future. To break through the crowded post-secondary marketplace and attract the attention of prospective students, we are leveraging lessons learned during this process. This fall, we will begin to tell our story to the world with the launch of a modern, refreshed visual identity, website, digital strategy and creative marketing campaign targeting future students.

Launch of New Website

The UNB website will be transformed in a phased approach to ensure a modern, engaging web experience. Phase one launched on Aug. 24, and offers a platform that leads prospective students intuitively through the admissions process towards enrolment while directing key audiences through our site. We are developing a content strategy with cross-campus input to strategically roll out the new look while keeping content fresh and engaging.

Strategic Marketing Campaign (Sept. 18, 2015 to Mar. 1, 2016)

On Sept. 18 we launch our dynamic marketing campaign that will target potential students and parents and raise awareness of all that UNB has to offer. Campaign launch events are planned in Saint John and Fredericton to unveil the brand and visual identity to our internal community. Materials have been developed to help members of the UNB community with the implementation of the new brand. These items include a Brand Book as well as a series of templates that will be available online.

Full-Time Faculty Appointments

Bateman, Scott, Assistant Professor, Faculty of Computer Science, appointment to commence July 1, 2015.

2013 PhD University of Saskatchewan
2007 MScCS University of Saskatchewan
2001 BSc University of Prince Edward Island

Bouchard, Danielle, Assistant Professor, Faculty of Kinesiology, appointment to commence July 1, 2015.

2008 PhD Université de Sherbrooke
2004 MSc Université du Québec
2003 BPE Université de Moncton

Bruning, Patrick, Assistant Professor, Faculty of Business Administration, term appointment converted to tenure-track commencing July 1, 2015.

2014 PhD Purdue University
2010 MSc University of Manitoba
2004 BSc University of Manitoba

Chawla, Akhila, Assistant Professor, Faculty of Business Administration, appointment to commence July 1, 2015.

2006 MBA Concordia University
1996 BComm Hansraj College, University of Delhi

Dafnos, Tia, Assistant Professor, Department of Sociology, appointment to commence July 1, 2015.

2014 PhD York University
2007 MA York University
2004 BA University of Toronto

Hindmarch, Suzanne, Assistant Professor, Department of Political Science, appointment to commence July 1, 2015.

2014 PhD University of Toronto
2001 MA Dalhousie University
1997 BA University of Alberta

Holtmann, Catherine, Associate Professor in the Department of Sociology and Director of the Muriel McQueen Fergusson Centre for Family Violence, appointment to commence July 1, 2015.

2013 PhD University of New Brunswick
2009 MA University of New Brunswick
1994 MDiv University of St. Michael's College/Toronto
1987 BA University of Winnipeg

Ignaszak, Anna, Assistant Professor, Department of Chemistry, appointment to commence August 1, 2015.

2006 PhD AGH University of Science and Technology
2001 MSc Poznan University of Technology

Massfeller, Helen, Assistant Professor, Faculty of Education, appointment to commence July 1, 2015.

1996 PhD University of Alberta
1991 MA University of Alberta
1987 BSc Liverpool John Moores University

Mohammadi, Mohsen, Assistant Professor, Department of Mechanical Engineering, appointment to commence August 15, 2015.

2011 PhD University of Western Ontario
2006 MScEng Sharif University of Technology
2004 BScEng Iran University of Science and Technology

Oh, Won Taek, Assistant Professor, Department of Civil Engineering, appointment to commence July 1, 2015.

2012 PhD University of Ottawa
 2003 PhD Pusan National University
 2000 MSc Pusan National University
 1998 BSc Pusan National University

Pavey, Scott, Assistant Professor, Tier II Canada Research Chair in Aquatic Molecular Ecology, Faculty of Science, Applied Science and Engineering (UNBSJ), appointment commenced July 1, 2015.

2010 PhD Simon Fraser University
 2004 MSc University of Alaska Anchorage
 1998 BSc Colorado State University

Ray, Suprio, Assistant Professor, Faculty of Computer Science, appointment to commence July 1, 2015.

2015 PhD University of Toronto
 2003 MSc University of British Columbia
 1999 BE NIT (Trichy, India)

Rendall, Drew, Professor, Department of Biology, and Dean of Graduate Studies, appointment to commence July 1, 2015.

1996 PhD University of California, Davis
 1992 MSc University of California, Davis
 1990 BSc University of Calgary

Saha, Gobinda, Associate Professor, Department of Mechanical Engineering, appointment to commence August 20, 2015.

2005 PhD Dalhousie University
 2000 MScEng Delft University of Technology
 1995 BScEng Tajik Technical University

Sénéchal, Martin, Assistant Professor, Faculty of Kinesiology, appointment to commence July 1, 2015.

2012 PhD Université de Sherbrooke
 2007 MScKin Université de Sherbrooke
 2005 BScKin Université de Sherbrooke

Shaikh, Ibrahim, Assistant Professor, Faculty of Business Administration, appointment to commence July 1, 2015.

2015 (expected) PhD Rensselaer Polytechnic Institute
 2007 MA California State University
 2005 BA University of California

Taber, Philip, Librarian I, Harriet Irving Library, appointment to commence April 20, 2015.

2012 MLIS Dalhousie University
 2009 BA University of King's College

Watson, Barry, Assistant Professor, Faculty of Business (Economics) (UNBSJ), appointment commenced July 1, 2015.

2015 PhD Dalhousie University
 2006 MA University of New Brunswick
 2003 BBA University of New Brunswick

Webster, Jessica, Senior Instructor, Faculty of Nursing, appointment to commence July 1, 2015.

2011 MN University of New Brunswick
 1999 BN University of New Brunswick

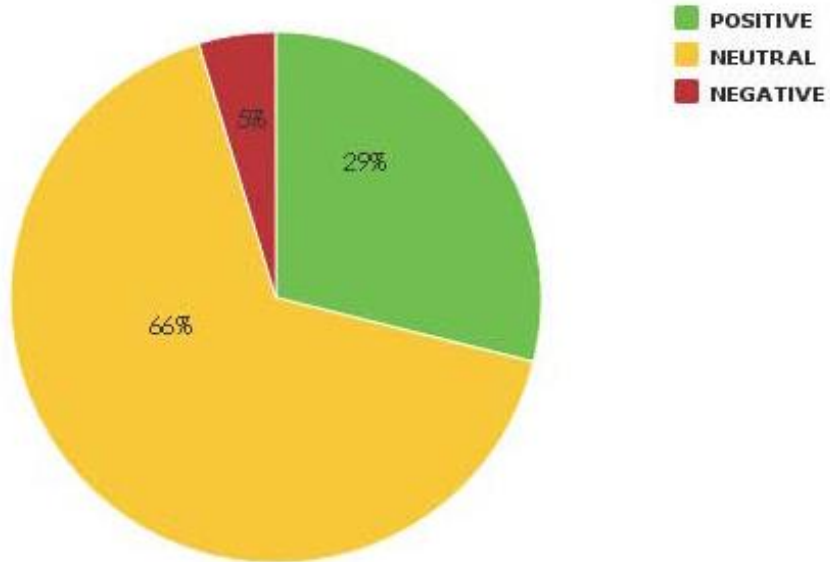
Wegener, Matthew, Assistant Professor, Faculty of Business (Accounting) (UNBSJ), appointment commenced August 1, 2015.

2014 PhD Université de Montréal
 2010 MSc Brock University
 2008 BAcc Brock University

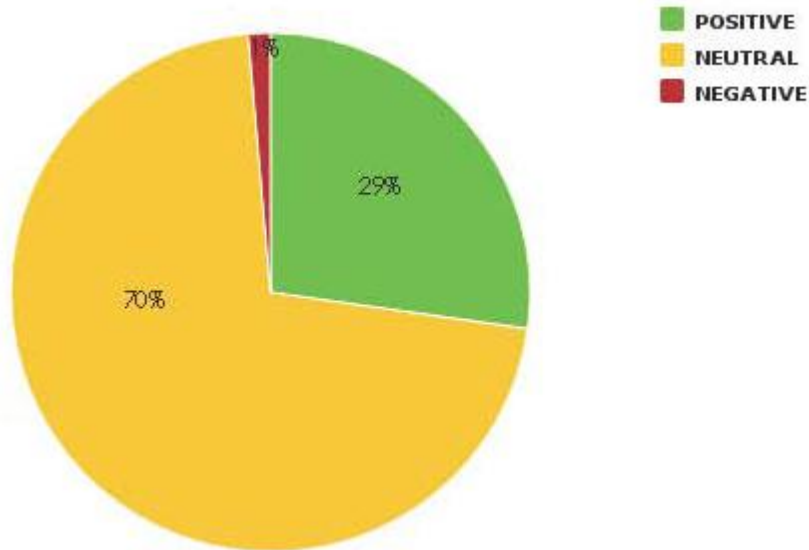
UNB in the news – Earned Media from May 1 to Aug. 31, 2015

The following is a summary of media mentions for the University of New Brunswick, with breakdowns for volume of mentions over time and the "tone" – whether the article is positive, negative or neutral in its treatment of UNB. Note the spike in mentions in June – attributable to coverage of graduations and associated events.

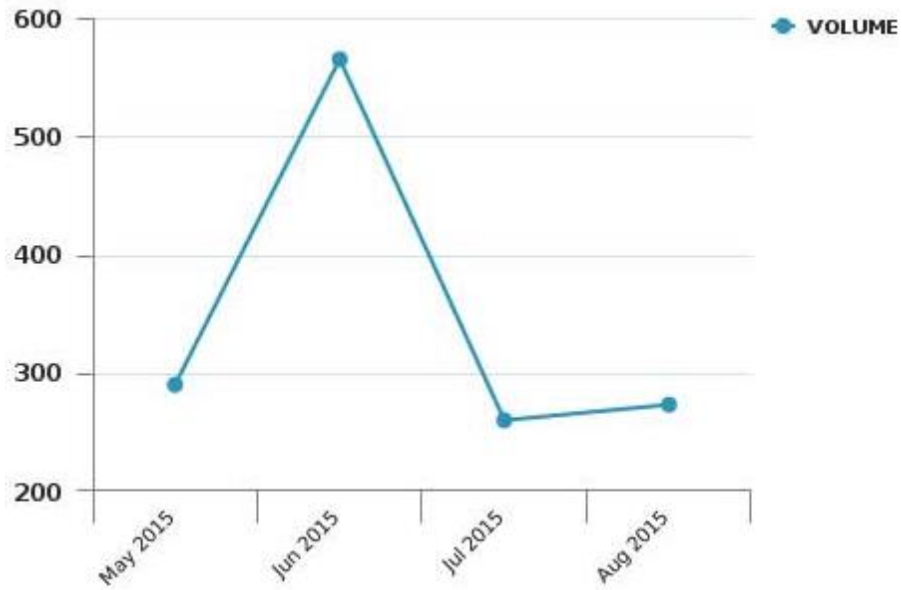
Tone for brand mentions (News: Print and Broadcast Media)



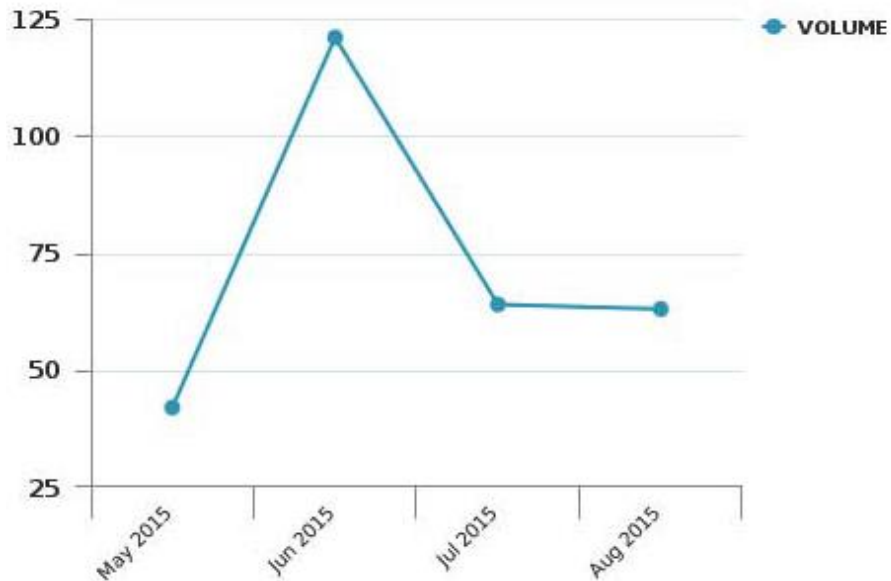
Tone for brand mentions (Web News ex. CBC Online, etc.)



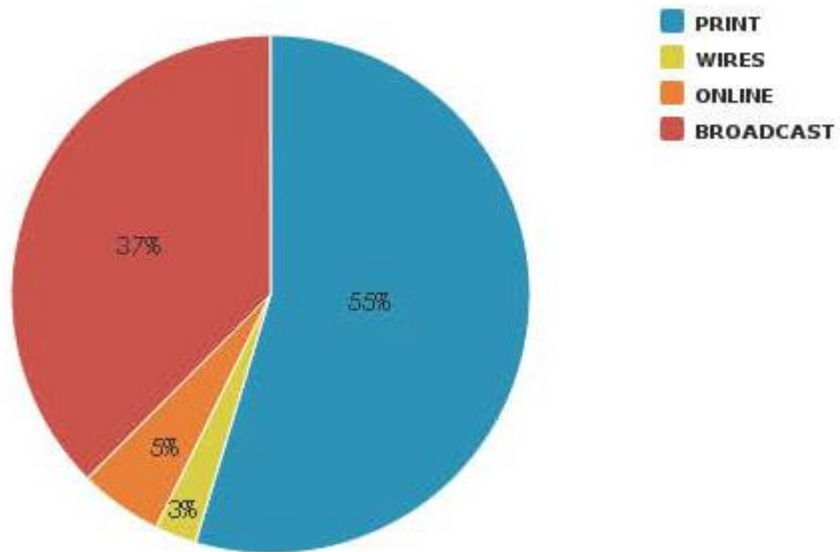
Volume of content over time (trend) (News: Print and Broadcast)



Volume of content over time (trend) (Web News)



Media Mix (News)

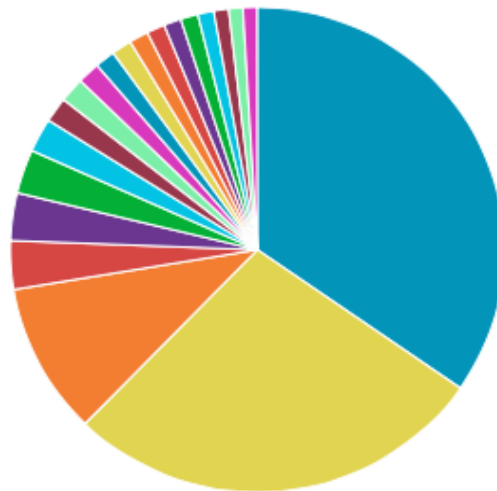


Exposure/Circulation/Reach (Total) (News)



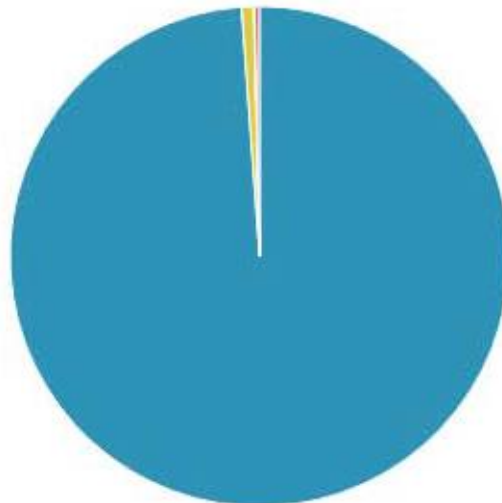
Top Influencers (News: Print and Broadcast)

Top influencers (News)



- The Daily Gleaner (Fredericton)
- New Brunswick Telegraph-Journ
- Times & Transcript (Moncton)
- CBC Radio One Moncton
- CBC Radio One Saint John
- CBC.CA News
- The Chronicle-Herald
- Broadcast news
- Canadian Press
- Miramichi Leader
- National Post
- CBC Radio One Charlottetown
- CBC Radio One Sydney
- CTV Halifax
- CBC Radio One Halifax
- CTV Saint John
- globeandmail.com
- iNews 880 Edmonton
- CPAC
- The Telegram (St. John's)

Geographic Analysis



- CANADA
- USA
- UNITED KINGDOM
- INTERNATIONAL

Building a Better Province

Community and Government Relations

Over the summer, I met with the new Executive Director of the NB Student Alliance, Lindsay Handren, and will be arranging campus tours for her in the near future. Lindsay graduated from the University of Toronto's School of Public Policy and Governance in 2015 with a Master of Public Policy. A native of Prince Edward Island, she completed a Bachelor of Arts in Political Science and History at the University of Prince Edward Island (UPEI) in 2013.

The Canadian Alliance of Student Associations is also under new leadership. Please see <http://casa-acae.com/about/staff/> for staff biographies.

Maurice Gallant has taken over the government relations portfolio at the City of Fredericton from Brent Blackmore, who has moved on to a new position in Woodstock.

In June, I met with the Honourable Rob Moore, Minister of State (Atlantic Canada Opportunities Agency), to discuss federal programs available to support UNB's capital priorities and to talk about UNB's innovation and entrepreneurship agenda.

On my behalf, Robert MacKinnon presented to the Saint John Port Authority Board of Directors on June 25. The focus of the presentation was strategic partnerships and collaboration with UNB.

UNB has commissioned Economic Modeling Specialists International (EMSI) to do an economic impact analysis. We anticipate release in September.

APPENDIX A

(Budget messages dated June 2 and 10, 2015)



June 2, 2015

Dear members of the UNB community:

I want to take a few minutes to give you an overview of [UNB's 2015-16 budget](#).

The budget, as presented by staff and approved by the Board of Governors, carries with it a deficit of \$3.6 million. Although a budgetary deficit is not a decision taken lightly, we believe it is necessary to ensure UNB is best positioned for the future.

In March, the provincial government announced that it was freezing operating grants to universities. It also requested that we adopt a tuition freeze. This was unexpected, as we had been led to believe the government would follow through on a multi-year funding agreement that called for a two per cent increase to operating grants and an increase of tuition rates of up to three per cent. Our preliminary budget plans had included those increases, amounting to \$3.9 million in revenues.

After considerable analysis and effort, we have developed a budget with more than \$190 million in spending that: focuses on reinvigorating our academic mission, provides strong support for our students and faculty; serves to enhance national awareness of our innovative programs and entrepreneurial mindset.

The 2015-2016 operating budget realizes cost savings through freezes to non-salary expenses while ensuring investments in teaching and learning. The top administrators – the five vice-presidents and myself – are foregoing any pay increases through economic adjustment and have limited any progression-through-the-range increases to a maximum of two per cent for the year.

We have increased spending on student aid and scholarship funding, and agreed not to increase tuition.

We will be employing \$2.2 million in internally restricted reserve funds to help offset increasing costs inherent in the budget.

We will continue to be presented with challenges. Most notably, the province has signalled its intention to introduce future cuts of five to 10 per cent. That would mean a loss of between \$5 million and \$11 million for UNB, should this come to pass.

Our plan is to utilize our internally restricted risk reserves over the next few years to help balance the budget and transition UNB to a new course.

Accordingly, our faculty members are presently engaged in an academic planning process to further shape UNB as a national leader of higher learning and position us for fiscal challenges of the future. An administrative review will be undertaken to ensure our resources are being used in the most effective and efficient manner and to seek new ways to improve our operations, further increasing efficiency. We will pursue increased revenues through new investments in student recruitment and retention strategies. This work will be supported by the "Why UNB" campaign to create better awareness of who we are and all we have to offer.

I believe these are the right initiatives to help position us for the future but it will take the collective effort of our community to get there.

I encourage you to share your ideas and energies on building a better UNB. I look forward to hearing from you.

The news release can be found in UNB's newsroom:

<http://blogs.unb.ca/newsroom/2015/06/02/board-of-governors-approves-unb-budget-for-2015-16/>

Sincerely,

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



June 10, 2015

Dear colleagues:

Last week, I wrote to you about the budget for 2015-16 and detailed some of the challenges that are ahead for us, particularly in the face of declining enrolments and government support.

These are challenges that will push us to be agile, creative and innovative. We are undertaking a number of initiatives that will position us well for the future. They will help us reverse our enrolment declines, bolster our case to government, and enhance our reputation across Canada and abroad.

Some of you may have some questions about these initiatives, hence this follow-up message. I welcome your questions – as well as your own ideas on building a better University of New Brunswick. We will do this together.

An Academic Plan for the Future

Through our Senates, faculty members are undertaking academic planning activities that will help to position UNB as a dynamic institution of higher learning. They will ensure our programs are progressive and competitive, regardless of any financial challenges that come our way. These plans will cement our place as one of Canada's top comprehensive universities.

Effective and Efficient Management

We will undergo a review of our administrative processes and structures to ensure the management of the university is the most effective and efficient that it can possibly be. We are presently recruiting for a Vice-President (Administration and Finance), who will lead the review once in office.

We are also refreshing our financial software and re-organizing our financial reporting and budget development structures to make the system more robust and efficient. We are revising our budget processes to allow for more faculty input as well as more openness and transparency.

Recruiting for Tomorrow

Universities in Atlantic Canada are struggling with enrolments. At UNB, our struggle is more acute – despite some success attracting international students, three-quarters of our students are from New Brunswick. If current projections are correct, however, there will be 1,200 fewer high school graduates in this province by 2020.

Not only must we entice more students to come here to UNB, we must pull them from the rest of Canada. We must continually improve our efforts to attract students from abroad.

The UNB recruitment team is today managed through one office with clear goals and objectives. The team is motivated and focused but our drive to increase our enrolment will require a multi-faceted effort. Can we succeed? I believe so, but it will not be easy. In a highly competitive environment for students, our effort must be wide and determined.

Why UNB?

We are now right in the middle of a project that will aid greatly with the recruitment effort. “Why UNB?” is the name we’ve given to our ambitious effort to better understand who we are and present that brand truth in compelling ways on both national and international stages. You may have heard me talk before about the need to “tell our story better.” We do have such an incredible story as a national-calibre university that provides an exceptional education on friendly, attractive campuses.

Moreover, we have among us scholars, researchers and innovators who aren’t just the best in Canada – they lead the world in what they do.

Sharing our successes and strengths more boldly and to a much wider audience will attract more students from outside the borders of this province. Indeed, by more effectively sharing the UNB story, we will attract more top-flight faculty and graduate students as well.

Our new “Why UNB?” brand campaign, set to launch this fall, is integral to our recruitment efforts. We will be investing \$5 million during this fiscal year on the campaign and associated activities to ensure our efforts to grow enrolment have a strong foundation. As part of this, we will be undertaking a long-overdue modernization of our web presence and developing a more cohesive approach to presenting UNB to the outside world.

We will be closely monitoring the effectiveness of this work in attracting students – changing what is not working and enhancing what is. We have established a target for this investment in our future: 1,000 new domestic undergraduate students by 2019-20. Meeting this goal will allow us to not only recoup but sustain our investments in this area, all with the goal of building a better UNB.

Growing the academy

Our faculties will be empowered to expand their work in new and entrepreneurial ways, such as online and out-of-province degree programs.

As our enrolment grows, we will need and want to advance the academy. To meet our needs and fuel future growth in faculty complement, we will need the flexibility new revenues provide. As we expand our horizons, we will undoubtedly see supporters of our university increasingly interested in directing donations toward faculty positions.

Increasing support to students

Our budget for this year increases funding to student aid to \$8.8 million, an increase of 8.6 per cent from last year. Strong returns on our investments have allowed us to make this important step in support of students who need it the most. We already know that nearly half of our students are first in their families to attend university and that a UNB education has a transformative effect on our students' lives.

Asking others to invest in us

We are in the quiet stage of an ambitious \$110 million fundraising campaign in support of our mission. We will have more to share with you on the campaign in the near future but the money we raise through this effort will be invested in priorities identified by our faculties: enriching our classroom spaces, our labs, institutes and projects. It will also go to students – one-half of the money raised will go toward student support in the form of scholarships and bursaries. The funds from generous donors in the private sector will translate into incredible investments in our university and its people.

Effective government advocacy

I mentioned last week that the provincial government's move to freeze university operating grants and its request of us to freeze tuition effectively cost us \$3.9 million. I noted that further government efforts to address its financial problems through program review could end up costing us another \$5 million to \$11 million in annual grant revenue.

It's abundantly clear that UNB is feeling the effects of New Brunswick's fiscal crisis. While it would be naive to believe that we will escape this entirely, we do have underway an advocacy campaign to strengthen our case for support with government. As New Brunswick's premier research institution, we do have a compelling case before a government focused on innovation. Our efforts do not rest there – we are making it clear to government how the work

we undertake every day transforms the province for the better. We are making it clear that if UNB is diminished, so too is this province.

Even with a highly effective advocacy effort, there are clearly no promises. We must be inventive, and persistent, in our pursuit of new sources of funding.

Next steps

We move forward on these fronts as a community. These will make an important difference to the life and future of our university. Collectively, they will build a much stronger and vibrant University of New Brunswick. There will be lots of distractions and noise but we must have the courage and the strength to stay the course.

We have an opportunity now to define ourselves for the future.

I look forward to hearing from you.

Sincerely,

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

APPENDIX B

(Senate Dashboard)

Student Body
Basic UNB Data Fall Enrolment Head Count

	Overall					Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
Fall Head Count	10,859	11,057	10,789	10,618	10,039	(579)
Undergraduate and 1st Professional	9,191	9,236	9,018	8,933	8,463	(470)
Masters	1,242	1,343	1,316	1,244	1,120	(124)
PhD	426	478	455	441	456	15
% International (all levels)	11.8%	13.7%	14.7%	15.1%	14.4%	(0.7%)
Undergraduate and 1st Professional	9.6%	11.5%	12.1%	12.1%	11.8%	(0.3%)
Masters	20.9%	22.0%	26.1%	29.4%	25.5%	(3.9%)
PhD	32.9%	33.7%	35.2%	36.1%	34.6%	(1.4%)
% Female (all levels)	53.0%	51.7%	51.9%	51.7%	50.5%	(1.2%)
Undergraduate and 1st Professional	53.6%	52.1%	52.1%	52.0%	50.5%	(1.5%)
Masters	52.7%	51.3%	52.8%	51.8%	52.8%	1.0%
PhD	42.3%	44.8%	45.7%	46.5%	45.6%	(0.9%)
Partnership Degree Programs (not part of Basic UNB Data)	2,114	1,911	1,951	1,807	1,741	(66)

Fredericton

	Overall					Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
Fall Head Count	8,283	8,236	8,029	8,049	7,838	(211)
Undergraduate and 1st Professional	6,794	6,691	6,527	6,614	6,407	(207)
Masters	1,079	1,096	1,073	1,025	1,005	(20)
PhD	410	449	429	410	426	16
% International (all levels)	9.7%	10.7%	11.8%	12.8%	12.7%	(0.1%)
Undergraduate and 1st Professional	6.8%	7.7%	8.6%	9.6%	9.7%	0.1%
Masters	18.7%	19.2%	22.0%	24.3%	22.4%	(1.9%)
PhD	33.2%	34.5%	35.7%	36.1%	34.5%	(1.6%)
% Female (all levels)	51.0%	50.5%	50.2%	49.9%	48.6%	(1.3%)
Undergraduate and 1st Professional	51.0%	50.4%	49.8%	49.7%	48.1%	(1.6%)
Masters	54.4%	53.8%	54.4%	53.0%	53.2%	0.2%
PhD	42.0%	44.5%	45.5%	46.1%	45.8%	(0.3%)
Partnership Degree Programs	2,114	1,911	1,951	1,807	1,711	(96)

Saint John

	Overall					Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
Fall Head Count	2,576	2,821	2,760	2,569	2,201	(368)
Undergraduate and 1st Professional	2,397	2,545	2,491	2,319	2,056	(263)
Masters	163	247	243	219	115	(104)
PhD	16	29	26	31	30	(1)
% International (all levels)	18.5%	22.5%	23.3%	22.3%	20.5%	(1.7%)
Undergraduate and 1st Professional	17.3%	21.3%	21.2%	19.1%	18.5%	(0.7%)
Masters	35.0%	34.4%	44.0%	53.4%	53.0%	(0.4%)
PhD	25.0%	20.7%	26.9%	35.5%	36.7%	1.2%
% Female (all levels)	59.6%	55.1%	56.9%	57.3%	57.2%	(0.0%)
Undergraduate and 1st Professional	60.9%	56.6%	58.1%	58.4%	57.9%	(0.5%)
Masters	41.7%	40.1%	45.7%	46.1%	48.7%	2.6%
PhD	50.0%	48.3%	50.0%	51.6%	43.3%	(8.3%)
Partnership Degree Programs	No programs currently offered.					

Updated: February 2015; Next Update: December 2015

Student Body Notes:

Student Body headcounts (a unique student ID counted once) are based on Fall Basic UNB Data enrolment figures and include only students who have paid and registered in courses in the fall term. It excludes students enrolled in partnership or non-credit programs. It includes students registered in programs offered in conjunction with other New Brunswick institutions, such as NBCC.

All enrolments are from the official December enrolment figures and supersede preliminary reports created in October. There can be a significant difference between the preliminary October and final December figures, especially for Graduate students.

Masters students include graduate qualifying, exchange and some visiting students; however, most visiting graduate students do not take courses at the University and are not, therefore, included in these counts.

Percentage breakdown for International and Gender status is based on the above headcounts. Students whose gender or international status is not reported are not included in percentage estimates.

Partnership program enrolment is based on Faculty reports to Fredericton's Registrar. There are currently no partnership degree programs offered through the Saint John campus.

Singapore partnership programs were suspended Summer 2011 (accounted for approximately 100 students in 2010FA counts).

Undergraduate Admissions
Basic UNB Data Fall Admissions

	Overall					Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
High School Applications	3,462	3,511	3,233	3,349	3,276	(73)
% Applications Admitted	82.6%	82.1%	82.0%	84.8%	84.16%	(0.7%)
% Applications Confirmed	40.3%	40.2%	41.0%	40.9%	41.0%	0.1%
% Applications Enrolled	43.4%	45.1%	46.1%	46.2%	43.0%	(3.2%)
International High School Applications	889	759	610	688	648	(40)
% International Applications Admitted	73.2%	67.2%	63.8%	70.9%	72.4%	1.4%
% International Applications Confirmed	14.2%	9.1%	10.2%	14.8%	17.4%	2.6%
% International Applications Enrolled	13.5%	9.4%	9.3%	11.8%	11.7%	(0.0%)
Undergraduate External Transfer Applications	1,621	1,584	1,425	1,483	1,327	(156)
% Transfer Applications Admitted	67.5%	61.0%	66.3%	70.5%	68.9%	(1.7%)
% Transfer Applications Confirmed	21.0%	18.6%	21.8%	20.4%	22.6%	2.2%
% Transfer Applications Enrolled	40.5%	39.1%	41.6%	43.0%	44.6%	1.6%
% Total Transfer Applications - International	30.5%	27.7%	28.1%	30.0%	30.0%	(0.0%)

Fredericton

	Overall					Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
High School Applications	2,552	2,667	2,462	2,582	2,565	(17)
% Applications Admitted	80.9%	81.1%	80.6%	82.2%	81.8%	(0.4%)
% Applications Confirmed	41.3%	39.5%	40.1%	39.4%	38.1%	(1.3%)
% Applications Enrolled	41.7%	41.7%	42.8%	42.5%	39.3%	(3.1%)
International High School Applications	562	546	408	429	430	21
% International Applications Admitted	69.4%	66.8%	60.0%	59.9%	66.5%	(0.1%)
% International Applications Confirmed	18.0%	9.3%	9.8%	15.2%	16.7%	5.3%
% International Applications Enrolled	15.8%	8.4%	10.3%	11.2%	12.8%	0.9%
Undergraduate External Transfer Applications	1,115	1,212	1,065	1,073	1,029	(44)
% Transfer Applications Admitted	64.1%	57.7%	62.6%	70.4%	66.6%	(3.8%)
% Transfer Applications Confirmed	20.6%	17.9%	20.3%	21.3%	21.6%	0.2%
% Transfer Applications Enrolled	42.9%	40.1%	42.9%	50.0%	47.0%	(2.9%)
% Total Transfer Applications - International	24.7%	25.5%	24.7%	26.1%	28.8%	1.4%

Saint John

	Overall					Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
High School Applications	1,227	1,188	1,096	1,192	1,096	(96)
% Applications Admitted	76.5%	72.6%	77.6%	78.1%	77.1%	(1.0%)
% Applications Confirmed	28.0%	30.4%	31.0%	29.9%	33.5%	3.6%
% Applications Enrolled	35.8%	39.6%	39.9%	37.8%	36.4%	(1.3%)
International High School Applications	444	344	273	383	311	(72)
% International Applications Admitted	61.5%	43.9%	53.5%	61.9%	59.2%	(2.7%)
% International Applications Confirmed	5.6%	5.2%	8.1%	9.7%	13.2%	3.5%
% International Applications Enrolled	7.0%	7.3%	5.5%	8.6%	6.8%	(1.9%)
Undergraduate External Transfer Applications	598	502	440	482	373	(109)
% Transfer Applications Admitted	67.1%	56.4%	65.5%	61.6%	64.3%	2.7%
% Transfer Applications Confirmed	18.6%	15.5%	20.5%	15.4%	20.9%	5.6%
% Transfer Applications Enrolled	29.9%	26.5%	30.9%	28.0%	29.0%	0.9%
% Total Transfer Applications - International	43.3%	37.6%	38.2%	40.9%	32.4%	(8.4%)

Updated: December 2014; Next Update: December 2015

Retention - High School Admissions Only

	2009/FA cohort	2010/FA cohort	2011/FA cohort	2012/FA cohort	2013/FA cohort	Increase / Decrease
Fall Year 2	76.6%	79.0%	77.3%	75.3%	77.4%	2.1%
Fall Year 3	methodology for subsequent years under development					
Fall Year 4	methodology for subsequent years under development					
Fall Year 5	methodology for subsequent years under development					
Fall Year 6	methodology for subsequent years under development					

Fredericton

	2009/FA cohort	2010/FA cohort	2011/FA cohort	2012/FA cohort	2013/FA cohort	Increase / Decrease
Fall Year 2	80.0%	80.6%	82.1%	80.4%	82.3%	1.9%
Fall Year 3	methodology for subsequent years under development					
Fall Year 4	methodology for subsequent years under development					
Fall Year 5	methodology for subsequent years under development					
Fall Year 6	methodology for subsequent years under development					

Saint John

	2009/FA cohort	2010/FA cohort	2011/FA cohort	2012/FA cohort	2013/FA cohort	Increase / Decrease
Fall Year 2	68.5%	75.8%	67.5%	64.0%	65.9%	1.9%
Fall Year 3	methodology for subsequent years under development					
Fall Year 4	methodology for subsequent years under development					
Fall Year 5	methodology for subsequent years under development					
Fall Year 6	methodology for subsequent years under development					

Updated: January 2015 Next update January 2016

Undergraduate Admissions Notes:

All data with the exception of retention data is from the Admissions cube, December extracts. Basic UNB Data filtering has been applied to include only active students. Partnership program students are excluded. Applications include non-degree certificate programs and Program for Academic Preparation (Fredericton) and English as a Second Language (Saint John).

Students with applications on both campuses have been counted for each campus under the campus breakdown but only once for the overall UNB figures (duplicated student ID have been removed). Therefore, the number of applications per campus do not add to the total applications for UNB overall.

(A small number of students have different admission statuses for applications for each campus. These students have been counted under both High School and Transfer applications, where applicable.)

Students who have declined an offer of admission are considered to have been accepted and are included under "% of Applications Admitted".

For categories of "% applications confirmed" it should be noted that students do not always confirm before enrolling, nor do students who confirm always enrol. For example, under External Transfer applications, exchange students do not have to confirm.

"Undergraduate External Transfer Applications" include exchange, visiting and non-degree students but exclude inter-campus transfers.

Retention measures the percent of new students in a fall cohort who are enrolled in the following fall term (e.g. the percent of 2005/FA cohort that returns in 2006/FA). Basic UNB Data enrolment filtering is applied to the initial cohorts tracked.

(The new student cohort is evaluated considering students who have not been enrolled in a fall or winter term at the University since 2002.)

Undergraduate Instruction
Basic UNB Data Fall Enrolment and Registrations

	Overall					Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
Undergraduate Student/Faculty Ratio	13.6	13.2	13.5	13.5	12.9	(0.6)
Full-Time Teaching Faculty (all ranks)	585	613	595	584	588	4
Full-Time Undergraduate HC	7,957	8,111	8,025	7,890	7,570	(320)

Fredericton						Increase / Decrease
2010/FA	2011/FA	2012/FA	2013/FA	2014/FA		
	12.6	12.3	12.6	13.2	12.8	(0.4)
	471	485	469	452	456	4
	5,952	5,973	5,918	5,955	5,822	(133)

Saint John						Increase / Decrease
2010/FA	2011/FA	2012/FA	2013/FA	2014/FA		
	16.2	16.7	16.7	14.7	13.2	(1.4)
	124	128	126	132	132	0
	2,005	2,138	2,107	1,935	1,748	(187)

Updated: April 2014; Next Update December 2015

National Survey of Student Engagement (NSSE) (Positive Rating)						Increase / Decrease
	2007	2011	2012			
Satisfaction: Entire Educational Experience (Senior Year)	77%	79%	82%		3%	
Satisfaction: Advising (Senior Year)	67%	70%	68%		(2%)	

					Increase / Decrease	
2007	2010	2011	2012	2015		
	78%	78%	79%	83%	83%	0%
	63%	68%	69%	69%	N/A	

					Increase / Decrease	
2007	2009	2011	2012	2013		
	77%	82%	82%	78%	78%	0%
	74%	71%	74%	65%	65%	0%

Updated: Summer 2015; Next Update: Summer 2016

	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	Increase / Decrease
	Undergraduate Fall Sections	1,555	1,508	1,430	1,452	1,417
1-30 Students	1,084	993	937	958	968	10
31-60 Students	343	366	349	341	307	(34)
61-100 students	90	109	101	102	97	(5)
101+ students	38	40	43	51	45	(6)
Sections Taught by Full-Time Faculty	59.6%	58.6%	59.6%	60.5%	62.9%	2.4%
*Sections Taught by Contract Academic Employees			17.4%	17.3%	"Dec 15	(0.1%)

	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	Increase / Decrease
		1,141	1,110	1,044	1,068	1,080
	799	717	676	689	735	46
	241	278	258	252	222	(30)
	73	88	73	84	82	(2)
	28	27	37	43	41	(2)
	62.4%	61.6%	61.4%	62.2%	63.1%	0.9%
			16.8%	17.7%	"Dec 15	0.9%

	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	Increase / Decrease
		414	398	386	384	337
	285	276	261	269	233	(36)
	102	88	91	89	85	(4)
	17	21	28	18	15	(3)
	10	13	6	8	4	(4)
	51.9%	50.3%	54.7%	55.7%	62.0%	6.3%
			19.6%	15.9%	"Dec 15	(3.7%)

Updated: Summer 2015; Next Update: December 2015

	2010-11	2011-12	2012-13	2013-14	2014-15	Increase / Decrease
	Undergraduate Degrees Awarded (Fiscal Year: May - April)	2,440	2,524	2,257	2,257	2,117

	2010-11	2011-12	2012-13	2013-14	2014-15	Increase / Decrease
		2,008	2,100	1,907	1,878	1,722

	2010-11	2011-12	2012-13	2013-14	2014-15	Increase / Decrease
		432	424	350	379	395

Updated: Summer 2015; Next Update: Summer 2016

Undergraduate Instruction Notes:

"Student/Faculty Ratio" is based on the Fall Enrolment Cube reporting for full-time Basic UNB Data undergraduate students (head count) and the all full-time teaching staff (excluding librarians), regardless of rank paid through operating funds.

Prior to 2011/FA this figure is based on the Statistics Canada report; for 2011/FA onward it is based on the October 1 payroll snapshot, excluding librarians and positions paid by research funds.

Full-time values are used instead of Full Time Equivalent to provide consistency with other reporting documents and other student/faculty performance measures (e.g. Masters students per faculty).

NSSE "positive rating" measures are the percentage of students with a "excellent" or "good" rating, or with a rating of 5, 6, 7 on a scale of 1-7 for the given category. "Not applicable" ratings are excluded from the counts.

Surveys are conducted during the academic year. For example, the NSSE 2011 survey was conducted in 2010-11. Timing of NSSE surveys is not consistent between campuses; therefore, overall measures have not been estimated for all years.

"Undergraduate Fall Sections" are for sections offered in the fall only and are as defined in the Atlantic Common University Data Sets (ACUDS) reporting which excludes partnership programs, practicum, web-based sections, and sections with only one student.

Only sections with a defined course year (as outlined for ACUDS reporting) have been included. 2010/FA figures have been restated based on final reporting by the Registrar's Office.

Full-Time Faculty used for "Sections taught by Full-Time Faculty" is based on the Statistics Canada definition for full-time.

"Sections taught by CAE" are computed by linking course registration data to contract/stipend linked to course payment information. Percentage shown is based on weighted primary section count and percent of course taught by a given instructor ID.

"Undergraduate Degrees Awarded" are for bachelor and 1st professional degrees only, and include those awarded under partnership programs. Concurrent degrees are only counted once; however second degrees are included (restated for 2012 release).

*Please note that the update for "Sections Taught by Contract Academic Employees" will occur in December 2015. This will also include a redesign to provide a more complete distribution of instruction.

Undergraduate Scholarships

	Overall					Increase / Decrease
	2010-11	2011-12	2012-13	2013-14	2014-15	
Students from High School with Scholarship Average >=90%	286	369	403	398	367	(31)
Students entering from High School with Awards	1,010	1,041	1,042	1,071	798	(273)
Continuing Students with Awards	1,365	1,375	1,384	1,435	1,515	80
Scholarship Support	\$5.50M	\$6.02M	\$6.48M	\$6.90M	\$7.05M	\$0.15M
Scholarship Support per Full-Time Undergraduate Student	\$691	\$742	\$808	\$875	\$931	\$57
Full-Time Undergraduate HC	7,957	8,111	8,025	7,890	7,570	

Fredericton						Increase / Decrease
2010-11	2011-12	2012-13	2013-14	2014-15		
	224	280	291	299	272	(27)
	728	763	756	787	585	(202)
	1,095	1,146	1,116	1,136	1,241	105
	\$4.38M	\$4.84M	\$5.18M	\$5.62M	\$5.88M	\$0.25M
	\$736	\$811	\$875	\$938	\$1,009	\$71
	5,952	5,973	5,918	5,995	5,822	

Saint John						Increase / Decrease
2010-11	2011-12	2012-13	2013-14	2014-15		
	62	89	112	99	95	(4)
	282	278	286	284	213	(71)
	270	229	268	299	274	(25)
	\$1.12M	\$1.17M	\$1.30M	\$1.28M	\$1.17M	(\$0.10M)
	\$557	\$549	\$619	\$661	\$ 672	\$11
	2,005	2,138	2,107	1,935	1,748	

Updated: September 2015; Next Update: Summer 2016

Undergraduate Scholarships Notes:

Continuing Students include undergraduate students in Year 2 and higher, entering BED (UNBF) and transfer students.

Scholarship Support per Full-Time Undergraduate Student is the ratio of the "Scholarship Support" per year divided by the Undergraduate Fall Full-Time Basic UNB Data head counts for that year.

Graduate Students	Overall					Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
Course-Based Masters (head count)	607	722	757	733	614	(119)
Research-Based Masters (head count)	635	621	559	511	505	(6)

Fredericton						Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
	504	532	556	555	541	(14)
	575	564	517	470	463	(7)

Updated: December 2014; Next Update: December 2015

Saint John						Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
	103	190	201	178	73	(105)
	60	57	42	41	42	1

Funding (Calendar Year)						Increase / Decrease
Successful Tricouncil Applicants	Methodology under development					
Graduate Students with Tricouncil Funding						

Graduate Students with UNB Funding (GRA/GTA)					
Graduate Students with Fellowships					

Updated: December 2014; Next Update: December 2015

Student/Faculty Ratio	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	Increase / Decrease
Overall	3.64	3.92	4.01	3.87	3.65	(0.23)
Course-Based Masters Only	1.33	1.56	1.71	1.69	1.42	(0.26)
Research-Based Masters Only	1.39	1.34	1.26	1.17	1.17	(0.01)
Tenured Full-Time Full, Associate, Assistant Faculty	458	464	442	435	432	(3.00)
Enrolment figures under "Student Body" and above.						
Graduate HC full and part time	1,668	1,821	1,771	1,685	1,576	
Course Masters HC full and part time	607	722	757	733	614	
Research Masters HC full and part time	635	621	559	511	505	

Updated: Summer 2015; Next Update: Summer 2016

Graduate Degrees Awarded (Fiscal Year: May - April)	2010-11	2011-12	2012-13	2013-14	2014-15	Increase / Decrease
PhD	59	44	52	59	65	6
Masters	383	444	559	544	604	60

Graduate Students Notes:

Total graduate student enrolment, including international student percentages, is included under "Student Body".

Student/Faculty ratios are calculated based on the head count of full and part-time students divided by all faculty in for full, associate and assistant professor ranks who are in tenured or tenure-tracked positions. The 2010/FA figure is based on Statistics Canada;

2011/FA onward is based on the October 1 payroll snapshot. (Note: Tenure status for 2010 has been corrected and may not match the official Statistics Canada reporting.)

Graduate Degrees Awarded include degrees associated with partnership programs.

Undergraduate Enrolment Basic UNB Data Fall Head Count	All Undergraduate					Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
Fredericton	6,794	6,691	6,527	6,614	6,407	(207)
Faculty/Program not stated (see notes)	1			1		(1)
Continuing Education (BIS and no degree students)	21	20	18	22	20	(3)
Faculty of Arts (F)	1,342	1,275	1,244	1,190	1,073	(117)
Faculty of Business Administration	993	960	917	868	846	(22)
Faculty of Computer Science	247	296	304	378	427	49
Faculty of Education	453	317	230	220	172	(48)
Faculty of Engineering	1,134	1,219	1,314	1,369	1,446	77
Faculty of Forestry & Environ. Man.	131	132	126	138	126	(11)
Faculty of Kinesiology	515	506	527	532	549	16
Faculty of Law	272	270	247	252	269	17
Faculty of Nursing	784	769	688	629	517	(112)
Faculty of Science	814	847	836	921	866	(55)
Renaissance College	89	81	77	94	97	3
Saint John	2,397	2,545	2,491	2,319	2,056	(263)
Faculty/Program not stated (see notes)		1		1		(1)
Fac.of Science Appl.Sci.& Engin.	856	1,010	991	924	812	(112)
Faculty of Arts (SJ)	964	906	871	765	650	(115)
Faculty of Business	577	629	629	630	594	(36)
Total	9,191	9,236	9,018	8,933	8,463	(470)

Updated: February 2015; Next Update: December 2015

Year1 High School Only						Increase / Decrease
	2010/FA	2011/FA	2012/FA	2013/FA	2014/FA	
	1,104	1,160	1,065	1,138	1,043	(95)
						0
						0
	263	275	273	260	235	(25)
	160	124	104	110	119	9
	52	77	72	106	82	(24)
	31	29	23	27	19	(9)
	175	211	192	205	231	26
	10	15	15	12	21	9
	99	102	101	97	102	5
				1	1	0
	93	89	71	66	27	(39)
	209	214	187	229	184	(46)
	11	24	28	24	23	(1)
	526	537	489	474	409	(65)
						0
	195	220	213	203	182	(21)
	259	242	220	202	185	(16)
	72	75	57	70	42	(28)
	1,630	1,697	1,554	1,612	1,452	(160)

Undergraduate Enrolment Notes:

Enrolment in shared/concurrent programs have been allocated based on weighting in the Faculty Allocation tables. Students in no degree, visiting and exchange students are shared by all faculties.

All enrolments are from the official December Basic UNB Data enrolment figures and supersede preliminary reports created in October.

Some programs, such as those in the Faculties of Education and Nursing, are capped and enrolment growth may be restricted.

A small number of students do not have an active program or Faculty assigned at the time of the data extracts. These students are listed under "Faculty/Program not stated". Current program allocations are used to eliminate unknown programs and provide an historic restatement, when appropriate.

Extension and Outreach Enrolment Course Registration Counts						
Updated: Summer 2015 (restated); Next Update: Summer 2016						
	2010-11	2011-12	2012-13	2013-14	2014-15	Increase / Decrease
College of Extended Learning - Summer Registrations	3,286	3,209	3,168	3,322	3,293	(29)
College of Extended Learning - Fall and Winter Registrations	6,555	2,863	2,313	2,449	2,211	(238)
Saint John College	history not available					

Extension and Outreach Enrolment Notes:

Includes degree-credit courses only. Methodology for incorporating non-credit registrations is under review.

College of Extended Learning (CEL) courses include those offered by the faculties through CEL. In 2011-12 resources for some of these courses has been reallocated to the faculties. This will result in fewer "Extension and Outreach Enrolments" in future years.

Saint John College courses are associated with the Saint John College Support Program (SJCSP). Tracking of these registrations will commence in 2011-12.

Degrees Awarded						
Fiscal Year: May - April						
Updated: Summer 2015; Next Update: Summer 2016						
	2010-11	2011-12	2012-13	2013-14	2014-15	Increase / Decrease
Fredericton	2,403	2,526	2,381	2,366	2,217	(149)
Continuing Education (BIS program)	5	5	3	3	4	1
Faculty of Arts (F)	293	277	281	246	202	(44)
Faculty of Business Administration	396	495	448	419	330	(89)
Faculty of Computer Science	45	57	60	61	64	4
Faculty of Education	572	626	505	484	487	3
Faculty of Engineering	290	266	297	326	315	(11)
Faculty of Forestry & Environ. Man.	64	49	55	54	53	(1)
Faculty of Kinesiology	91	112	116	122	124	2
Faculty of Law	75	82	82	74	73	(1)
Faculty of Nursing	379	384	331	386	370	(16)
Faculty of Science	164	139	173	172	160	(12)
Renaissance College	21	26	27	11	23	12
School of Grad Studies-Academic	8	9	5	9	12	3
Saint John	479	486	487	494	569	75
Fac.of Science,Appl.Sci.& Engin.	133	134	143	126	154	28
Faculty of Arts (SJ)	156	172	133	162	135	(27)
Faculty of Business	189	178	211	206	279	73
School of Grad Studies-Academic	1	2			1	1
Total	2,882	3,012	2,868	2,860	2,786	(74)

Degrees Awarded Notes:

Degrees for shared/concurrent programs are weighted based on the Faculty Allocation tables.

Concurrent degrees are only counted once; however, second degrees are included (restated for 2012 update, previously not included).

Figures include degrees awarded under partnership programs.

Faculty October Headcount						
	Overall					Increase / Decrease
	2010	2011	2012	2013	2014	
Professor	268	279	271	267	271	4
Associate Professor	146	141	130	124	122	(2)
Assistant Professor	59	61	57	59	58	(1)
Senior Teaching Associate	48	55	56	54	54	0
Senior Instructor	32	30	24	20	19	(1)
Instructor	32	36	33	26	30	4
Lecturer	2	2	5	3	4	1
Nurse Clinician	9	10	19	29	27	(2)
"Other"	9	10	13	15	14	(1)
Librarians	n/a	28	27	26	28	2

Tenure and Tenure Track	547	582	558	553	552	(1)
Full-Time Term Employees		72	76	70	70	0
Contract Academic Employees		482	434	406	383	(23)

Fredericton						
	2010	2011	2012	2013	2014	Increase / Decrease
	222	230	222	216	219	3
	111	107	100	93	95	2
	47	47	41	41	42	1
	35	37	38	35	35	0
	20	20	18	15	13	(2)
	27	29	26	17	21	4
	1	2	2	0	0	0
	9	10	18	29	27	(2)
	9	10	13	15	14	(1)
	n/a	23	21	21	23	2

	438	466	440	434	436	2
		51	58	49	48	(1)
		368	328	309	283	(26)

Saint John						
	2010	2011	2012	2013	2014	Increase / Decrease
	46	49	49	50	52	2
	35	34	30	31	27	(4)
	12	14	16	18	16	(2)
	13	18	18	19	19	0
	12	10	6	5	6	1
	5	7	7	9	9	0
	1		3	3	4	1
	0		1			0
						0
	n/a	5	6	5	5	0

	109	116	118	119	116	(3)
		21	18	21	22	1
		114	106	97	100	3

Low
High

	Overall					Increase / Decrease
	2010	2011	2012	2013	2014	
Full-Time						
Female						
Professors	26.5%	27.2%	26.9%	28.9%	28.4%	(0.5%)
Associate Professors	39.0%	41.8%	43.1%	42.7%	45.9%	3.2%
Assistant Professors	50.8%	45.9%	45.6%	45.8%	46.6%	0.8%
Senior Teaching Associates	60.4%	61.8%	60.7%	63.0%	61.1%	(1.9%)
Senior Instructor	56.3%	56.7%	50.0%	45.0%	47.4%	2.4%
Instructor	75.0%	75.0%	69.7%	69.2%	60.0%	(9.2%)
Lecturer	50.0%	100.0%	40.0%	33.3%	25.0%	(8.3%)
Nurse Clinician	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
Other	22.2%	20.0%	30.8%	26.7%	35.7%	9.0%
Librarians	n/a	1	66.7%	61.5%	67.9%	6.4%

Tenure and Tenure Track	36.9%	38.8%	38.9%	40.7%	40.6%	(0.1%)
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Full-Time Term Employees		68.1%	65.8%	61.4%	62.9%	1.4%
Contract Academic Employees		52.9%	55.5%	52.6%	49.35%	(3.2%)

Updated: Summer 2015; Next Update: Summer 2016

Employment Equity (self-reported)	Overall	Faculty				Staff	
		Female	Male	Female	Male	Female	Male
Self-Identified Aboriginal Employees	15	0.9%	2	4	6	3	
Self-Identified Persons with Disabilities	32	2.0%	9	8	5	10	
Self-Identified Visible Minorities	102	6.3%	19	62	11	10	

Employees by Portfolio
October Headcount

	FT Faculty (Tenure and Tenure Track)					Increase / Decrease
	2010P	2011	2012	2013	2014	
Fredericton	438	466	440	435	436	1
FR-Assist. Vice-President Fredericton (Academic)	n/a		1	1		(1)
FR-College of Extended Learning	n/a	1	1	1		(1)
FR-Faculty of Arts	92	93	89	95	100	5
FR-Faculty of Business Administration	35	36	31	30	31	1
FR-Faculty of Computer Science	21	21	19	18	19	1
FR-Faculty of Education	32	32	29	27	27	0
FR-Faculty of Engineering	65	67	65	62	61	(1)
FR-Faculty of Forestry and Environmental Management	25	25	23	19	18	(1)
FR-Faculty of Kinesiology	17	18	19	17	16	(1)
FR-Faculty of Law	16	20	18	18	18	0
FR-Faculty of Nursing	42	43	39	42	39	(3)
FR-Faculty of Science	88	87	84	82	83	1
FR-Harriet Irving Library and Branches	n/a	18	17	18	18	0
FR-Renaissance College	3	3	3	2	4	2
FR-School of Graduate Studies	2	2	2	2	2	0
UW-Vice-President (Research)	2	2	2	1	2	1
Saint John	109	116	118	119	116	(3)
SJ-Faculty of Arts	43	43	44	43	40	(3)
SJ-Faculty of Business	16	17	18	19	21	2
SJ-Faculty of Science, Applied Science & Engineering	50	52	52	53	51	(2)
SJ-Information Services & Systems	n/a	4	4	4	4	0

Faculty Notes:

Figures for full-time faculty in 2010 are based on Statistics Canada reporting; after 2011 figures are based on October complement reporting and include all faculty who work at least 70 hours per pay period.

Both teaching and non-teaching faculty are included for all head counts. Non-teaching faculty are excluded for the estimates of student/faculty ratios.

Full-Time Term Employees were full-time, term employees who were working at least 70 hours per pay period on October 1.

Contract Academic Employees excludes faculty and staff who have full-time positions and those teaching partnership program courses.

By-Faculty figures for FT Faculty and Contract Academic Employees are weighted based on the payroll distribution for each position or contract.

Employment Equity is based on voluntary, self-reported responses to a questionnaire.

Reporting to Statistics Canada of tenure and tenure track status for faculty was incorrect in 2010. Figures in this report have been restated and will not, therefore, reconcile to those in the official Statistics Canada reports.

	Fredericton					Increase / Decrease
	2010	2011	2012	2013	2014	
	26.6%	26.5%	25.2%	27.8%	26.9%	(0.9%)
	36.0%	41.1%	43.0%	41.9%	43.2%	1.3%
	51.1%	42.6%	41.5%	46.3%	47.6%	1.3%
	62.9%	62.2%	63.2%	71.4%	68.6%	(2.8%)
	60.0%	60.0%	55.6%	40.0%	38.5%	(1.5%)
	74.1%	75.9%	76.9%	64.7%	52.4%	(12.3%)
	0.0%	100.0%	100.0%			0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
	22.2%	20.0%	30.8%	26.7%	35.7%	9.0%
	n/a	1	61.9%	61.9%	65.2%	3.3%

	36.1%	38.0%	37.3%	39.2%	38.8%	(0.4%)
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	1	74.1%	73.5%	70.8%	(2.6%)
	1	55.0%	50.7%	48.7%	(2.0%)

	Saint John					Increase / Decrease
	2010	2011	2012	2013	2014	
	26.1%	30.6%	34.7%	34.0%	34.6%	0.6%
	48.6%	44.1%	43.3%	45.2%	55.6%	10.4%
	50.0%	57.1%	56.3%	44.4%	43.8%	(0.6%)
	53.8%	61.1%	55.6%	47.4%	47.4%	0.0%
	50.0%	50.0%	33.3%	60.0%	66.7%	6.7%
	80.0%	71.4%	42.9%	77.8%	77.8%	0.0%
	100.0%			33.3%	25.0%	(8.3%)
			100.0%			0.0%
						0.0%
	n/a	1	83.3%	60.0%	80.0%	20.0%

	40.4%	42.2%	44.9%	46.2%	47.4%	1.2%
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	66.7%	38.9%	33.3%	45.5%	12.1%
	56.4%	57.2%	58.7%	51.1%	(7.5%)

Updated: March 2015; Next Update: October 2015

	Contract Academic Employees					Decrease
	2009	2011	2012	2013	2014	
Fredericton	history not avail	368	328	309	282	(27)
FR-College of Extended Learning		102	74	71	68	(3)
FR-Faculty of Arts		71	79	74	57	(17)
FR-Faculty of Business Administration		8	13	12	16	4
FR-Faculty of Computer Science		1	1	1	5	4
FR-Faculty of Education		57	45	39	26	(13)
FR-Faculty of Engineering		21	21	27	27	0
FR-Faculty of Forestry and Environmental Management		6	4	8	12	4
FR-Faculty of Kinesiology		10	6	8	8	0
FR-Faculty of Law		15	11	15	18	3
FR-Faculty of Nursing		56	50	34	27	(7)
FR-Faculty of Science		10	14	12	10	(2)
FR-Harriet Irving Library and Branches				1		
FR-Renaissance College		11	9	7	8	1
Saint John		114	106	97	100	3
SJ-Assistant Vice President Finance		19	16	14	18	4
SJ-Faculty of Arts		24	27	22	23	1
SJ-Faculty of Business		23	21	25	29	4
SJ-Faculty of Science, Applied Science & Engineering		47	39	35	30	(5)
SJ-Vice President (Saint John)		1	3	1		(1)

Research						
Fiscal Year, unless otherwise noted						
Updated: Summer 2015; Next Update: Summer 2016						
	2010-11 (Restate)	2011-12	2012-13	2013-14	2014-15 (Prelim)	Increase / Decrease
Total External Research Funding	\$52.2M	\$57.4M	\$52.8M	\$45.9M	\$42.4M	(3.5)
Grants	\$26.3M	\$24.6M	\$25.3M	\$21.8M	\$19.5M	(2.3)
Contracts	\$15.1M	\$19.9M	\$17.4M	\$14.5M	\$14.7M	0.2
External Funding per Faculty Member	\$102,429	\$111,564	\$109,600			(\$1,964)
Indirect Cost of Research	\$3.6M	\$3.6M	\$3.6M	\$3.6M	\$3.5M	(0.0)
Applications for External Research Funding						
Success Rate of All Applications						
Publications - books, articles, posters, etc.		5,553		5,641		0
Average Publication Rate						
Patent Applications	22	19	30	18	11	(7)
Overhead Count Revenues	\$1.6M	\$1.9M	\$1.8M	\$1.6M	\$1.7M	0.1
Licensing Revenues	\$0.6M	\$1.9M	\$76.0K	\$119.9K	\$106.1K	(13.8)
Spinout Companies	0	1	0	2	2	0
Canada Research Chairs	16	14	14	15	15	0
Post Doctorates	128	144	134	123	145	22
Total Tricouncil Applications (calendar year)	2010	2011	2012	2013	2014	Increase / Decrease
	146	150	161	152	130	(22.0)
Successful Tricouncil Applicants	71	66	71	59	59	0.0

Research Notes:

The 2010-11 "External Research Funding" and "External Funding per Faculty Member" have been restated with final values.
"External Funding per Faculty Member" and "Publications" are from a third-party report, which lags by one year; publications are updated biannually only.
"Overhead Count Revenues" for 2010-11 is estimated.

MacLean's Measures						
Updated: Summer 2015; Next Update: Summer 2016						
	Overall					Increase / Decrease
	2010	2011	2012	2013	2014	
Scholarships and Bursaries (% of budget)	3.4%	3.4%	4.8%	4.9%	5.1%	0.2%
Library Holdings per Student	306	307	310	307	N/A*	
Average Entering Grade	83.6	83.4	84.1	84.4	84.8	0.4
Proportion of Students who Graduate	73.8%	78.2%	77.2%	76.5%	80.4%	3.9%
Student Retention	76.4%	76.1%	76.2%	78.0%	75.3%	(2.7%)

MacLean's Measures Notes:

All measures are based on the methodology provided by MacLean's and will not match many internal measures, which are developed with different methodologies.
Scholarships and Bursaries (% of budget) is the percentage of total operating expenditures devoted to scholarships and bursaries.
Library Holdings per Student is the number of volumes in all campus libraries, divided by the number of full-time-equivalent students. * Please note that as 2014 MacLean's no longer includes "Library Holdings per Student"
Average entering grade of all first-time, full-time, first-year students entering undergraduate programs in fall who applied directly from a secondary school or CÉGEP. (2006 measure is for those enrolled in 2005/FA).
Proportion of Students who Graduate is calculated using a single entering cohort of all first-time, first-year, full-time undergraduate students enrolled in a fall term and determining whether or not they graduated within seven years (e.g. 2006 measure is for 1996/FA cohort graduating by 2003).
Student Retention is the number of first-time, first-year undergraduate students enrolled full-time in an entering fall term cohort who are also enrolled in the following fall term (e.g. 2006 measure is for the percent of 2004/FA cohort that returns in 2005/FA).