






## STRATEGIC VISION

<p><b>\$100M</b> IN ANNUAL RESEARCH REVENUE</p>	<p><b>15,000</b> STUDENTS</p>	<p><b>SHARE</b> OUR STORY WITH THE WORLD</p>	<p><b>EQUITY-SEEKING</b> GROUPS IN LEADERSHIP ROLES</p>	<p><b>FLEXIBLE LEARNING</b> OPPORTUNITIES</p>
 <p><b>RESEARCH IMPACT</b></p> <ul style="list-style-type: none"> <li>Boost research productivity and double the annual value of our research grants to \$100 million</li> <li>Invest in research strengths, tied to major societal challenges</li> <li>Increase recognition and support for Indigenous research and methodologies</li> </ul>	 <p><b>TRANSFORMATIVE EDUCATION FOR THE FUTURE</b></p> <ul style="list-style-type: none"> <li>Provide every student with an opportunity for experiential learning</li> <li>Develop more inclusive learning environments and modify curricula to incorporate Indigenous knowledges</li> <li>Expand UNB Online, micro-credential options and professional learning opportunities</li> </ul>	 <p><b>ENGAGEMENT AND IMPACT</b></p> <ul style="list-style-type: none"> <li>Engage globally to harness research and knowledge for community well-being</li> <li>Expand partnerships to enrich learning opportunities</li> <li>Grow national and international collaborations to tackle major world issues</li> </ul>	 <p><b>A PEOPLE-CENTRIC, VALUES-INFORMED UNIVERSITY COMMUNITY</b></p> <ul style="list-style-type: none"> <li>Support people at UNB to realize their full potential</li> <li>Increase participation of equity-seeking groups in leadership roles</li> <li>Foster a culture of support, recognition and celebration</li> </ul>	 <p><b>A MODERN, INTEGRATED, SUSTAINABLE UNB</b></p> <ul style="list-style-type: none"> <li>Be a leader in sustainability and environmental stewardship among Canadian universities</li> <li>Invest in an integrated one UNB, two-campus community</li> <li>Create vibrant campus communities</li> </ul>

### OUR COMMITMENT PILUWITAHASUWAWSUWAKON

A Wolastoqey word gifted to UNB by Opolahsomuwehs (Elder Imelda Perley) which means “allowing your thinking to change so that action will follow in a good way toward truth,” and considering and sharing other world views, histories and practices. This commitment lies behind all that we do as a university. In all that we do, we commit to walking this path together, as we are all treaty people. This commitment transcends our five strategic pillars.

### OUR VALUES

Academic freedom • Academic excellence • Integrity, transparency and respect • Equity, diversity and inclusion • Financial and environmental sustainability • Innovation, engagement and collaboration