

STRATEGIC VISION

UNB
TOWARD **2030**



At the University of New Brunswick, we turn ideas into action to improve the lives of people in our cities, our province and beyond.

We are united by the knowledge that our work creates positive change. We see it around us every day – our teaching, research and partnerships transform communities, economies and lives.

We face the world of today and tomorrow with the strength of our motto: Sapere Aude – ‘Dare to be Wise.’ This is a call to be courageous, to embrace a world stressed by rapid and accelerating change with the courage and the knowledge to see opportunities and not only challenges.

New Brunswick and Canada need bold new ideas and decisive action to secure a more prosperous and just future. We will create and share the knowledge that is essential to push society forward. Over the next ten years, UNB will tackle society’s great challenges head-on and create positive change. This is our mission of service to our province and the world.

We are locally engaged and nationally relevant. We are leaders in research, innovation and entrepreneurship. We do more than respond to jobs needed today. We create the industries and opportunities for the New Brunswick of tomorrow.

Our students have the skills and the confidence to manage complexity, think critically and communicate clearly. They are problem solvers and leaders, full participants in a healthy and vibrant democracy.

OUR VISION

We aspire to be a university of influence through excellence and innovation in research and teaching to enable positive social change across our communities.

OUR MISSION

To inspire and educate our people to become problem solvers and leaders in the world, undertake research that addresses societal and scientific challenges, and engage with our partners to build a more just, sustainable and inclusive world.

OUR VALUES

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

OUR COMMITMENT

Piluwitahasuwawuwakon¹. 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.

¹Pronounced BILL-UH-WEE-DUH-HUZZ-UH-WUZZ-UH-WAH-GUN



OUR ASPIRATIONS

UNB will be:

- Recognized internationally for the strength of our research.
- Financially and environmentally sustainable. Working toward a carbon-neutral future.
- A trusted voice in major discussions and debates across the community.
- Celebrated for our transformative educational experiences, innovative programs and commitment to experiential learning.

In achieving these goals, we will:

- Offer comprehensive, accessible and flexible educational programs.
- Provide students the critical thinking, empathy and skills to solve societal problems.
- Enhance educational attainment across the community.

UNB will be a university of choice where everyone belongs - excellent, inclusive and engaged.





OUR PRIORITIES

RESEARCH IMPACT

The challenges we face as a society demand meaningful and innovative research. As New Brunswick's only national comprehensive university, we will increase our research performance and mobilize this knowledge to transform communities.

We will continue to develop areas of research strength and ensure that UNB's research performance and its people are recognized nationally and internationally.

▶ KEY ACTIONS

- Double the annual value of our research grants and contracts.
- Strategically invest in research strengths, tied to major societal challenges.
- Increase research productivity of our faculty.
- Expand graduate student enrolment to 25% of our student body.
- Increase recognition and support for Indigenous research methods.



OUR PRIORITIES

TRANSFORMATIVE EDUCATION FOR THE FUTURE

Our programs and courses respond to the changing needs of the world. Our students thrive inside and outside of the classroom. UNB provides an exceptional learning experience that offers more than just a degree. Our students are supported in an environment in which they truly feel they belong. They take with them the skills and abilities to thrive in a world full of challenges and opportunities.

▶ KEY ACTIONS

- Develop interdisciplinary and innovative programs for the future world of work.
- Provide every student with an opportunity for experiential learning.
- Create more inclusive learning environments.
- Embrace Indigenous knowledges.
- Provide faculty support in fostering the development of innovative learning and teaching pedagogies.
- Expand online, micro-credential options and professional learning opportunities.
- Support the holistic and transformational development of students in all learning environments.



OUR PRIORITIES

ENGAGEMENT AND IMPACT

UNB exists to serve the public good, to create positive change in the world. As the epicenter of research and innovation in New Brunswick, we will expand our reach to help solve the challenges of today and tomorrow.

We will invest in collaborative industry, government, community and international partnerships to drive economic growth and social development. We will tell our story proudly to the world.

▶ KEY ACTIONS

- Engage globally to translate research knowledge for community well-being.
- Expand external partnerships to enrich student and professional learning opportunities and research collaborations.
- Enhance national and international university partnerships to boost collaborative research toward major societal challenges.
- Invest strategically to tell our story to the world.



OUR PRIORITIES

A PEOPLE-CENTRIC, VALUES-INFORMED UNIVERSITY COMMUNITY

Our most valuable assets are our people – our students, faculty, staff and alumni.

We will invest in our people, establish systems for scholars and students to work better together, and create conditions which foster a community in which we all belong.

We will be one UNB – excellent, inclusive and engaged.

► KEY ACTIONS

- Increase the participation of under-represented groups in leadership roles across UNB.
- Further develop a human resource strategy that enables our people to realize their full potential.
- Expand professional and leadership development opportunities for faculty and staff.
- Foster a culture of support, recognition and celebration.



OUR PRIORITIES

A MODERN, INTEGRATED, SUSTAINABLE UNB

We will open our doors even wider to the world, growing our enrolment and increasing our impact. We will invest in infrastructure renewal and expansion, and continue to modernize our systems and structures to enable continued success in research, learning and teaching and community engagement.

We will keep environmental stewardship, climate adaptation and the reduction of our carbon footprint at the forefront of our planning.

▶ KEY ACTIONS

- Grow the student population to 15,000, including domestic, international, undergraduate, graduate, online and professional learners.
- Lead sustainability and environmental stewardship across Canadian universities.
- Invest equitably and sustainably in an integrated one UNB, two-campus community.
- Deliver vibrant campus communities with improved residence, collaboration and learning spaces.
- Reduce our liability in deferred maintenance by 50%.

THIS IS UNB

UNB has always been a place that believes bold new ideas can change the world for the better.

Our vision for the next ten years strengthens our ability to respond to the challenges of our time in ways that improve the lives of New Brunswickers and Canadians. We will do this by equipping our students with the knowledge, skills and experience they need to thrive. We will harness the power of our research to drive innovation further, push society forward and create a more prosperous and equitable future for all.

This is an ambitious plan, and it will require both courage and wisdom. This is our time to be bold. It's a time where we each step up and embrace with courage our university's motto: Dare to be Wise. It is our time to shine.

The world needs more UNB.





UNB.ca/strategicplan