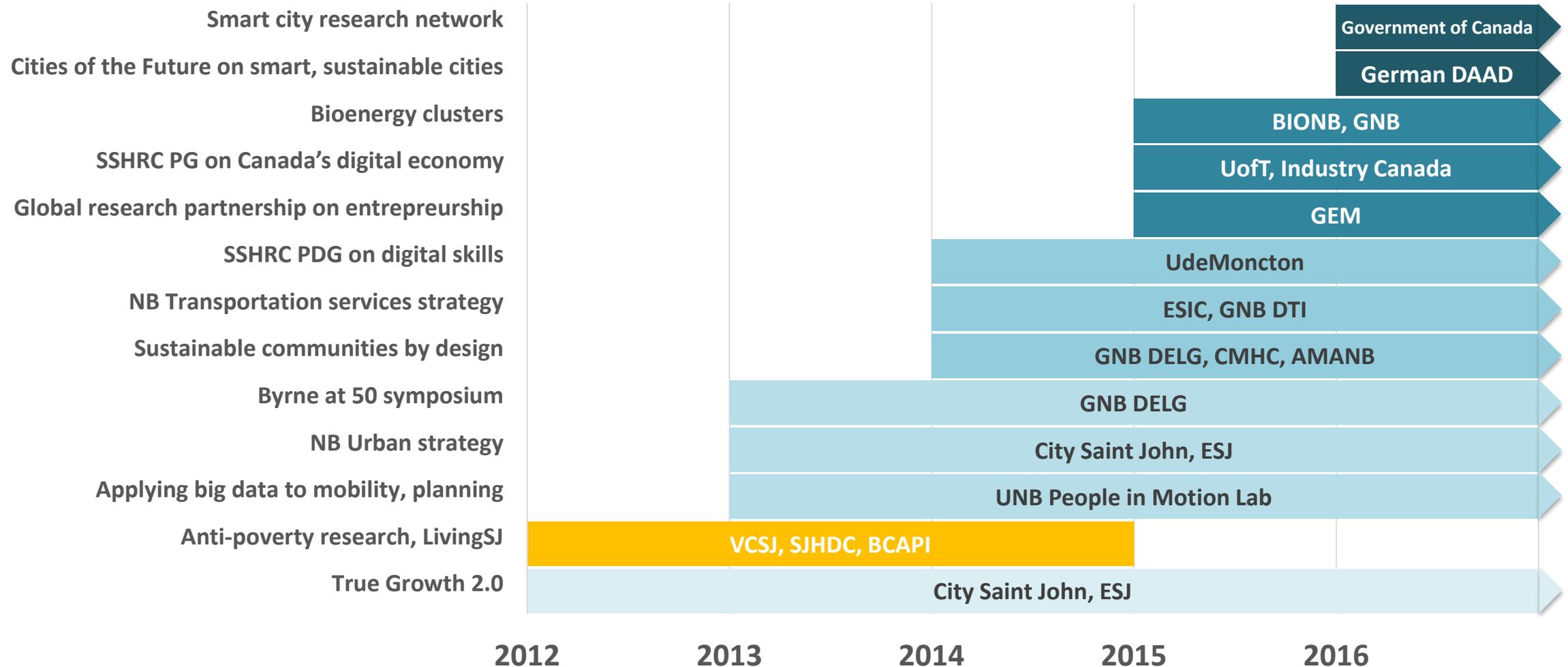


UCSI highlights 2012-2016

Since its launch in 2012, UNB's Urban and community studies institute has brought a **small-city lens to big social issues**, including

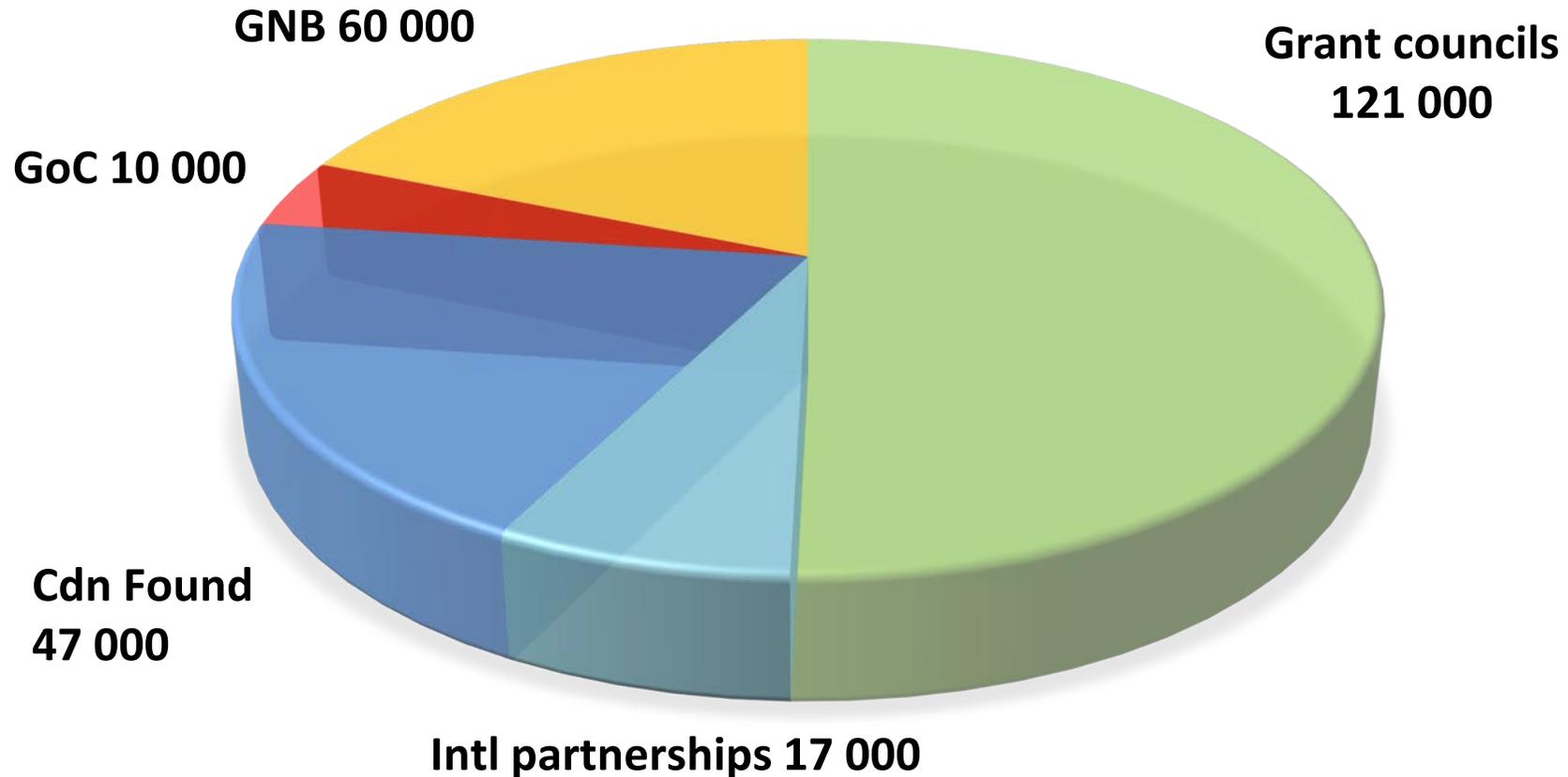
- **Economic and community development:**
 - growing tech startups (SSHRC)
 - renewable energy industries (SSHRC)
 - emerging digital economy (SSHRC)
 - digital skills to compete in the 21st century (SSHRC)
- **Sustainable transportation** in small cities and rural areas
 - Smart mobility
 - increasing the participation of marginalized groups
 - lower the private vehicle burden to middle income earners
- **Urbanization patterns and regional governance challenges**
- **Immigration retention factors;**
- **Smart, sustainable, connected communities.**

UCSI Partnerships (2012-)

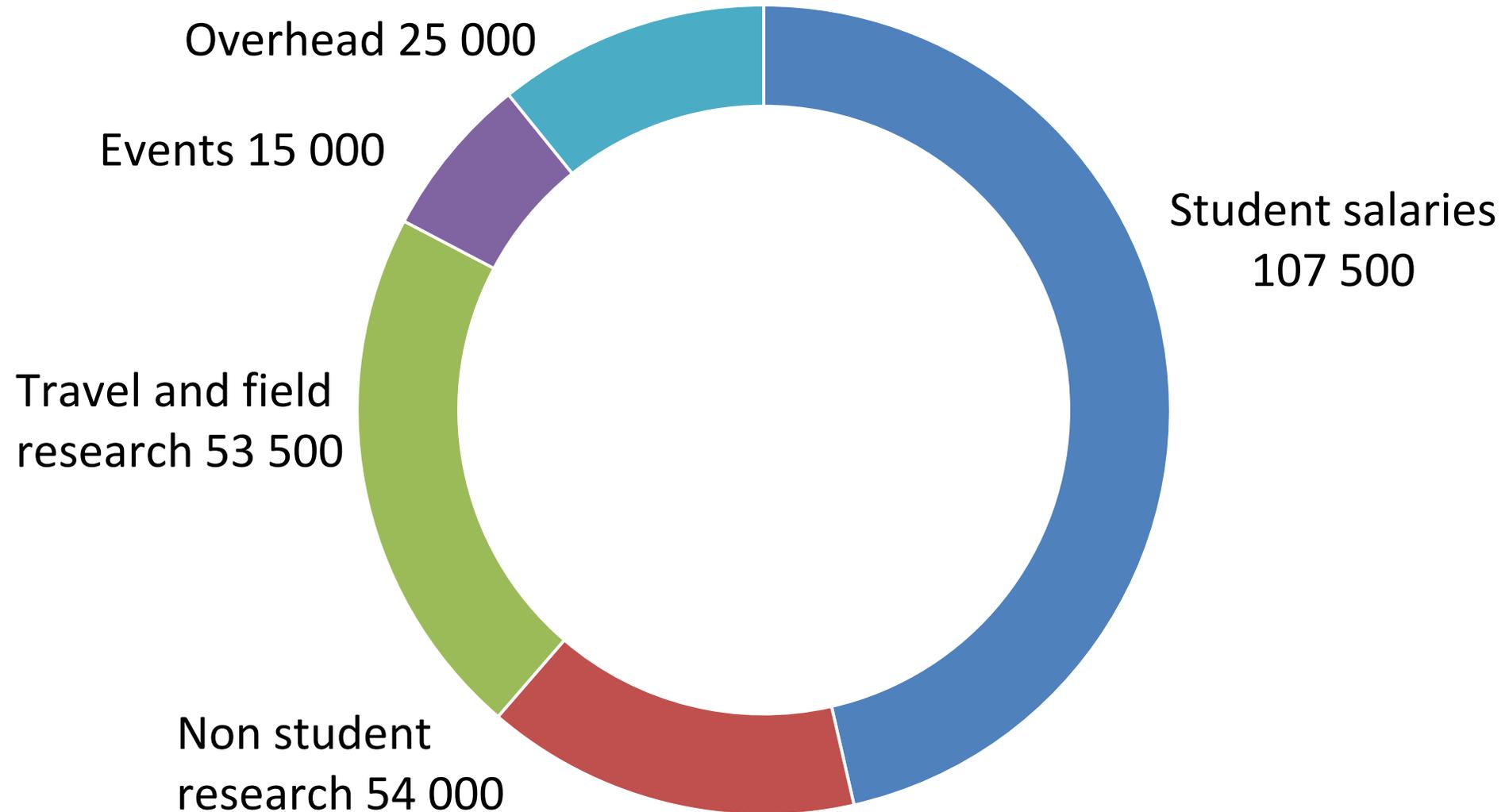


UCSI leveraging by source (2013-16)

255k external funding to UCSI's 210k



UCSI leveraging by use (2013-16)



Impact

From 2013-16 UCSI...

- has leveraged 250k in external funding
- provided well-paid research opportunities to 11 UNB students
- provided meaningful employment opportunities to 5 young scholars
- published 7 peer-reviewed works & 3 policy reports nationally and international
- made 20 presentations at research and policy conferences regionally, nationally and internationally, and sponsored 15 public lectures
- added 2 classes to the UNB curriculum, getting students working on community issues, and sitting on 8 student thesis committees
- More than 40 media interviews, from local to international

Lessons learned

- **LT vision in recruiting graduate students** (active UNB researchers already have students/projects; less active don't have them, recruiters geared towards undergrads)
- **Partnerships unsustainable if VA clear** (e.g. Anti-poverty coalition sapped resources with little output) ...retooled onto transportation, immigration
- **Avoid leaving money on table**
 - Need permanent research support (even if 75% funded via ext funds) ..ex CIC
 - Need process to capture monetize activities, donations
 - Institutional support to enlist multi-year commitment from federal government, ex ACOA
- **Constitute board as mean vs result of securing funding**

Challenges

- **Sustaining director's position** with faculty appointment (60/40)
- **Overhead** (PT admin and baseline research support)
- **Ask:** \$80-105k / yr (65k director, 15 overhead) + 25k PT admin/research)
- **LT strategy**
 - ...to monetize contributions ex Oland, cobbling for research support
 - ...to set up board strategically

