

2016-17

Annual Report

Including financial statements



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President's message

Tom Travis, President and Vice-Chancellor, Brock University

As your Interim President and Vice-Chancellor, I am pleased to convey the 2016-17 Annual Report for Brock University.

This document fulfills a very critical function, providing transparency and accountability for the operation, stewardship and effectiveness of a public institution that is an important asset for the citizens of Niagara and all of Ontario.

Did you know that, last year, it cost more than \$300 million to operate Brock? Universities are very complex operations, requiring modern, effective teaching and research facilities, plus many people with different streams of high-calibre knowledge and skills, academic and otherwise. Then there are buildings and roads to build or repair, bills to pay, technology to update, and so on.

This report contains tables and charts that dissect revenues, break down expenses and calculate how it all worked out. We should all be pleased that the University ended last year with a modest surplus and is entering next year with a clear plan for a balanced budget. Why does this matter? Because, at the end of the day, being able to demonstrate operational integrity and discipline means we will be left to focus on our mission, make our own decisions, choose our own priorities and plan our future.

But while the balance sheets are all important, what really matters is that the University's people and programs add up to a result that can help make the world a better place.

Brock has more stories of inspiring people and initiatives than can fit into an annual report, but in these pages you will find some uplifting examples of achievement and enlightened teaching that represent the true essence and soul of the institution.

In perusing this impressive document, take a little time to appreciate the content that illustrates some of the accomplishments which comprise the vibrant heartbeat of Brock. Besides reviewing some of the memorable moments of 2016-17, reflect on the entries that speak to outstanding student achievements; innovations that originate from our campus; and research activity whose impact is being felt across Canada and around the world.

Closer to home, Brock employees and students have, over the years, established a culture that embraces community partnerships and collaboration, evidence of which you'll find in this journal. In fact, working with Niagara communities is so important that, this year, we created a new portfolio specifically devoted to tracking and growing Brock's community engagement.

For me personally, it has been a true privilege to have the opportunity to enrich my career by spending time with you all at Brock. As I wind down my year as the University's interim leader, I have realized that this place is special and distinct because of many, many people who have worked and studied here for more than half a century.

This has been an important year of transition for Brock, a bridge between eras, and as we prepare to welcome a new President and Vice-Chancellor in just a few weeks, you have to know that the future looks exciting.

Thank you all.

This report contains certain forward-looking information. In preparing the 2016-17 Annual Report, certain assumptions and estimates were necessary. They are based on information available to management at the time of preparing the budget. Users are cautioned that actual results may vary.

Throughout the text in this annual report, financial values have been rounded to the nearest thousand.

Financial results

The following table illustrates the financial results of the University presented on a funding basis as well as in accordance with accounting standards for not-for-profits (NFPS). A reconciliation between two presentations can be found starting on page 48.

(\$000s)	Funding		NFPS		Funding	NFPS
	Actual 2016-17	Budget 2016-17	Actual 2016-17	Budget 2016-17	Actual 2015-16	Actual 2015-16
Revenue						
Student fees	158,341	157,635	158,451	157,635	151,382	151,471
Grant revenue	95,009	92,152	94,160	91,288	93,201	92,462
Internal chargebacks	9,703	8,473			7,522	
Inter-fund revenue	4,859	3,658			2,585	
Other revenue	46,182	45,893	71,386	69,987	46,728	69,107
Total revenues	314,094	307,811	323,997	318,910	301,418	313,040
Operating costs						
Personnel costs	(196,994)	(202,903)	(201,124)	(203,690)	(193,777)	(195,754)
Inter-fund expense	(20,965)	(18,785)			(17,700)	
Other operating costs	(90,611)	(90,043)	(114,055)	(118,842)	(85,431)	(110,871)
Total operating costs	(308,570)	(311,731)	(315,179)	(322,532)	(296,908)	(306,625)
Mitigation target		3,920		3,920		
Funding surplus (before discretionary appropriations)	5,524	-	8,818	298	4,510	6,415
Discretionary appropriations	(5,500)				(4,499)	
Funding surplus (after discretionary appropriations)	24	-	8,818	298	11	6,415

Statement of operations metrics

By student headcount	Brock			Median ⁽¹⁾		Average ⁽¹⁾	
	April 2017	April 2016	April 2015	April 2016	April 2015	April 2016	April 2015
Student fees (primarily tuition) ⁽²⁾	8.47	8.20	7.75	8.33	8.20	8.26	7.79
Grant	5.92	5.87	5.91	9.69	10.52	10.74	11.09
Personnel costs	10.75	10.60	10.26	13.47	12.89	13.65	13.48
Scholarships	1.05	0.99	0.94	1.26	1.14	1.36	1.38
Interest on long-term debt	0.39	0.40	0.40	0.27	0.31	0.27	0.28
Investment income	0.12	0.06	0.09	0.42	0.67	0.49	0.67

(1) Calculated using financial information from 14 other comprehensive universities.

(2) Brock 2015 and 2016 metrics have been adjusted to account for reclassifications.

Brock's tuition is in line with the average; however, grant revenue per student continues to fall well below the industry average. Naturally Brock must operate more efficiently with below average funding and this is seen in the lower personnel costs per-student. Despite having lower personnel costs per-student, Brock's percentage of its operating budget utilized for personnel* is 72 per cent compared to the average of 68 per cent as a result of having less funding at our disposal. Brock continues to invest in students through increasing scholarships. Interest and investment income metrics are in line with Brock's comparatively weak financial health metrics.

*Based on Council of Ontario Finance Officers (COFO) reporting, which is not directly comparable to a NFPS or funding basis.

Financial health metrics

	Brock ⁽¹⁾			Median ⁽²⁾		Weighted average ⁽²⁾	
	April 2017	April 2016	April 2015	April 2016	April 2015	April 2016	April 2015
Primary reserve ratio	14.6%	11.7%	11.9%	24.9%	28.3%	37.6%	38.2%
Debt burden ratio	3.0%	3.1%	3.2%	2.5%	2.6%	3.1%	3.0%
Interest burden %	2.5%	2.6%	2.7%	1.8%	1.8%	1.6%	1.6%
Interest coverage	3.70	3.35	4.55	3.49	6.76	5.81	5.98
Viability ratio	31.9%	24.5%	23.8%	133.9%	185.0%	101.8%	122.4%
Net operating revenues ratio	5.0%	7.5%	9.2%	10.1%	7.6%	15.7%	9.7%
Employee future benefits per student	\$(0.53)	\$(1.12)	\$(0.56)	\$(3.46)	\$(3.40)	\$(3.26)	\$(2.71)
Endowment per student headcount	\$5.01	\$4.50	\$4.34	\$6.96	\$7.12	\$6.89	\$7.03

(1) Certain ratios have been restated to align with the Council of Ontario Universities' (COU) metrics to improve comparability across various reporting agencies.

(2) Calculated using financial information from 14 other comprehensive universities.

Refer to page 58 for explanations of the debt-related financial health metrics.



Chair of the Board's message

John Suk, Chair of the Board, Brock University

As we conclude another year in the life of Brock University, I submit my final report after three fulfilling and busy years as Chair of the Board of Trustees.

I thank the Board for their confidence in me during this period, and for their dedication. I also thank previous Board Chairs, whose work I have strived to continue and build upon. In particular, I thank Rudi Kroeker for his confidence and Joe Robertson for his courageous leadership and inclusiveness.

There were many milestones to celebrate in 2016-17. This spring, the Advisory Committee on the President completed its work and we are pleased to have hired Dr. Gervan Fearon as Brock's next President. Dr. Fearon will commence an initial five-year term on Aug. 1, bringing excellent experience and qualifications to Brock. We look forward to welcoming him to campus and to Niagara. I am positive that Gervan will help propel Brock to new heights.

I am also pleased to report that, for the first time in 10 years, Brock starts the next fiscal year with a balanced budget. For this, we can thank the hard work and innovation of Brian Hutchings, the senior administration and leadership team led by Dr. Tom Traves, and the entire Finance team and employee base of Brock. This is a major turnaround, coming just four years after the Board was facing a potential deficit of \$14.5 million.

Also this spring, the Human Rights Task Force presented its final report, which contains numerous excellent recommendations to be discussed and implemented as we move forward. I salute the great work done by this diverse group of dedicated individuals.

In 2016-17, we were also excited to see work accelerate on facilities that will enhance student experience, academic excellence and environmental sustainability. The face of the University is literally being transformed by construction of the Goodman School of Business expansion and the Brock LINC innovation complex in front of the Tower, and the DEEP project is upgrading our energy-generating system to produce fewer emissions, while reducing the cost of power for the University. Less visible, but also critical to Brock's successful operation, are IT system upgrades underway in Finance and Human Resources.

Other major advances this year include the writing of the University's new Strategic Mandate Agreement and Integrated Strategic Plan, both of which are moving forward.

Another high point of the year was Niagara's successful bid to host the 2021 Canada Games. This is a superb opportunity for Brock and the entire region, with positive spinoffs for both.

Despite these and other positive developments, the University is not without its challenges. Sustaining our enrolment continues to be a focus of the administration. There is also much work to be done to further establish our research capability and thus enhance Brock's reputation.

The convocation ceremonies of early June remind us of why we are here – we were extremely pleased to honour 3,554 new Brock University graduates. I would like to stress that the student is our *raison d'être*, and I expect the Board to keep this fact front and centre.

Brock has a well-deserved reputation as a great school for students, yet there is opportunity to do more. More experiential learning, more co-op, more international students coming here, more Brock students studying abroad, better student housing and on-campus living opportunities, and an ongoing emphasis on the societal supports to enable a healthy and successful student population. More can be done to enhance the experience of our International students, and we also need to maintain vigilance regarding mental health and safety on campus.

So, it has been a gratifying year for the University, and as we welcome a new generation of leadership, I am extremely confident that Brock will continue to mature and flourish. The future is bright.

In closing, I would like to thank my Board of Trustees colleague Gary Comerford for his hard work in the past year. He has been a committed Vice Chair, and will be a great Chair of the Board.

Finally, we owe a special thank you to Dr. Tom Traves, who embraced a new challenge this past year and has been an exceptional leader for Brock, setting the table for Dr. Fearon. Thank you, Tom. It was our very good fortune to have you here.

Surgite!



Chair of Senate's message

Scott Henderson, Senate Chair, Brock University

It has been a very active and productive year at Brock, as the facts and figures of this document indicate, and Senate has been pleased to play its role in aiding the University in continually refining its academic mission. One of the most important elements in this regard has been the drafting of our Strategic Mandate Agreement with the Ministry of Advanced Education and Skills Development. This process at Brock has been truly collaborative, with consultation having commenced last year as we worked towards finalizing the submission. It was a valuable process in that it allowed us the opportunity to analyze and understand our own perceived strengths. Brock has a lot to be proud of as we move forward. This includes our acknowledged strengths in providing an outstanding student experience. From the classroom, to our many campus activities, including our active sport and recreation events and programs, to International opportunities and so much more, there is so much that Brock has to offer to both our graduate and undergraduate students. Our continued commitment to small group teaching helps set us apart from so many other campuses, and our student support services remain second to none, permitting everyone the opportunity to achieve academic excellence.

One very significant Senate event this past year was the adoption of a list of definitions of experiential education. Already a leader in this area, Brock became the first University to have its Senate formally adopt such definitions. We know that students and employers are looking for ways that combine theory and practice. It has been heartening to see support for these sorts of initiatives across campus, and more and more programs have been developing and refining their own forms of experiential education.

Equally exciting are the two significant building projects on campus. Work continues on the renovations of and expansion to the Goodman School of Business; adding much needed new and modernized space for students, researchers and faculty. More recently, work has commenced on the Brock LINC project at the front of the Schmon Tower. Not only will the LINC create a welcoming new front door for the University, but importantly it will become a space of innovation and collaboration that will draw together researchers, students, faculty, and community members in ways that will benefit Brock, the Niagara Region, the Province of Ontario and beyond.

It is truly an exciting time to be at Brock, and there is so much taking place that assures us that we are on the right path. We retain our commitment to a quality educational experience, preparing our students with the skills necessary to navigate the modern world, and we are increasingly becoming a hub of engaging, ground-breaking research. Brock's commitment to transdisciplinarity has become much more than a buzz word. Our programs allow our students a breadth of perspectives, while the collaboration amongst researchers of differing disciplinary backgrounds means that innovative and new perspectives are emerging in a variety of areas, all contributing to the excellence of the University. Brock's Senate will continue to support and encourage continued dynamic growth as our academic mission flourishes.



Joffre Mercier,
Vice-President,
Research



Thomas Dunk,
Provost and
Vice-President,
Academic



Brian Hutchings,
Vice-President,
Administration



Message from leadership

Brock is special. Every day of every week, our faculty and staff are working to develop and deliver world-class pedagogy, research and services to our valued students, communities and colleagues. One of the top priorities in our strategic plan is to make this a preferred place to work and study, so when Brock was recognized this year as one of Hamilton-Niagara's top employers, it was a direct reflection of the commitment and quality of our people.

We continue to prepare our students for future careers, develop high-calibre researchers and embrace experiential learning through co-op placements, volunteerism and research that gets integrated into communities in Niagara and around the world.

And we keep investing so we can help Brock people achieve even more success:

- This past year alone, we embarked on the Brock LINC project. This two-storey, 41,000-square-foot innovation launch pad will significantly enrich the student experience with digital innovation space and enhanced commercialization activities.
- And over at the Goodman School of Business, work has begun on a visionary project to transform the existing footprint and add nearly 30,000 square feet of new purpose-built space to better connect students, entrepreneurs, researchers and businesses.
- We are also advancing environmental sustainability. The Brock DEEP project is a major upgrade to our co-generation power plant that will reduce greenhouse gas emissions by 15 per cent and let us produce our own power at a cost three times cheaper than purchasing hydro from the grid.
- In planning for the future, this year we also worked with the Ontario government to craft Brock University's revised Strategic Mandate Agreement, a detailed and comprehensive document that identifies our strengths and priorities as well as key programs we would like to expand.

Community engagement is another cornerstone of Brock, and 2016-17 was another great year for our collaborations. Our researchers dedicate much energy to benefiting local and global partners in a wide scope of important disciplines, from viticulture, health care and government services to resource sustainability, child development, sport management and data analytics. These are just a few of the sectors where Brock University, through its people, is having a positive impact.

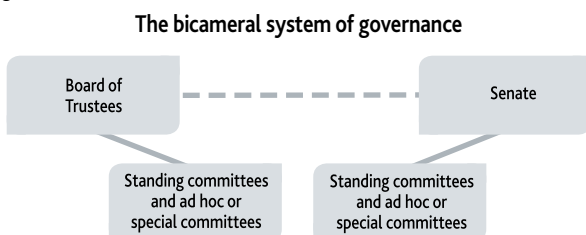
Financially, Brock achieved a significant milestone this year in developing the first balanced budget to be presented to the Board of Trustees in a decade. This came after our dedicated staff combined to help the University mitigate a looming deficit last year and emerge with a surplus. Their efforts also led to an encouraging symptom of fiscal health, as Brock's credit rating was nudged up slightly to A (High) by Dominion Bond Rating Agency. It is heartening to see evidence that we are making progress, even as we continue striving to deliver sound fiscal management and active stewardship in support of the University's teaching, research and community engagement mission.

And finally, we must also acknowledge our Board of Trustees and Senate for their leadership, commitment and support as the University strives to remain a leader in an ever-evolving world of higher education.

Governance at Brock University

The University was incorporated in 1964 through The Brock University Act (the Act), a Statute of the Province of Ontario. The Act provides that except as otherwise specifically assigned to the Senate, the government, conduct, management and control of the University's property and the conduct of its business and affairs is vested in the Board of Trustees (the Board). The Act provides that the Senate is responsible for the education policy of the University. This bicameral system of governance, consisting of two governing bodies – the Board and the Senate – is shown below.

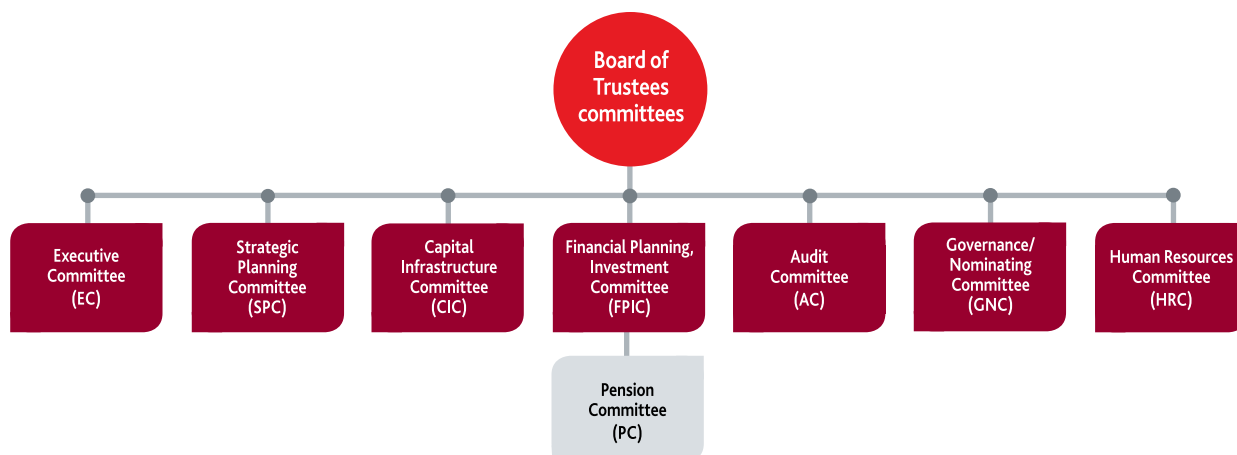
Figure 1



Board of Trustees

The 2016-17 Board consisted of 26 members, including 17 community members elected by the Board, as well as two Brock students, three faculty members and two staff members elected by their respective constituencies. The Chancellor and the President and Vice-Chancellor were ex officio members of the Board.

Figure 2



2016-17 Board of Trustees members

26

- Mark Arthur (Chair – SPC; community member – FPIC and EC)
- Michele-Elise Burnett (community member – SPC and CIC)
- Shirley Cheechoo (Chancellor)
- Gary Comerford (Chair-Elect/Vice-Chair)
- Trevor Cooper (community member – CIC and AC)
- Mario De Divitiis (community member – HRC and SPC)
- Mary De Sousa (community member – FPIC and GNC)
- John Fisher (Vice-Chair – CIC; community member – FPIC)
- Patrick Foster (undergraduate student member – SPC)
- Kristine Freudenthaler (Chair – CIC; community member – AC and EC)
- Gloria Gallagher (staff member – EC and CIC)
- Scott Henderson (faculty member – CIC)
- Dennis Hewko (Chair – FPIC; community member – SPC and EC)
- Shannon Kitchings (graduate student member – EC and CIC)
- Marco Marrone (Vice-Chair – FPIC; community member – CIC)
- Diane Miller (faculty member – EC and SPC)
- Beverley Morden (Vice-Chair – HRC; community member – SPC)
- Miriam Richards (faculty member – SPC)
- William (Bill) Rickers (Chair – AC; community member – CIC and EC)
- Kristen Smith (staff member – SPC)
- Leanne Standryk (Chair – HRC; community member – GNC and EC)
- John Suk (Chair of the Board, Chair – EC)
- Tom Traves (Interim President and Vice-Chancellor)
- Robin Williams (Vice-Chair – SPC; community member – HRC)
- Elisabeth Zimmermann (Chair – GNC; community member – FPIC and EC)
- John Zoccoli (Vice-Chair – AC; community member CIC)

Senate

68

The 2016-17 Senate consisted of 68 members, including 36 elected full-time teaching staff and professional librarians, two members of the Board and the Chair of the Board, six undergraduate students, two graduate students and one Alumni Association representative, all of whom were elected by their respective constituencies. There were also 20 ex officio members of the Senate.

2016-17 Senate members

20

Members ex officio

- Shirley Cheechoo (Chancellor)
- Tom Traves (Interim President and Vice-Chancellor)
- Thomas Dunk (Interim Provost and Vice-President, Academic)
- Joffre Mercier (Interim Vice-President, Research)
- Greg Finn (Vice-Provost and Associate Vice-President, Academic)
- Anna Lathrop (Vice-Provost, Teaching, Learning and Student Success)
- James Mandigo (Vice-Provost, Enrolment Management and International)
- Barry Wright (Interim Dean, Goodman School of Business)
- Alan Castle (Acting Dean, Faculty of Mathematics and Science)
- David Siegel (Interim Dean, Faculty of Education)
- Ingrid Makus (Interim Dean, Faculty of Social Sciences)
- Carol Merriam (Dean, Faculty of Humanities)
- Peter Tiidus (Dean, Faculty of Applied Health Sciences)
- Jens Coorssen (Dean, Faculty of Graduate Studies)
- Geraldine Jones (Registrar) (non-voting)
- Mark Robertson (University Librarian)
- John Suk (Chair, Board of Trustees)
- Faisal Hejazi (BUSU, Vice-President, Finance and Administration)
- Thomas Winger (President, Concordia Seminary)
- Brian Hutchings (Vice-President, Administration)

Note:

Faculty of Applied Health Sciences (FAHS);
Goodman School of Business (GSB);
Faculty of Education (FOE);
Faculty of Humanities (FOH);
Faculty of Mathematics and Science (FMS)
and Faculty of Social Sciences (FOSS).

Full-time teaching staff/professional librarian representatives

36

- Irene Blayer (FOH)
- Poling Bork (FMS)
- Jonah Butovsky (FOSS)
- Christene Carpenter-Cleland (FMS)
- Maureen Connolly (FAHS)
- Christine Daigle (FOH)
- Spy Dénommé-Welch (FOE)
- Tamara El-Hoss (FOH)
- Bareket Falk (FAHS)
- Ian Gibson (Library)
- Allison Glazebrook (FOH)
- Heather Gordon (FMS)
- Scott Henderson (FOSS)
- Nota Klentrou (FAHS)
- Jennifer Li (GSB)
- Daniel Malleck (FAHS)
- Tanya Martini (FOSS)
- Christie Milliken (FOSS)
- Bozidar Mitrovic (FMS)
- Laurie Morrison (Library)
- Roberto Nickel (FOH)
- Shauna Pomerantz (FOSS)
- Lynn Rempel (FAHS)
- Miriam Richards (FMS)
- Linda Rose-Krasnor (FOSS)
- Matthew Royal (FOH)
- Barbara Sainty (GSB)
- Larry Savage (FOSS)
- Sid Segalowitz (FOSS)
- Susan Sydor (FOE)
- Terrance Wade (FAHS)
- Michelle Webber (FOSS)
- Heather Whipple (Library)
- David Whitehead (GSB)
- Sakoieta Widrick (FOE)
- Vera Woloshyn (FOE)

Representatives of the Board of Trustees

3

- Gary Comerford
- John Suk
- Mario De Divitiis

Alumni Association representative

1

- James O'Brien

Undergraduate student representatives

6

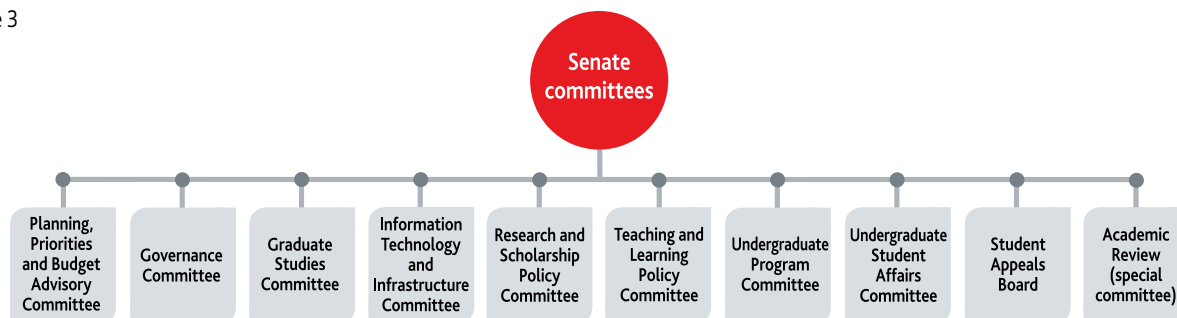
- Amalia Banava
- Madi Fuller
- Ahmed Jawa
- Kingsley Nwogu
- Zoya Rajput
- Jeremy Steinhausen

Graduate student representatives

2

- Emily Guertin
- Charissa Sanche

Figure 3





STORE

Brock's Mission Statement

Brock University flourishes through the scholarly, creative, and professional achievements of its students, faculty and staff. Offering a range of undergraduate and graduate programs, Brock fosters teaching and research of the highest quality. As a diverse and inclusive community, we contribute positively to Canada and beyond through our imagination, innovation and commitment.

Brock's values

Brock is committed to seven core values that inform and strengthen our actions.

1. Integrity and respect
2. Freedom of thought and expression coupled with academic responsibility
3. Unique student experience
4. Innovation
5. Accountability and stewardship
6. Sustainability
7. Generation and mobilization of knowledge

Integrated Strategic Plan and Strategic Mandate Agreement

Brock University's Integrated Strategic Plan, which has been endorsed by both the Board and the Senate, sets out the University's strategic priorities, representing the principles of allocation of the University. The full Integrated Strategic Plan can be viewed at brocku.ca/webfm_send/18651

Strategic priorities

- 1 Ensure Brock is a preferred place to work and study.
- 2 Support Brock's undergraduate student-centred focus while maintaining excellence in graduate education.
- 3 Foster excellence in research, scholarship and creativity.
- 4 Serve the social, cultural and economic well-being of the University, as well as the local, national and global communities.
- 5 Encourage transdisciplinary initiatives.
- 6 Promote internationalization.
- 7 Practise accountability, fiscal responsibility and stewardship.

Brock University's Strategic Mandate Agreement (SMA) responds to the Ministry of Advanced Education and Skills Developments' (MAESD), previously the Ministry Training, Colleges and Universities', request that every college and university in Ontario prepare a document that would articulate the mandate and vision of each institution. Brock is currently in the process of finalizing its 2017-2020 SMA. Consultations began in early 2016 and the final SMA will be submitted to the MAESD this summer.

Brock's 2014-17 SMA, which was in place during 2016-17, was the culmination of a sustained process of integrated strategic planning and was informed by the Integrated Strategic Plan. The SMA detailed pillars/priorities, as shown. The 2014-17 Strategic Mandate Agreement can be viewed at brocku.ca/webfm_send/32300

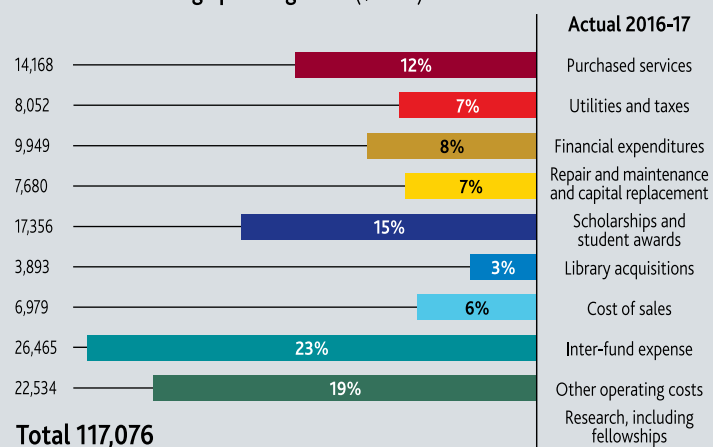
Pillars/priorities

- 1 Serving the 21st Century Learner – Putting Students First. This pillar includes but is not limited to the move to online offerings, enhanced Spring/Summer offerings and expansion of service learning opportunities.
- 2 Establishing Transdisciplinary Research Hubs and Developing New Graduate and Undergraduate Programs. The five transdisciplinary hubs created are: Brock-Niagara Centre for Health and Well-Being; Institute for Advanced Bio-manufacturing; Lifespan Development Research Institute; Social Justice Research Institute; and Sustainability: A Transdisciplinary Space for Transformative Change.
- 3 Building a Network of Partnerships that Promote Prosperity through Entrepreneurship, Innovation and Creativity. This pillar includes but is not limited to the Niagara Observatory; BioLinc; the Centre for Healthy Development; and the Centre for Lifespan Development Research.

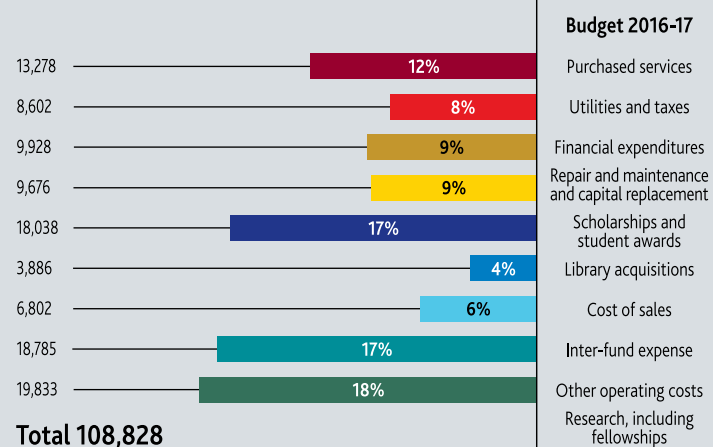
Crowds gathered in front of Schmon Tower to sign a steel beam slated to be included in the Goodman School of Business expansion project.



Funding operating costs (\$000s)

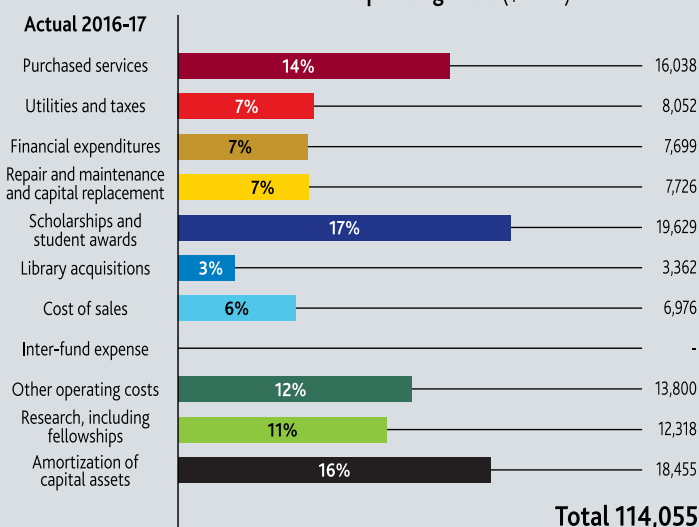


Total 117,076

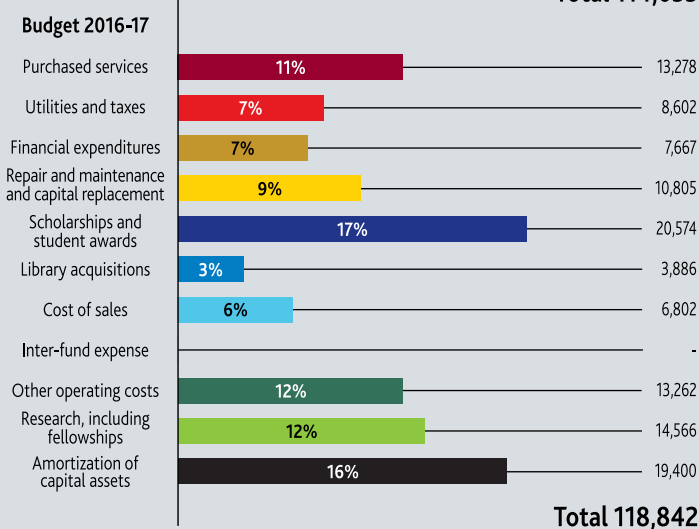


Total 108,828

NFPS operating costs (\$000s)



Total 114,055



Total 118,842

Personnel costs by group

Personnel group ⁽¹⁾ (\$000s)	Actual 2016-17			Budget 2016-17		
	Salary/wage	Benefits	Total personnel costs	Salary/wage	Benefits	Total personnel costs
Faculty and professional librarians	86,230	15,173	101,403	86,347	16,420	102,767
Admin/professional	35,504	8,656	44,160	38,453	9,496	47,949
CUPE 4207 – Unit 1	12,171	1,193	13,364	12,459	1,379	13,838
OSSTF	8,232	2,207	10,439	8,728	2,574	11,302
CUPE 1295 FT	6,808	2,013	8,821	6,685	2,156	8,841
SAC	5,035	771	5,806	4,283	791	5,074
Other	11,460	2,441	13,901	12,232	1,800	14,032
Subtotal – funding basis	165,440	32,454	197,894	169,187	34,616	203,803
Transfer to employee future benefits reserve (EFB)		(900)	(900)		(900)	(900)
Total – funding basis	165,440	31,554	196,994	169,187	33,716	202,903
Adjustments to NFPS (See page 48 for discussion of adjustments)						
Employee future benefits adjustment ⁽²⁾		1,248	1,248		787	787
Internally restricted funds personnel costs ⁽³⁾	2,639	243	2,882			
Total – NFPS basis	168,079	33,045	201,124	169,187	34,503	203,690

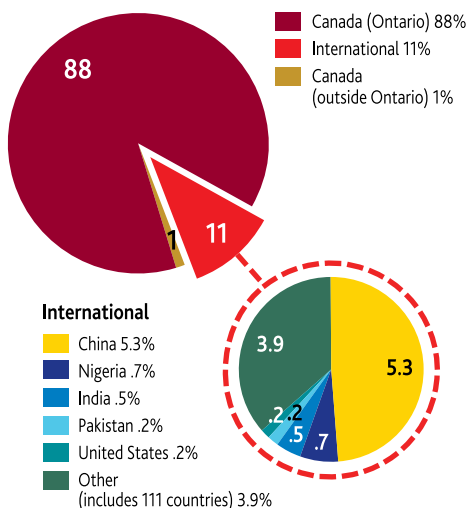
(1) Faculty and professional librarians – BUFA members, Associate Deans, Associate Vice-Presidents of Research and Associate Librarian; Admin/Professional-administrative/professional and exempt staff; CUPE 4207 – Unit 1 instructors, teaching assistants, lab demonstrators, course co-ordinators and marker/graders; OSSTF – support and technical staff; CUPE 1295 FT – full-time maintenance, trades and custodial staff; SAC – Senior Administrative Council; Other – all other union groups, part-time teaching and non-teaching positions and stipend transfers.

(2) The employee future benefits adjustment for actual 2016-17 of \$1,248,000 is the difference between payments made for employee future benefits and the net change in the obligation. The employee future benefits adjustment for budget 2016-17 actually nets two adjustments – \$1,200,000 offset by \$413,000. Refer to adjustment 10 and 11 on page 91 of the 2016-17 Budget Report.

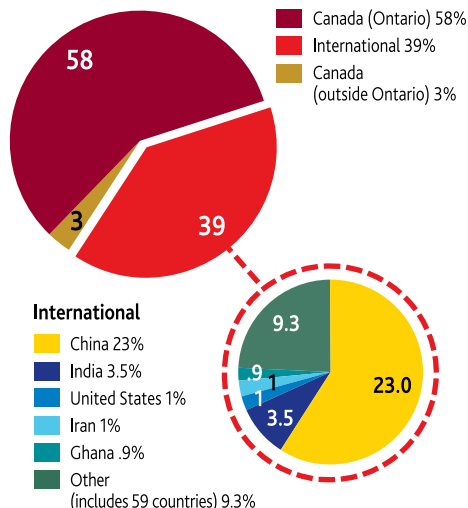
(3) The personnel costs on a funding basis does not include personnel costs recorded in the internally restricted funds. This adjustment represents the personnel costs in the following funds: capital and infrastructure projects and reserves, operating project accounts, research funds with no external obligations, start-up funds, professional expense reimbursement accounts, and the strategic initiative fund.

Refer to page 45 for commentary on the funding actual results and page 54 for commentary on the NFPS actual results.

2016 headcount of undergraduate students (%)



2016 headcount of graduate students (%)



Full course equivalents (FCE) offered

17.7%

Spring/Summer courses

82.3%

Fall/Winter courses

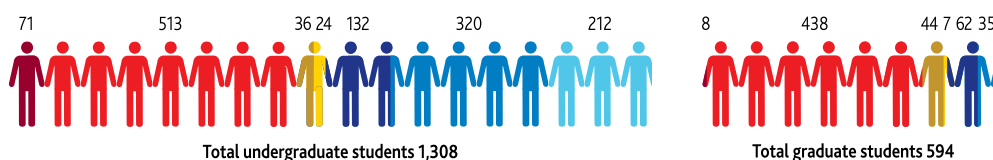


Students that received OSAP in 2016-17

Yes: 45%

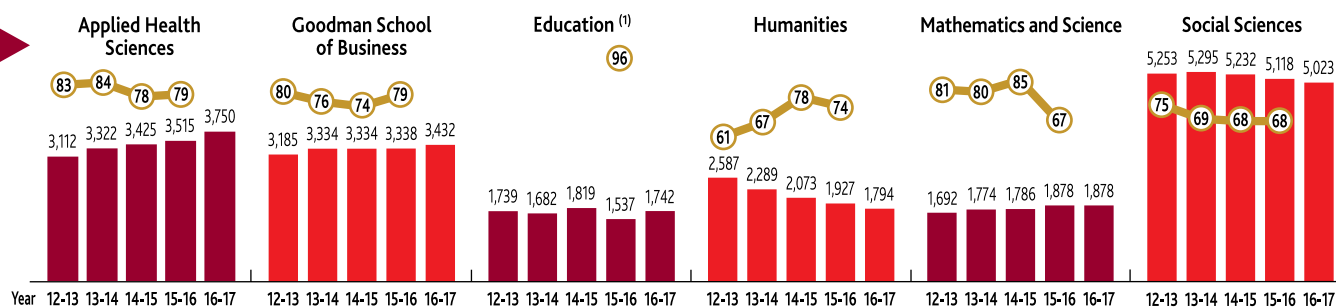
No: 55%

2016 international student headcount by Faculty



- Faculty of Applied Health Sciences (FAHS) = UG 71 and 8 G
- Goodman School of Business (GSB) = UG 513 and 438 G
- Faculty of Education (FOE) = UG 36 and 44 G
- Faculty of Humanities (FOH) = UG 24 and 7 G
- Faculty of Mathematics and Science (FMS) = UG 132 and 62 G
- Faculty of Social Sciences (FOSS) = UG 320 and 35 G
- Other = UG 212

Student headcount by major



■ Fall student headcount full-time (FT) and part-time (PT) by Faculty of major.

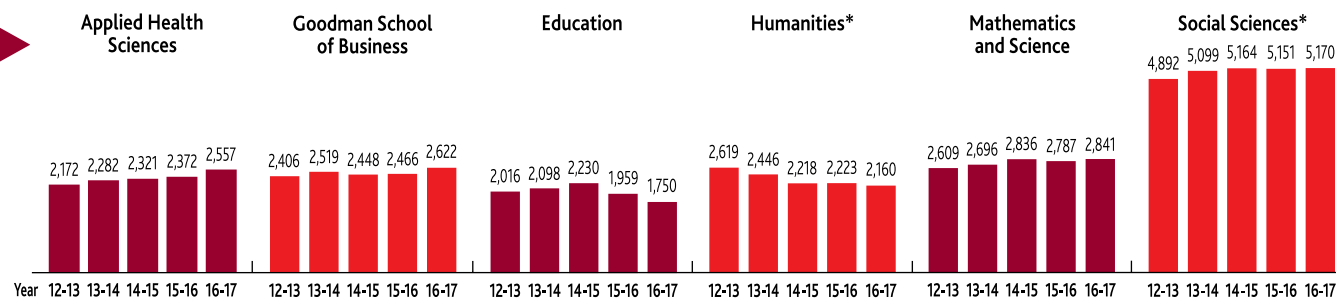
■ (%) of flow-through of students from Year 1 to Year 2.

(1) (%) of flow-through of Education is included on only the students enrolled in the two-year Teacher Education program.

(2) Figures include undeclared Arts, letter of permission, non-degree students and auditors, which are not included in any of the Faculties in the above charts.

	2012-13	2013-14	2014-15	2015-16	2016-17
Undergraduate (FT)	14,672	14,853	14,911	14,656	14,838
Undergraduate (PT)	2,210	2,146	2,243	2,157	2,176
Graduate (FT)	1,180	1,298	1,259	1,264	1,336
Graduate (PT)	450	391	411	385	354
Total⁽²⁾	18,512	18,688	18,824	18,462	18,704

Student full-time equivalent



■ Full-time equivalent (FTE) student by teaching department/program.

*Note: 2012-13 and 2013-14 FTE were adjusted due to the Department of Applied Linguistics's move from the Faculty of Humanities to the Faculty of Social Science in 2014-15 in order to make the year-to-year comparison more relevant.

	2012-13	2013-14	2014-15	2015-16	2016-17
Undergraduate	15,400	15,712	15,831	15,578	15,666
Graduate	1,315	1,428	1,387	1,380	1,434
Total	16,715	17,140	17,218	16,958	17,100

90% of Brock undergraduate students were employed within six months of graduation.

Source: 2015 Ontario University Graduate Survey.

95% of Brock undergraduate students were employed within two years of graduation.

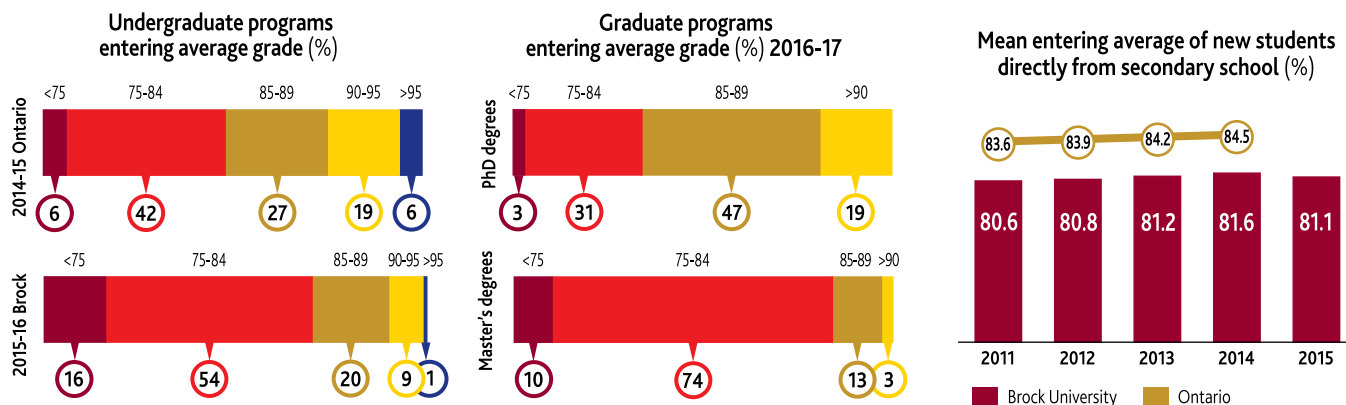
Source: 2015 Ontario University Graduate Survey.

84% of fourth-year Brock undergraduate students rated the quality of their overall experience at Brock as very good or excellent (vs. Ontario average of 77 per cent).

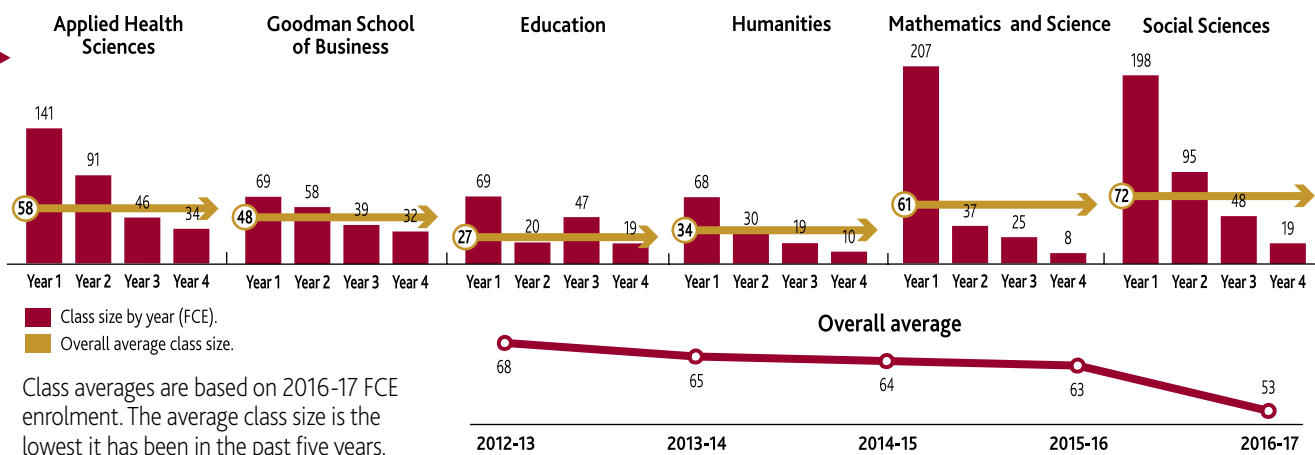
Source: 2014 National Survey of Student Engagement.

60% of Brock graduate students rated the quality of their overall experience at Brock as very good or excellent (vs. Ontario average of 58 per cent in 2013).

Source: 2016 Canadian Graduate and Professional Student Survey.



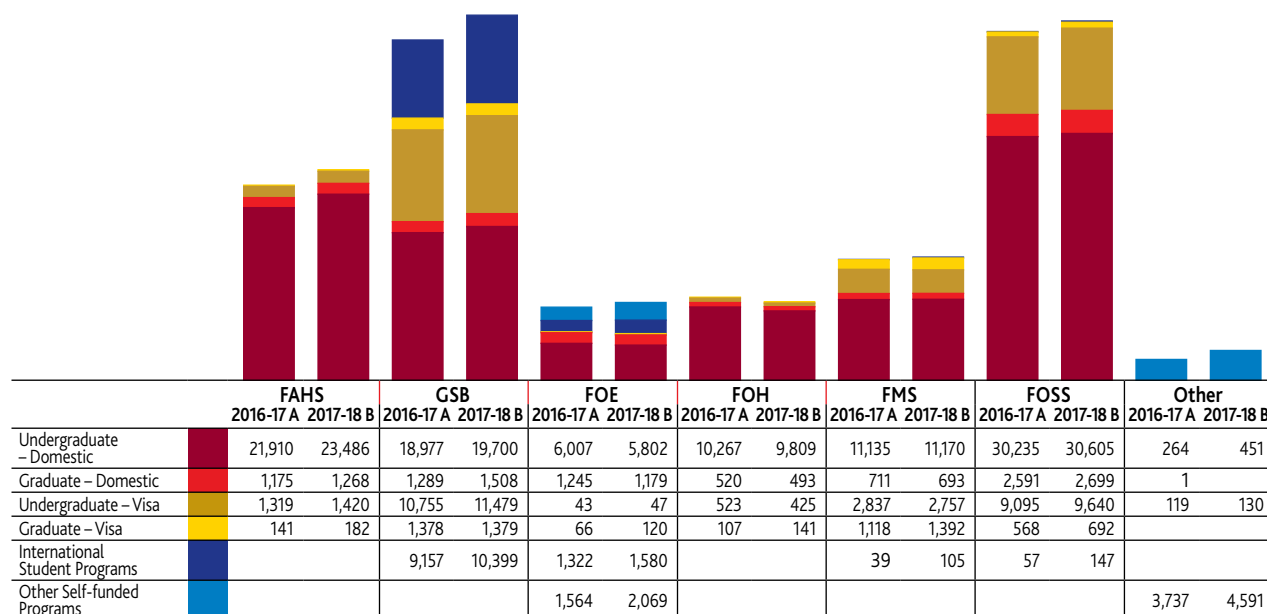
Class size



Class averages are based on 2016-17 FCE enrolment. The average class size is the lowest it has been in the past five years.

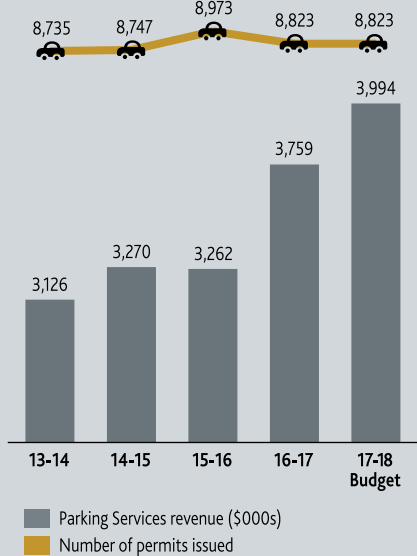
Tuition

Tuition by Faculty of enrolment (\$000s)*

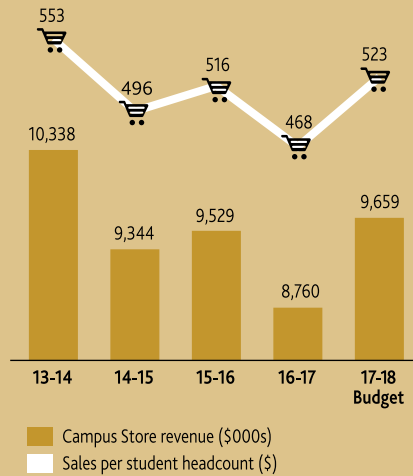


* 2017-18 budget figures do not include the additional \$3 million tuition dollars budgeted for retention. Please see page 30 in the 2017-18 Budget Report for more details.

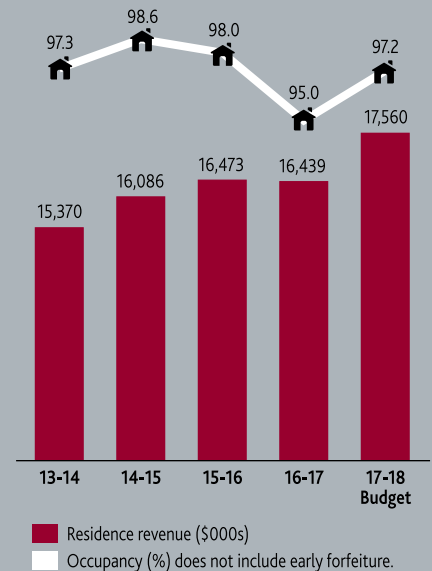
Parking revenue 2013 to 2018



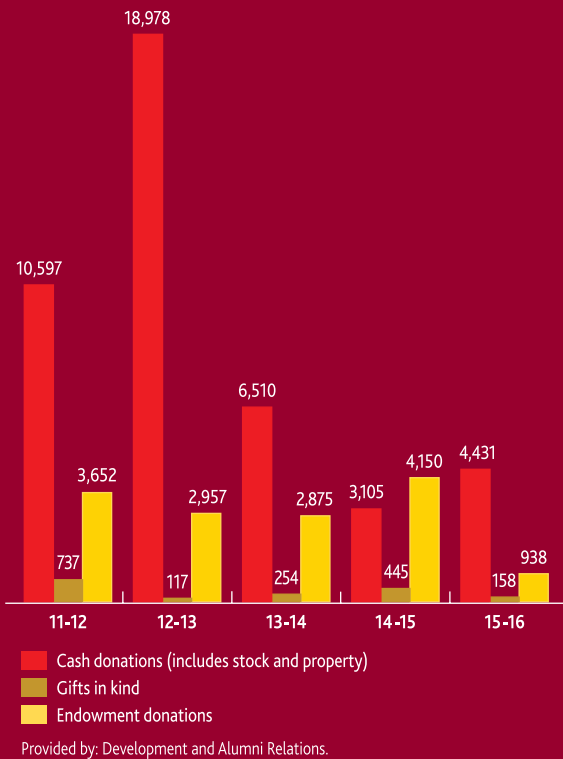
Campus Store revenue 2013 to 2018



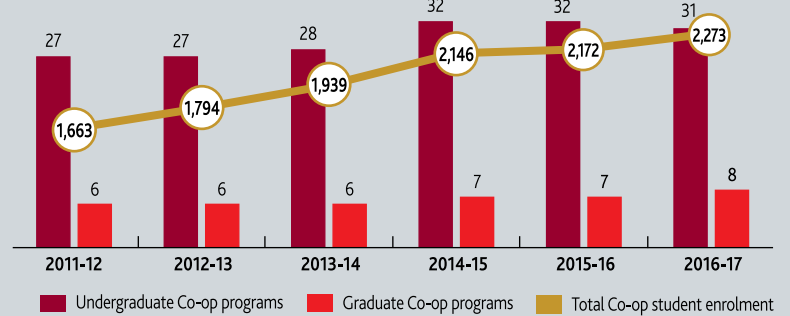
Residence revenue 2013 to 2018



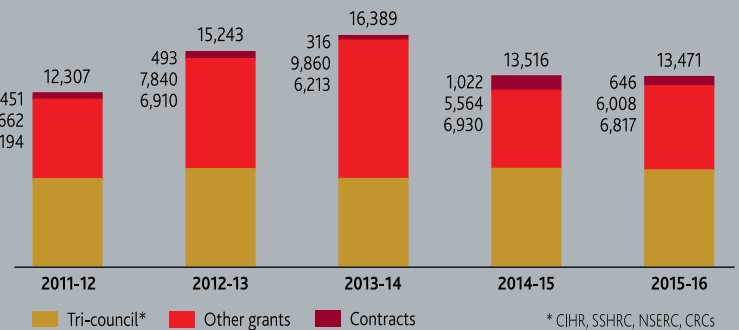
Donations 2011 to 2016 (\$000s)



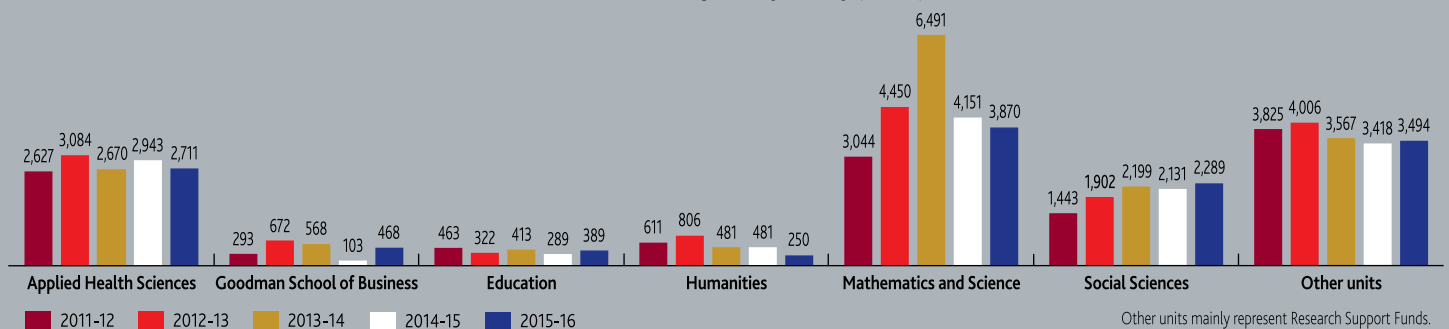
Co-op programs and enrolment



2011-16 external research grants (\$000s)



2011-16 external research grants by Faculty (\$000s)



Provided by: Office of Research Services. Grants are presented on a cash basis.



Celebrating our people

We can talk about revenue and expenses, but it is really our people and their accomplishments that make Brock University “BU.”

Excellence in students

Governor General's Medals

The Governor General's Gold Medal recognizes excellence in academic studies at the graduate level and is presented to the student with the highest overall average in a graduate program. The Governor General's Silver Medals are awarded to the students completing their first four-year bachelor's degree with the highest and second highest cumulative averages.

- Gold Medal: Justin Maltese – Mathematics and Science
- Silver Medal: Cameron Robert Giles – Mathematics and Science
- Silver Medal: Stacey Samantha Van Herk – Mathematics and Science

Brock Leaders Citizenship Award

Brock Leaders Citizenship awards recognize a combination of high academic achievement and personal leadership abilities. Students who receive the Brock Leaders Award will be eligible for entry into the Brock Leaders Citizenship Society. These students have demonstrated excellence in fine arts, writing, debating, science, extracurricular activities and/or significant citizenship contributions to the community.

- Mahreen Abdullah – Goodman School of Business
- Lauren Angela Battel – Goodman School of Business
- Avery Lillian Cooke – Education
- Krista Michelle Gowan – Mathematics and Science
- Katelynn Elizabeth Hilborn – Applied Health Sciences
- Shaila Shazya Jamani – Applied Health Sciences
- Evelyn Basma Miloud – Mathematics and Science
- Celyn Taylor Ouellet – Humanities
- Rachel Darlene Richards – Goodman School of Business
- Autumn Wild – Applied Health Sciences
- Nicolas Andre Sardella – Mathematics and Science
- Meghan Hickey – Applied Health Sciences
- Abby Macnaught – Applied Health Sciences
- Ian James Poulin – Goodman School of Business

Board of Trustees Spirit of Brock Medal

The Brock University Board of Trustees has provided a medal – the Board of Trustees Spirit of Brock Medal – for graduating students who best exemplify Sir Isaac Brock's spirit. These students have exemplified one or more of the following qualities: leadership, courage, innovation, inspiration and community involvement.

- Devon Grey Ainslie – Social Sciences
- Joseph Robertson – Social Sciences
- Christopher Joseph Ventura – Education
- Alyssa Berardocco – Education
- Hawa Marguerite Conde – Applied Health Sciences
- Aidan Patrick Smyth – Applied Health Sciences
- John Matthew Clarke – Goodman School of Business
- Leona Yiu – Goodman School of Business
- Annika Elke Mazzarella – Humanities
- Grant Kenneth Yocom – Humanities
- Aniqah Zowmi – Mathematics and Science
- Jessica Vickruck – Mathematics and Science
- Dinara Salaeva – Applied Health Sciences
- Huzaifa Faizan – Goodman School of Business
- Gianluca Agostinelli – Education
- Stephanie Culp – Humanities
- Malvina Nina Skorska – Social Sciences
- Gabriela Ruiz Rodriguez – Education
- Lee Marcus Belding – Mathematics and Science

President's Surgite Award

The President's Surgite Award recognizes those students who have been outstanding in one or more of the following areas:

- **Demonstrated exemplary leadership in a student club, organization, association or team.**
- **Did something exceptional that helped to advance Brock's academic reputation.**
- **Made a significant contribution to student life at Brock.**
- **Provided a valuable service to Brock or the broader community.**

- Christopher Paul Yendt – Education
- Leona Yiu – Goodman School of Business
- Benjamin Ryder Damen – Mathematics and Science
- Caitlin Muhl – Applied Health Sciences
- James John Hall – Applied Health Sciences
- Kylee Ledwez – Applied Health Sciences
- Megan Elizabeth Brown – Applied Health Sciences
- Rachel Anita Calbert Easterbrook – Applied Health Sciences
- Shabana Shabnum Jamani – Applied Health Sciences
- Joshua David Mark Black – Social Sciences

Athletic achievements

Olympic and Paralympic Games in Rio de Janeiro

Six athletes and two coaches headed to the 2016 Summer Olympic and Paralympic Games in Rio de Janeiro:

- Michelle Fazzari and Jasmine Mian – Brock alumnae, women's wrestling
- Jillian Gallays – Brock Wrestling Club member, women's wrestling
- Jessica Lewis – Fifth-year Brock student, track racing in Paralympics representing Bermuda
- Eric Woelfl and Tim Schrijver – Brock alumni, men's rowing
- Marty Calder – Brock wrestling coach, Assistant coach of Canadian women's wrestling team
- Terry Paul – Brock alumnus, coach, Canadian men's quad rowing team

brocku.ca/brock-news/2016/08/brock-shows-support-for-olympic-athletes-and-coaches/

Championship success

- Men's Wrestling – OUA and USPORTS National Champions
- Women's Wrestling – OUA and USPORTS National Champions
- Ball Hockey – OUBHA Champions

Other team medals

- Baseball – OUA Silver
- Women's Figure Skating – OUA Silver
- Men's Rowing – OUA Silver, CURC National Bronze
- Men's Basketball – OUA Bronze
- Men's Curling – OUA Bronze
- Women's Rowing – OUA Bronze

Coaches of the year

- Katie Dortono – OUA Figure Skating Coach of the Year, Wally Barrow Memorial Brock Coach of the Year
- Alison Phillips – OUA Women's Lacrosse Coach of the Year
- Marty Calder – OUA and USPORTS Men's Coach of the Year/OUA and USPORTS Women's Coach of the Year

Brock's Olympians pose with kids from Youth University and sports camps.



Top: Brock Badger wrestler Tyler Rowe.

Middle: Brock's Female Athlete of the Year for 2016-17 Katie Desveaux, left, who is shown here with teammate Laura Holbrough.

Bottom: Eric Bradey, left (in foreground), Brock's Male Athlete of the Year for 2016-17.

Brock dominates wrestling meet

The No. 1-ranked Brock University men's and women's wrestling team opened 2017 winning both team titles at the Brock Open. For the Brock men, Ligrit Sadiku (57kg) and Ignatius Pitt (100kg) led the way capturing individual gold. Alex Moher (57kg), Chris McIsaac (65kg) and Ty Stuart Bridgwater (76kg) all took home silver while Sam Jagas (57kg), Mizam Tamaradze (61kg), Tyler Rowe (76kg) and Jevon Balfour (84kg) earned bronze.

Bradey and Desveaux named Athletes of the Year

After achieving one of the most successful seasons by a Brock women's figure skater, Katie Desveaux was rewarded with the Female Athlete of the Year. Desveaux helped lead the Badgers to a school-best silver medal finish at the OUA Championships, and a bronze medal at the OUA Winter Invitational. At the 2017 OUA Championships, Desveaux captured gold in the Women's Open Solo Dance, and she and teammate Laura Holbrough captured gold in both the Women's Open Short Dance and Women's Int. Similar Pairs.

Erick Bradey, a two-sport athlete was named Brock's Male Athlete of the Year. Bradey was captain of the men's varsity soccer team for a third season, and was one of the top centre backs in the OUA West Division. During the winter season, he was skip and team captain of the Brock men's curling team, leading them to an OUA bronze medal for the second-consecutive season.

brocku.ca/brock-news/2017/03/bradey-and-desveaux-named-athletes-of-the-year/

Other major awards

- R.M. Davis Surgite Award – Jeremy Brownridge (men's rugby)
- David Atkinson Surgite Award – Brenna Murphy (women's hockey)
- Dallas Beaton Award and David S. Howes Spirit of Brock Athletics Award – Lauren Kniewasser (volleyball/rowing)
- Dallas Beaton Award and David S. Howes Spirit of Brock Athletics Award – Jeremy Brownridge (men's rugby)
- Marilou lusi Director's Awards – Dr. Phil Sullivan and Brian Hutchings
- Tom Kearney Athletic Therapy Awards – Joanna Juszczak, Gabriel Mendonca and Steven Lam



Student experience

Through experiential education, co-op, service-learning, learning abroad, student exchange and individual academic adventures, our Brock graduates and undergraduates are economically impacting our community and the world. They choose to participate and make a difference, making their way from campus to career path. Their successes reflect all that Brock has to offer. Please visit the website links for more detailed information.



Kaitlyn Daw

Humanities Spirit of Brock winner a committed volunteer: Humanities Spirit of Brock award winner Kaitlyn Daw was able to take her experience at Brock University as a volunteer and turn it into a career. After volunteering and working across campus during her studies at Brock, Daw was hired as the Communications and Events Facilitator at the Canadian Mental Health Association in Niagara. Daw demonstrated inspiring leadership as an executive of the Brock Eco Club, the Brock University Students' Union and the English Students' Association.
brocku.ca/brock-news/2016/06/humanities-spirit-of-brock-winner-a-committed-volunteer/



Kyle Fraser

Brock grad goes to space academy for teachers: Kyle Fraser loves learning and teaching about space. He combined these passions when he travelled to the Honeywell Space Academy for Educators. The 25-year-old Brock master's student was accepted to the week-long teacher development program after gaining experience as a long-term occasional teacher with the District School Board of Niagara. He's hoping to incorporate what he learns about space and flight into his lessons as a science teacher in a St. Catharines school.
brocku.ca/brock-news/2016/06/brock-grd-headed-to-space-academy-for-teachers/



Lauren Serianni

Brock student wins national labour studies award for the second year in a row: Lauren Serianni's research into barriers women face in obtaining leadership roles in unions has earned her the Canadian Association for Work and Labour Studies award for outstanding undergraduate scholarship. Serianni, who graduated from Brock University in spring 2016, is the second Brock student to receive the national award in the past two years. Serianni's winning paper, was titled, "Women Friendly Unions: Today and Tomorrow".
brocku.ca/brock-news/2016/07/brock-student-wins-national-labour-studies-award-for-the-second-year-in-a-row/



Brock grad topping Amazon charts with sci-fi books: Brock University Humanities grad Michael Chatfield has put his English literature degree to work, becoming a top-ranked science fiction author. The Burlington resident has penned seven books, which are available on Amazon as e-books or in print. His book, *The Recruitment: Rise of the Free Fleet*, is the No. 1 bestseller on Amazon UK in the aliens section of the science fiction genre.
brocku.ca/brock-news/2016/07/brock-grad-topping-amazon-charts-with-sci-fi-books/



Goodman students win first place in entrepreneurship competition: Shubhra Rishi, Sylvie Nguyen and Celine Nguyen were part of a team that won first place at the Startup Weekend York Region competition. The app, called Feed Me, is designed to pair consumers with food dishes that are sorted and customized by dietary restrictions, distance and price range. It shows consumers photos of food and matches them with the restaurant's information.
brocku.ca/brock-news/2017/02/goodman-students-win-first-place-in-entrepreneurship-competition/

Child and Youth Studies student wins accessibility award

Keely Grossman was named the first-ever recipient of Brock's Accessibility and Inclusion Recognition Award. Grossman (left), a Child and Youth Studies student, is joined in the photo by Christopher Lytle, AODA Co-ordinator and Human Rights Consultant, along with her guide dog Izzy. Grossman is the founder of ABLE Brock, a student organization that works to educate the Brock community about disabilities. The award was given to celebrate the International Day of Persons with Disabilities (IDPWD) on Dec. 3.

brocku.ca/brock-news/2016/12/child-and-youth-studies-student-wins-accessibility-award/



Goodman student wins women in business award

Leona Yiu (centre), a Goodman School of Business MBA student, received the Jane M. Klausman Women in Business Scholarship from the St. Catharines chapter of Zonta International. Zonta is an organization of professionals with the goal of empowering women through their mandate of service and advocacy. The Scholarship was established to inspire women in their pursuit of education and careers in business. Yiu chose the Goodman MBA program for its business analytics specialization. She wants to use big data to improve healthcare quality and efficiencies.

brocku.ca/brock-news/2016/10/goodman-student-wins-women-in-business-award/

Brock grad student chosen for national Stand UP! campaign against bullying

A master's student in Child and Youth Studies, Kimberly Mularczyk (centre) is part of a national organization called Promoting Relationships and Eliminating Violence Network (PREVNet), whose mission is to stop bullying and promote healthy relationships for children and youth. Her PREVNet involvement led her to work with the Family Channel, using research to help develop resources and bullying prevention tips for parents, teachers and students. Recently she represented PREVNet by joining Family Channel actors at a rally in a Vancouver Elementary school as part of the annual 'Stand UP!' Bullying Awareness Week campaign.

brocku.ca/brock-news/2016/11/brock-grad-student-chosen-for-national-stand-up-campaign-against-bullying/



Alternative Reading Week (ARW) trips make lasting impact

Third-year Concurrent Education student Caitlin Martins joined Brock's Alternative Reading Week program and spent her time off teaching children in Lima, Peru. The 20-year-old Oakville native spent her days teaching English to school children and playing games with the cheerful youngsters who entered the one-room schoolhouse. "It impacted me so much more than I had anticipated," she said of the trip. Martins was one of 45 students from the University who used their weeklong break to make a difference through various ARW initiatives.

brocku.ca/brock-news/2017/03/alternative-reading-week-trips-make-lasting-impact/



Alex Finlayson

Brock student overcomes injury to win national grant:

Alex Finlayson was chosen for the 2016-17 Queen Elizabeth II Silver Jubilee award for Study in a Second Official Language, a \$7,000 national bursary to support her continued education. The Concurrent Education student began a long road to recovery after suffering a serious concussion during a hockey game in late 2015. Through the headaches, memory loss and difficulty concentrating, Finlayson pushed forward and continued to work toward her goal of becoming a French-language educator. As a result, the 20-year-old Etobicoke native was recently recognized with a coveted national grant given to only three people annually across the country.

brocku.ca/brock-news/2017/03/brock-student-overcomes-injury-to-win-national-grant/



Outstanding Wellness Award recipients: Jessica She-Ting Wongis' and Nicholas Lepore's extensive volunteer service and passion for promoting wellness and giving back to the community make them the

epitome of what the Wellness Award stands for. **Jessica** (Child Studies) contributes to wellness by volunteering with the following organizations; Big Brothers Big Sisters of St.Catharines-Thorold & District, Go Girls! (Mentor), Brock Health Magazine (Author and Communications Director), Spring Sprint for Brain Tumour Research, Med Plus (Upper Year Mentor), Canadian Coalition for Global Health (Research Member), Brock Cares Day of Service, Special Needs Activity Program (Volunteer), Learning Disabilities Association of Niagara – Reading Rocks! (Tutor), and Niagara Children's Centre (Volunteer). **Nicholas's** (Accounting Co-op) wide variety of community service includes Pennies for Food Fundraising Program, Spring Sprint for Brain Tumour Research, Autism Speaks Canada Walk, Terry Fox Run for Cancer Research, Coldest Night of the Year Homelessness Prevention Fundraiser, Brock University Trick or Eat for Local Food Banks, Alzheimer's Society – Play for Memories Fundraiser, Brock Cares Day of Service, West Park Health Centre Seniors Prom, Council for Exceptional Children Awards Dinner and the Corpus Christi Children's Liturgy.

brocku.ca/brock-news/2016/09/wellness-award-recipients-announced/



Goodman student wins 3M Canada case at DeGroote MBA competition:

Goodman MBA student Chenxu (Emily) Feng was on the winning team at the DeGroote MBA Case Competition. Hosted by McMaster's DeGroote School of Business, the competition brought 16 MBA student teams together from across Canada. School teams were split up and students were assigned to teams of four, where they had 90 minutes to get to know each other and prepare for the case analysis before presenting their recommendations in a short pitch to a judging panel.

brocku.ca/brock-news/2016/12/goodman-student-wins-3m-canada-case-at-degroote-mba-competition/



Brock student fundraising to support physical education in Kenya:

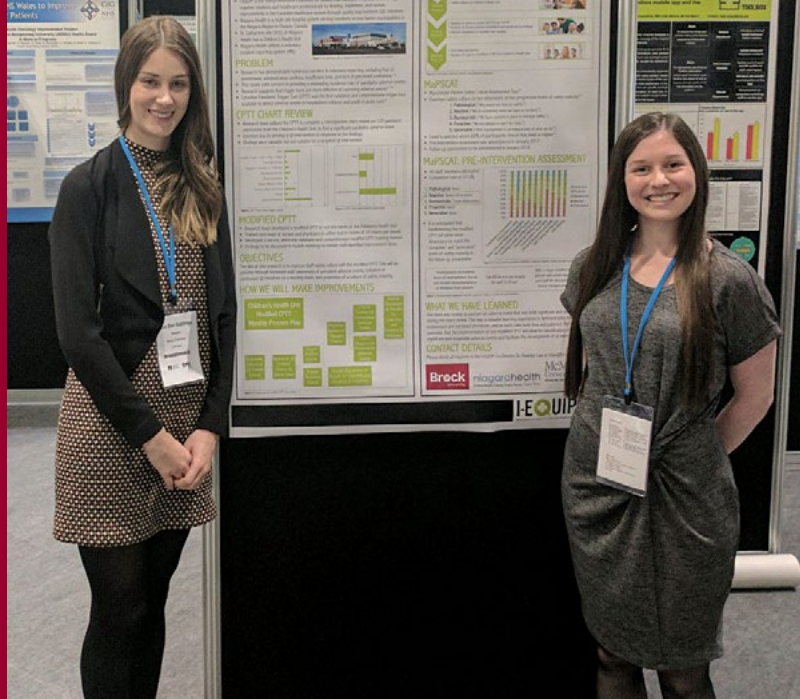
Adrian Grew, a fourth-year Concurrent Education student, is making a difference by introducing physical education in the Siaya district of Kenya. To raise funds to buy sports equipment for the overseas initiative, he has been selling beaded jewelry on campus. "By making a purchase, you are supporting two communities – the Ugandan women who make the jewelry and the children at the Ramula school who will benefit from the equipment purchased for them," Grew said.

brocku.ca/brock-news/2017/04/brock-student-fundraising-to-support-physical-education-in-kenya/

Brock students present at International Forum on Quality and Safety in Healthcare in England

Caitlin Muhl (right), a fourth-year Health Sciences student and recipient of the 2016-17 President's Surgite Award, recently joined Goodman Master's of Business Administration student Blair Hutchings in London, England. The two presented information on Brock's I-EQUIP (Interprofessional Education for Quality Improvement Program) at the prestigious health-care conference, which brought together 3,400 people from 70 countries.

brocku.ca/brock-news/2017/05/brock-students-present-at-international-forum-on-quality-and-safety-in-healthcare/



Aboriginal Awards recognize inspiring achievement on campus and beyond

Darcy Belanger (left) and Chip McCrimmon are the 2017 winners of the Aboriginal Achievement Award, which is presented by Brock's Student Success Centre and Aboriginal Student Services to honour high-level achievers in their studies and in their off-campus lives. Darcy Belanger has come back from a dark spiral of addiction, lost jobs and hopelessness, and today the Brock student works to help others do the same. During McCrimmon's time at Brock, he has overcome his own personal demons, and is now committed to being a role model for Indigenous youth.

brocku.ca/brock-news/2017/04/aboriginal-awards-recognize-inspiring-achievement-on-campus-and-beyond/



Berina Colakovic

Goodman student chosen as ambassador for exchange programs:

Berina Colakovic is one of about 30 students from across North America who have been hired by the German Academic Exchange Service (DAAD). The students help to promote studying and researching in Germany to their peers through the Young Ambassador program. Colakovic is the first Brock University student to be hired through this program.

"Going on exchange is the best thing I've done at university," she said. Brock's Goodman School of Business is partnered with over 40 business schools worldwide, including five partners in Germany. Goodman students going on exchange programs take courses in English that count towards their degrees.

brocku.ca/brock-news/2016/07/goodman-student-chosen-as-ambassador-for-exchange-programs/

Teaching Awards

Teaching Award recipients:

3M National Teaching Fellowship

- **Nicola Simmons, Education**
- **Tim O'Connell, Recreation and Leisure Studies**

Nicola Simmons has been committed to building a network of scholars through her roles as Vice-President, Scholarship of Teaching and Learning for the Society for Teaching and Learning in Higher Education; regional Vice-President, Canada for the International Society for the Scholarship of Teaching and Learning; and past chair of the Educational Developers Caucus. Her innovative methods may lead students to rewrite a course reading as a free verse poem, build with Lego in order to consider the connection between theory and practice, or examine the learner experience by participating in a martial arts class.

Tim O'Connell has received significant praise for co-founding the BaseCamp leadership program, where novice students with little experience in outdoor recreation are teamed with senior students for five days of hiking, canoeing and rock climbing that help foster student success and confidence. It's a model that has been adopted as a best practice by other Canadian universities.

Brock University Distinguished Teaching Award

Nicola Simmons, Education

- Distinguished Education Development Career Award
- Brock Award for Distinguished Teaching

Brightspace Innovation Award in Teaching and Learning

David Hutchison

David Hutchison, Director of Brock University's Centre for Digital Humanities and Professor in the Department of Teacher Education, is one of just five Canadian university professors in 2016 to receive one of the country's most significant awards for innovative teaching. Hutchison's inventive approach to teaching through project-based learning earned him a Brightspace Innovation Award in Teaching and Learning from the Society for Teaching and Learning in Higher Education. Hutchison said he's honoured by the recognition and credits the cross-faculty support he has had at Brock when it comes to innovative teaching.

Brock Chancellor's Chairs for Teaching Excellence

To encourage and sustain our institutional commitment to teaching, learning and educational technology, Chairs receive an annual support grant of \$5,000 in each of three years to undertake a specific, three-year program of research and practice leading to a significant development in teaching, learning, and/or educational technology.

Recipients

- **Paula Gardner**, Applied Health Sciences, Building a Contemplative Campus
- **Shauna Pomerantz and Dawn Zinga**, Child and Youth Studies, First-Year Student Experience
- **Shannon Kerwin and Kirsty Spence**, Sport Management, Assessing Sport Management Students' Ego Development and Occupational Leadership Efficacy

Nicola Simmons,
Assistant Professor,
Graduate and
Undergraduate Studies



Tim O'Connell,
Professor, Recreation
and Leisure Studies



David Hutchison,
Professor, Teacher
Education and Director
of the Centre for
Digital Humanities



Paula Gardner,
Assistant Professor,
Health Sciences



Shauna Pomerantz,
Associate Professor
and Dawn Zinga,
Associate Professor
and Chair, Child and
Youth Studies



Shannon Kerwin,
Assistant Professor,
and Kirsty Spence,
Associate Professor,
Sport Management



Teaching Assistant Awards

The University celebrates and recognizes Teaching Assistants (TAs) for their contributions in supporting student learning and student success at Brock.

TA Award (sponsored by the Centre for Pedagogical Innovation (CPI))

Parthajit Mukherjee, Biotechnology

Presented to an individual TA in recognition of an outstanding contribution to teaching and learning at Brock.



"Parthajit creates a positive and welcoming learning environment that fosters understanding... He constantly had our best interests in mind. He was non-judgmental and compassionate, and as a result, his students were able to feel comfortable asking questions..."



Graduate TA Award (sponsored by the Faculty of Graduate Studies)

Harish Aggarwal, Applied Health Sciences

Presented to a graduate student TA (with one or more years of teaching experience) who shows promise in the field of teaching.



"Harish is able to take concepts and break them down in a variety of ways tailored to each student's specific learning style. He always made sure that each student grasped each concept before moving on – ensuring no one fell behind."



Novice TA Award (sponsored by the CPI)

Francesca Patten, Classics

Presented to an individual TA who shows promise in the field of teaching.



"Francesca made a tremendous impact on my first term at Brock by making me comfortable, something I had been struggling with being new into university. She made sure that anything asked was valuable and important... Francesca always did her best to find a way to assist."



Other highlights

- **Robert McGray**, an assistant professor in the Faculty of Education, was the recipient of the Brock University Award for Excellence in Teaching for Early Career Faculty.
- **Nicholas Vesprini**, an instructor in Biological Sciences, was the recipient of the Don Ursino Award for Excellence in the Teaching of Large Classes.
- **Andrea Bishop**, sessional instructor in the Faculty of Education, was the recipient of the Clarke Thomson Award for Excellence in Sessional Teaching.
- **Nicola Simmons**, was the recipient of the Educational Developers Caucus, Distinguished Educational Development Career Award



Parthajit Mukherjee,
Graduate Teaching
Assistant, Biological
Sciences



Harish Aggarwal,
Graduate Teaching
Assistant, Part-time
Instructor, Health
Sciences



Francesca Patten,
Graduate Teaching
Assistant, Classics



Robert McGray,
Assistant Professor,
Graduate and
Undergraduate
Studies



Nicholas Vesprini,
Online Course
Administrator,
Biological Sciences



Andrea Bishop,
Education Instructor,
Teacher Education

Kirsty Spence,
Associate Professor,
Sport Management



Samir Trabelsi,
Associate Professor,
Accounting



Kamini Jaipal-
Jamani, Associate
Professor (PhD),
Teacher Education



Omar Kihel,
Professor,
Mathematics



Martin Danahay,
Professor, English
Language and
Literature



Timothy Murphy,
Associate Professor,
Psychology



Faculty Awards for Excellence in Teaching

The Faculty Teaching Award is presented annually to the professor in each Faculty who, in the opinion of his or her students and peers, has displayed the qualities of superior teaching, enthusiasm for the discipline and interest in the needs of students.

Faculty of Applied Health and Sciences

Kirsty Spence, Sport Management

Spence explores the relationship between leadership capacity and personal development, using the Leadership Development Framework and the Washington University Sentence Completion Test. She also uses Wilber's All Quadrant All Level Integral Theory, as it applies to leadership, experiential learning, and curricular design and programmatic review.

Goodman School of Business

Samir Trabelsi, Accounting

Trabelsi is an international expert in corporate governance. During his convocation address to Goodman School of Business graduates, he said "for graduates to succeed in a world increasingly filled with pressure, they need to be a leader rather than a pathfinder, cultivate agility and celebrate cultural diversity."

Faculty of Education

Kamini Jaipal-Jamani, Teacher Education

Jamani focuses on science teaching and learning, technology integration, and teacher professional development. Jamani recently told graduates she follows Albert Einstein's belief that "Imagination is more important than knowledge."

Faculty of Mathematics and Science

Omar Kihel, Faculty of Mathematics and Statistics

Kihel has contributed to the growth of the department by actively participating in curriculum development and establishing well-attended new courses in his areas of expertise. He has also served many years as an engaged member of the graduate program committee. Kihel is also conducting an active research program funded by NSERC.

Faculty of Humanities

Martin Danahay, English Language and Literature

Danahay researches the effects of new media on cultural production and in the digital humanities. His work in digital humanities scholarship has been crucial to the development of online courses for the Department of English.

Faculty of Social Sciences

Timothy Murphy, Psychology

An active mentor to young academics, Murphy has worked with four teaching apprentices and has also had six teaching assistants who have gone on to work as instructors at the university level after graduating from Brock.

EXCELLENCE IN TEACHING

Charles Després,
Associate Professor,
Biological Sciences



Michael Winter,
Professor,
Computer Science



Nota Klentrou,
Professor,
Applied Health
Sciences



Graduate Studies

Grad Studies Awards

Michael Plyley Graduate Mentorship Awards

Presented annually to recognize mentorship excellence.

Charles Després, Biological Sciences



"As a scientist, Charles sets a great example for us to follow. He does not like to follow others' steps, but prefers thinking in unconventional and smart ways. We, as his students, were trained to have unique ways of thinking and skill sets, which gave us an advantage when we applied for jobs..."



Michael Winter, Computer Science



"Professor Winter works hard to ensure his students are well prepared for advancing in academics or moving into industry... as a by-product of his teaching, mentorship, and leadership, I have gained confidence in my knowledge, abilities, skill sets, and motivation to think about areas in which I can apply my skills and benefit the larger community."



Marilyn Rose Graduate Leadership Award

Presented annually to recognize faculty, staff and students for their work and leadership in enhancing the graduate studies experience at Brock University.

Nota Klentrou, Applied Health Sciences



"Dr. Klentrou has been a staunch advocate for graduate studies and for graduate students for her entire tenure at Brock University, and has become a strong role model for other graduate advisors and faculty members..."



Jack M. Miller Excellence in Research Awards

These awards recognize grad students who have presented projects that are highly original and are addressing significant questions.

- Angel Phanthanourak, MSc, Applied Health
- Aly Bailey, PhD, Applied Health
- Sheri Mallabar, Master of Education
- Jennifer Brant, PhD in Educational Studies
- Helen Hsu, MA, Classics
- Jill Planche, PhD, Interdisciplinary Humanities
- Eric de Hoog, MSc, Biological Sciences
- Van Hung Mai, PhD, Chemistry
- Taylor Heffer, MA, Psychology
- Mark Hoffarth, PhD, Psychology
- Luciano Lapa, MSc, Management

brocku.ca/brock-news/2017/04/awards-recognize-leaders-in-graduate-studies-research-mentorship/

Mapping the New Knowledges (MNK)

The MNK Conference is a highly successful transdisciplinary conference that showcases the depth of graduate student research and scholarship and celebrates Brock's graduate studies community. This year's highlights included:

- Oral and poster research presentations involving 120 graduate students
- Oral presentations of 20 fourth-year undergraduate students – a first for the conference

Three Minute Thesis Challenge winner

Caitlyn Gallant, a Master of Psychology student in the Faculty of Social Sciences, is Brock's 2017 Three Minute Thesis Challenge winner. She is studying the impact of concussions and how they affect reactivity to unpredictable social situations.



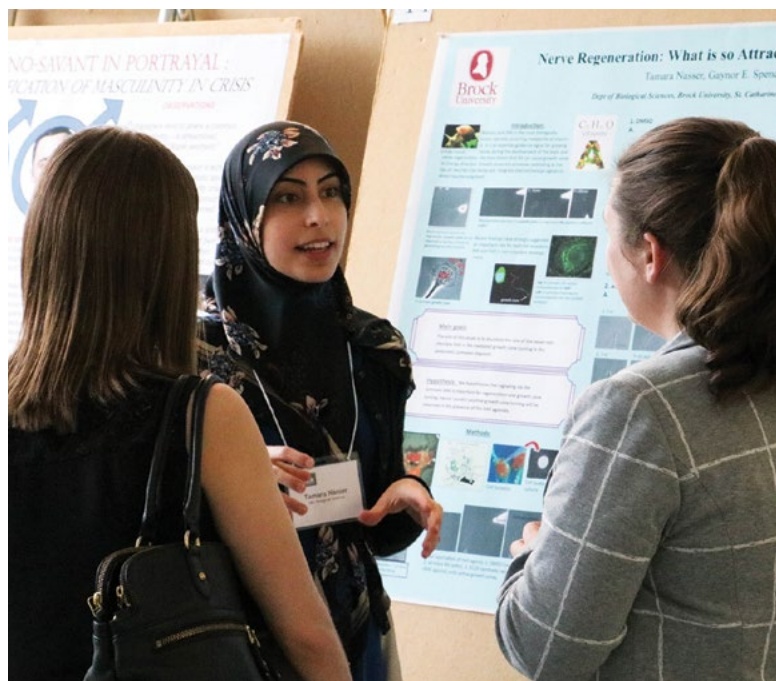
Caitlyn Gallant

brocku.ca/brock-news/2017/03/concussion-research-claims-3mt-top-prize/

SHIFT Conference

Professional development and future planning were the main focus of the very successful and well-attended fourth annual SHIFT Professional Development Conference for graduate students, a daylong event held on Friday, April 28. Approximately 100 graduate students came to hear external and internal speakers and participated in a range of workshops that highlighted the resources needed to take the next steps after graduation. This is a key internal conference to prepare graduate students for the full range of career opportunities that come with an advanced academic degree.

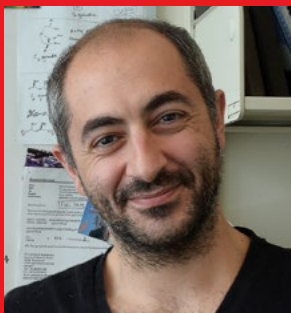
brocku.ca/brock-news/2016/04/turning-graduate-skills-into-career-action-focus-of-brock-university-shift-conference/



Robert W. Dimand,
Professor, Economics



Theocharis
Stamatatos,
Associate Professor,
Chemistry



Karen Campbell,
Assistant Professor,
CRC in Cognitive
Neuroscience
of Aging



Michael Holmes,
Assistant
Professor, CRC in
Neuromuscular
Mechanics and
Ergonomics



Research Awards and Canada Research Chairs

Award for Distinguished Research and Creative Activity

Robert W. Dimand, Economics

This award recognizes faculty whose distinguished research or creative activity demonstrates outstanding research achievements, contributions to the training of future researchers and strong performance in scholarly or creative performance.

Dr. Robert Dimand is a Professor of Economics in the Department of Economics. He is the author of *James Tobin* (2014), *The Origins of the Keynesian Revolution* (1988) and co-author of volume 1 of *A History of Game Theory* (1996). He has edited or co-edited a dozen books, most recently an International Economic Association conference volume, *Keynes's General Theory After Seventy Years* (2010, with Robert A. Mundell and Alessandro Vercelli), and has published more than 95 journal articles, primarily on the history of macroeconomics, the early history of game theory and the history of women in economics.

Chancellor's Chair for Research Excellence

Theocharis Stamatatos, Inorganic Chemistry

To encourage and sustain high levels of scholarly performance, Brock has established the Chancellor's Chair for Research Excellence, open solely to Brock tenured and tenure-track faculty. Chair holders will be active scholars who have demonstrated excellence and who will continue to make significant contributions to the advancement of their field. Recipients of the Chancellor's Chair for Research Excellence can undertake a specific three-year program of research leading to a significant development in their scholarship.

Dr. Theocharis Stamatatos is an Associate Professor of Chemistry in the Department of Chemistry. He creates new ferromagnetic and high-spin molecular magnetic materials to achieve very low-temperature cooling using magnetic refrigerants. He also investigates ways to improve single molecule magnet systems and their properties, to be used in quantum computing and molecular electronic devices.

Two new Canada Research Chairs (CRC)

The Government of Canada's Canada Research Chairs Program invests approximately \$265 million per year to attract and retain some of the world's most accomplished and promising minds. Chairholders aim to achieve research excellence in engineering and the natural sciences, health sciences, humanities and social sciences.

Karen Campbell is CRC in Cognitive Neuroscience of Aging. She researches how attention and memory interact in the brain and why explicit memory declines with age. "I think our view of age-related memory decline is quite exaggerated or at least it's misplaced, in that it's probably more to do with a loss of attentional control," explains Campbell. Attentional control is the ability to limit one's attention to goal-relevant information and suppress distraction.

Michael Holmes is CRC in Neuromuscular Mechanics and Ergonomics. He examines how the brain and nervous system interact with the mechanics of hand, arm, shoulder and neck muscles as we perform a variety of tasks. He is in the process of building a laboratory that will evaluate the physical demands associated with a variety of jobs. His lab will simulate workplace tasks using motion capture technologies, virtual reality and robotics.

Research

Brock research has a heart for community and a head for innovation. Our passion drives us to discover, disseminate and apply new knowledge. Improving quality of life through leading-edge research and scholarship is what we're all about. We are heavily invested in the economic, social and cultural health of our community and beyond. Scores of partnerships between the community and all Faculties within the University make research a two-way process – we learn from one another as we discover and innovate together.



Inflammation

Doctoral research supports holistic approach to treating inflammation in spinal cord patients:

Brock student David Allison's work in the area of inflammation and how it affects many physiological systems after a spinal cord injury could have a profound effect on how depression and neuropathic pain are treated. His research, looking at inflammation and its influence on mood following spinal cord injury, earned him a third-place award from the American Spinal Injury Association (ASIA).

brocku.ca/brock-news/2016/05/doctoral-research-supports-holistic-approach-to-treating-inflammation-in-spinal-cord-patients/



Tegu lizards

Brock University team finalists in national photo competition:

A Brock University research team is among the 20 finalists in a Canada-wide photo competition sponsored by the Canadian government's Natural Sciences and Engineering Research Council (NSERC). Brock University's photo "Burning Love" was taken by Brock PhD student Viviana Cadena, comes from the team's discovery that the tegu lizard is able to generate and retain its own body heat during the mating season.

brocku.ca/brock-news/2016/06/brock-university-team-finalists-in-national-photo-competition/



Woolly mammoth

Brock researchers receive \$2.4 million in funds from federal science granting agency NSERC:

Brock professor Kevin Turner discovered a woolly mammoth bone during his research on climate change and landscape trends in the Yukon. Included in the \$2.4 million Brock received are the Discovery Grant and Discovery Development Grant awards – totalling \$1.98 million. Two researchers – Cheryl McCormick and Kevin Turner – received supplementary grants totalling \$191,900.

brocku.ca/brock-news/2016/06/brock-researchers-receive-2-4-million-in-funds-from-federal-science-granting-agency-nserc/



Brock researchers receive \$3.7 million funding from federal granting agency SSHRC:

Psychologist Michael Busseri's study of happiness is one of 18 research projects at Brock awarded funds from the federal granting agency Social Sciences and Humanities Research Council (SSHRC). Grants are awarded to post-secondary researchers across Canada. Brock was awarded more than \$3.7 million in three competitions for 2016.

brocku.ca/brock-news/2016/09/brock-researchers-receive-3-7-million-funding-from-federal-granting-agency-sshrc/



Scientists say 'Marsquakes' are another clue to life on Mars:

Scientists believe a by-product of earthquake-like seismic activity could support life on Mars. Recent research by an international team of scientists that included Brock geologist Nigel Blamey suggests that hydrogen gas arising from 'Marsquakes' could help sustain life on the Red Planet. Rocks were analyzed in Sudbury, Scotland and South Africa by the three-member group.

brocku.ca/brock-news/2016/09/scientists-say-marsquakes-are-another-clue-to-life-on-mars/

Fiona Hunter, left, with students Bryan Giordano, Jason Causarano, Darrell Agbulos and Adam Jewiss-Gaines, who are working alongside her to study the Zika virus at Brock University.



Brazil exchange



Migrant workers



Climate change

Zeroing in on Zika: Biological Sciences professor Fiona Hunter's work on the Zika virus has been the focus of media attention around the world. She has given interviews to CBC's The National, Discovery Channel's Daily Planet as well as local publications and global outlets. brocku.ca/brock-news/2016/06/zeroing-in-on-zika/ (Above) Liz Barroso works with cell cultures related to the Zika virus with Fiona Hunter. She is an exchange student from Brazil and was infected by the Zika virus while studying medicine in her home country. brocku.ca/brock-news/2016/10/students-from-brazil-researching-zika-at-brock/

Brock research addresses migrant worker loneliness, isolation through movement: Brock graduate student Heryka Miranda (left) and research partner Juan Luis Mendoza de la Cruz rehearse their performance of The Sunflower Man. The theory behind Miranda's methods is called "movement-based expressive arts therapy," or using our bodies to feel – and convey – thoughts and emotions that are often hidden, even from ourselves. brocku.ca/brock-news/2016/10/brock-research-addresses-migrant-worker-loneliness-isolation-through-movement/

Brock researcher finds climate change further endangering Canadian bison: The wood bison of the Northwest Territories is already on the country's threatened species list, and now more precipitation is forcing the animal into areas that pose dangers to them, says Brock geographer and research team member Michael Pisarcic, professor in Brock's Department of Geography and Tourism Studies. brocku.ca/brock-news/2017/03/brock-researcher-finds-climate-change-further-endangering-canadian-bison/



Brock receives \$1.43 million from CIHR for research on adolescent risk-taking behaviours:

With the help of a \$1.43 million grant from the Canadian Institutes of Health Research (CIHR), a research team from Brock's Centre for Lifespan Development is studying the question, 'How were you thinking?' As in, what happens in the brain of an adolescent when they're tempted to do something that might endanger their health, particularly in moments of intense excitement with their friends? brocku.ca/brock-news/2016/07/brock-receives-1-43-million-from-cihr-for-research-on-adolescent-risk-taking-behaviours/



Brock team finds first Aedes aegypti mosquitoes in Canada:

Brock scientists found what are believed to be the first Aedes aegypti mosquitoes in Canada during surveillance in Windsor. The yellow fever mosquito is responsible for the majority of human cases of Zika virus infections in the Caribbean, South America and Florida. Three Aedes aegypti mosquitoes were collected in Windsor in October 2016 during enhanced surveillance activities following the recent discovery of another invasive species, Aedes albopictus. brocku.ca/brock-news/2016/10/brock-team-finds-first-aedes-aegypti-mosquitoes-in-canada/



SSHRC awards \$2.5 million for Brock-led international language project:

Applied Linguistics professor Gary Libben leads the

Words in the World Project, a partnership of more than 70 researchers, universities, organizations, community groups and others worldwide. The Canadian government's Social Sciences and Humanities Research Council (SSHRC) has awarded the project a Partnership Grant of almost \$2.5 million, the maximum amount for a SSHRC project in that competition. This funding is part of the \$3.7 million that the agency awarded Brock in research grants for 2016.

brocku.ca/brock-news/2016/09/sshrc-awards-2-5-million-for-brock-led-international-language-project/



Brock team discovers insect in Ontario that can transmit devastating livestock disease:

Ontario's livestock industry was rocked in September 2015

when a farm animal in Chatham-Kent tested positive for the bluetongue virus, a discovery that ultimately cost farmers millions of dollars. Now, Brock researchers have confirmed that an insect able to transmit the devastating virus has made its way to southern Ontario. Graduate student Adam Jewiss-Gaines found hundreds of *Culicoides sonorensis*, known as the biting midge, when he examined traps in a dozen locations from Niagara to Chatham-Kent.

brocku.ca/brock-news/2017/01/brock-team-discovers-insect-in-ontario-that-can-transmit-devastating-livestock-disease/



Oxygen levels



Fertilizer



Cancer killer

Brock-led research makes Top 10 geochemistry list for 2016:

Earth Sciences professors Uwe Brand, (left) and Nigel Blamey, led an international team that found that oxygen levels on Earth almost a billion years ago were more than five times greater than previously thought. The U.S.-based Geochemical Society has listed the Brock-led research paper among the Top 10 most read articles in geochemistry for 2016.

brocku.ca/brock-news/2017/01/brock-led-research-makes-top-10-geochemistry-list-for-2016/

Fungus as fertilizer? Brock researchers find it's even better than first thought:

Chemistry instructor Paul Zelisko, graduate student Larissa Barelli and professor Mike Bidochka were part of the Brock team researching the interaction between fungus and plants. They found that a nitrogen-supplying fungus is even more efficient because it can receive energy from the plants, making their relationship self-sustaining – published in the journal *Nature Communications*.

brocku.ca/brock-news/2017/01/fungus-as-fertilizer-brock-researchers-find-its-even-better-than-first-thought/

Brock scientist's patented compound is turning out to be a cancer killer:

A leading Canadian scientist has developed a synthetic compound that appears to be capable of killing cancer cells while leaving healthy cells intact. Brock chemist Tomas Hudlicky – the Tier 1 Canada Research Chair in biocatalysis – is researching pancratistatin's (PST) chemical structure and constructing molecules that have similar structures and functions to the compound PST – a substance found in the spider lily. brocku.ca/brock-news/2017/03/brock-scientists-patented-compound-is-turning-out-to-be-a-cancer-killer/



Brock research finds rosemary extract reduces lung cancer cell growth:

Graduate student Jessy Moore works in a Brock lab with Evangelina Tsiani, associate professor in the Department of Health Sciences. The pair are part of a research team looking at the affect of rosemary extract on lung cancer cell growth. "Our data suggest that rosemary extract may have considerable anti-tumor and chemoprevention properties in lung cancer and deserves further systematic investigation," said Tsiani.

brocku.ca/brock-news/2017/02/brock-research-finds-that-rosemary-extract-reduces-lung-cancer-cell-growth/



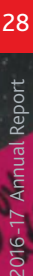
Brock, Swedish research finds social networks influential in climate change decisions:

Julia Baird, Research Associate and Adjunct professor in Brock's Environmental Sustainability Research Centre, was part of a recent joint research project between Brock and Stockholm Environment Institute, which found social networks play a major role in decision-making about climate change adaptation. These findings help researchers direct information and other resources to raise forest owners' understanding of climate change and to help them adapt.

brocku.ca/brock-news/2017/04/brock-swedish-research-finds-social-networks-influential-in-climate-change-decisions/



brocku.ca/brock-news/2017/02/campaign-aims-to-improve-student-resilience/



Community engagement

Brock is firmly committed to being an important part of its community and encourages community engagement across all aspects of its operation. These efforts are carried out in a spirit of partnership, inclusiveness and reciprocity, with the objective of contributing to the community's sustainable economic, social, environmental and cultural prosperity.



Niagara Leadership Summit for Women (NLSW):

Madi Fullera, a fourth-year Political Science student, left no stereotype untouched as she presented her workshop on 'The new MEN-tality' at the (NLSW) held at Brock. Shirley Cheechoo, the Brock chancellor, was the keynote speaker, at the summit, hosted by YWCA Niagara Region. The summit is a day-long conference designed to inspire, build community connections and recognize women's leadership in Niagara.

brocku.ca/brock-news/2016/10/student-speaking-at-niagara-leadership-summit-for-women/



Wheelchair hill race to raise funds for Brock Power Cord program

A unique fundraiser has people racing uphill in wheelchairs. Brock alumnus Eric Mukendi (BBA '07) is a member of the University's Power Cord exercise program for individuals with spinal cord injuries. He recently completed a study that looked at the changes of individual muscular strength, functional capability and psychological well-being. The result was the C6 Wheelchair Challenge, a two kilometre, uphill wheelchair race that took place on Concession 6 Road in Niagara-on-the-Lake.

brocku.ca/brock-news/2016/09/wheelchair-hill-race-to-raise-funds-for-brock-university-power-cord-program/

Students create care packages for Attawapiskat

Students in Sherri Vansickle's Indigenous Culture and Early Childhood Education course, including Courteney Baxter (left) and Susan Lepore, spent two months collecting donations to create care packages for Attawapiskat First Nation. As part of her Indigenous Culture and Early Childhood Education course, Vansickle introduced a social justice component that encouraged her students to make a difference in the Northern Ont. community. Home to about 2,000 people, Attawapiskat has long been in a vulnerable state, but was recently plagued by suicides that have left the community in crisis.

brocku.ca/brock-news/2017/03/students-create-care-packages-for-attawapiskat/





Hundreds attend White Privilege Symposium at Brock: Organizers of the White Privilege Symposium – Canada (WPSC) at Brock had a simple goal: to bring the issues of racism and privilege to the forefront. More than 400 people from across the province attended the conference, including nearly 100 Brock students. “It was a true success. We’ve received lots of positive feedback from participants about their WPSC experience, both in terms of the quality of the keynote speakers and interactive workshops; and in the way that Brock took a leading role in bringing people together to have these important conversations,” said co-organizer Brad Clarke, Director, Student Life and Community Experience. brocku.ca/brock-news/2016/10/hundreds-attend-white-privilege-symposium-at-brock/

Impacting the world



Women's hockey



Austria



Indigenous advocacy

Brock prof raising the profile of international women's hockey:

Brock Sport Management Professor Julie Stevens spoke at the World Hockey Forum in Russia in December 2016. The International Ice Hockey Federation (IIHF) is turning to Stevens for advice on how to promote women's hockey around the globe. Stevens has connected with sport leaders in Europe and Asia to do research and further develop strategies for building the sport. brocku.ca/brock-news/2017/01/brock-prof-raising-the-profile-of-international-womens-hockey/

Brock radio series airing in Austria to highlight Canadian culture:

Catherine Parayre, Associate Professor in Studies in Arts and Culture as well as Modern Languages, Literatures and Cultures, has partnered with the University of Innsbruck and the Canadian Embassy in Austria to create a radio series highlighting Canadian culture. The Brock Radio-produced series is hitting the airwaves overseas and receiving rave reviews for its efforts to highlight Canada's rich culture. brocku.ca/brock-news/2017/04/brock-radio-series-airing-in-austria-to-highlight-canadian-culture/

Building awareness of missing and murdered Indigenous women and girls:

Two workshops for the Faceless Dolls Project were held at Brock. “The Faceless Dolls Project is an opportunity to visually and physically create a representation of the known cases of missing and murdered Aboriginal women and girls in Canada,” says Indigenous Solidarity Coalition co-founder Celeste Smith. “The history and legacy of these faceless dolls are rich in traditional teachings and Indigenous advocacy.” brocku.ca/brock-news/2016/09/building-awareness-of-missing-and-murdered-indigenous-women-and-girls/



Concurrent Ed students deliver holiday cheer to elementary kids:

One hundred and fifty five Brock volunteers were individually paired up with a Thorold student, becoming their 'Brock Buddy' to participate in festive activities during the Holiday Extravaganza. The annual Concurrent Education Student Association (CESA) event is designed to meet the needs of additional support for students at the Prince of Wales school and is an opportunity for Brock students to reach out to the community they're part of.

brocku.ca/brock-news/2016/12/concurrent-ed-students-to-deliver-holiday-cheer-at-local-school-thursday/



Brock's new Global Scholars Office unique to Canada:

Scholars Deming Xiong from Hubei University of Arts and Science in China, and Carolina da Silveira Scarpellini from Sao Paulo State University in Brazil each completed an academic exchange at Brock with the assistance of Brock's Global Scholars Office (GSO). In an effort to further enhance vital international connections, Brock has become Canada's first university to launch a (GSO) aimed at facilitating and supporting academic exchange and collaboration. brocku.ca/brock-news/2017/03/brocks-new-global-scholars-office-unique-to-canada/



Student raises awareness on sexual violence with digital campaign

Quynn Oates' job as the Education Don in Residence Life is to address topics that might make students feel uncomfortable. The third-year Child and Youth Studies student has been raising awareness about sexual violence with the #ItCanHappenHere campaign. While one in five women will experience sexual violence in their lifetime, Oates stresses that it can happen to anyone at any time.

brocku.ca/brock-news/2016/11/student-raises-awareness-on-sexual-violence-with-digital-campaign/

"Don't suffer in silence:" Badgers talk mental health with school kids

E.L. Crossley student Matthew Beard was one of six guest speakers who addressed a crowd of 600 Grade 6, 7 and 8 students from across Niagara who came to Brock for Don't Hide in the Den, the second annual men's basketball team Badgers Speak Out event. Denise Grummett, whose son took his own life in June, 2015, told the students to do what Tyler Grummett didn't: Talk with someone if they're feeling like life is too much to handle. There's no shame in admitting you need help. You don't have to suffer in silence.

brocku.ca/brock-news/2016/10/dont-suffer-in-silence-badgers-talk-mental-health-with-school-kids/



Brock women's hockey hosts Clean Sport awareness game

The pressure to use performance enhancing drugs to get bigger, stronger and faster isn't only placed on professional athletes. Unfortunately, youths are being introduced to these drugs at a younger and younger age. To help use education and mentorship to combat the problem, Brock Sports and the Badgers women's hockey team hosted more than 1,000 elementary and high school students and teachers on Jan. 13, 2017 in an awareness game for clean sport.

brocku.ca/brock-news/2017/01/brock-sports-educates-1000-kids-on-dangers-of-peds/

Brock innovations



CCOVI

New program aims to increase red wine sales:

Brock's Cool Climate Oenology and Viticulture Institute (CCOVI) has partnered with Ontario Grape and Wine Research Inc. to create the program TanninAlert. It tracks tannin levels (impacts bitterness and astringency) and provides Ontario grape growers and winemakers with information on the ripeness of these flavours to help consistently create rich and robust Ontario red wines. It's goal is to help domestic wineries capture a bigger piece of the Ontario's rising red wine sales.

brocku.ca/brock-news/2016/06/new-program-for-the-ontario-wine-industry-aims-to-increase-red-wine-sales

CCOVI brings cider training course to Canada:

Brock's grape and wine research unit has launched Canada's only internationally accredited program where industry professionals and enthusiasts alike can raise their expertise at fermenting apples into cider and pears into perry.

brocku.ca/brock-news/2017/02/grape-and-wine-education-leader-brings-cider-training-course-to-canada/



South Korea

Goodman School of Business partners with business school in South Korea on exchange program:

Brock's Goodman School of Business has become the first Canadian business school to partner with SolBridge International School of Business in South Korea. Thanks to a formalized partnership with the business school, two undergraduate Goodman students per year can attend SolBridge on a semester-long exchange starting in September 2017.

brocku.ca/brock-news/2016/08/goodman-school-of-business-partners-with-business-school-in-south-korea-on-exchange-program/



Brock Suites

Brock Suites launching to meet demand for more upper-year housing:

Brock's Department of Residences is adding more on-campus upper-year living space. On-campus residences are the predominant choice for first-year Brock students, but many say they would like to stay on campus in the subsequent years. To fill that request, the Department of Residences launched Brock Suites, which will see the expansion of on-campus upper-year living space.

brocku.ca/brock-news/2016/10/brock-suites-launching-to-meet-demand-for-more-upper-year-housing/



BUSU launches mental health and wellness app:

Brock is the first university to test a new mental health app with Student VIP, the health and dental coverage company provided through the Brock University Students' Union (BUSU). The Integrated Mental Health and Wellness mobile app, known as I.M. Well, is a comprehensive program that aims to defragment the mental health resources available to students on campus, online and in the community. "We're innovation partners. As we roll this out to students, we find out what works, what they need more of, what we could improve on, and we'll innovate with Student VIP to make it better," says Chris Green, BUSU General Manager.

brocku.ca/brock-news/2016/11/busu-launches-mental-health-and-wellness-app/



Acclaim keeps coming for design of Marilyn I. Walker School

Building Design and Construction Magazine saluted the "adaptive reuse of the Canada Hair Cloth Building, where coat linings and parachute silks were once made." The Walker School received a silver medal in the magazine's 2016 Reconstruction Awards. For more than three decades, the Chicago-based magazine has given annual awards to honour leading North American projects in terms of renovation, adaptive re-use and preservation work. brocku.ca/brock-news/2016/11/acclaim-continues-to-grow-for-design-of-marilyn-i-walker-school/

Brock nursing space doubled with high-tech lab expansion

Through the financial support of Jean Lean and Brock Plaza Corporation, the University's nursing lab was expanded; additional equipment was purchased and the space was renovated with a critical care isolation room, a primary health care office, a debriefing room, a community apartment for students to be trained in nursing home visits and a large main clinical lab. The expanded space in East Academic Building 2 gives the department more than twice the area for hands-on learning.

brocku.ca/brock-news/2016/11/brock-nursing-space-doubled-with-high-tech-lab-expansion/



Huge tuition break for international students available under new Ambassador Award

Under the new International Student Ambassador Award program, selected students will have their tuition fees cut from the international rate to the domestic rate – a discount of about \$16,000. "We really want to reward those international students who go above and beyond to represent the mission and vision of Brock University," said Leigh-Ellen Keating, Director, Brock International Services.

brocku.ca/brock-news/2017/04/huge-tuition-break-for-international-students-available-under-new-ambassador-award/

Brock University Aquatics wins prestigious lifeguard training award

The Lifesaving Society has honoured Brock University Aquatics with a coveted award to recognize its contribution to the National Lifeguard Service. Aquatics Program Supervisor Margaret Lizzotti attended the Lifesaving Governor's Award Gala where Brock was awarded the Jocelyn Palm Cup. As a leadership training centre for Niagara, Brock Aquatics provides a wide variety of support for lifeguard training in the region and supports Niagara's pools with their training needs.

brocku.ca/brock-news/2017/03/brock-university-aquatics-wins-prestigious-lifeguard-training-award/



Government support

Brock gets \$16M from Ottawa and Queen's Park for innovation complex and green energy project:

On Nov. 3, 2017 Brock received more than \$16 million from the Government of Canada and Government of Ontario for two major projects (the Brock Linc and DEEP) that will significantly improve Niagara's capacity to drive innovation into our community and accelerate the University's capacity to meet its green house gas carbon intensity reduction target. The news came in a joint announcement at the Brock campus in St. Catharines by the Honourable Navdeep Bains, Canada's Minister of Innovation, Science and Economic Development, and the Honourable Deb Matthews, Ontario's Minister of Advanced Education and Skills Development.

brocku.ca/brock-news/2016/11/brock-gets-16m-from-ottawa-and-queens-park-for-innovation-complex-and-green-energy-project/

Brock District Energy Efficiency Project (DEEP)

Brock's Co-generation plant and satellite utility areas produce electricity, heating and cooling for main campus research laboratories, teaching spaces and supporting infrastructure. This reliable, energy efficient source of utilities has enabled research to continue and grow without interruption, even in the face of adverse weather, and events such as the 2003 Northeast Blackout. However, ranging from 22 to over 50 years old, some of the equipment has reached the end of its life.

Brock will receive \$5.2 million in federal investment through the Post-Secondary Institutions Strategic Investment Fund and \$2.6 million in provincial investment, through the Facilities Renewal Program funds towards a \$10.8-million project in priority upgrades for Brock's co-generation facility and associated utility distribution system.

Currently, natural gas powers eight engines, which produce enough power to supply 85 per cent of the electricity required by the University. Producing power in-house is about three times cheaper than purchasing hydro off the grid. As part of the Brock District Energy Efficiency Project (DEEP), four of the eight engines, which were installed in 1993, will be replaced by two new engines capable of producing more power than the four they're replacing. The new engines are also far more environmentally friendly. The DEEP project also includes funding to replace the pipes that have provided potable water to the entire campus since the University opened.

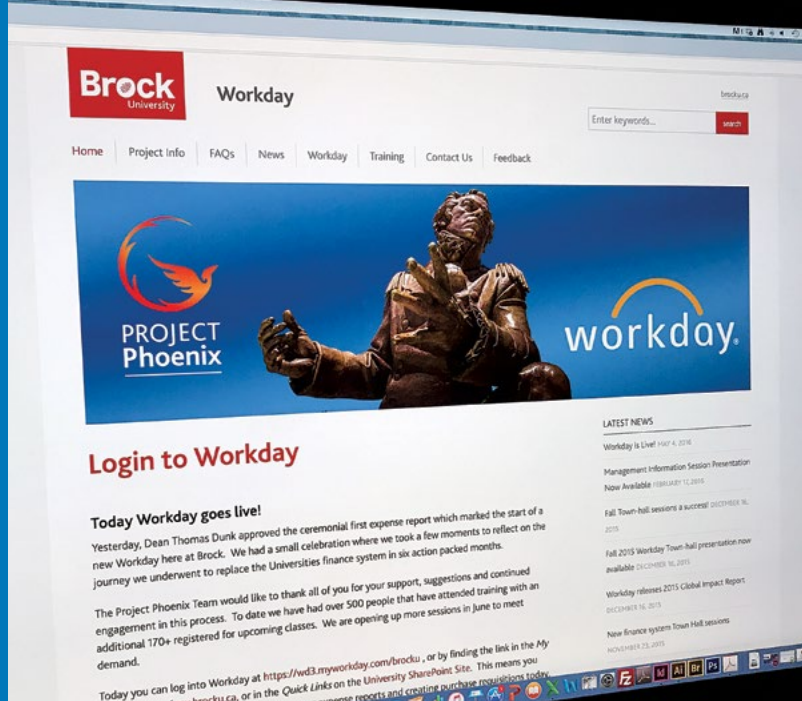
"Not only does it reduce our greenhouse gases by 15 per cent, it reduces our operating costs because we're reducing from eight engines to six, but getting more power out of it," said Scott Johnstone, Interim Associate Vice-President, Facilities Management.

Tom Traves, the University's Interim President notes that the project "lets Brock be part of the effort to help make Canada a leader in lowering the carbon emissions that are damaging the Earth's environment."

Workday goes live

Workday, Brock University's new financial system, officially launched Wednesday, May 4, 2016. The day before, Provost Thomas Dunk approved the ceremonial first expense report, which marked the start of a new Workday here at Brock. There was a small celebration to reflect on the journey to replace the University's finance system in six action packed months – the older system had been in use since 1985. Finance assembled a team of support personnel, dubbed the 'Support Squad,' that were dedicated to providing Workday support during the initial transition.

brocku.ca/brock-news/2016/05/workday-goes-live/

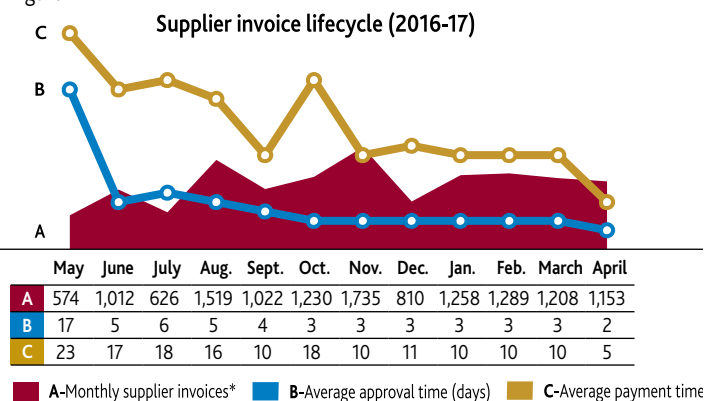


Workday facts

The implementation of Workday financials has significantly enhanced Brock's ability to understand and report on the financial transactions of the University. The following Workday facts only scratch the surface of the information now available to users of financial information of the University.

Tracking transactions and processes

Figure 4



*Excludes supplier invoices batch input by Finance.

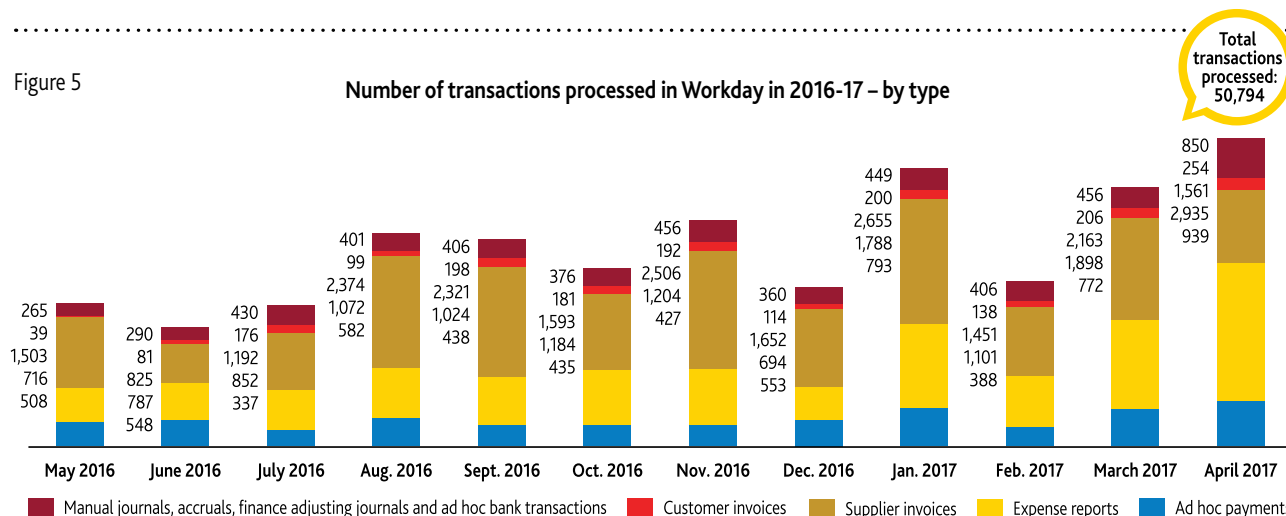
The average time for an expense report to be fully approved and paid from the day it is submitted is



(including weekend days)

Figure 5

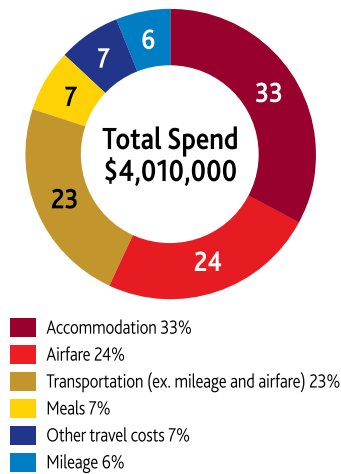
Number of transactions processed in Workday in 2016-17 – by type



Tracking spending type

Figure 6

2016-17 Travel costs by spend type (%)



2016-17 Travel costs by funding source (%)

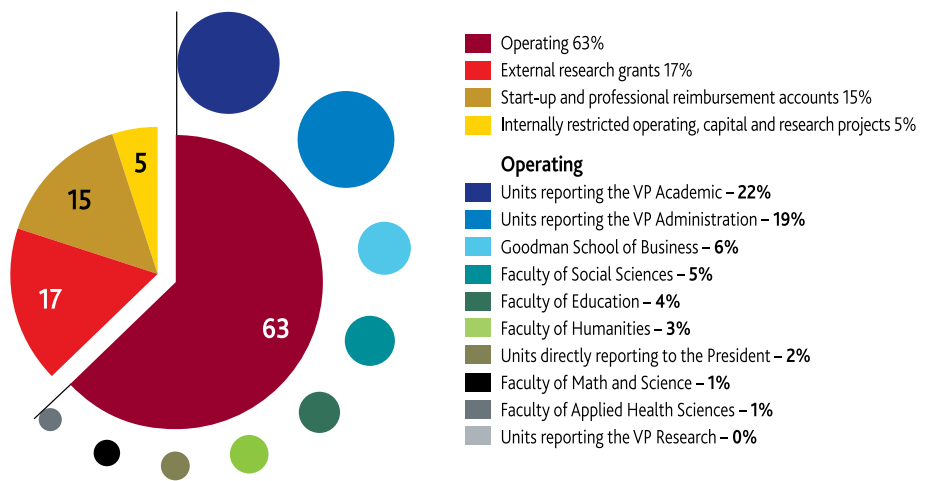
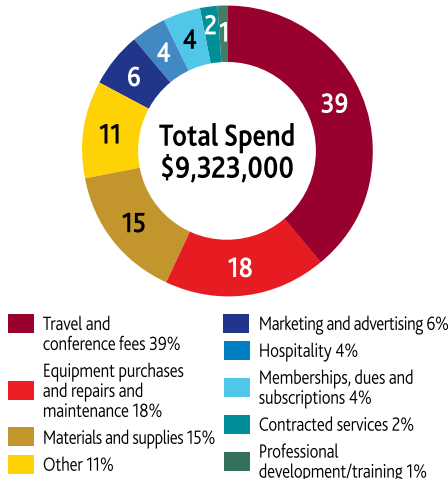
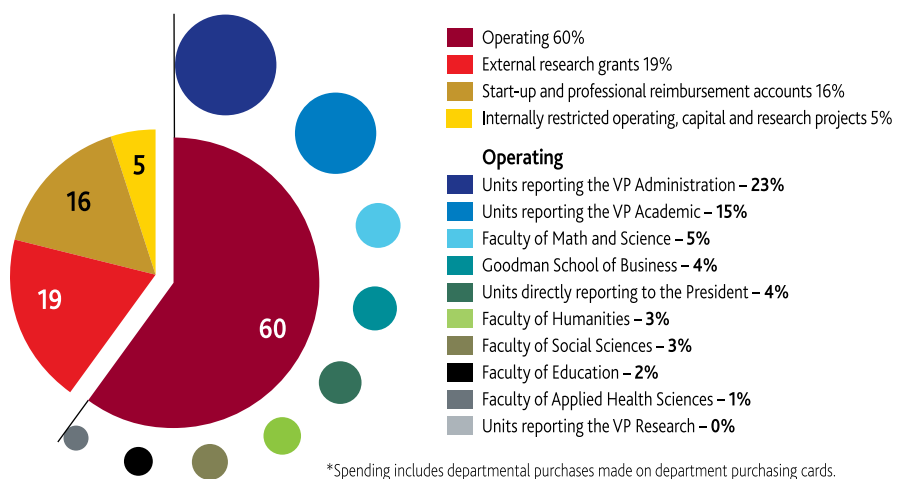


Figure 7

Spending on expense reports by type* (%)



Spending on expense reports by funding source* (%)



*Spending includes departmental purchases made on department purchasing cards.

The following are the average values of transactions for 2016-17:

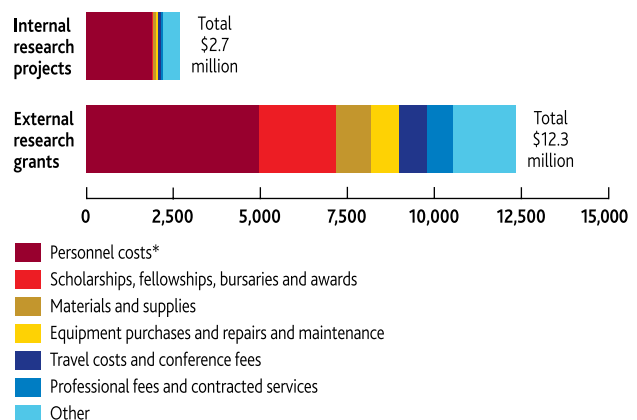
- Expense reports – **\$739**
- Supplier invoices – **\$5,808**
- Ad hoc payments – **\$1,518**



Total active purchasing cards as of April 30, 2017 were **670**, with spending on purchasing cards totalling over **\$16 million** in 2016-17

Figure 8

Spending on internal research projects and external research grants by type (\$000s)

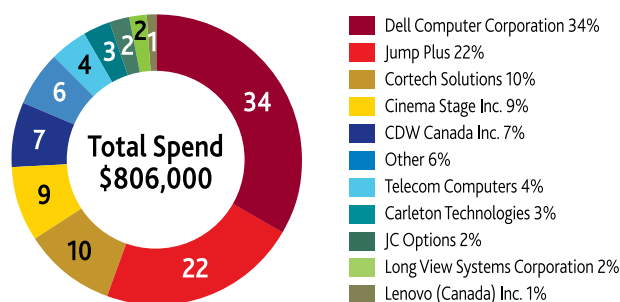


*External research grants spending includes the funding of Canada Research Chairs salaries recorded in operating.

Tracking suppliers and collaborative buying

Figure 9

2016-17 Computer and computer equipment purchases by supplier (%)

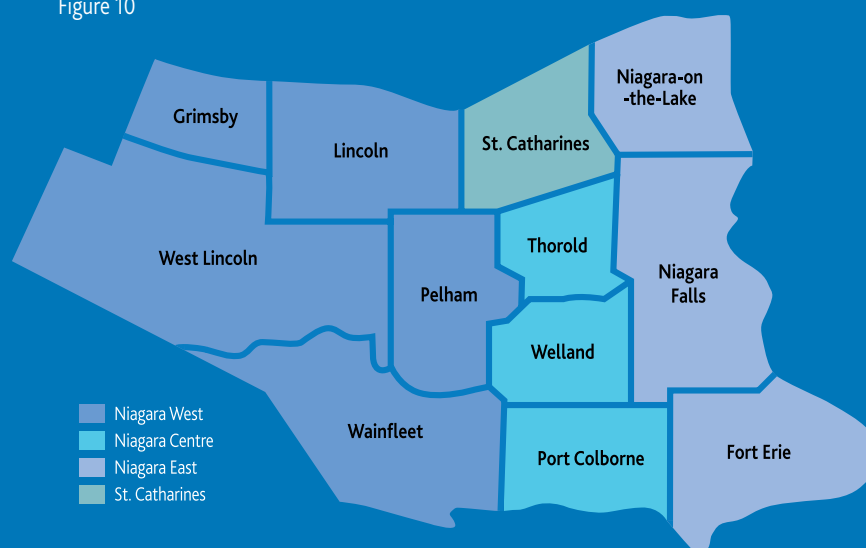


Total collaborative buying in 2016-17 was

\$7.4 million

made through the Ontario Educational Collaborative Marketplace, the Ministry of Government Services Vendor of Record agreements and other collaborations with universities and local public sector partners.

Figure 10



Total spending* to **Niagara** region suppliers for 2016-17 was more than **\$23 million** to over **550** suppliers. The average spend per supplier was almost **\$40,000**.

* Included in spending amount is payments to suppliers relating to funds collected by Brock University on the supplier's behalf

Figure 11

Top Niagara region suppliers by spend amount*:

- BUSU Inc.
- City of St. Catharines
- Horizon
- Merit Contractors Niagara
- Duomax Developments Limited
- FirstOntario Performing Arts Centre
- Enbridge
- +VG Architects
- Stolk Construction Limited
- Commercial Cleaning Services
- Lidkea, Stob & Associates
- Quartek Group Inc.
- M.J. Hunter Enterprises
- WSP Canada Inc.

Figure 12 Brock's top suppliers by operating cost amount

Supplier	Purchase
City of St. Catharines	Water and taxes
Horizon	Electricity
Canadian Research Knowledge Network	Library acquisitions
Brock Plaza Corporation	Residence lease payments
BP Canada Energy Group ULC	Natural gas
Direct Energy Business	Natural gas
Sodexo Canada, Ltd.	Foodservice
Council of Ontario Universities	Library acquisitions
Garda	Security
FirstOntario Performing Arts Centre	Facilities rental
Enbridge	Natural gas
Shell Energy North America (Canada) Inc.	Natural gas
CURIE	Insurance
Staples Business Advantage	Office supplies/equipment

Donations

We are pleased to acknowledge and celebrate all donors to Brock University. With your support, we continue to evolve and move forward as a modern and innovative institution with state-of-the-art facilities and progressive approaches to teaching and learning. Our students continue to pursue their passions while achieving academic excellence, advancing research and making an impact in the community.

Thank you to the following organizations and individuals who supported Brock University in 2016. We also sincerely thank all donors who asked to remain anonymous.

2016 Organization donors

- Abundance Canada
- Beatties Business Products
- BMO Financial Group
- Brock Plaza Corporation
- Brock University Faculty Association
- Brock University Students' Union Inc.
- Canadian Niagara Power Inc.
- CIBC
- Colio Estate Wines
- Community Foundations of Canada
- CPA Ontario
- Durward Jones Barkwell & Company LLP
- Estate of Katherine Mary Clifford
- Estate of Kathryn Florence Patchett
- Estate of Marilyn Isabelle Walker
- Fleming Foundation
- Friends of the Loyalist Collection at Brock University
- IBM Canada Limited
- India Association of Niagara Peninsula
- Milton Pummell Family Trust
- Niagara Employment Agency
- Ontario Paper Thorold Foundation
- PenFinancial Credit Union
- Pepsico Beverages Canada
- SCIE X
- Scotiabank
- St. Andrew's Lodge No. 661 AF & AM GRC
- The Children's Educational Foundation
- The Goodman Family Foundation
- The Grand Lodge of Canada in the Province of Ontario
- The Joyce Family Foundation
- The KPMG Foundation
- Wise Guys Charity

2016 Individual donors over \$5,000

- George Adjabeng
- Martin Band
- Arthur Bicknell
- Cynthia Boyce
- Zdenek Cermak
- Gary Comerford
- Trevor Cooper
- Nikolaus Demianschuk
- Alan Earp
- Poppy Gilliam
- Allison Glazebrook
- David L. Goicoechea
- Heather Gordon
- Yousef Haj-Ahmad
- Jacob Hildebrand
- Katherine Hildebrand
- Caml Houlou-Ajjouri
- Tomas Hudlicky
- Kristian Knibutat
- Anita Knibutat
- Rudi Kroeker
- Yvette Kroeker
- John Lehnen
- Harriet Lehnen
- Jack Lightstone
- Joyce Little
- Daniel Livermore
- Harris J. Loewen
- Julia MacDonald
- David MacKenzie
- Mark MacSporran
- Dorothy Markiewicz
- David McQuilkin
- Ashleigh Miatello
- Thomas Neufeld
- Mary Anne Neufeld
- Terry O'Malley
- Patricia Pardo
- Peter Partington
- Peter M. Partridge
- Janet Partridge
- Peter W. Partridge Jr.
- Larry Pearson
- Milan Plentai
- Julieann Plentai
- Josephine Reed
- Deborah Rosati
- A. Gordon Russell
- James Ryan
- Shannon Ryan
- Abe Schwartz
- Shawn Serfas
- Dawn Sharpe
- David Sharpe
- Glenn Skrubbeltrang
- Christopher Taylor
- Eric Taylor
- Johanna Tito
- Ruth Van Rooijen
- Edward Werner
- Barbara Werner
- John Zoccoli
- Michele Zoccoli



2016 Faculty and staff donors

- Thomas Arkell
- Grant Armstrong
- Michael Ashton
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- Sara Bauer
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- Lesley Bell
- Michael Bidochka
- Anthony Bogaert
- Bryan Boles
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- Corrado J.A. Federici
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- Jian Liu
- Leo Lupul
- Maureen Lux
- Thomas MacDonald
- Charles MacLean
- Rebecca MacPherson
- Cheryl A. Mallen
- Domenic Maniccia
- Felice F. Martinello
- Karen McAllister-Kenny
- Lynn McCleary
- Andrew McDonald
- Jane McLeod
- Ruth McQuirter Scott
- Matthew McRae
- Dale Ann Melnick
- A. Joffre Mercier
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- Behnaz Mirzai
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- Timothy Murphy
- Shannon Nauta
- Aleksandar Necakov
- Elizabeth Neswald
- Margot Page
- Catharine Parayre
- Richard Parker
- Sabrina Pennacchio
- Erika Penner
- Sandra Peters
- Christina Phillips
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- Maryann Polce-Gordon
- Dawn Prentice
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- Murray R. Wickett
- Sakoieta Widrick
- Barry Wright
- Xin Zheng
- Amanda Ziegler

2016 to 2017

It is exciting to review some of the accomplishments of the past year and showcase what the budget supports. This timeline represents a reflection of excellence in people, their accomplishments and significant events at Brock – it exemplifies what makes Brock great. Many of the stories are taken from The Brock News as well as from a University-wide call. We thank everyone who participated and encourage anyone who has a story they think would be relevant for next year's timeline to submit it to annualreport@brocku.ca. The notations that precede each of the stories refer to Brock's strategic priorities and academic policies and goals. We acknowledge that many of the stories could be linked to multiple strategic priorities and academic policies and goals, but due to a limitation of space, identification was made to at least one salient notation per story. Refer to page 7 (in pullout) for relevant legends. In addition, many of the ongoing awards received by students, alumni, faculty and staff, as well as new programs started during the year, are highlighted in this report.

Accessible note: The letters in the alternative text and numbers at the beginning of the following text are the page 7 reference numbers as follows:
SP is Strategic priorities (circles).
PP is Pillars/priorities (squares).

May

2 1 Brock spread Principal's Scholarships across Niagara. Fifty-eight scholarships, worth a total of \$145,000, were awarded as a way to give back to the Niagara community.
brocku.ca/brock-news/2016/05/brock-spreads-principals-scholarships-across-niagara/

7 3 Workday goes live – Brock's new financial system, Workday, officially launched Wednesday, May 4, 2016.
brocku.ca/brock-news/2016/05/workday-goes-live/



4 Cate Talaue (BA '15) is the first of only three people to complete the entire Brock Campus-Wide Co-Curriculum (CWC). It outlines ways to get involved in everything from arts and culture to community outreach and leadership, with 72 requirements for a certificate.
brocku.ca/brock-news/2016/05/getting-the-most-out-of-the-brock-experience/

4 2 Brock is set to welcome the world after Canada wins its bid for the International Cool Climate Wine Symposium in 2020, a global wine summit. Debbie Inglis, Director of Brock's Cool Climate Oenology and Viticulture Institute, spoke in Brighton, UK, where the selection took place.
brocku.ca/brock-news/2016/05/brock-prepares-to-welcome-the-world-as-canada-wins-bid-for-global-wine-summit/

1 1 President Jack Lightstone shows off a basketball jersey he received as a gift at a farewell event in his honour on June 6, 2016. His final day as president was June 30.
brocku.ca/brock-news/2016/06/staff-faculty-and-student-leaders-pay-tribute-to-lightstone/

June

1 2 Brock's Cool Climate Oenology and Viticulture (CCOVI) Institute celebrates its 20th anniversary!
brocku.ca/brock-news/2016/06/today-its-a-grape-and-wine-research-success-story-that-was-made-in-canada/



1 1 Brock offers LEAP, a two-day summer program designed to transition students into university life before September.
brocku.ca/brock-news/2016/06/leap-to-your-future-at-brock/



4 1 Greenhouse Lane at Brock was renamed to honour Indigenous leader and Brock supporter Suzanne Rochon-Burnett
brocku.ca/brock-news/2016/06/roadway-renamed-to-honour-indigenous-leader-and-brock-supporter/

4 1 Ned Goodman was appointed to the Order of Canada for his contributions to Canada's investment industry and his philanthropic support for higher education, culture and health care.
brocku.ca/brock-news/2016/06/ned-goodman-appointed-to-the-order-of-canada/



3 2 Malisa Kurtz was the first graduate of the Interdisciplinary Humanities PhD, launched in 2011.
brocku.ca/brock-news/2016/07/malisa-kurtz-first-grad-of-interdisciplinary-humanities-phd/



2 1 Nunavut student Shelby Angalik is heading to Brock after earning a TD scholarship for her leadership efforts.
brocku.ca/brock-news/2016/07/nunavut-student-heading-to-brock-after-earning-td-scholarship-for-her-leadership-efforts/

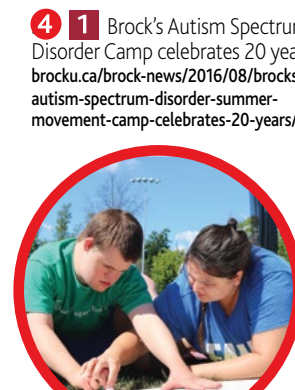


August

4 1 Chris Ventura (BA '12), the community engagement manager for Damoff, filmed a selfie video with PM Justin Trudeau to showcase their Badger pride.
brocku.ca/brock-news/2016/08/add-pm-justin-trudeau-to-list-of-badgers-fans/



1 1 Brock showed support for six athletes and two coaches going to the Olympic Games in Rio de Janeiro.
brocku.ca/brock-news/2016/08/brock-shows-support-for-olympic-athletes-and-coaches/



4 1 Brock's Autism Spectrum Disorder Camp celebrates 20 years.
brocku.ca/brock-news/2016/08/brocks-autism-spectrum-disorder-summer-movement-camp-celebrates-20-years/

3 1 Zopito Marini, professor in the Department of Child and Youth, received the 2017 Canadian Association for Educational Psychology (CAEP) Robbie Case Memorial Award.
brocku.ca/brock-news/2016/08/memorial-award-meaningful-personally-and-professionally/



2016

September

1 3 Construction began on the Goodman School of Business building. The \$22-million expansion project is set to take place over the next two years and will add nearly 30,000 square feet of new space.
brocku.ca/brock-news/2016/09/22-million-goodman-school-of-business-expansion-will-benefit-students-and-the-community/



6 1 Eduardo Retes (left), from Honduras and Alex Granja Jimenez, from Ecuador, were awarded Brock's new International Award for Possibilities.
brocku.ca/brock-news/tag/international-award-for-possibilities/



1 1 A record Brock crowd of 3,532 people packed the Meridian Centre downtown to watch the Badgers men's hockey team play in the Steel Blade Classic.
brocku.ca/brock-news/2016/09/record-brock-crowd-rocks-meridian-centre/



1 1 Brock launched an "Experience" focused recruitment campaign, spreading its message at the Skywalk in Toronto and reaching thousands of pedestrians in the area of Union Station.
brocku.ca/brock-news/2016/09/brock-launches-experience-focused-recruitment-campaign/



October

4 1 A ceremony took place on the north side of the Cairns Family Health and Bioscience Research Complex to officially open the Brock Healing Garden.
brocku.ca/brock-news/2016/10/rochon-burnett-street-naming-honours-a-woman-who-worked-to-help-others/



1 1 Tom Traves, one of Canada's most experienced higher education leaders, was named Interim President and Vice-Chancellor at Brock University.
brocku.ca/brock-news/2016/10/a-greeting-from-interim-president-tom-traves/

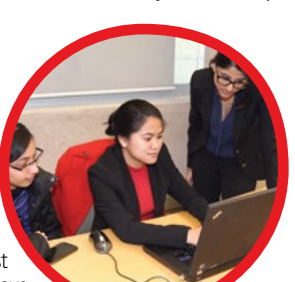


February

3 1 Brock Professor Sheila O'Keefe-McCarthy received a \$74,938 grant from the Women's College Research Institute's Women's Xchange to help patients and health care professionals become more educated about early cardiac indicators in men and women.
brocku.ca/brock-news/2017/02/brock-researcher-finds-key-differences-in-warning-signs-of-heart-attack-for-men-and-women/



1 1 Elaine Jaeger, Library Reserve Supervisor, uses Ares, a new course reserves system now available at the James A. Gibson Library that makes resources more accessible for students.
brocku.ca/brock-news/2017/02/new-reserves-system-launched-at-library/



5 3 Premier Kathleen Wynne, spent the morning touring Brock labs and talking with researchers in (CCOVI) as well as the Centre for Lifespan Development Research.
brocku.ca/brock-news/2017/01/wynne-tours-campus-visits-labs/



1 1 Manager of Student Information and Services Tania Melnyk (left) and University Registrar Geraldine Jones are now assisting students in the newly renovated Brock Central @The Registrar's Office, on the 3rd floor of the Schmon Tower.
brocku.ca/brock-news/2017/01/student-services-delivery-just-got-a-massive-update/



4 3 Sharilyn J. Ingram, Assistant Professor, in Brock's Centre for Studies in Arts and Culture, was recently appointed Chair of the federal Canadian Cultural Property Export Review Board.
brocku.ca/brock-news/2017/01/federal-board-now-led-by-brock-faculty-member/



January

2 1 Goodman School of Business students celebrate with their trophies after winning School of the Year at the 2017 JDC Central case competition in Ottawa. Later in January, Goodman students also earned 18 medals at DECA U provincials competition.
brocku.ca/brock-news/2017/01/celebration-set-to-honour-award-winning-team/



2017

Pullout 2/iv

November

2 1 Brock marks its 100th Convocation ceremony, the first convocation celebration was in 1967 at the base of the Schmon Tower.
brocku.ca/brock-news/2016/10/brock-marks-100th-convocation-ceremony-saturday/



1 3 Brock University is named one of Hamilton-Niagara's top employers, an annual competition organized by the editors of Canada's Top 100 Employers.
brocku.ca/brock-news/2016/11/brock-university-named-one-of-hamilton-niagaras-top-employers/



4 3 Brock gets \$16 million from Ottawa and Queen's Park to help fund an innovation complex and green energy project.
brocku.ca/brock-news/2016/11/brock-gets-16m-from-ottawa-and-queens-park-for-innovation-complex-and-green-energy-project/

3 1 Goodman School of Business Professor Barbara Sainty, FCPA, FCA, FMCA, receives the highly esteemed CPA Fellow award.
brocku.ca/brock-news/2016/11/goodman-school-of-business-professor-receives-icpa-honour/



3 1 Funding was announced for a Brock research boxing program for women and trans survivors of violence.
brocku.ca/brock-news/2016/11/funding-announced-for-brock-led-research-of-boxing-program-for-women-trans-survivors-of-violence/

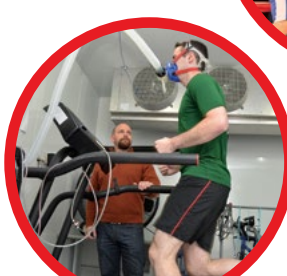


December

4 1 Distinguished alumna and founder of the Rankin Cancer Run Mary Ann Edwards (BPhed '76, BEd '77) was awarded the Ontario Medal for Good Citizenship for her local contributions.
brocku.ca/brock-news/2016/12/distinguished-alumna-mary-ann-edwards-honoured-by-province/



3 1 Brock ranked among the top 151-200 of Shanghai Ranking's first-ever Global Ranking of Sport Science Schools and Departments in 2016.
brocku.ca/brock-news/2016/12/brock-makes-list-of-top-200-exercise-and-sport-science-research-schools-worldwide/



3 1 Brock-led research team says methane spike responsible for near-extinction 252 million years ago – published in Dec. 2016, *Palaeoworld*.
brocku.ca/brock-news/2017/01/brock-led-team-says-methane-spike-responsible-for-near-extinction-252-million-years-ago/



4 1 The Pearl Gloves annual charity boxing event raised a \$22,000 donation to help Brock Power Cord program respond to Multiple Sclerosis (MS) in Niagara.
brocku.ca/brock-news/2016/12/pearl-gloves-donation-helps-brock-power-cord-program-respond-to-ms-in-niagara/



April

1 1 Open House attendance soared! Nearly 5,000 prospective students, parents and other guests journeyed to Brock from around Niagara, the GTA and southwestern Ontario.
brocku.ca/brock-news/2017/04/in-the-spring-sunshine-open-house-attendance-soared/



4 1 The 2021 Canada Games are coming to Niagara – and to Brock. The games could have an economic impact of more than \$200 million across Niagara.
brocku.ca/brock-news/2017/03/2021-canada-games-are-coming-to-niagara-and-to-brock/



3 3 Brock Professor Maurice Feldman, was appointed to the Ontario Ministry of Child and Youth Services' Autism Spectrum Disorder Clinical Expert Committee as the first and only behaviour analyst.
brocku.ca/brock-news/2017/03/brock-prof-appointed-first-behaviour-analyst-for-ontario-expert-committee-on-autism/



2 1 New funding helps Brock in development of a online learning four-year bachelor's degree program in Adult Education
brocku.ca/brock-news/2017/02/new-funding-helps-brock-add-new-online-alternatives/



4 1 About 50 swimmers took an icy dip in Brock's parking lot for the inaugural Polar Plunge, co-hosted by Brock and the Niagara Regional Police, in support of Special Olympics Ontario.
brocku.ca/brock-news/2017/03/badgers-take-the-plunge/



1 1 Which universities best prepare students for employment? *Maclean's Magazine* ranked Brock 8th in Canada and in the Top 3 among Ontario universities.
macleans.ca/education/numbers-to-study/



3 1 Brock student David Lisi (centre) wins the Monster Pitch competition. The panel of judges consisted of Deborah Rosati, Jason Sparaga, David Lisi, Jim Treiving and Bruce Croxon (from CBC's hit show The Dragons' Den) and Goodman interim dean Barry Wright.
brocku.ca/brock-news/2017/04/brock-student-david-lisi-wins-monster-pitch-competition/



3 3 Visual Arts associate professor Kerl Cronin earned a prestigious fellowship with the The Oxford Centre for Animal Ethics, which recognizes scholars who have made outstanding contributions to the field of animal ethics.
brocku.ca/brock-news/2017/04/brock-prof-earns-prestigious-fellowship/



Photo: Jo Anne McArthur, The Oxfords

Pullout 2/vii

Pullout 2/iv

New program

Goodman School of Business: Graduate Diploma in Accountancy (GDAC)

The Graduate Diploma in Accountancy program is designed to provide students with an opportunity to complete the elective modules component of the Chartered Professional Accountant Professional Education Program (CPA PEP). After receiving the Graduate Diploma in Accountancy, students will need only to complete the CPA Capstone 1 and 2 to become eligible for the Common Final Examination (CFE) of the CPA PEP.

The Graduate Diploma in Accountancy program consists of the first term of the existing Master of Accountancy (MAcc) program at Brock University. Specifically, the Graduate Diploma in Accountancy program comprises five courses: four courses are required MAcc courses, and one course is an elective Master of Business Administration

course, which is chosen based on a student's interests and career aspirations. Students achieving an overall 75 per cent average in their Graduate Diploma in Accountancy program will be offered the opportunity to transfer directly to the MAcc program at Brock University without fulfilling any further MAcc admission requirements.

"This new program provides accounting students with another way to move towards the CPA designation, and we are proud to offer it along with our existing degree programs. Our long-standing relationship with CPA has enabled us to innovate within our programming to continue to offer students the best in accounting education," says Ernest Biktimirov, associate dean of research and graduate programs at the Goodman School of Business.

brocku.ca/goodman/programs/diplomas-certificates/gda/



This program is designed to encourage the development of critical thinking, analysis and communication skills.

Excellence in alumni and staff

Thank you for your many years of contribution and continuing to make Brock a great place to work!

Distinguished Alumni Award

The Distinguished Alumni Award program identifies and honours Brock University graduates who have earned prominence as a result of their exceptional professional achievements and/or service to society. The recognition of accomplished alumni promotes the excellence of the University, its graduates and the Alumni Association.

- Brock University Alumni Association Distinguished Alumni Award – Ryan Pallotta (BSM '09)
- Faculty of Education Distinguished Graduate Award – Dino Miele (BA '04, MEd '10)
- Faculty of Humanities Distinguished Graduate Award – Leonard Kirk (BA '89)
- Faculty of Mathematics and Science Distinguished Graduate Award – David Grimes (BSc '75)
- Faculty of Applied Health Sciences Distinguished Graduate Award – Brenda Herchmer (BRLS '86)
- Faculty of Social Sciences Distinguished Graduate Award – Anne Sutherland Boal (BA '75)
- Goodman School of Business Distinguished Graduate Award – Jason Sparaga (BBA '93)

President's Distinguished Staff Award

The President's Distinguished Staff Award recognizes individuals who have consistently provided outstanding contributions to the working environment at Brock University at a level significantly beyond normal expectations.

- Steve Anderson – Mail Clerk: Central Receiving/Mail Services, Financial Services – President's Distinguished Staff Service Award
- James Boekestyn – Database Administrator: Application Development, Information Technology Services – President's Distinguished Staff Service Award
- Linda DiRaddo – Administrative Assistant: Psychology, Social Sciences – President's Distinguished Staff Service Award
- Shari Sekel – Associate Director Marketing, Recruitment and Market Development: Brock International Services, Enrolment Management and International – President's Distinguished Staff Service Award
- Sheila Smith – Faculty Budget Officer: Dean's Office, Social Sciences – Human Resources Distinguished Award for Leadership

35 years of service to Brock

- Juris Dreifelds – Associate Professor: Political Science, Social Sciences
- Joseph Kenny – Manager: Athletic Therapy Clinic, Athletics – Therapy Clinic, Athletics and Recreation Services
- Barbara Lemieux – Sr Business Systems Analyst: Application Development, Information Technology Services
- Shelley Martin – Trade Books and Stationery Buyer: Campus Store, Ancillary Operations
- John Mitterer – Professor: Psychology, Social Sciences
- Linda Rose-Krasnor – Professor: Psychology, Social Sciences
- Włodzimierz Wojcik – Associate Professor: Computer Science, Mathematics and Science

25 years of service to Brock

- David Butz – Professor: Geography and Tourism Studies, Social Sciences
- Maureen Connolly – Professor: Kinesiology, Applied Health Sciences
- June Corman – Professor: Sociology, Social Sciences
- Jeanette Davis – International Services Assistant: Brock International Services, Enrolment Management and International
- Wanda Fast – Director: Total Rewards, Human Resources, Human Resources
- Sergio Gigliotti – Cleaner: Custodial and Grounds Services, Facilities Management
- Carolyn Hafer – Professor: Psychology, Social Sciences
- Luaine Hathaway – Co-ordinator: Projects and Graduate Programs, Environmental Sustainability Research Centre, Social Sciences
- Mei Ling Huang – Professor: Mathematics, Mathematics and Science
- Dan Katolinsky – Mail Clerk: Central Receiving/Mail, Financial Services
- Francine McCarthy – Professor: Earth Sciences, Mathematics and Science
- Philip Nardangeli – Supervisor: Audio-Visual, Client Services – Audio Visual Services, Information Technology Services
- Heather Nyland: Library Assistant: Collections Services, Library
- Raafat Roubi – Professor: Accounting, Goodman School Of Business
- Elizabeth Sauer – Professor: English Language and Literature, Humanities
- Ravindra Singh – Professor, Philosophy, Humanities
- Lee Ann Smith – Nurse: Student Wellness and Accessibility Center, Teaching, Learning and Student Success
- Edward Sternin – Associate Professor: Physics, Mathematics and Science
- Vera Terpak – Mail Clerk: Central Receiving/Mail, Financial Services
- Laurie White – Supervisor, Day Shift: Custodial and Grounds Services, Facilities Management
- Vera Woloshyn – Professor: Graduate and Undergraduate, Education



Brock Wellness

Wellness is an integral focus of the Brock community. By supporting employee's work-life balance, Brock looks to engage employees in developing their own wellness both personally and professionally, which contributes to the success of the University.

In order to develop and maintain wellness at Brock University, there are both informal and formal wellness initiatives. A monthly wellness calendar is available to faculty and staff outlining wellness-related events both on campus and in the community. Formal wellness initiatives include events such as the annual employee Wellness Day, Lunch and Learns, various initiatives which promote a healthier lifestyle (such as the 8-Week Challenge and physical activity challenges) and the University's Employee and Family Assistance Program (EFAP) to assist with both personal and professional wellness.

One of the most anticipated events hosted by the Human Resources Department at Brock University is Wellness Day. The event is one that is dedicated to the staff and faculty that make up the Brock community. Wellness Day presents participants with more than 80 thought-provoking workshops. These workshops are specifically constructed in a way that addresses

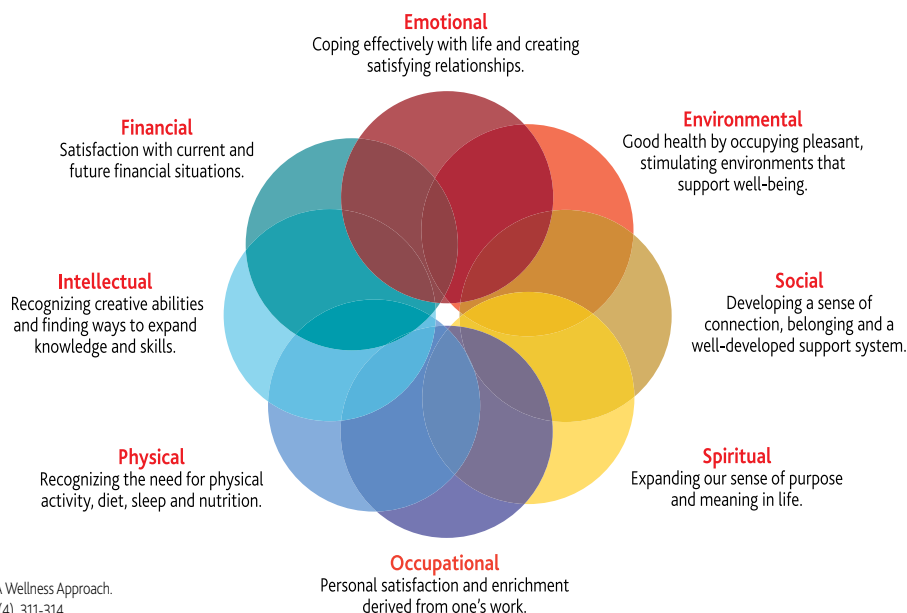
eight aspects of wellness (Figure 13), and the event has consistently drawn a large audience. Annually, up to 600 employees attend, and are a testament to the continued success of Wellness Day.

From a preventative perspective, wellness initiatives are also increasingly important. By encouraging members of Brock to take care of their health on a variety of levels, the frequency and severity of health management claims are impacted. Beyond Wellness Day, Brock also supports mental health initiatives through a mental health week, and supports work-life balance in order to help staff members in living engaged, empowered and healthy lives. In addition to these initiatives, Human Resources will now be delivering the Mental Health Commission of Canada's Mental Health First Aid Training to staff and faculty on campus.

Health, Safety and Wellness is excited to announce a new Health, Safety and Wellness Champion Award. The award will annually recognize Brock faculty and staff, either as individuals or as a department, for championing a culture of health, safety and wellness. This annual award will be presented for the first time during Wellness Day on June 15, 2017.

Visit facebook.com/brockuwellness, twitter.com/brockuwellness, or the Employee Wellness Group on Yammer for more information on wellness initiatives.

Figure 13



Adapted from Swarbrick M. (2006), A Wellness Approach. Psychiatric Rehabilitation Journal, 29(4), 311-314.



Developing leadership at Brock

Brock is an institution that supports a culture of leadership and is constantly looking for new ways to develop leaders within and beyond the University. The Human Resources Department is increasingly focusing on developing current and future leadership within Brock staff and faculty. A core program for leadership development at Brock is the Leading the Way program, which was launched two years ago in partnership with the Centre for Innovation, Management and Enterprise Education (CIMEE) and the Goodman School of Business. To date, the program has included 56 participants from across the University (both faculty and staff). In addition to the leadership lessons, the program's cohort model has helped participants build their networks by introducing them to other members of the Brock community they may not typically come into contact with.

The Leading the Way program includes nine workshops with three key themes: Management Responsibilities, Being a Leader of People, and Building a Great Team. The programs featured topics such as Embracing the Leadership Role, Delegation, Performance Management and Teamwork: The New Competitive Advantage. These workshops were led by leaders from Brock's staff and faculty as well as the Niagara community. Each of these speakers leveraged their own personal experience and professional insight in order to bring different approaches to the program's participants. The initiative continues to be successful and receives positive feedback from all parties involved.

Another way in which we worked to support leadership development this past year was expanding the Crucial Conversations training sessions to Brock. This program is run in partnership with VitalSmarts® and looks to build skills around honest and candid conversation. The belief behind the program is that through open and honest communication all parties involved can resolve conflicts in an effective manner. The intention is that through these conversations people feel that they are more valued and understood.

With the success of these two programs, Brock University will continue to support the development of leadership within its staff. Other leadership programs are currently under development and should be launched in the coming year.

Training opportunities are available to staff and faculty via Focus on Learning at brocku.ca/hr/training/focus/

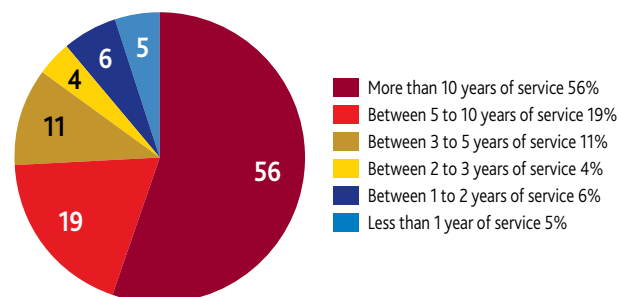
Our employees

Our people are what make Brock great. We thank everyone for their enthusiasm each day at work and will continue to support our employees with incentives and initiatives.

Figure 14 depicts the long-term service of staff and faculty at Brock, with over 50 per cent providing more than 10 years of service and almost 75 per cent of Brock's workforce providing more than five years of service.

Figure 14

Ongoing permanent employees at December 2016 (%)



Twenty-one members of faculty and staff were recognized for working at Brock for 25 years and seven members for 35 years, as detailed on page 41. Currently there are 194 faculty and staff who have dedicated at least a 25 years of service to the University. Visit brocku.ca/brock-news/2016/12/decades-of-service-honoured-at-holiday-celebration/

One of Hamilton-Niagara's top employers

Brock University made the 2017 list of Hamilton-Niagara's Top 15 Employers, an annual competition organized by the editors of Canada's Top 100 Employers. Now in its 10th year, the designation recognizes employers in the area that lead their industries in offering exceptional places to work. Brock submitted a comprehensive application for the awards that focused on:

- The University's impact locally, nationally and internationally
- Plentiful opportunities for personal and professional growth
- The collegial and collaborative nature of working at Brock
- Strong community involvement from across all Faculties and departments
- Brock's unique Niagara location in a UNESCO Biosphere Reserve

brocku.ca/brock-news/2016/11/brock-university-named-one-of-hamilton-niagaras-top-employers/

Reviewing the numbers

It's always exciting to see the engagement of the University, as well as the excellence in students, alumni, faculty and staff, and their accomplishments. These activities are supported by the resource allocations of the University. The following sections provide a closer look at the financial health and activity of the University.

Figure 15 illustrates the financial results of the University compared to budget and prior year actual. The information

is presented on a funding basis which represents the commitment of cash and the audited Financial Statements prepared in accordance with accounting standards for not-for-profits (NFPS). A reconciliation between the two presentations can be found starting on page 48, with commentary on the funding actual results on page 45, and commentary for the NFPS actual results on page 54.

Figure 15

(\$000s)	Actual 2016-17	Funding Budget 2016-17	Actual 2016-17	NFPS Budget 2016-17	Funding Actual 2015-16	NFPS Actual 2015-16
Revenue						
Student fees	158,341	157,635	158,451	157,635	151,382	151,471
Grant revenue	95,009	92,152	94,160	91,288	93,201	92,462
Internal chargebacks	9,703	8,473			7,522	
Inter-fund revenue	4,859	3,658			2,585	
Other revenue	46,182	45,893	71,386	69,987	46,728	69,107
Total revenues	314,094	307,811	323,997	318,910	301,418	313,040
Operating costs						
Personnel costs	(196,994)	(202,903)	(201,124)	(203,690)	(193,777)	(195,754)
Inter-fund expense	(20,965)	(18,785)			(17,700)	
Other operating costs	(90,611)	(90,043)	(114,055)	(118,842)	(85,431)	(110,871)
Total operating costs	(308,570)	(311,731)	(315,179)	(322,532)	(296,908)	(306,625)
Mitigation target		3,920		3,920		
Funding surplus (before discretionary appropriations)	5,524	-	8,818	298	4,510	6,415
Discretionary appropriations	(5,500)				(4,499)	
Funding surplus (after discretionary appropriations)	24	-	8,818	298	11	6,415



Financial results – funding basis

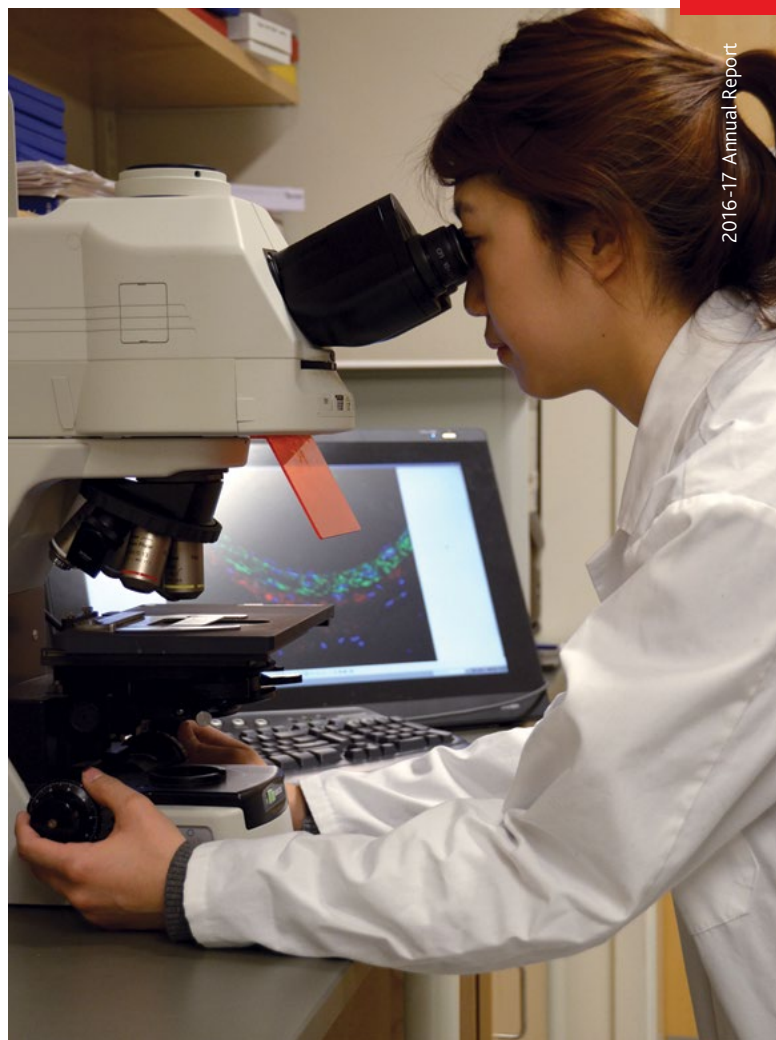
The following commentary explains the 2016-17 results on a funding basis, not to be confused with the audited Financial Statements, which are prepared in accordance with accounting standards for not-for profits (NFPS). The funding basis represents committed cash. A positive balance, or funding surplus, represents uncommitted cash, and a negative balance, or funding deficit, represents overcommitted cash. The actual funding surplus for 2016-17 of \$5.524 million is before year-end discretionary appropriations for reinvestment in the University. These internally restricted transfers fund the strategic initiative fund, capital and infrastructure projects and reserves, and the debt repayment reserve. When the 2016-17 funding budget was originally established, we estimated a funding deficit of \$3.92 million. To the whole University community, congratulations and thank you for your commitment to eliminating the deficit once again this year.

The variance between budget and funding actuals before discretionary appropriations was \$9.444 million. While mitigation efforts contributed to this surplus, we note that teaching faculties closed out 2016-17 with over a \$5.5 million positive variance to budget. The majority of this surplus was driven by additional revenue generated, especially in ISP programs, as well as lower than budgeted personnel and operating costs. Grant revenue was higher than budget by \$2.9 million as a result of approved changes to how the Registrar reports enrolment for funding purposes. Student fees were higher than budgeted by \$0.7 million, mainly due to tuition rate, student mix and a slight enrolment increase.

This said, we know going forward we still have our fiscal challenges. Although the 2017-18 Budget Report presented a balanced budget for the first time in a decade, enrolment remains a key concern and government funding continues to challenge Brock. The 2017-18 budget includes an additional \$3-million enrolment target to be achieved through increasing student retention next year and an additional \$1.3 million in grant funding from the Ministry of Advanced Education and Skills Development (MAESD), which is yet to be confirmed. Furthermore, the fiscal framework remains with expense growth of three per cent and revenue growth at two per cent.

Recognizing these challenges, the balanced budget in 2017-18 signifies that if Brock is able to meet its targets for tuition and grant revenue, any unspent budget could represent missed investment opportunities.

We are moving forward with developing a new revenue and expense allocation budget model, and it is anticipated that the added level of transparency into the operations of the University from a resource generation and resource expenditure perspective will assist in the analysis and development of future budgets. The new model will assist in identifying strategic resources within faculty budgets, allow the University to fiscally plan for longer-term goals in a sustainable manner and set appropriate funding levels for the various operations of the University. The next phase of fiscal planning will include multi-year budgets, leveraging the revenue and expense allocation model in an effort to utilize our scarce resources more systematically, increasing the University's financial flexibility and reducing missed investment opportunities.



Responsibility centre results

Figure 16 details the 2016-17 funding financial results versus the 2016-17 budget on a more detailed basis by responsibility centre.

Figure 16: **Funding results by responsibility centre**

(\$000s)	Actual 2016-17				Budget 2016-17				Difference of "net" amounts [(Increase)/Decrease]
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs	Non-personnel costs	Net	
Teaching Faculties									
Faculty of Applied Health Science	763	(18,926)	(902)	(19,065)	174	(19,186)	(750)	(19,762)	697
Goodman School of Business	10,643	(24,669)	(3,660)	(17,686)	9,667	(24,760)	(3,889)	(18,982)	1,296
Faculty of Education	3,369	(15,986)	(1,343)	(13,960)	2,837	(16,293)	(1,869)	(15,325)	1,365
Faculty of Humanities	845	(19,980)	(1,201)	(20,336)	410	(20,346)	(1,301)	(21,237)	901
Faculty of Mathematics and Science	722	(20,571)	(893)	(20,742)	131	(20,441)	(786)	(21,096)	354
Faculty of Social Sciences	428	(34,404)	(1,241)	(35,217)	119	(34,922)	(1,305)	(36,108)	891
Total Teaching Faculties	16,770	(134,536)	(9,240)	(127,006)	13,338	(135,948)	(9,900)	(132,510)	5,504
Academic Support									
Faculty of Graduate Studies	347	(1,223)	(207)	(1,083)	260	(1,354)	(188)	(1,282)	199
Library	51	(4,778)	(4,295)	(9,022)	85	(4,845)	(4,486)	(9,246)	224
Research Services	1,998	(1,421)	(2,522)	(1,945)	2,116	(1,560)	(2,338)	(1,782)	(163)
Centre for Pedagogical Innovation	30	(754)	(163)	(887)	23	(792)	(180)	(949)	62
Total Academic Support	2,426	(8,176)	(7,187)	(12,937)	2,484	(8,551)	(7,192)	(13,259)	322
Student Specific									
The Office of the Registrar	2,032	(3,261)	(1,363)	(2,592)	2,002	(3,653)	(1,083)	(2,734)	142
Student Life and Community Experience	336	(627)	(357)	(648)	343	(837)	(322)	(816)	168
Student Wellness and Accessibility	2,590	(2,268)	(1,332)	(1,010)	2,261	(2,673)	(939)	(1,351)	341
Student Success Centre	991	(1,243)	(225)	(477)	831	(1,252)	(132)	(553)	76
Brock International	5,021	(3,912)	(1,993)	(884)	5,766	(4,332)	(1,872)	(438)	(446)
Co-op, Career and Experiential Education	2,179	(2,527)	(432)	(780)	1,973	(2,830)	(374)	(1,231)	451
Brock Sports	5,537	(4,072)	(2,517)	(1,052)	5,311	(3,856)	(2,343)	(888)	(164)
Total Student Specific	18,686	(17,910)	(8,219)	(7,443)	18,487	(19,433)	(7,065)	(8,011)	568

Figure 16 continued

(\$000s)	Actual 2016-17				Budget 2016-17				Difference of "net" amounts [(Increase)/Decrease]
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs	Non-personnel costs	Net	
Shared Services									
Leadership	25	(2,571)	(680)	(3,226)		(2,659)	(500)	(3,159)	(67)
Information Technology Services	556	(5,627)	(2,030)	(7,101)	581	(6,098)	(1,878)	(7,395)	294
Financial Services	211	(2,699)	(448)	(2,936)	130	(2,764)	(446)	(3,080)	144
Human Resources	223	(3,035)	(711)	(3,523)	220	(3,320)	(762)	(3,862)	339
Marketing and Communications	306	(1,088)	(1,456)	(2,238)	315	(1,148)	(1,139)	(1,972)	(266)
Development and Alumni Relations	676	(1,656)	(653)	(1,633)	726	(1,656)	(815)	(1,745)	112
University Services	2,887	(1,440)	(1,646)	(199)	3,068	(1,476)	(1,836)	(244)	45
Shared Services Support		(1,461)	(322)	(1,783)		(1,433)	(225)	(1,658)	(125)
Total Shared Services	4,884	(19,577)	(7,946)	(22,639)	5,040	(20,554)	(7,601)	(23,115)	476
Ancillary									
Ancillary Operations	15,769	(2,407)	(9,374)	3,988	17,189	(2,638)	(9,307)	5,244	(1,256)
Department of Residence	16,439	(2,064)	(13,124)	1,251	17,005	(2,904)	(13,547)	554	697
Total Ancillary	32,208	(4,471)	(22,498)	5,239	34,194	(5,542)	(22,854)	5,798	(559)
Space									
Facilities Management	774	(12,138)	(3,889)	(15,253)	670	(12,579)	(3,495)	(15,404)	151
Campus Security Services	70	(1,376)	(1,086)	(2,392)	70	(1,455)	(1,089)	(2,474)	82
Heritage Place Plaza and Community Agreements	298		(944)	(646)	381		(989)	(608)	(38)
Utilities, Taxes and Insurance	2,805		(9,327)	(6,522)	2,721		(10,279)	(7,558)	1,036
Financing ⁽¹⁾			(7,147)	(7,147)	287		(6,217)	(5,930)	(1,217)
Total Space	3,947	(13,514)	(22,393)	(31,960)	4,129	(14,034)	(22,069)	(31,974)	14
Global									
Scholarships, Bursaries and Student Awards	1,031		(16,356)	(15,325)	992		(17,422)	(16,430)	1,105
Capital ⁽¹⁾	5,502		(14,581)	(9,079)	4,991		(12,264)	(7,273)	(1,806)
University Global ⁽¹⁾	228,640	1,190	(8,656)	221,174	224,156	1,159	(2,461)	222,854	(1,680)
Total Global	235,173	1,190	(39,593)	196,770	230,139	1,159	(32,147)	199,151	(2,381)
Total University	314,094	(196,994)	(117,076)	24	307,811	(202,903)	(108,828)	(3,920)	3,944

(1) The following responsibility centres include discretionary appropriations: Financing – \$1.2 million, Capital – \$1.8 million and Global – \$2.5 million.

Funding basis reconciled to the Financial Statements

A full reconciliation of the differences between the audited NFPS basis of accounting and the funding basis will follow; however, there are two key observations regarding these differences:

- The funding basis accounts are a subset of the audited NFPS accounts, which represent operating/unrestricted activities of the University;
- The largest difference between the funding basis and the NFPS basis is the treatment of capital transactions. On a funding basis, all principal and interest payments on debt and all fund transfers into separate capital funds to purchase capital and related costs are considered expenses. The function of transferring the funds into separate capital fund accounts is a mechanism to ensure cash is actually set aside to purchase capital and related costs. Therefore, when the cash is transferred to separate capital funds the funding basis treats the transfer as an expense. On a NFPS basis, capital purchases are not expensed, as they result in an asset, and are included on the Statement of Financial Position. These assets are subsequently expensed through the process of amortization over the useful life of the

asset. This is similar to an individual who might purchase a home; the home becomes part of an individual's net worth statement net of any loans used to purchase the home.

Figures 17 and 18 reconcile the 2016-17 financial results from a funding basis to the NFPS basis. The adjustments represent differences in reporting between the NFPS basis and the funding basis and are primarily for non-cash transactions and timing differences. Each of these differences are described below:

NFPS adjustments

- 1. Capital grants** – The Facilities Renewal Program Funds received by the University are used for capital purchases and are included as part of deferred capital contributions in the NFPS Financial Statements. The capital contribution is and later amortized over the useful life of the capital item it funded. However, on a funding basis this grant is recorded as revenue. The actual Facilities Renewal Program Funds received in 2016-17 represent the adjustment.
- 2. Amortization, net** – Amortization is a non-cash expense and is therefore not included in the funding basis. For Financial Statement purposes, the capital asset amortization of \$18.455 million is recorded to reflect

Figure 17

(\$000s)	2016-17 Funding actuals	NFPS adjustments	Notes – see Figure 18	Internally restricted funds activity	Eliminate internal chargebacks & inter-fund transfers	2016-17 NFPS actuals
Revenue						
Student fees	158,341			110		158,451
Grant revenue	95,009	(864)	1	15		94,160
Internal chargebacks	9,703				(9,703)	
Inter-fund revenue	4,859				(4,859)	
Other revenue	46,182	23,364	2-4	1,840		71,386
Total revenue	314,094	22,500		1,965	(14,562)	323,997
Personnel costs	(196,994)	(1,787)	4,6,7	(2,343)		(201,124)
Inter-fund expense	(26,465)				26,465	
Operating costs	(90,611)	(32,895)	2-6	(2,627)	12,078	(114,055)
Total costs	(314,070)	(34,682)		(4,970)	38,543	(315,179)
Funding surplus (after discretionary appropriations)	24	(12,182)		(3,005)	23,981	8,818

Figure 18

Notes	Reconciliation of NFPS adjustments (\$000s)
1 Capital grants	(864)
2 Amortization of deferred capital contributions	7,468
3 Research, including fellowships	12,318
4 Endowment and trust spending	3,578
Total revenue adjustments	22,500
2 Amortization of capital assets	(18,455)
3 Research, including fellowships	(12,318)
4 Endowment spending – personnel	(4)
4 Endowment and trust spending – operating costs	(3,574)
5 Principal payments	2,261
6 Non-capital purchases in capital and infrastructure project reserves – personnel	(535)
6 Non-capital purchases in capital and infrastructure project reserves net of capital purchases from operating – operating costs	(809)
7 Post-retirement benefits	(1,248)
Total costs adjustments	(34,682)



the usage of capital assets, and amortization of deferred capital contributions (restricted external donations and grants) of \$7.468 million is being amortized over the useful life of the assets they have funded. These figures represent the adjustments.

3. Research, including fellowships – Research grants for restricted purposes and the offsetting research expenses, including fellowships, have not been included on a funding basis; however, they are included as part of the Financial Statements. The actual 2016-17 research spending and the related revenue represent the adjustments.

4. Endowment and trust spending – Spending in the endowment fund and non-endowed trust fund, mainly in the form of scholarships, is included as an expense, with an offsetting revenue as part of the NFPS Financial Statements. Unless the endowment or trust spending results in a direct offset to the operations, this spending is not recorded as part of the funding basis; however, the University is working towards building the annual endowment spending into the University's funding budget for 2018-19. The 2016-17 actual endowment and trust spending, along with the offsetting revenue, represents the adjustments.

5. Principal payments – Principal payments of long-term debt, while they represent a cash outflow and are therefore recorded as an expense in the funding basis, are not considered an expense in the NFPS Financial Statements, as they represent a reduction of a liability. The 2016-17 actual debt payments represent the adjustment.

6. Capital purchases – Capital purchases of \$1.484 million in unit budgets for minor capital are recorded as an asset in the NFPS Financial Statements, but for funding this spending is recorded as an expense as they represent a cash outflow. Offsetting these capital purchases are \$2.828 million of non-capital purchases made in the

capital and infrastructure projects and reserves fund. These purchases are reported as an expense in the NFPS Financial Statements but are not recorded in the funding basis. The expense would have been recognized upon funding of capital and infrastructure projects and reserves fund. The net of these amounts represent the adjustment.

7. Post-retirement benefits – This amount is actuarially determined and represents the actuarial adjustment to employee future benefits related to current service. An adjustment is required because this amount represents an expense in the NFPS Financial Statements; however, since it doesn't reflect a cash outflow it is not recorded in the funding basis.

Internally restricted funds activity

In addition to the differences in reporting between the NFPS basis and the funding basis as described above, activity (revenue and expenses) in the internally restricted funds are recorded as part of the NFPS Financial Statements and are not included in the funding basis. This activity is reported separately in Figure 17 with revenue of \$1.965 million offset by personnel and operating expenses of \$4.970 million, with a net impact of \$3.005 million. The net activity by fund is reported as part of the total net assets reconciliation in Figure 19 on page 52 of this report.

Internal chargebacks and inter-fund transfers

Finally, all internal charges and inter-fund revenue and expenses, while included in the funded basis, are eliminated in the NFPS Financial Statements as they represent internal movement of funds. These transactions are also detailed separately in Figure 17.

The internal chargeback revenue of \$9.703 million included in the funding basis revenue represents internal charges between departments within the University and are offset by operating costs.

The inter-fund revenue net of the inter-fund expenses included in the funding basis is \$23.981 million. Additional details of these transfers can be found as part of the total net assets reconciliation in Figure 19 on page 52 of this report.

Reconciliation of net assets

The reconciliation of the audited NFPS surplus and the funding surplus on pages 52 and 53 is perhaps less of a reconciliation and more of a different way of looking at the accounts. The University is really split into a number of different funds, which is important for users of these financial reports to understand. The funds and a related description are as follows:

- **Unrestricted** – On a funding basis, activity runs through the unrestricted fund. In fact, the balance of this fund represents the sum of historical surpluses and deficits on a funding basis, which also represents the uncommitted cash balance of the University. This means if the balance is positive the University has uncommitted cash, and if it is negative it has over-extended by spending or committing more cash to projects than it actually has. The net uncommitted cash of the University is \$46,000.
- **Internally restricted** – This fund represents funds set aside and committed for future use and is really the sum of a number of smaller funds as follows:
 - *Capital and infrastructure projects and reserves* – This fund was established to transfer funds from the unrestricted fund and other funds into the capital and related projects account. As items are capitalized, they are transferred to the invested in capital asset fund.
 - *Operating project accounts* – The goal of this fund is to identify small but important ongoing initiatives such as

conferences, ongoing programs (i.e. The Positive Active Living for Students Program), etc. and ensure these funds can be made available in future years if unspent. The fund essentially tries to recognize that, for certain types of activities, we need to take into consideration timing issues with respect to when cash is actually collected and expenses actually incurred, as many activities at the University do not align perfectly to the fiscal year.

- *Research funds with no external obligations* – For the most part, unspent research funds are captured under deferred revenue on the Statement of Financial Position in the NFPS statements. This occurs when there is an external restriction to spend the funds on specific activities or items. The research with no external obligations fund was established to recognize that some research funding has no external restrictions. Examples include the funding of the five transdisciplinary units and The Match of Minds program.
- *Start-up funds* – This fund includes all unspent start-up funds awarded to faculty.
- *Professional expense reimbursement (PER) accounts* – This fund includes all unspent PER and accountable allowance amounts provided to faculty and senior administration.
- *Sinking fund* – This fund recognizes the funds set aside to repay the \$93-million bond debenture due Dec. 14, 2045.



- *Employee future benefit reserve* – This fund was established to set aside funds to pay our employee future benefit liability. The liability on our Statement of Financial Position is \$12.956 million as of April 30, 2017.
 - *Debt repayment reserve* – This fund was established to work towards repaying the outstanding debt of the University. Our financial metrics, as illustrated on page 58, are weaker than other comprehensive Universities. The goal of this reserve is to set funds aside to repay outstanding debt when it comes up for renewal. The next maturity date is June 3, 2019.
 - *Contingency reserve* – This fund was established as a capital and litigation reserve.
 - *Strategic initiative fund* – This fund was established to support academic priorities with one-time funding.
 - *Encumbrance reserve* – This fund was established to accommodate situations where the budgeted funding is available for purchases but the service had not yet been provided or the goods had not yet been received by year end. This fund allows the budgeted funding to be reserved and utilized in the following year.
- **Invested in capital assets** – This fund represents the balance of capital assets net of long-term debt, deferred capital contributions and debt payments. The balance in this fund can reasonably be compared to an individual's house value, less the mortgage outstanding. In year, the activity in the fund relates to funding, for example debt or deferred capital contributions and capital assets purchases. The majority of capital assets that were purchased were transacted through either the funding budget recorded in the unrestricted fund discussed above or the capital and infrastructure projects and reserve, which is included in the internally restricted fund, also discussed above.
 - **Endowments** – The endowment fund represents the activity and balance of our endowments.



- **Employee future benefits** – This fund is the sum of the pension asset and post-retirement obligation. Unlike the other reserve funds, the post-retirement benefits in this fund remain unfunded. The Board of Trustees has approved a plan to reserve \$0.9 million annually to begin setting aside funds to ensure these obligations will be funded in the future.

Figure 19, on the following pages, details the activity of the net assets during the year, including transfers between funds.

Figure 19: Total net assets reconciliation

(\$000s)	Unrestricted	Internally restricted											Invested in capital assets	Endowments	Employee future benefits	Total
		Capital and infrastructure projects and reserves	Operating project accounts	Research funds with no external obligations	Start-up funds	Professional expense reimbursement accounts	Sinking fund	Employee future benefit reserve	Debt repayment reserve	Contingency reserve	Strategic initiative fund	Encumbrance reserve				
Opening balances (April 30, 2016)	22	9,262	1,077	2,089	910	2,546	5,647	1,826	950	2,001	2,200	1,025	75,768	83,098	(22,579)	165,842
Excess of revenue over expenses per NFPS statements	8,818															8,818
Capital and debt financing transactions																
Purchase of capital assets internally financed – from capital and infrastructure projects and reserves		(8,103)											8,103			-
Purchase of capital assets internally financed – from operating	(1,485)												1,485			-
Amortization of capital assets	18,455												(18,455)			-
Amortization of deferred capital contributions	(7,468)												7,468			-
Repayment of long-term debt	(2,261)												2,261			-
Internally restricted reserves																
Funding of internally restricted reserves from operating	(21,032)	13,146	349	2,344	567	1,619		900	745	616		746				-
Funding from internally restricted reserves to operating	2,551	(1,007)	(26)	(87)		(22)					(646)	(763)				-
Transfers between internally restricted reserves		307	653	(490)	(6)	(2)				(49)	(150)	(263)				-
Operating costs generated within internally restricted reserves net of revenue generated	3,005		(389)	(1,773)	(329)	(1,585)	766	315			(10)					-
Non-capital portion of purchases in capital and infrastructure projects and reserves	2,829	(2,829)														-
Capital grants	864	(864)														-
Employee future benefits																
Actuarial gain recorded through net assets															10,871	10,871
Current service change in employee future benefits, net	1,248														(1,248)	-
Endowments																
Contributions														1,453		1,453
Internally allocated for endowment spending														(1,999)		(1,999)
Impact of investment returns														11,145		11,145
Funding surplus (before discretionary appropriations)	5,524	650	587	(6)	232	10	766	1,215	745	567	(806)	(280)	862	10,599	9,623	30,288
Transfer to strategic initiative fund	(2,500)										2,500					-
Transfer to the debt repayment reserve	(1,200)								1,200							-
Transfer to capital and infrastructure projects reserves	(1,800)	1,800														-
Total funding surplus	24	2,450	587	(6)	232	10	766	1,215	1,945	567	1,694	(280)	862	10,599	9,623	30,288
Closing balances (April 30, 2017)	46	11,712	1,664	2,083	1,142	2,556	6,413	3,041	2,895	2,568	3,894	745	76,630	93,697	(12,956)	196,130

As mentioned previously, the \$5.52-million funding surplus is before year-end discretionary appropriations for reinvestment in the University. These internally restricted transfers fund \$2.5 million of the strategic initiative fund (\$1.0 million for Canadian Foundation for Innovation grants, \$1.0 million for the Provost’s Fund and \$0.5 million for the President’s Enhancement Fund), \$1.2 million of the debt repayment reserve and \$1.8 million of the capital and infrastructure projects and reserves (\$1.0 million for residence upgrades, \$0.05 million for aquatics deferred maintenance, \$0.45 million for Brock Linc and \$0.3 million to reduce the required \$1.0-million capital mitigation in the 2017-18 funding budget). After these transfers, the net funding surplus is \$24,000, bringing the net uncommitted cash of the University to \$46,000.

Additional information for accessibility: In the Unrestricted column, a financial statement surplus is highlighted for the row Excess of revenue over expenses per NFPS statements of 8,818 and a funding surplus is highlighted in the Total funding surplus row of 24.

Figure 20

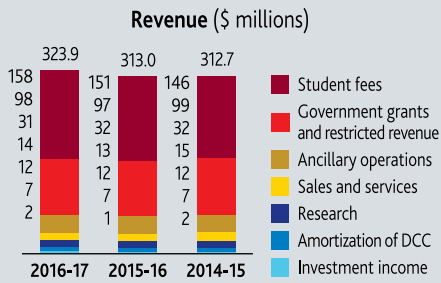


Figure 21

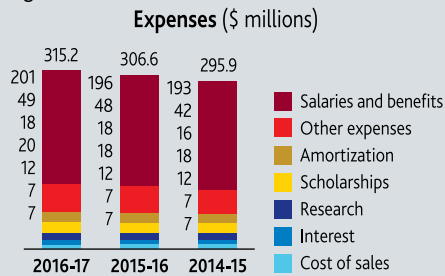


Figure 22

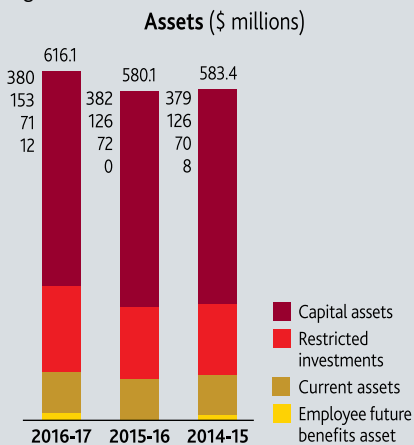


Figure 23

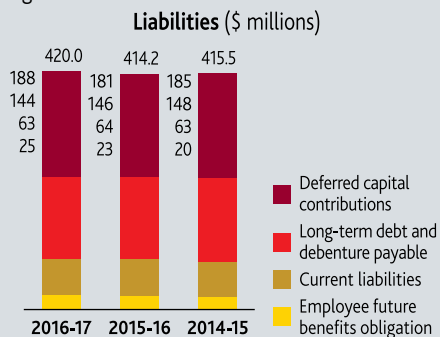
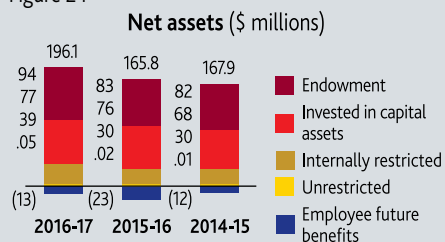


Figure 24



Financial review of the audited Financial Statements

Revenues

Revenues were up year over year to \$324 million. Student fees increased \$7.0 million, or 4.6 per cent, due to an increase in rate, student mix and a 0.9 per cent increase in enrolment. Government grants and restricted revenue increased \$1.7 million, or 1.8 per cent, as a result of an increase in the Undergraduate Accessibility grant due to approved changes with the Province in how the Registrar reports enrolment for funding purposes. Sales and services increased \$1.1 million, or 8.8 per cent, driven by higher one-time Section 211 claims, as well as increased interest on student accounts.

Expenses

Expenses increased to \$315 million, or 2.8 per cent over last year. Salaries and benefits increased \$5.4 million or 2.7%, of which \$2.4 million was related to BUFA and the remaining \$3.0 million to non-BUFA personnel costs. Scholarships, fellowships and bursaries increased \$1.4 million, or 7.8 per cent related to the planned changes as set out in the fiscal framework. Operating expenses increased \$1.1 million, or 3.2 per cent, with the increase primarily attributed to an increase in library acquisitions of \$1.2 million (included in Other expenses in Figure 21). Other costs including expendable equipment, repairs and maintenance; utilities and taxes; and interest on long-term debt, cost of sales and amortization of capital assets had minimal changes versus last year.

Assets

Assets increased by \$36.1 million, or 6.2 per cent over last year. Notably, restricted investments increased by \$26.8 million as a result of an increase to endowments of \$10.6 million and an increase to the sinking fund of \$0.8 million as a result of investment gains, as well as increases to internally restricted net assets of \$9.2 million from the prior year. Unspent donations and government grants for capital contributions, also included in restricted investments, increased \$7.3 million. The employee future benefit liability related to the pension plan as of April 30, 2016 reverted to an asset this year of \$11.6 million attributable to investment returns for the fiscal year above the targeted actuarial return.

Liabilities

Liabilities increased by \$5.8 million over last year. Notably deferred capital contributions increased by \$7.1 million mainly as a result of the \$5.0 million grant for the Goodman School Expansion and \$6.7 million from the Government of Canada's Post-Secondary Institutions Strategic Investment Fund (SIF) offset by amortization. This increase was offset by a decrease in long-term debt of \$2.4 million.

Net Assets

Net assets increased in line with the increase in assets and liabilities.

The funds included in the endowments, invested in capital assets, and internally restricted and unrestricted reserves are all supported by cash or restricted investments.



Taking a closer look at some of the numbers

The previous section on page 54 of this report illustrates the change year over year of the audited Financial Statements. The following section now digs a little deeper into our financial health.

Treasury: portfolio commentary

Operating investment efficiencies have continued over the past five years with investment fees declining by 77 per cent from \$0.126 million in 2011-12 to \$0.029 million in 2016-17. The lower fees were a result of shifting investments into guaranteed investment certificates (GICs), which do not carry account fees and the Scotiabank 31-day notice hold account, which offers deposits at prime minus 150 basis points (bps) with no fees.

Yield on operating investments for 2016-17 was 1.36 per cent, which is comparable to the yield of an eight-year Government of Canada bond. Yield on operating investment income increased by 18 bps in 2016-17 as a result of a maturing GIC ladder investment strategy that began development in October 2015 with the approval of the new investment policy. As at April 30, 2017, \$30.15 million was invested in GICs with an average yield and duration of 1.72 per cent and 1.4 years respectively. Prime rate affecting cash deposits remained flat at 2.70 per cent since July 2015. The cash deposit rates with Scotiabank earn prime minus 165 bps, and the 31-day notice hold account earns prime minus 150 bps.

Student payment behaviour is continuing to shift with the Provincial regulation changes regarding per-term billing. Figure 27 identifies a decline in the cash balance at September when historically all fees were due for the Fall/Winter terms.

The sinking fund posted a positive return for the fiscal year, yielding 12.79 per cent. The difference in rates earned between the sinking fund and employee future benefits (EFB) reserve reflects timing of additional investments made in the EFB reserve. The sinking fund requires a compounding 5.0 per cent rate of return to achieve the target \$93 million by December 2045, based on the new Fiscal Framework. It is expected, given the asset mix of the balanced fund, that returns will experience short-term volatility. Mawer has historically generated exceptional returns, earning an annualized return of 11.0 per cent before management fees (0.25 per cent) over the last five years. No change is planned to this investment strategy at this time.

Figure 25 summarizes the investment income year-over-year and versus budget, Figure 26 details the cumulative monthly investment income performance, Figure 27 details the monthly cash flow over the past four years, Figure 28 represents an year-over-year variance analysis of investments holdings and Figure 29 is an analysis of fees for investment management.

Figure 25: Summary investment income

(\$000s) Unless otherwise stated	2016-17 Actual	2015-16 Actual	Variance year over year	2016-17 Budget	% of budget achieved
Operating investment income	1,137	971	166	800	142%
Sinking fund	766	186	580	286	268%
Employee future benefits reserve	315	38	277		NA
Investment income	2,218	1,195	1,023	1,086	204%

Figure 26

Cumulative monthly investment income performance 2015-16 vs. 2016-17 (\$000s)

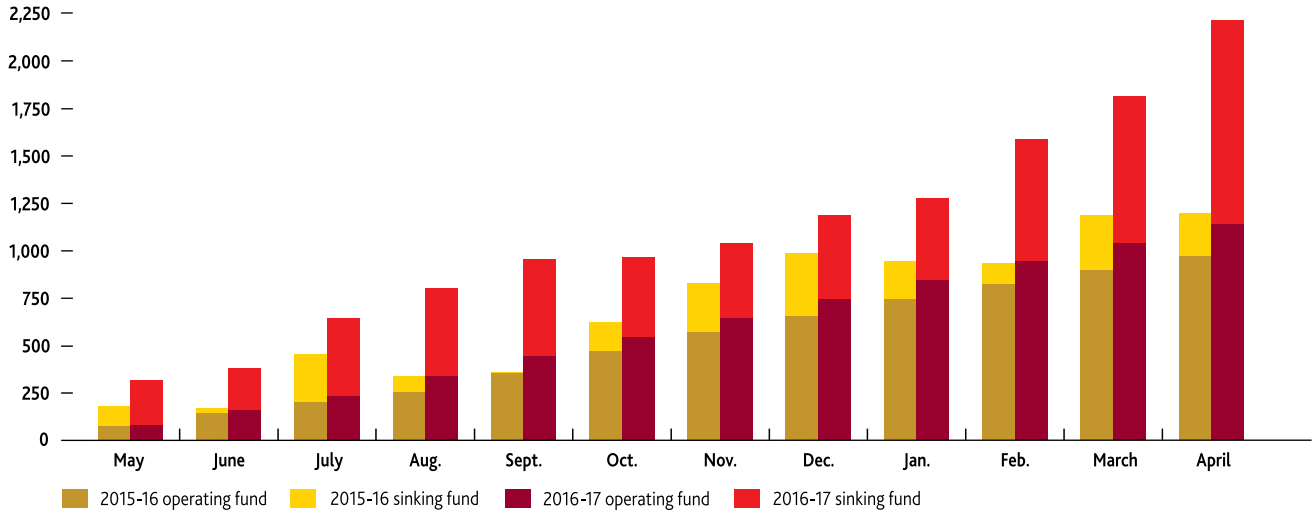


Figure 27

Monthly cash flow – historical trend month-end balances (\$000s)

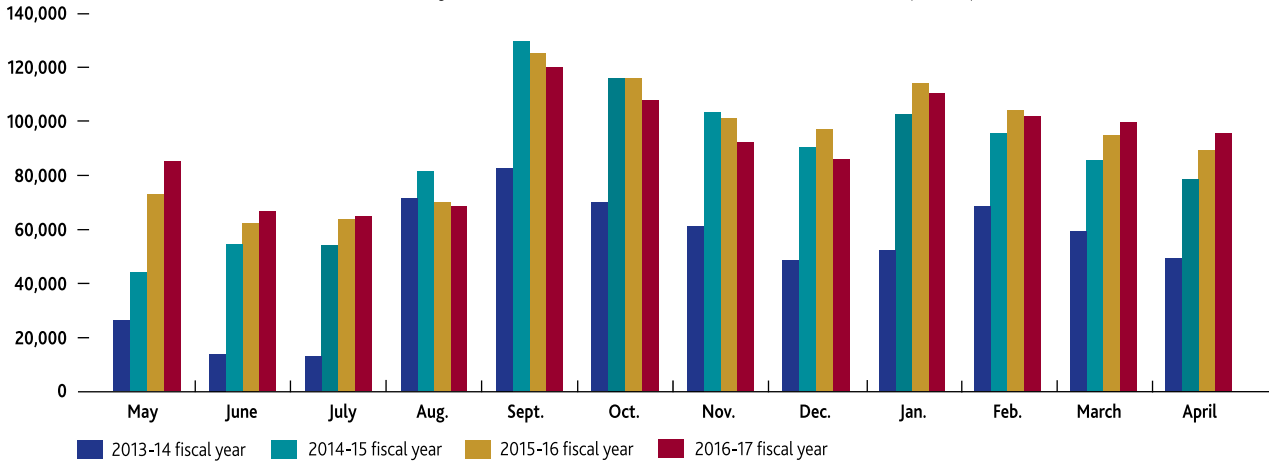


Figure 28: Year over year variance analysis of investment holdings

(\$000s) Unless otherwise stated	Average balance ⁽¹⁾	Investment income	Rate of return	Year over year change due to rate	Year over year change due to balance and investment mix
Money market/guarantee investment certificates/high-interest savings accounts					
2015-16	58,793	720	1.22%		
2016-17	58,497	872	1.49%		
Variance better/(worse)	(296)	152	0.27%	157	(5)
Cash					
2015-16	23,948	251	1.05%		
2016-17	25,253	265	1.05%		
Variance better/(worse)	1,305	14	0.00%	-	14
Total operating investments					
2015-16	82,741	971	1.17%		
2016-17	83,750	1,137	1.36%		
Variance better/(worse)	1,009	166	0.18%	157	(9)
Sinking fund					
2015-16	5,596	186	3.32%		
2016-17	5,988	766	12.79%		
Variance better/(worse)	392	580	9.48%	530	50
Employee future benefits reserve					
2015-16	1,401	38	2.75%		
2016-17	2,431	315	12.96%		
Variance better/(worse)	1,030	277	10.21%	143	134
Total investment					
2015-16	89,738	1,195	1.33%		
2016-17	92,169	2,218	2.41%		
Variance better/(worse)	2,431	1,023	1.07%	830	193

(1) Average balance does not include externally restricted trusts with separate investment strategies. Brock currently has two externally restricted segregated trust investments.

Figure 29: Analysis of fees for investment management

\$ Unless otherwise stated	2016-17 Actual	2015-16 Actual	Variance better/(worse)
Non-discretionary broker accounts			
TD Waterhouse	-	70	70
BMO Nesbitt Burns	4,978	3,056	(1,922)
Scotiabank Investments	-	-	-
Total non-discretionary	4,978	3,126	(1,852)
Mawer - balanced fund	23,709	18,035	(5,674)
Total fees	28,687	21,161	(7,526)
Total fees as a % of balance	0.03%	0.02%	(0.01%)

Financial reserve and debt metrics

These financial reserve and debt metrics compare us to other universities in the comprehensive category as detailed in Figure 30.

Figure 30

	Brock ⁽¹⁾			Median ⁽²⁾		Weighted average ⁽²⁾	
	April 2017	April 2016	April 2015	April 2016	April 2015	April 2016	April 2015
Primary reserve ratio	14.6%	11.7%	11.9%	24.9%	28.3%	37.6%	38.2%
Debt burden ratio	3.0%	3.1%	3.2%	2.5%	2.6%	3.1%	3.0%
Interest burden %	2.5%	2.6%	2.7%	1.8%	1.8%	1.6%	1.6%
Interest coverage	3.70	3.35	4.55	3.49	6.76	5.81	5.98
Viability ratio	31.9%	24.5%	23.8%	133.9%	185.0%	101.8%	122.4%
Net operating revenues ratio	5.0%	7.5%	9.2%	10.1%	7.6%	15.7%	9.7%
Employee future benefits per student	\$(0.53)	\$(1.12)	\$(0.56)	\$(3.46)	\$(3.40)	\$(3.26)	\$(2.71)
Endowment per student headcount	\$5.01	\$4.50	\$4.34	\$6.96	\$7.12	\$6.89	\$7.03

(1) Certain ratios have been restated to align with the Council of Ontario Universities' (COU) metrics to improve comparability across various reporting agencies.

(2) Calculated using financial information from 14 other comprehensive universities.

The metrics can be explained as follows:

1. The primary reserve ratio refers to the amount of cash available to cover operations. At April 2017, Brock has approximately 53 (2016 – 43) days of expendable reserves.
2. The next two ratios (debt burden ratio and interest burden per cent) describe how Brock utilizes a greater proportion of its annual operating expense to fund debt obligations, although this differential has been tightening as our peers have been issuing debt over the past two years.
3. The interest coverage ratio measures the ability to fund interest charges from cash generated through operations. This measure has been improving; however, we still trail behind many of our peers.
4. The viability ratio is essentially how much of the institution's debt could be paid off with expendable resources. The average institution in our category could pay off most of their debt with expendable resources, whereas Brock can only pay off 32 per cent and therefore is vulnerable to unplanned events.



5. The net operating revenues ratio provides an indication of the extent to which we are generating positive cash flows in the long run to be financially sustainable. We are slightly behind with our peers on this metric.
6. The employee future benefits per student metric acknowledges certain obligations are owed to certain employees in the future when they retire or cease employment. The negative balance here represents the fact that the obligation is larger than the actual cash set aside to pay these benefits. Despite the fact that we are in a deficit position, Brock compares favourably to our peers on this metric.
7. The endowment per student is a significant indicator of external support for the institution. Endowments provide relief to the operating budget as a source of additional funding to support areas of the institution's mission. Our endowment per student has been growing but

remains less than our peers. Our metrics have remained somewhat constant year over year, which is a positive sign and the result of lot of hard work by everyone in the University community.

The comparative April 2017 figures of the other universities in the comprehensive category were not available at the time of writing this annual report.

A notable metric that continues to run high is the interest burden ratio. As a means to lower the interest burden, the Board of Trustees has approved a debt reduction strategy that includes setting aside an annual contribution to put towards the loan that supported the building of the MIWSFPA when it comes up for renewal in the fiscal year ending in 2020. This strategy, coupled with other donor-related initiatives, forecasts our current and future debt position as detailed in Figure 31.

Figure 31: Outstanding debt

(\$000s) (unless otherwise noted)	Actual			Budget April 30, 2018	Forecast				
	April 30, 2015	April 30, 2016	April 30, 2017		April 30, 2019	April 30, 2020	April 30, 2021	April 30, 2022	April 30, 2023
Bond	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000
Cairns	26,269	25,583	24,863	24,109	23,319	22,491	21,623	20,714	10,154
Residence	16,801	16,037	15,215	14,333	13,385	12,366	11,271	10,095	8,931
Marliyn I. Walker School of Fine and Performing Arts (MIWSFPA)	17,400	16,680	15,960	15,240	14,520				
Total debt	153,470	151,300	149,038	146,682	144,224	127,857	125,894	123,809	112,086
Total student FFTE ⁽¹⁾	20,056	19,885	20,058	19,983	20,191	20,383	20,522	20,630	20,630
Total debt/FFTE (in dollars) ⁽¹⁾	7,652	7,609	7,430	7,340	7,143	6,273	6,135	6,001	5,433
Debt reduction strategy									
Sinking fund	5,462	5,647	6,413	6,322	6,639	6,970	7,319	7,685	8,069
Debt repayment reserve	475	950	2,895	3,917	5,220		2,937	6,159	
M. Walker donation – MIWSFPA	5,045	5,181	5,326	5,465	5,612				
Other donations – MIWSFPA	250	324	399	473	548				
Total assets for debt reduction	11,232	12,102	15,033	16,177	18,019	6,970	10,256	13,844	8,069
Net debt	142,239	139,197	134,005	130,505	126,205	120,887	115,638	109,965	104,017
Net debt/FFTE (in dollars) ⁽¹⁾	7,092	7,000	6,681	6,531	6,251	5,931	5,635	5,330	5,042

(1) Fiscal full-time enrolment. (FFTE) – used for tuition and grant forecasting. For a definition refer to page 89 of the 2017-18 Budget Report.

Pension plan

Our pension plan is slightly complicated because it is a hybrid. This means it is a defined contribution plan with the guarantee of a minimum pension, which is commonly referred to as a defined benefit. The actuarial valuation on the plan, last updated as of July 1, 2014, indicated the fund was 99.1 per cent funded on a going-concern basis and 105 per cent on a solvency basis.

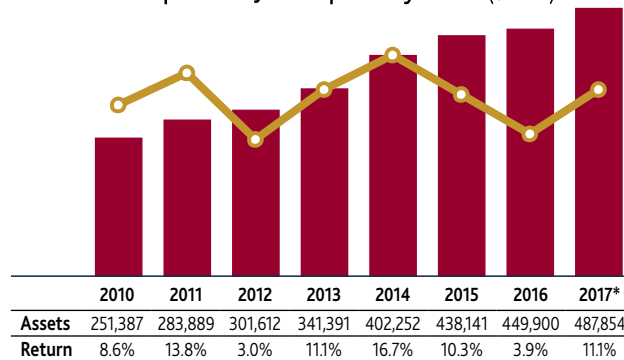
Key to the valuation is that it assumed a rate of return and discount factor of 6.0 per cent. The fiscal investment returns of the last eight years are detailed in Figure 32. The Financial Statements at April 30, 2017 reflect a pension fund asset of \$11.6 million, compared to a liability of \$1.7 million at April 30, 2016. The change is attributable to market returns for the fiscal year which were above the targeted actuarial return of 6.0 per cent. This valuation does not adjust the discount rate on the defined benefit costs since the next full valuation is not scheduled until July 1, 2017. Looking forward, the actuary is advising that we could see a reduced discount rate, which would increase the defined benefit costs and increase the reported liability of the plan in the future. In preparation, we performed a valuation estimate at Jan. 1, 2017 on the pension plan, testing various assumptions on discount rates and salary growth. As a result of the

funding test, the University budgeted for an increase of \$2.0 million in annual contributions to the defined benefit portion of the plan. The projected funding shortfall has increased due to the reduction in the discount rate assumption from 6.0 per cent to 5.5 per cent; however, this has been somewhat mitigated due to pension fund asset performance being greater than expected.

Additional information on the pension plan may be found at brocku.ca/human-resources/pension/

Figure 32

Pension plan as of June 30 pension year end (\$000s)



*Forecast based on actuals as of April 30, 2017.

■ Assets ■ Return

Endowment summary

The endowments of the University continue to grow. Figure 33 summarizes the activity of the last six years. Figure 34 details the top 10 endowments as of April 30, 2017.

Figure 33: Endowment activity

(\$000s)	2016-17 Actual	2015-16 Actual	2014-15 Actual	2013-14 Actual	2012-13 Actual	2011-12 Actual
Opening endowment	83,098	81,695	74,527	63,803	54,573	49,968
Spending	(1,999)	(1,995)	(6,915)	(1,509)	(1,387)	(1,185)
Spending re-endowment				398	310	727
Investment income	11,145	2,460	9,933	8,960	7,350	1,411
New endowments	1,453	938	4,150	2,875	2,957	3,652
Ending endowment	93,697	83,098	81,695	74,527	63,803	54,573

Figure 34: Top 10 endowments (2016-17 Actual)

Amount (\$000s)	Name	Purpose
16,667	Marilyn I. Walker SFPA Fund	Supports the MIWSFPA
7,360	The Harrison-Thompson Bursary Trust	Supports Undergraduate Awards
2,335	VP Research Discretionary Fund	VP Research Discretionary
1,812	Dr. and Mrs. Moriyama Graduate Fellowship Fund	Supports Graduate Awards
1,777	Bluma Appel Entrance Scholarship For Excellence	Supports Graduate Awards
1,737	Ontario Graduate Fellowship Program	Supports Graduate Awards
1,409	Luigi and Amalia Setacci Award	Supports Undergraduate Awards
1,313	Ruth Evelyn Williamson Estate	Supports Undergraduate Awards
1,278	Provost Discretionary Enhancement Fund	Provost Discretionary
1,151	The Joyce Foundation Bursary	Supports Undergraduate Awards



Capital investments

In total, the University purchased \$16.452 million in capital additions during 2016-17. These additions represented investments in facilities and information technology supporting a number of projects including investments in the MIWSFPA building, classroom modernization, engine chiller and waterline replacement, the Brock high-performance training centre, asphalt re-surfacing, library collections, and other smaller capital items such as computers and printers. The largest portion of the funding was from the capital and infrastructure projects and reserves fund of \$8.967 million as detailed in Figure 35, with the remaining funding from external donations, previously issued debt and the contingency reserve as well as from Units' funding budgets.

Figure 35 illustrates the 2016-17 activity of the capital and infrastructure projects and reserves fund, which makes up a component of the internally restricted net asset balance in the audited NFPS Financial Statements,

while Figure 36 illustrates the components of the capital and infrastructure projects and reserves fund balance as at April 30, 2017. During 2016-17, \$11.3 million was transferred into the fund as set out in the 2016-17 capital and related projects budget (net of the \$1.0-million reserve). In-year, an additional \$2.98 million in approved funding was added to the fund, the majority of which relates to the \$1.8 million of discretionary appropriations. The key to the capital and infrastructure projects and reserves fund is that funding transferred into this fund is held in reserve at year-end for spending the following year. This recognizes that capital and related projects can often span one or more years and could have timing delays due to planning or regulatory requirements.

Looking forward, the Fiscal Framework establishes a funding model for the capital program to support new and "flexible" investments while increasing funding to deferred maintenance.

Figure 35: Activity of the capital and infrastructure projects and reserves fund

(\$000s)	Facilities Management projects	Information Technology Services projects	Total capital and infrastructure projects and reserves
Opening balance (May 1, 2016)	7,977	1,285	9,262
Transfer per the funding budget	7,088	4,177	11,265
In-year additional funding from operating and internally restricted reserves	2,481	500	2,981
In-year spending (capitalized)	(7,850)	(1,117)	(8,967)
In-year spending (not capitalized)*		(2,829)	(2,829)
Ending balance (April 30, 2017)	9,696	2,016	11,712

* This spending, although significant to the University and part of the capital and related projects budget, does not meet the requirements to be capitalized in accordance with accounting standards for not-for-profits.

Figure 36: Capital and infrastructure projects and reserves fund balance

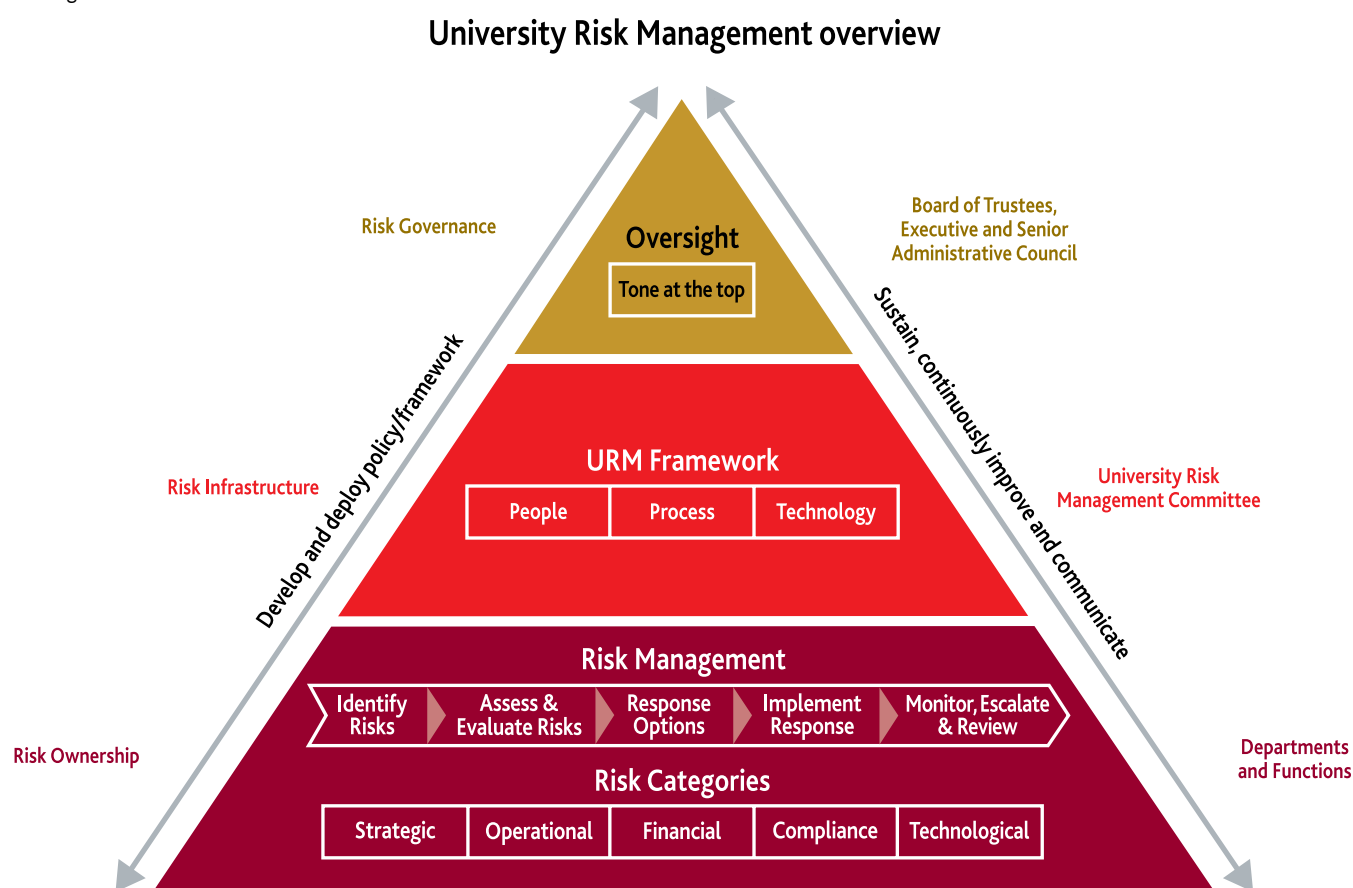
(\$000s)	Facilities Management projects	Information Technology Services projects	Total capital and infrastructure projects and reserves
Components			
Work in progress	8,646	2,016	10,662
Reserves	1,050		1,050
Total (April 30, 2017)	9,696	2,016	11,712

University Risk Management

University Risk Management (URM) continues to evolve at Brock as we move forward in developing a framework that identifies risks and opportunities that may significantly affect the University's ability to achieve its strategic priorities and objectives. Through the URM framework, risks will be identified and assessed to provide the Board of Trustees, Executive, and the Senior Administrative Council with reasonable assurance that stated objectives are achievable.

The management of risk is a shared responsibility at all levels of the University. Risks include any activities that may pose strategic, operational, financial, compliance or technological risk to the University. These risks result in financial or reputational consequences and, often, both.

Figure 37





Financial Statements of BROCK UNIVERSITY

Year ended April 30, 2017

Statement of Administrative Responsibility

The Administration of Brock University is responsible for the preparation of the financial statements, the notes and all other financial information contained in this annual report.

The Administration has prepared the financial statements in accordance with Canadian accounting standards for not-for-profit organizations. The Administration believes that the financial statements present fairly the University's financial position as at April 30, 2017 and the results of its operations for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the Administration has developed and maintains a system of internal control designed to provide reasonable assurance that University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the financial statements.

The Board of Trustees is responsible for ensuring that the Administration fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board of Trustees carries out its responsibility for review of the financial statements principally through the Audit Committee. The members of the Audit Committee are not officers or employees of the University. The Audit Committee meets with the Administration, as well as the external auditors, to discuss the results of audit examinations and financial reporting matters and to satisfy itself that each party is properly discharging its responsibilities. The auditors have full access to the Audit Committee with and without the presence of the Administration.

The financial statements for the year ended April 30, 2017 have been reported on by KPMG LLP, Chartered Professional Accountants, Licensed Public Accountants, the auditors appointed by the Board of Trustees. The auditors' report outlines the scope of their audit and their opinion on the financial statements.



Tom Traves
President and Vice-Chancellor



Brian Hutchings, CPA, CGA, LLM
Vice-President, Administration



KPMG LLP
80 King Street, Suite 620
St. Catharines ON L2R 7G1
Canada
Tel 905-685-4811
Fax 905-682-2008

INDEPENDENT AUDITORS' REPORT

To Trustees of Brock University

We have audited the accompanying financial statements of Brock University (the "University"), which comprise the statement of financial position as at April 30, 2017, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Brock University as at April 30, 2017, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Professional Accountants, Licensed Public Accountants

June 22, 2017
St. Catharines, Canada

Statement of Financial Position

April 30, 2017 with comparative information for 2016
(in thousands of dollars)

	2017	2016
Assets		
Current assets:		
Cash and cash equivalents (note 2)	\$ 45,149	\$ 49,139
Accounts receivable	21,150	18,175
Government grants receivable	3,136	2,716
Prepaid expenses and other assets	191	132
Inventories	1,767	1,561
	71,393	71,723
Restricted investments (note 3)	152,715	125,870
Capital assets (note 4)	380,464	382,467
Employee future benefits asset (note 9(a))	11,574	-
	\$ 616,146	\$ 580,060
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 16)	\$ 23,209	\$ 25,329
Deferred revenue	30,689	29,676
Deferred contributions (note 5)	7,285	7,164
Current portion of long-term debt (note 6)	2,357	2,261
	63,540	64,430
Long-term debt (note 6)	53,682	56,039
Debenture payable (note 7)	90,191	90,149
Deferred capital contributions (note 8)	188,073	181,021
Employee future benefits obligation (note 9(a) and (b))	24,530	22,579
Total liabilities	420,016	414,218
Net assets:		
Endowments (note 10)	93,697	83,098
Invested in capital assets (note 11)	76,630	75,768
Internally restricted (note 12)	38,713	29,533
Employee future benefits	(12,956)	(22,579)
Unrestricted	46	22
	196,130	165,842
Commitments (note 13)		
Contingencies (notes 14 and 15)		
	\$ 616,146	\$ 580,060

The accompanying notes are an integral part of these financial statements.

On behalf of the Board:



Trustee



Trustee

Statement of Operations

Year ended April 30, 2017 with comparative information for 2016 (in thousands of dollars)

	2017	2016
Revenues:		
Student fees	\$ 158,451	\$ 151,471
Government grants	94,160	92,462
Ancillary operations	31,329	32,295
Sales and services	13,771	12,662
Other revenues for restricted purposes	4,282	4,266
Investment income	2,218	1,195
Research grants for restricted purposes	12,318	11,617
Amortization of deferred capital contributions (note 8)	7,468	7,072
	323,997	313,040
Expenses:		
Salaries and benefits	201,124	195,754
Operating expenses	33,569	32,515
Scholarships, fellowships and bursaries	19,629	18,217
Expendable equipment, repairs and maintenance	7,726	7,603
Utilities and taxes	8,052	8,129
Interest on long-term debt	7,330	7,439
Cost of sales	6,976	7,221
Research, including fellowships	12,318	11,617
Amortization of capital assets	18,455	18,130
	315,179	306,625
Excess of revenues over expenses	8,818	6,415
Net transfers (to) / from internally restricted net assets	(9,180)	374
Net transfers (to) / from invested in capital assets	(862)	(7,952)
Net transfers from employee future benefits	1,248	1,174
Change in unrestricted net assets in the year	(8,794)	(6,404)
Unrestricted net assets, beginning of year	22	11
Unrestricted net assets, end of year	\$ 46	\$ 22

The accompanying notes are an integral part of these financial statements.

Statement of Changes in Net Assets

Year ended April 30, 2017 with
comparative information for 2016
(in thousands of dollars)

April 30, 2017	Employee future benefits	Endowments (note 10)	Invested in capital assets (note 11)	Internally restricted (note 12)	Unrestricted	April 30, 2017 Total
Net assets, beginning of year	\$ (22,579)	\$ 83,098	\$ 75,768	\$ 29,533	\$ 22	\$ 165,842
Excess of revenues over expenses (expenses over revenues)	-	-	(10,987)	-	19,805	8,818
Change in internally restricted net assets	-	-	-	9,180	(9,180)	-
Net change in investment in capital assets (note 11 (b))	-	-	11,849	-	(11,849)	-
Actuarial gain in employee future benefits	10,871	-	-	-	-	10,871
Net current service change in employee future benefits	(1,248)	-	-	-	1,248	-
Change in endowment net assets (note 10(a))	-	10,599	-	-	-	10,599
Net assets, end of year	\$ (12,956)	\$ 93,697	\$ 76,630	\$ 38,713	\$ 46	\$ 196,130

April 30, 2016	Employee future benefits	Endowments (note 10)	Invested in capital assets (note 11)	Internally restricted (note 12)	Unrestricted	April 30, 2016 Total
Net assets, beginning of year	\$ (11,515)	\$ 81,695	\$ 67,816	\$ 29,907	\$ 11	\$ 167,914
Excess of revenues over expenses (expenses over revenues)	-	-	(11,058)	-	17,473	6,415
Change in internally restricted net assets	-	-	-	(374)	374	-
Net change in investment in capital assets (note 11 (b))	-	-	19,010	-	(19,010)	-
Actuarial loss in employee future benefits	(9,890)	-	-	-	-	(9,890)
Net current service change in employee future benefits	(1,174)	-	-	-	1,174	-
Change in endowment net assets (note 10(a))	-	1,403	-	-	-	1,403
Net assets, end of year	\$ (22,579)	\$ 83,098	\$ 75,768	\$ 29,533	\$ 22	\$ 165,842

The accompanying notes are an integral part of these financial statements.

Statement of Cash Flows

Year ended April 30, 2017 with comparative information for 2016 (in thousands of dollars)

	2017	2016
Cash provided by (used in):		
Operating activities:		
Excess of revenues over expenses	\$ 8,818	\$ 6,415
Add (deduct) non-cash items:		
Amortization of capital assets	18,455	18,130
Amortization of deferred capital contributions	(7,468)	(7,072)
Amortization of deferred charges	42	40
	19,847	17,513
Net change in non-cash working capital balances related to operations:		
(Increase) decrease in accounts receivable	(2,975)	139
(Increase) decrease in government grants receivable	(420)	3,365
Increase in prepaid expenses and other assets	(59)	(73)
Increase in inventories	(206)	(62)
(Decrease) increase in accounts payable and accrued liabilities	(2,120)	2,206
Increase (decrease) in deferred revenue	1,013	(1,104)
Increase in deferred contributions	121	341
Net current service change in employee future benefits	1,248	1,174
	(3,398)	5,986
Cash provided by operating activities	16,449	23,499
Financing activities:		
Contributions restricted for capital purposes	14,520	3,584
Repayment of long-term debt	(2,261)	(2,171)
Cash provided (used) by financing activities	12,259	1,413
Investing activities:		
Purchase of restricted investments, net	(26,845)	(350)
Purchase of capital assets	(16,452)	(21,248)
Change in endowment net assets	10,599	1,403
Cash (used) provided in investing activities	(32,698)	(20,195)
(Decrease) increase in cash	(3,990)	4,717
Cash and cash equivalents, beginning of year	49,139	44,422
Cash and cash equivalents, end of year	\$ 45,149	\$ 49,139

The accompanying notes are an integral part of these financial statements.

Notes to Financial Statements

Year ended April 30, 2017

Incorporated in 1964, Brock University flourishes through the scholarly, creative, and professional achievement of its students, faculty and staff. Offering a range of undergraduate and graduate programs, Brock fosters teaching and research of the highest quality. As a diverse and inclusive community, we contribute positively to Canada and beyond through our imagination, innovation and commitment.

These financial statements reflect the assets, liabilities, net assets, revenue, expenses and other transactions of all of the operations controlled by the University. Accordingly, these financial statements include the academic, administrative and other operating expenditures funded by fees, grants and other general revenue; restricted purpose funds, including endowment, research and trust; and the ancillary operations, such as residence and parking.

The University is a charitable organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

1. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-For-Profit Standards in Part III of the CPA Canada Handbook.

(a) Cash and cash equivalents:

Cash equivalents are held for the purpose of meeting short-term commitments and are readily convertible to a known amount of cash and are subject to an insignificant amount of risk of changes in value. Cash equivalents include money market funds and investments with maturities of three months or less from the date of acquisition. Cash and cash equivalents are valued at fair value.

(b) Inventories:

Inventories are stated at the lower of cost (weighted average cost) and net realizable value.

(c) Investments:

Investments are recorded at fair value.

(d) Capital assets:

Purchased capital assets are recorded at cost less accumulated amortization. Contributions of capital assets are capitalized at fair market value at the date of contribution. Capital assets are amortized on a straight-line basis using the following annual rates:

Asset	Rate
Buildings	2.5% to 10%
Furnishings and equipment	10% to 33 1/3%
Library books	20%

Construction costs are capitalized as work progresses and amortization commences as work is substantially completed.

1. Significant accounting policies (continued):

(e) Works of art:

Contributed works of art are recorded as revenue and expense, at fair market value, at the date of contribution. If the fair market value is not determinable, the contribution is recorded at a nominal amount. Artwork purchases are expensed as acquired.

(f) Endowments:

Contributions restricted for endowments consist of restricted donations received by the University and donations internally designated by the Board of Trustees, in the exercise of its discretion. The endowment principal is required to be maintained intact. The investment income generated from endowments must be used in accordance with the various purposes established by donors or the Board of Trustees. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Investment income on endowments that is available for spending at the discretion of the University or is available for spending as the conditions established by the donor have been met has been recorded in the Statement of Operations. University policy has been established with the objective of protecting the real value of the endowments by having an overall investment objective for endowments to earn, over time, a rate of return at least equal to the total of inflation plus spending and the costs of administering the funds. The spending rate is reviewed annually. Investment income in excess of administration costs and spending allocations will be added to capital. In the case of endowments where the original donation adjusted for inflation is higher than the market value of the fund, spending may be temporarily suspended in order to preserve donor capital.

(g) Internally imposed restrictions on net assets:

The University internally restricts the use of portions of its unrestricted net assets for specific future use. When incurred, expenses are charged to operations and the balance of internally restricted net assets is reduced accordingly.

(h) Revenue recognition:

The University follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured. Pledged donations are recognized on a cash basis since pledges are not legally enforceable claims. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized. Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Student fees are recognized as revenue when courses and seminars are held. Sales and services and ancillary revenue is recognized at the point of sale or when the service has been provided.

(i) Employee future benefits:

The University provides pension benefits to employees primarily through a hybrid pension plan. Under this arrangement, the University and employees are required to make contributions based on a specific percentage of the employee's earnings. The amount of pension benefits provided to employees is based on the accumulation of contributions and investment earnings thereon, when the employee retires, subject to a guaranteed minimum benefit amount. Certain faculty are also members of the Teacher's Superannuation Fund, a multi-employer defined benefit plan.

The University provides other non-pension benefits to most of its employees, including retiree medical and dental benefits until the age of 65, accumulating sick leave benefits, pre-retirement leave benefits and for specific employees a health-care spending account.

The University accrues its benefit obligations for these employee future benefits as the employees render the services necessary to earn them. The actuarial determination of the accrued benefit obligations for these employee future benefits uses the projected benefit method prorated on service. For purposes of measuring the benefit obligations, the funding valuation is used for the pension and the accounting valuation is used for the non-pension benefits.

The University recognizes the amount of benefit obligations net of the fair value of plan assets in the Statement of Financial Position. Current service and finance costs are expensed during the year, while remeasurement and other items, representing the total of the difference between actual and expected return on plan assets, actuarial gains and losses, and past service costs, are recognized as a direct increase or decrease in net assets. In years between valuations, a roll-forward technique is used to estimate the accrued benefit obligations.

The most recent actuarial valuation of the pension plan for funding purposes was as of July 1, 2014 and the next required valuation will be as of July 1, 2017.

The most recent actuarial valuation of the non-pension benefits for accounting purposes was as of April 30, 2014 and the next scheduled valuation will be as of April 30, 2017, available in the fall of 2017.

(j) Derivative financial instrument and hedge accounting:

The University is party to interest rate swap agreements used to manage the exposure to market risks from changing interest rates. The University applies hedge accounting for its interest rate swaps. Payments and receipts under the interest rate swaps are recognized as adjustments to interest expense on long-term debt.

The University's policy is not to utilize derivative financial instruments for trading or speculative purposes.

1. Significant accounting policies (continued):**(k) Pledges:**

Pledges are recorded as revenue on a cash basis and accordingly are not set up as assets in the financial statements. The total amount of pledges outstanding is approximately \$9,960,218 (2016 – \$11,697,513) and is expected to be received as follows:

(000's)	2017	2016
2017	\$ -	\$ 2,508
2018	2,684	2,237
2019	2,347	2,152
2020	1,083	1,039
2021	325	246
2022	177	-
Thereafter	3,344	3,516
	\$ 9,960	\$ 11,698

(l) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The University has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the effective interest rate method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the University determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the University expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(m) Contributed services and materials:

Volunteers contribute an indeterminable number of hours per year. Because of the difficulty of determining their fair value, contributed services and materials are not recognized in these financial statements.

(n) Use of estimates:

The preparation of financial statements in conformity with Canadian Accounting Standards for Not-For-Profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the period reported. Significant items subject to such estimates and assumptions include the carrying amount of capital assets, valuation allowances for receivables, valuation of derivative financial instruments, accrued liabilities and obligations related to employee future benefits. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in income in the year in which they become known.

2. Cash and cash equivalents:

The market values of the cash and cash equivalents are comprised of:

(000's)	2017	2016
Cash and cash equivalents	\$ 37,555	\$ 41,929
Held for future capital projects		
Cash and cash equivalents	7,594	7,210
	\$ 45,149	\$ 49,139

3. Restricted investments:

The fair value of investments are as follows:

(000's)	2017	2016
Invested for endowments		
Cash and cash equivalents	\$ 428	\$ 1,622
Walter Scott & Partners Global Fund	46,481	38,218
Mawer Canadian Equity Pooled Fund	13,242	11,249
AllianceBernstein Core Plus Bond Fund	33,546	32,009
	93,697	83,098
Invested for unspent capital projects		
Cash and cash equivalents	16,645	9,373
	16,645	9,373
Invested for future loan repayments		
Mawer Balanced Fund	6,413	5,647
	6,413	5,647
Invested for employee future benefit reserve		
Mawer Balanced Fund	3,041	1,826
	3,041	1,826
Invested for other restricted purposes		
Cash and cash equivalents	32,297	25,390
Sunlife Global Investments	622	536
	32,919	25,926
	\$ 152,715	\$ 125,870

4. Capital assets:

April 30, 2017 (000's)	Cost	Accumulated amortization	Net book value
Land	\$ 58,805	\$ -	\$ 58,805
Buildings	512,477	207,223	305,254
Furnishings and equipment	56,850	42,203	14,647
Library books	42,820	41,062	1,758
	\$ 670,952	\$ 290,488	\$ 380,464

April 30, 2016 (000's)	Cost	Accumulated amortization	Net book value
Land	\$ 58,805	\$ -	\$ 58,805
Buildings	502,844	192,598	310,246
Furnishings and equipment	52,221	40,498	11,723
Library books	42,180	40,487	1,693
	\$ 656,050	\$ 273,583	\$ 382,467

Included in buildings and furnishings and equipment is \$11,530,897 (2016 – \$8,109,952) of construction in progress that was not amortized during the year.

The increase in net book value of capital assets is due to the following:

(000's)	2017	2016
Balance, beginning of year	\$ 382,467	\$ 379,349
Purchase of capital assets funded by deferred capital contributions	7,248	2,616
Purchase of capital assets internally financed	9,539	13,247
Purchase of capital assets funded by the contingency reserve	49	3,425
Purchase of capital assets financed by proceeds of long term debt	(384)	1,960
Amortization of capital assets	(18,455)	(18,130)
Balance, end of year	\$ 380,464	\$ 382,467

5. Deferred contributions:

Deferred contributions represent unspent externally restricted grants and donations for research and other restricted purposes. The changes in the deferred contributions balance are as follows:

(000's)	2017	2016
Balance, beginning of year	\$ 7,164	\$ 6,823
Grants, donations and other expendable funds	12,439	11,958
Amounts recorded as revenue during the year	(12,318)	(11,617)
Balance, end of year	\$ 7,285	\$ 7,164

6. Long-term debt:

(000's)	2017	2016
Fixed rate instruments:		
Earp student residence:		
7.2% loan with certain residences and investments pledged as security, with monthly blended payments of principal and interest of \$91, due October 1, 2028	\$ 8,483	\$ 8,934
Lowenberger student residence:		
7.2% loan with certain residences and investments pledged as security, with monthly blended payments of principal and interest of \$72, due October 1, 2028	6,733	7,103
Cairns Family Health and Bioscience Research Complex:		
4.69% mortgage loan with monthly blended payments of principal and interest of \$159, due June 29, 2022	24,863	25,583
Marilyn I. Walker School of Fine and Performing Arts Building:		
2.45% serial mortgage loan with fixed monthly principal payments of \$60 plus interest, due June 3, 2019	15,960	16,680
	56,039	58,300
Less current portion	2,357	2,261
	\$ 53,682	\$ 56,039

Debt maturities:

The following are the future minimum annual debt principal repayments due over the next five fiscal years and thereafter:

(000's)	
2018	\$ 2,357
2019	2,458
2020	16,367
2021	1,962
2022	2,085
Thereafter	30,810
	\$ 56,039

(a) Bank credit facility:

The University has available operating lines of credit of \$20,000,000 and \$5,000,000 which were not utilized at April 30, 2017. The interest rate on the operating lines of credit, when drawn, are the Bank's Prime lending rate from time to time minus 0.55% and the Bank's Prime lending rate from time to time, respectively (the prime rate at April 30, 2017 was 2.70%). Amounts are due on demand.

6. Long-term debt (continued):

(b) Interest rate swap:

The University has entered into interest rate swap agreements to manage the volatility of interest rates.

The University converted a net notional of \$28,000,000 of floating rate long-term debt relating to the Cairns Family Health and Bioscience Research Complex. The fixed rate paid under the interest rate swap is 4.69%. The maturity date of the interest rate swap is the same as the maturity date of the associated long-term debt of June 29, 2022.

The University converted a net notional of \$18,000,000 of floating rate long-term debt relating to the Marilyn I. Walker School of Fine and Performing Arts Building. The fixed rate paid under the interest rate swap is 2.45%. The maturity date of the interest rate swap is the same as the maturity date of the associated long-term debt of June 3, 2019.

The notional and fair values of the interest rate swap agreement is as follows:

(000's)	2017		2016	
	Notional value	Fair value	Notional value	Fair value
Cairns Family Health and Bioscience Research Complex	\$ 24,863	\$ 27,666	\$ 25,583	\$ 29,011
Marilyn I. Walker School of Fine and Performing Arts Building	15,960	16,276	16,680	17,152
	\$ 40,823	\$ 43,942	\$ 42,263	\$ 46,163

7. Debenture payable:

(000's)	2017	2016
Debenture payable, bearing interest at 4.967%, \$2,309 payable interest only semi-annually, due December 14, 2045	\$ 93,000	\$ 93,000
Deferred refinancing expenses	(2,809)	(2,851)
	\$ 90,191	\$ 90,149

The fair value of the debenture payable is \$113,772,480 (2016 – \$111,953,400). Fair value has been determined using the market price of the debenture \$122.34 (2016 – \$120.38).

The University has established an internal sinking fund and purchased units in the Mawer Balanced Fund with a market value of \$6,412,943 (2016 – \$5,647,086). It is the University's policy to annually review the sinking fund investment structure and required contributions so that the ultimate proceeds of the investments will be applied against the debenture payable, due December 14, 2045 (note 3).

8. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the Statement of Operations. The changes in the deferred capital contributions balance are as follows:

(000's)	2017	2016
Balance, beginning of year	\$ 181,021	\$ 184,509
Less amortization of deferred capital contributions	(7,468)	(7,072)
Add contributions restricted for capital purposes	14,520	3,584
Balance, end of year	\$ 188,073	\$ 181,021

The balance of unamortized capital contributions related to capital assets consists of the following:

(000's)	2017	2016
Unamortized capital contributions used to purchase assets	\$ 171,428	\$ 171,648
Unspent capital contributions	16,645	9,373
	\$ 188,073	\$ 181,021

9. Employee future benefits obligation:

(a) Pension benefit plan:

The University sponsors a hybrid pension plan, which contains both a defined contribution component and a defined benefit component. The defined contribution component of the plan is funded by University and member contributions and provides a benefit to members based on their accumulated account balance. The defined benefit component of the plan is funded by University contributions and provides for a guaranteed minimum benefit. The latest actuarial funding valuation was performed as at July 1, 2014. The next required actuarial funding valuation will be July 1, 2017.

The University measured its accrued benefit obligation and fair value of plan assets for accounting purposes as at April 30, 2017. A summary of the financial status of the plan is as follows:

(000's)	2017	2016
Accrued benefit obligation	\$ 476,280	\$ 436,290
Fair value of plan assets	487,854	434,541
Accrued benefit asset (liability)	\$ 11,574	\$ (1,749)

9. Employee future benefits obligation (continued):

The principal actuarial assumptions adopted in measuring the University's employee future benefits obligation are as follows:

	2017	2016
Discount rate on defined benefit costs	6.00%	6.00%
Rate of compensation increases	3.75%	3.75%
Expected long-term rate of return on plan assets	6.00%	6.00%

The contribution and the amount expensed for the University's pension benefit plans are as follows:

(000's)	2017	2016
Current service cost (defined contribution)	\$ 11,563	\$ 11,284
Current service cost (defined benefit)	1,257	1,226
Unfunded liability (going concern)	413	413
Multi-employer teachers plan	21	21
Total	\$ 13,254	\$ 12,944

(b) Other benefit plans:

The University has a number of non-pension future benefits that are available to most of its employees. These non-pension benefits include retiree medical and dental benefits until the age of 65, accumulating sick leave benefits and pre-retirement leave benefits and, for specific employees, a health-care spending account. The latest actuarial accounting valuation was performed as at April 30, 2017.

A summary of the financial status of the plans is as follows:

(000's)	2017	2016
Accrued benefit obligation	\$ 24,530	\$ 20,830
Fair value of plan assets	-	-
Accrued benefit liability	\$ 24,530	\$ 20,830

The University established an internally restricted reserve (note 12) for employee future benefits of \$3,040,738 (2016 – \$1,825,691).

The principal actuarial assumptions adopted in measuring the University's employee future benefits obligation are as follows:

	2017	2016
Discount rate	3.30% – 4.00%	3.25% – 3.85%
Prescription drug costs	7.72% (2016 – 7.97%) decreasing to 4.50% in and after 2030	
Other benefits costs	4.50%	4.50%
Health Care Spending Account	2.00%	- %

The expense for the University's other benefit plans is as follows:

(000's)	2017	2016
Non-pension defined benefit plans	\$ 3,185	\$ 3,099
Non-pension benefit plans	622	536
Total	\$ 3,807	\$ 3,635

10. Endowments:

(a) Change in endowment net assets:

The following were recorded directly to endowment net assets:

(000's)	2017	2016
Contributions restricted for endowments	\$ 1,453	\$ 938
Investment income	1,987	4,193
Internally allocated for endowment spending	(1,999)	(1,995)
Unrealized gain (loss)	9,158	(1,733)
	\$ 10,599	\$ 1,403

It is the University's policy to endow any amounts not made available for spending during the fiscal year. These amounts are recorded as a direct increase to endowments as preservation of capital.

(b) Contributions restricted for endowments consist of the following:

(000's)	2017	2016
Externally endowed	\$ 86,556	\$ 76,776
Internally endowed	7,141	6,322
	\$ 93,697	\$ 83,098

(c) Ontario Student Opportunity Trust Fund, Phase One:

Externally restricted endowments include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund ("OSOTF") matching program, Phase One to award student aid as a result of raising an equal amount of endowed donations. The OSOTF represents a portion of the endowment fund.

Schedule of Changes in Expendable Funds Available for Awards:

(000's)	2017	2016
Expendable funds available for awards, beginning of year	\$ 879	\$ 683
Investment income eligible for expenditures	281	519
Bursaries awarded	(324)	(323)
Expendable funds available for awards, end of year	\$ 836	\$ 879
Total OSOTF, Phase One, end of year	\$ 9,790	\$ 9,843
Number of bursaries awarded	130	130

10. Endowments (continued):

Schedule of Changes in Endowment Balance based on book and market value:

(000's)	2017		2016	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$ 11,976	\$ 8,965	\$ 11,995	\$ 8,734
Unrealized gain (loss) for the year	1,277	-	(250)	-
Investment (loss) income less bursaries awarded	(10)	(10)	231	231
Endowment balance, end of year	\$ 13,243	\$ 8,955	\$ 11,976	\$ 8,965

(d) Ontario Student Opportunity Trust Fund, Phase Two:

Externally restricted endowments include grants provided by the Government of Ontario from the OSOTF matching program, Phase Two to award student aid as a result of raising an equal amount of endowed donations. The OSOTF represents a portion of the endowment fund.

Schedule of Changes in Expendable Funds Available for Awards:

(000's)	2017	2016
Expendable funds available for awards, beginning of year	\$ 542	\$ 445
Investment income eligible for expenditures	118	224
Bursaries awarded	(130)	(127)
Expendable funds available for awards, end of year	\$ 530	\$ 542
Total OSOTF, Phase Two, end of year	\$ 3,986	\$ 3,998
Number of bursaries awarded	32	30

Schedule of Changes in Endowment Balance based on book and market value:

(000's)	2017		2016	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$ 4,597	\$ 3,456	\$ 4,584	\$ 3,347
Unrealized gain (loss) for the year	498	-	(96)	-
Investment income less bursaries awarded	-	-	109	109
Endowment balance, end of year	\$ 5,095	\$ 3,456	\$ 4,597	\$ 3,456

(e) Ontario Trust for Student Support:

Externally restricted endowments include grants provided by the Government of Ontario from the Ontario Trust for Student Scholarship ("OTSS") matching program to award student aid as a result of raising an equal amount of endowment donations to an allocated ceiling. The OTSS represents a portion of the endowment fund.

Schedule of Changes in Expendable Funds Available for Awards:

(000's)	2017	2016
Expendable funds available for awards, beginning of year	\$ 3,082	\$ 2,429
Investment income eligible for expenditures	631	1,262
Bursaries awarded	(646)	(609)
Expendable funds available for awards, end of year	\$ 3,067	\$ 3,082
Total OTSS, end of year	\$ 22,059	\$ 22,084
Number of bursaries awarded	422	393

Schedule of Changes in Endowment Balance based on book and market value:

(000's)	2017		2016	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$ 25,490	\$ 19,001	\$ 25,386	\$ 18,370
Unrealized gain (loss) in the current year	2,738	-	(527)	-
Investment (loss) income less bursaries awarded	(9)	(9)	631	631
Endowment balance, end of year	\$ 28,219	\$ 18,992	\$ 25,490	\$ 19,001

11. Net assets invested in capital assets:

(a) Net assets invested in capital assets consist of the following:

(000's)	2017	2016
Capital assets, net (note 4)	\$ 380,464	\$ 382,467
Less amounts financed by:		
Long-term debt (note 6)	(56,039)	(58,300)
Deferred capital contributions (note 8)	(171,428)	(171,648)
Debenture payable	(83,961)	(83,961)
Cash and cash equivalents held for future capital projects (note 2)	7,594	7,210
Balance, end of year	\$ 76,630	\$ 75,768

(b) The change in net assets invested in capital assets is calculated as follows:

(000's)	2017	2016
Repayment of long-term debt	2,261	2,171
Purchase of capital assets internally financed	9,588	16,672
Payment of accounts payable related to capital assets	-	167
Increase in invested in capital assets	11,849	19,010
Amortization expense	(18,455)	(18,130)
Less amortization of deferred capital contributions	7,468	7,072
Decrease in invested in capital assets	(10,987)	(11,058)
Net change in invested in capital assets	\$ 862	\$ 7,952

12. Internally restricted net assets:

Internally restricted net assets for allocation and spending in subsequent years consist of the following:

(000's)	2017	2016
Capital and infrastructure projects and reserves	\$ 11,712	\$ 9,262
Operating project accounts	1,664	1,077
Research funds with no external obligations	2,083	2,089
Start-up funds	1,142	910
Professional expense reimbursement accounts	2,556	2,546
Sinking fund (note 7)	6,413	5,647
Employee future benefits reserve (note 9)	3,041	1,826
Debt repayment reserve	2,895	950
Contingency reserve	2,568	2,001
Strategic initiative fund	3,894	2,200
Encumbrance reserve	745	1,025
	\$ 38,713	\$ 29,533

13. Commitments:

- As at April 30, 2017, the estimated costs to complete approved capital and renovation projects are approximately \$46,546,676 (2016 – \$3,960,038), which will be funded by government grants, donations and operations.
- The following are the future minimum annual operating lease payments due over the next five fiscal years and thereafter (in 000's):

(000's)	
2018	\$ 1,432
2019	1,424
2020	1,424
2021	1,424
2022	1,424
Thereafter	3,608
	\$ 10,736

14. Canadian Universities Reciprocal Insurance Exchange:

The University is a member of the Canadian Universities Reciprocal Insurance Exchange (CURIE). CURIE is a pooling of the property damage and public liability insurance risks of its members. All members pay annual deposit premiums that are actuarially determined and are subject to further assessment in the event members' premiums are insufficient to cover losses and expenses. No assessment has been made for the year ended April 30, 2017.

15. Contingencies:

The nature of the University's activities are such that there may be litigation pending or in the prospect at any time. With respect to claims at April 30, 2017, the Administration believes that the University has valid defenses and appropriate insurance coverage in place. In the event any claims are successful, Administration believes that such claims are not expected to have a material effect on the University's financial position. No provision has been accrued in these financial statements.

16. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$4,767,000 (2016 – \$4,675,000), which includes amounts payable for payroll-related taxes.

17. Financial risks:

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The University deals with creditworthy counterparties to mitigate the risk of financial loss from defaults.

The carrying amount of accounts receivable is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the statement of operations. Subsequent recoveries of impairment losses related to accounts receivable are credited to the statement of operations. The balance of the allowance for doubtful accounts at April 30, 2017 is \$4,341,362 (2016 – \$3,273,319).

(b) Interest rate risk:

The University is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-interest instruments subject the University to a fair value risk while the floating-rate instruments subject it to a cash flow risk.

The University mitigates interest rate risk on its term debt through derivative financial instruments (interest rate swaps) that exchange the variable rate inherent in the term debt for a fixed rate (see note 6). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt.

17. Financial risks (continued):**(c) Currency risk:**

The University is exposed to foreign currency risk with respect to its investments denominated in foreign currencies, including underlying investments in pooled funds denominated in foreign currencies because the fair value and future cash flows will fluctuate due to the changes in the relative value of the foreign currencies against the Canadian dollar. The University manages currency risk through monitoring activities and adherence to the investment policy. Presently equity instruments are not hedged; the University has adopted a mechanism to apply a US dollar hedge under certain market conditions.

(d) Liquidity risk:

Liquidity risk is the risk of being unable to meet cash requirements or to fund obligations as they become due. Accounts payable and accrued liabilities are generally paid shortly after year end. For long-term debt, the University has established investments to provide for cash flow requirements (notes 6 and 7).

18. Comparative figures:

The comparative financial statements have been reclassified to conform to the presentation of the 2017 financial statements.



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