

17-18

Annual Report

Including financial statements



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President’s message

Gervan Fearon, President and Vice-Chancellor

I am delighted to extend a warm welcome on behalf of the entire Brock University team.

Brock has enjoyed an outstanding year, marked by successes that reflect teaching and learning as well as research excellence and partnerships that contribute to opportunities for our students and, the vibrancy of our surrounding communities.

A comprehensive university with nearly 19,000 students, we are a leader in teaching excellence awards and home to 10 Canada Research Chairs. Our academic programs and committed staff help Brock attract more and more students and partners. Confirmed first-year applications this fall are 15 per cent above last year; we are particularly delighted to see applications from Niagara rise by 13 per cent.

Brock also strives to advance Indigenous engagement, human rights and inclusivity. We are creating a new Vice-Provost position for Indigenous engagement to advance gains already being made at the University; have created a President’s Advisory Committee on Human Rights, Equity and Decolonization; and established a Director of Human Rights and Equity.

Brock relishes opportunities to collaborate with community partners on major initiatives, and this year signed Memoranda of Understanding with both the Town of Lincoln and the Niagara Parks Commission. We are also partnering to help develop a new regional economic plan, and strengthen our area’s talent and innovation capacity to support economic competitiveness, not-for-profit social activities and broad-based social prosperity.

In the past decade, our generous supporters have enabled Brock to invest more than a quarter billion dollars in state-of-the-art, environmentally smart infrastructure. These investments let the University leverage its capacity to help attract and retain investment and talent to the region.

The improvements continue at a heightened pace. Brock’s Goodman School of Business is completing a \$24-million expansion and modernization that will see some of Canada’s most modern teaching and learning space for Business students housed in a striking piece of architectural design.

The beautiful new Rankin Family Pavilion will also open this fall, transforming Brock’s iconic Schmon Tower and giving our region a high-tech centre of excellence with augmented reality facilities, 3-D makerspace, high-performance computing, incubator capacity and more. This will revolutionize the opportunities available to students and community partners through entrepreneurial learning, social enterprises and business opportunities.

A passionate advocate of environmental stewardship, Brock is also completing a massive overhaul of our power generating facilities, replacing quarter-century-old gas-powered engines with high-efficiency units, eliminating more than 50 tonnes of emissions per year and using 26 per cent less fuel.

All of us at Brock – faculty, students and staff – embrace these important initiatives, and more, because we are committed to helping achieve world-class excellence that supports regional development and prosperity. We will continue to strive for future advancements through collaboration and partnerships across the University and region.

This report contains certain forward-looking information. In preparing the 2017-18 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 58.

Figure 1

(\$000s)	2017-18 Actual	Funding 2017-18 Budget	2017-18 Actual	NFPS 2017-18 Budget	Funding 2016-17 Actual	NFPS 2016-17 Actual
Revenue						
Student fees	167,446	167,875	167,658	167,875	158,341	158,451
Grant revenue	97,371	96,326	96,156	95,028	95,009	94,160
Internal chargebacks	9,426	8,792			9,703	
Inter-fund revenue	3,239	3,138			4,859	
Other revenue	48,600	47,826	73,383	70,958	46,182	71,386
Total revenues	326,082	323,957	337,197	333,861	314,094	323,997
Operating costs						
Personnel costs	(205,233)	(212,939)	(212,064)	(216,295)	(196,994)	(204,882)
Inter-fund expense	(23,288)	(18,590)			(20,965)	
Other operating costs	(92,419)	(92,428)	(113,085)	(117,281)	(90,611)	(110,297)
Total operating costs	(320,940)	(323,957)	(325,149)	(333,576)	(308,570)	(315,179)
Funding surplus (before discretionary appropriations)	5,142	-	12,048	285	5,524	8,818
Discretionary appropriations	(5,132)				(5,500)	
Funding surplus (after discretionary appropriations)	10	-	12,048	285	24	8,818

Statement of operations metrics

Figure 2

By student headcount (\$000s)	April 2018	Brock ⁽¹⁾ April 2017	April 2016	Median ⁽²⁾ April 2017	April 2016	Average ⁽²⁾ April 2017	April 2016
Student fees (primarily tuition)	8.92	8.47	8.20	8.96	8.59	8.79	8.30
Grant	5.99	5.92	5.87	9.68	9.69	10.92	10.79
Personnel costs	11.29	10.95	10.60	13.78	13.47	14.06	13.69
Scholarships	1.20	1.17	0.99	1.34	1.28	1.43	1.37
Interest on long-term debt	0.38	0.39	0.40	0.26	0.27	0.27	0.27
Investment income	0.11	0.12	0.06	0.81	0.42	0.82	0.50

(1) Certain Brock metrics have been adjusted to account for reclassifications.
(2) Calculated using financial information from 14 other comprehensive universities.

Brock’s tuition is in line with the average; however, grant revenue per student continues to fall well below the sector average. 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 70.8 per cent compared to the average of 66.9 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 reserves and high debt levels.

*Based on 2016-17 Council of Ontario Finance Officers (COFO) reporting, which is not directly comparable to a NFPS or funding basis.

Financial health metrics

Figure 3

	April 2018	Brock ⁽¹⁾ April 2017	April 2016	Median ⁽²⁾ April 2017	April 2016	Weighted average ⁽²⁾ April 2017	April 2016
Primary reserve ratio	17.1%	14.6%	11.7%	26.4%	24.1%	38.5%	36.1%
Debt burden ratio	2.9%	3.0%	3.1%	2.6%	2.5%	2.9%	3.0%
Interest burden %	2.4%	2.5%	2.6%	1.7%	1.7%	1.5%	1.6%
Interest coverage	4.23	3.70	3.35	7.89	3.68	7.21	5.93
Viability ratio	39.3%	31.9%	24.5%	177.4%	189.9%	127.0%	120.1%
Net operating revenues ratio	9.2%	5.1%	7.5%	71%	8.2%	9.1%	8.6%
Employee future benefits per student headcount (\$000s)	\$(0.68)	\$(0.53)	\$(1.12)	\$(3.03)	\$(3.27)	\$(2.36)	\$(3.24)
Endowment per student headcount (\$000s)	\$5.15	\$5.01	\$4.50	\$8.75	\$6.96	\$7.56	\$6.89

(1) Certain Brock metrics have been adjusted to account for reclassifications.
(2) Calculated using financial information from 14 other comprehensive universities.

Refer to page 68 for explanations of the debt-related financial health metrics.



Chair of the Board's message

Gary Comerford, Chair of the Board, Brock University

On behalf of the Board of Trustees at Brock University, it is my pleasure to invite you to review and reflect upon the positive story that is told in the pages of our 2017-18 Annual Report, as we conclude what has been an eventful and fulfilling year here at Brock.

This has certainly been a busy and enjoyable time, as it was the first year that I have had the privilege to serve as the University's Board Chair. And as the Chair, I have been gratified by the support and counsel I receive from my fellow trustees, as well as from the senior administration, faculty and staff, as everyone across the Brock community works to sustain a future of growth and excellence, both academically and operationally.

I would like to say a special thank you to my predecessor, Past Chair John Suk, whose advice and assistance has been invaluable to me as I went through the transition and orientation of inheriting the significant responsibilities and expectations of the role of Chair.

I would also like to extend the Board's sincere gratitude to Tom Traves, who served for 12 months as Brock's Interim President, through July 2017. Tom's calm, experienced presence was a steadying influence that was appreciated by the trustees and by many people across the Brock community.

Looking back at the past year, it is impossible to not be struck by the historic milestone of Gervan Fearon's arrival, on Aug. 1, 2017, as Brock's new President and Vice-Chancellor. I have had numerous Brock employees and students tell me how they've been reassured by the candid, consultative, supportive manner that Gervan shows in his daily conversations on campus.

In less than a year since his arrival, Gervan has engaged the input of many people across the Brock community to fuel several major initiatives, including scoping out a new strategic plan for the University, re-mapping Brock's broad range of community engagement activities in Niagara and increasing outreach to members of Canada's Indigenous population.

Gervan's arrival was just the opening act this year in terms of leadership renewal. On Jan. 1, 2018, we welcomed Tim Kenyon as our new Vice-President Research. Tim came to Brock from the University of Waterloo, where he was Associate Dean of Arts (Research).

The Board is also pleased that Brock is deeply into a search for its next Provost and Vice-President, Academic, to take the place of Thomas Dunk who later this year will complete his two-year interim term in that busy office.

I am also pleased to report that Brock starts the next fiscal year with a repeat balanced budget, following many years of financial uncertainty. For this, we can thank the hard work and innovation of Brian Hutchings, the senior administration and leadership team led by the President, and the entire Finance team and employee base of Brock. While our finances are balanced next year, we recognize that our fiscal model remains structurally imbalanced, with revenues growing at a lower rate than our expenses. I have every confidence in President Fearon and the Brock community to design and implement a strategic plan that will allow the University to prosper into the future. I certainly look forward to being a part of these exciting endeavours.

It has been a gratifying year for the University, and looking at the road ahead, Brock is exceptionally well positioned to capitalize on opportunities that I believe will emerge in our immediate future. By working together toward common identified objectives, Brock will be able to further realize the national recognition and reputation for academic excellence that it so richly deserves.

The future is bright. Surgite!



Chair of Senate's message

David Whitehead, Chair of Senate, Brock University

In 2017-18, Senate welcomed Brock's new President and Brock's new Chair of the Board of Trustees.

One of the priorities Senate shares with the President and the Board is the development and approval of an Integrated Institutional Plan for Brock. A highlight this year was the endorsement by both Senate and the Board, working closely with the President, of a process for senior administration and both governing bodies to participate appropriately in the development and approval of the plan.

In 2017-18, other highlights at Senate included:

- Senate's advice to the Board, following many months of consultations, that the 2018-19 operating budget is consistent with Brock's academic policy
- Senate's decision to undertake a regular review of its structures, processes and documents, with the first of these reviews to be done in 2018-19
- The inaugural meetings of the Two Row/One Dish, One Spoon Council to advise Senate and its committees on indigenizing and de-colonizing Brock
- Senate-sponsored open educational forums for the Brock Community on academic governance and student accommodation
- Senate Ad Hoc committees on McLean's university rankings and evaluation of teaching and learning
- The Teaching and Learning Policy Committee becoming responsible for 10 sections of the Faculty Handbook following realignment of committee mandates and assigned Faculty Handbook sections
- Work on several important policies, including Open Access, Health and Safety, and Space Management
- Work on the student appeal process, including providing bias training for members of the Student Appeals Board, a review of the Board's procedures and the introduction of sections on graduate student appeals into the Faculty Handbook

Senate considered some important issues in 2017-18, on which more concerted effort will be required in 2018-19, including graduate student poverty, the spring/summer term, revision of the Faculty Handbook and the need to provide appropriate resources for programs experiencing significant growth.

Much has been accomplished. Much remains to be done. Looking to the future, I see a Brock Senate that

- Meets in a dedicated state-of-the-art space that accommodates 100+ senators and guests and has state-of-the-art audio-visual and teleconferencing technology

- Has dedicated state-of-the-art Senate committee rooms that accommodate all Senate committees, working groups and their sub-committees
- Is supported by a Secretariat sufficiently resourced to support Senate and every Senate committee and working group
- Has an annual operating budget to support excellent training annually for all Senators, excellent professional consulting services on issues as required, and excellent external speakers for Senate-sponsored presentations and workshops
- Regularly generates discussions at the Department, Program, Faculty, Senate, and University levels on leading-edge issues of strategic importance for Brock's educational policy and academic plan
- Is widely recognized and appreciated within the Brock community for the statutory roles it plays in controlling, regulating, determining, and being responsible for Brock's leading-edge educational policy
- Has elections that generate many highly motivated candidates with well articulated platforms informed by thoughtful positions on current issues of strategic importance for Brock



- Relates to Senior Administrators, Academic and non-Academic, and to members of the Board of Trustees at a level appropriate for its role as the governing body for educational policy at Brock
- Is widely acknowledged for facilitating forceful, informed discussions in committee and at Senate on significant issues
- Conducts its discussions respectfully, collegially, constructively and, when required, consistent with the speaking rules of Roberts Rules of Order
- Has a Chair and Vice-Chair of Senate and committee chairs and vice-chairs that conduct meetings in ways that are efficient, fair, collegial and relatively informal but, where necessary, are informed by Roberts Rules of Order
- Has the minimum number of standing committees necessary to get the work of Senate done, each with an appropriate and clear mandate, and provides the necessary integration across committees
- Operates with a Faculty Handbook that is clear, comprehensive, relevant, error free and up-to-date
- Ensures that Brock's educational policy and academic plan

- are crystal clear regarding programs that are required and are excellent now, programs that are required but are in need of rejuvenation, programs that are required but do not currently exist and need to be developed, and programs that exist but are no longer required and need to be phased out or transformed
- Clearly understands annually the proposed operating budget, the academic and educational policy, and the budgetary requirements of the academic and educational policy, and advises the Board, with reasons, on whether or not the proposed operating budget is consistent with Brock's academic and educational policy

The Senate I see, looking to the future, is not yet in all respects the Senate of the present, but it is the Senate that, in my view, can be and must be for the Brock of the present and the future. And when should Senators commence their work in the earnestness required to realize the Senate of the future? To quote Kierkegaard in his Three Discourses on Imagined Occasions (1845), "This very day!"

Message from leadership

In many respects, 2017-18 was a successful and transformative year for Brock. It began with the first balanced budget in more than a decade. Operating within this budget, our dedicated faculty and staff imparted world-class pedagogy, research and service in support of the advancement of our students and communities. The values of our faculty and staff were also recognized for the second year in a row, as Brock was again named one of Hamilton-Niagara's top employers.

Looking back on a very successful year for research at Brock, we first thank those who worked to make a difference every day in their fields of expertise. The creative and systematic research performed here at Brock and abroad continues to elevate our faculty and institution regionally, nationally and globally. We invite you to explore some of the past year's exciting research accomplishments, which are reported throughout this Annual Report.

The University's commitment to students, their development and the communities they enhance continues to be its focus. None of the activities we perform would be possible without our students' desire for knowledge and discovery. We began the year with the lofty goal of improving domestic and international student retention by three per cent. Faculties and Departments took up this challenge and implemented more than 25 new and creative retention initiatives to boost student success and graduation rates. Our efforts certainly paid off, and we are happy to report that our enrolment targets were met. In total, our enrolment grew modestly during the year, despite a backdrop of declining enrolment across the sector, and this speaks to the quality of the Brock brand.

As announced in 2017, Brock will play a significant role in the 2021 Canada Summer Games, thanks to our collaboration with community partners. Significant work and progress was made during the year to plan for this event, which is estimated to have an economic impact of more than \$200 million across all of Niagara, creating hundreds of jobs and leaving a significant infrastructure legacy that will benefit residents throughout the region. Brock is excited to host more than one-third of the competitions right here on campus, including athletics, rugby, lacrosse, beach volleyball, mountain biking, swimming and diving.

Financial planning at Brock evolved this year, as we approved our 2018-19 Fiscal Framework update, which incorporated the culmination of many years of developing a Revenue and Expense Allocation Model. We thank the Deans and Financial Services for their work on this important initiative, which will enrich long-term fiscal planning and transparency in support of Brock's strategic priorities. Despite the recent years of positive financial performance, those involved in budget planning will understand that these outcomes do not come easily, as our fiscal model remains structurally imbalanced with revenues growing at a lower rate than expenses. It is heartening to see ongoing commitment to Brock's sustainability and a co-ordinated effort to deliver these positive fiscal outcomes.

Lastly, we express on behalf of Brock and our community, a special thanks to our Board of Trustees and Senate for their leadership and support of the many activities that make Brock University an institution of knowledge, which betters our students, faculty, staff and region.



Tim Kenyon,
Vice-President,
Research

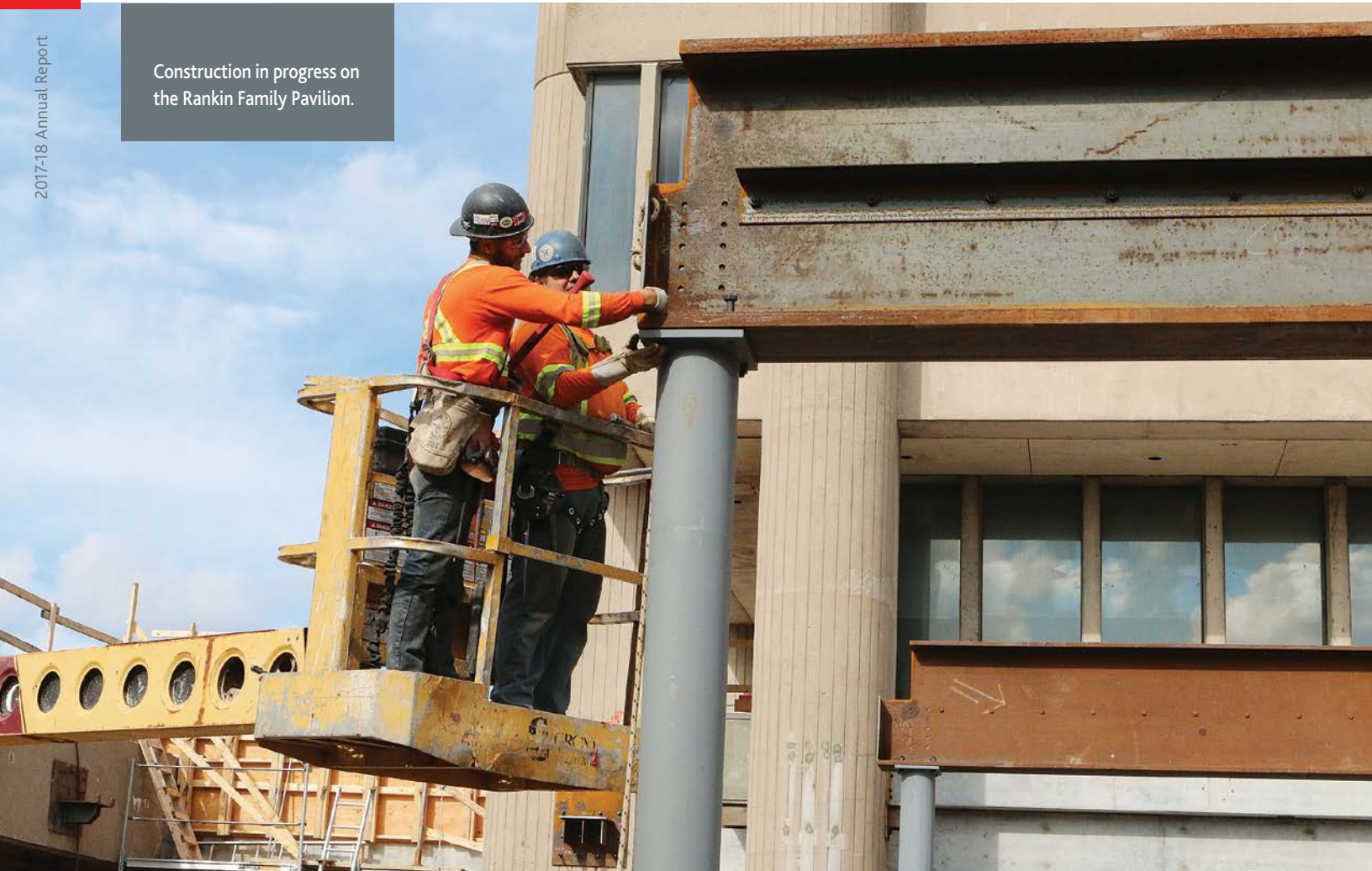


Thomas Dunk,
Provost and
Vice-President,
Academic



Brian Hutchings,
Vice-President,
Administration

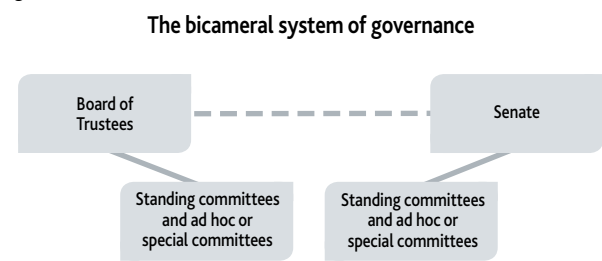
Construction in progress on the Rankin Family Pavilion.



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.

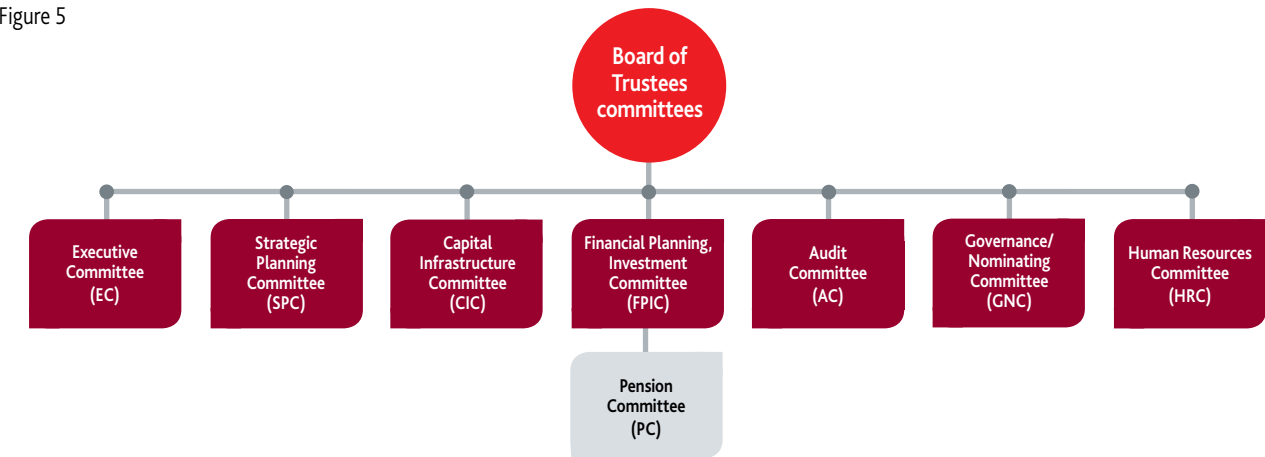
Figure 4



Board of Trustees

The Board consists 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 are ex officio members of the Board.

Figure 5



2017-18 Board of Trustees members

- Sophia Aggelonitis (community member – AC and HRC)
- Mark Arthur (Chair – SPC; community member – EC, AC and PC)
- Michele-Elise Burnett (community member – CIC and HRC)
- Shirley Cheechoo (Chancellor)
- Gary Comerford (Chair of the Board)
- Mario De Divitiis (Vice-Chair – GNC; community member – SPC)
- Mary De Sousa (community member – AC and GNC)
- Gervan Fearon (President and Vice-Chancellor)
- John Fisher (Vice-Chair – FPIC; community member – SPC)
- Giulia Forsythe (staff member – SPC)
- Kristine Freudenthaler (Vice-Chair of the Board; Chair – CIC; community member – AC)
- Faisal Hejazi (undergraduate student member – CIC)
- Dennis Hewko (Chair – FPIC; community member – EC and CIC)
- Shannon Kitchings (graduate student member – EC and SPC)
- Diane Miller (faculty member – EC and SPC)
- Beverley Morden (community member – FPIC and SPC)
- Chris Phillips (community member and Alumni Association – CIC and SPC)
- Miriam Richards (faculty member – SPC)
- William (Bill) Rickers (Vice-Chair – CIC; community member – FPIC)
- Kristen Smith (staff member – EC and CIC)
- Leanne Standryk (Chair – HRC; community member – EC and GNC)
- John Suk (Immediate Past Chair of the Board)
- David Whitehead (Chair, Senate – CIC)
- Dr. Robin Williams (Vice-Chair – SPC and HRC)
- Elisabeth Zimmermann (Chair – GNC; community member – EC and FPIC)
- John Zoccoli (Chair – AC; community member – EC and CIC)

Senate

As of April 1, 2018, the Senate consists of 67 members, including 38 elected full-time teaching staff and professional librarians, two members of the Board, three undergraduate students and two graduate students elected by their respective constituencies. There are also 22 ex officio members of the Senate.

2017-18 Senate members

- Members ex officio**
- Shirley Cheechoo (Chancellor)
 - Gervan Fearon (President and Vice-Chancellor)
 - Thomas Dunk (Interim Provost and Vice-President, Academic)
 - Tim Kenyon (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)
 - Ejaz Ahmed (Dean, Faculty of Mathematics and Science)
 - Diane Dupont (Interim Dean, Faculty of Graduate Studies)
 - Andrew Gaudes (Dean, Goodman School of Business)
 - Ingrid Makus (Dean, Faculty of Social Sciences)
 - Carol Merriam (Dean, Faculty of Humanities)
 - Michael Owen (Dean, Faculty of Education)
 - Peter Tiidus (Dean, Faculty of Applied Health Sciences)
 - Geraldine Jones (Registrar)
 - Mark Robertson (University Librarian)
 - Aidan Hibma (BUSU, Vice-President, Finance and Administration)
 - Thomas Winger (President, Concordia Seminary)
 - Brian Hutchings (Vice-President, Administration)
 - James O'Brien (Alumni Association Representative)
 - Michele-Elise Burnett (Indigenous Representative)

Note:
Faculty of Applied Health Sciences (AHS);
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

- | | |
|-------------------------------------|-----------------------------|
| • Kate Bezanson (FOSS) | • Bozidar Mitrovic (FMS) |
| • Michael Berman (FOH) | • Christie Milliken (FOSS) |
| • Irene Blayer (FOH) | • Laurie Morrison (Library) |
| • Jonah Butovsky (FOSS) | • Roberto Nickel (FOH) |
| • Poling Bork (FMS) | • Shauna Pomerantz (FOSS) |
| • Christene Carpenter-Cleland (FMS) | • Lynn Rempel (AHS) |
| • June Corman (FOSS) | • Tim Ribaric (Library) |
| • Don Cyr (GSB) | • Matthew Royal (FOH) |
| • Spy Dénommé-Welch (FOE) | • Miriam Richards (FMS) |
| • Tamara El-Hoss (FOH) | • Barbara Sainty (GSB) |
| • Fayez Elayan (GSB) | • Larry Savage (FOSS) |
| • Nancy Francis (AHS) | • Dennis Soron (FOSS) |
| • Allison Glazebrook (FOH) | • Susan Sydor (FOE) |
| • Ian Gibson (Library) | • Donna Szoke (FOH) |
| • David Hutchison (FOE) | • Tek Thongpapanl (GSB) |
| • Nota Klentrou (AHS) | • David Whitehead (GSB) |
| • Linda Lowry (Library) | • Michelle Webber (FOSS) |
| • Phillip Mackintosh (FOSS) | • Terrance Wade (AHS) |
| • Lynn McCleary (AHS) | • Vera Woloshyn (FOE) |

Representatives of the Board of Trustees

- William Rickers
- Elisabeth Zimmermann

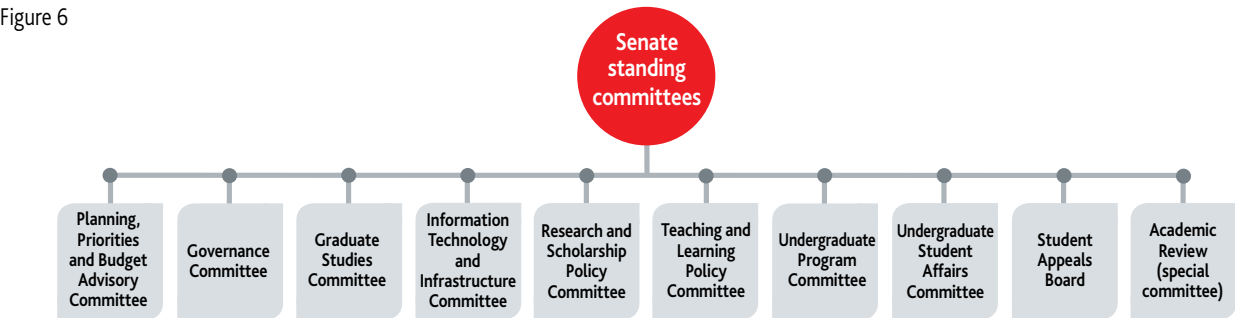
Undergraduate student representatives

- Kingsley Nwogu
- Mickey Calder
- David Stark

Graduate student representatives

- Emily Guertin
- Charissa Sanche

Figure 6



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 2010 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

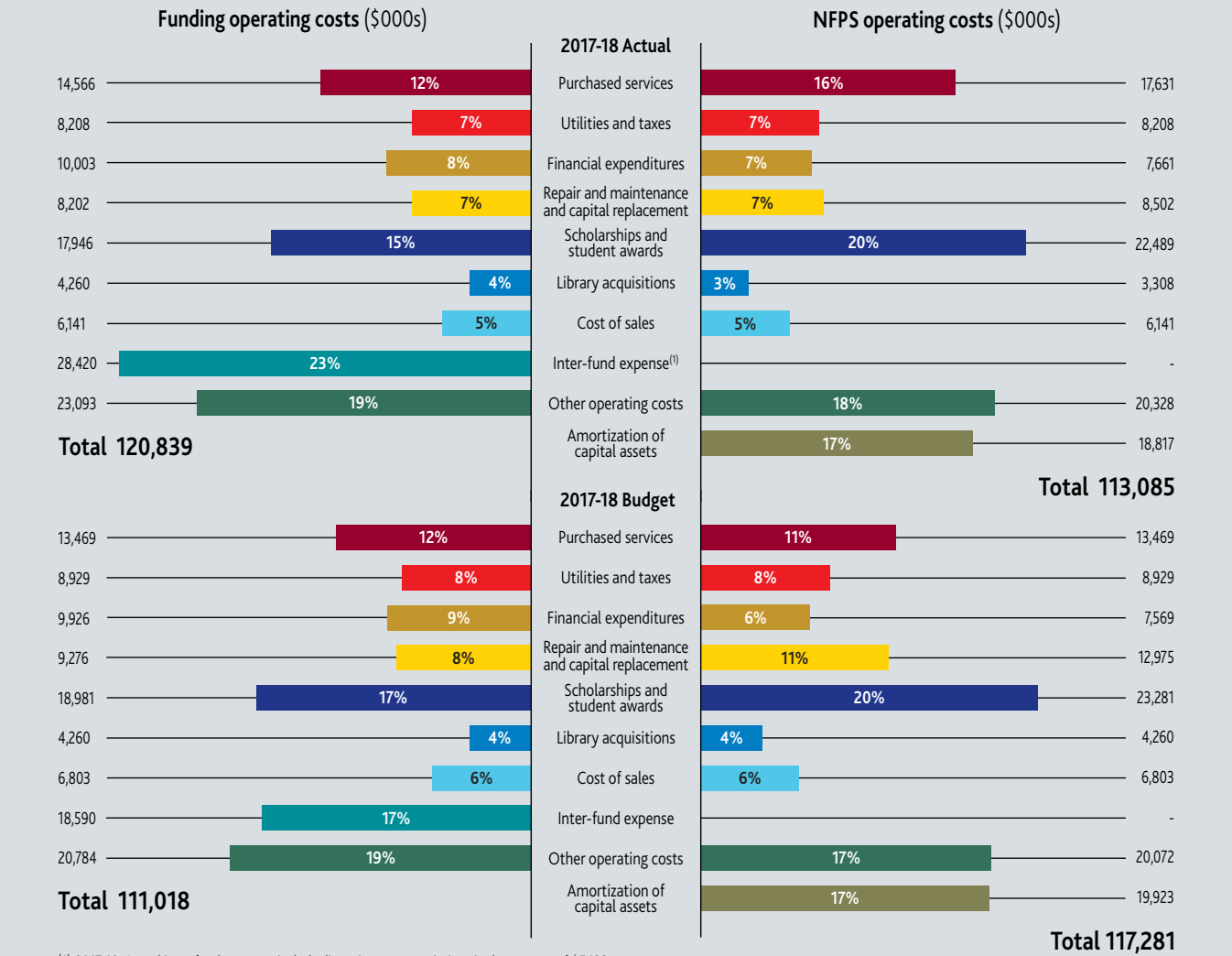
- Ensure Brock is a preferred place to work and study.
- Support Brock's undergraduate student-centred focus while maintaining excellence in graduate education.
- Foster excellence in research, scholarship and creativity.
- Serve the social, cultural and economic well-being of the University, as well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

Brock University's 2017-20 Strategic Mandate Agreement (SMA2) responds to the Ministry of Advanced Education and Skills Development's (MAESD) request that every college and university in Ontario prepare a document that would articulate the mandate and vision of each institution. Guidelines set out by the MAESD call for SMAs to be updated every three years. Brock signed its first Strategic Mandate Agreement with the government in 2014. Following a period of negotiation with the MASED over the summer of 2017, SMA2 was signed on Feb. 7, 2018. The 2017-2020 SMA can be viewed at brocku.ca/vp-academic/wp-content/uploads/sites/65/Brock-University-SMA-Signed-Final-Feb-7.pdf. The SMA2 outlines the following shared objectives and priorities for differentiation:

Objectives/priorities

- 1. Student Experience:** Brock committed to increase the quality, breadth and diversity of co-op programs, and to extend its commitment to a broader array of curricular and co-curricular experiential learning in undergraduate and graduate program offerings.
- 2. Innovation in Teaching and Learning Excellence:** Brock is expanding its experiential education opportunities, recently becoming the first Canadian university to have its experiential education definitions adopted by its Senate, allowing such opportunities to be recognized through program outcomes and on the student co-curricular record.
- 3. Access and Equity:** Brock's recruitment efforts encourage a wide and diverse spectrum of potential undergraduate and graduate students, including under-represented groups such as Indigenous peoples, new Canadians, persons with disabilities, first-generation students, students with low income and mature students.
- 4. Research Excellence and Impact:** Brock researchers are strengthening our international reputation through partnerships that create the knowledge, services and infrastructure required for the Niagara region's success in a globalized economy through a transdisciplinary approach. The University has worked to challenge traditional disciplinary boundaries, encouraging the application of multiple theoretical and methodological approaches in the completion of a range of unique programs.
- 5. Innovation, Economic Development and Community Engagement:** Brock is responding to local needs by capitalizing on and developing the community's own intellectual property, resulting in two-way knowledge exchange, commercialization of intellectual property, the creation of spinoff companies in partnership with the Niagara Regional Innovation Centre and joint-venture activity between the University, industry and community organizations.





Personnel costs by group

Personnel group ⁽¹⁾ (\$000s)	Salary/wage	2017-18 Actual Benefits	Total personnel costs	Salary/wage	2017-18 Budget Benefits	Total personnel costs
Faculty and professional librarians	87,054	18,009	105,063	88,194	19,448	107,642
Admin/professional	38,917	9,670	48,587	40,146	10,445	50,591
CUPE 4207 – Unit 1	13,463	1,353	14,816	13,461	1,394	14,855
OSSF	7,648	2,261	9,909	8,305	2,521	10,826
CUPE 1295 FT	6,885	2,023	8,908	6,803	2,240	9,043
SAC	4,870	900	5,770	4,627	929	5,556
Other	13,093	1,574	14,667	13,635	1,691	15,326
Subtotal – funding basis	171,930	35,790	207,720	175,171	38,668	213,839
Transfer to employee future benefits reserve (EFB)		(900)	(900)		(900)	(900)
Transfer to pension stabilization reserve		(1,587)	(1,587)			
Total – funding basis	171,930	33,303	205,233	175,171	37,768	212,939
Adjustments to NFPS (See page 58 for discussion of adjustments)						
Employee future benefits adjustment ⁽²⁾		404	404		(800)	(800)
Internal restricted funds and research personnel cost ⁽³⁾	5,939	488	6,427	3,622	534	4,156
Total – NFPS basis	177,869	34,195	212,064	178,793	37,502	216,295

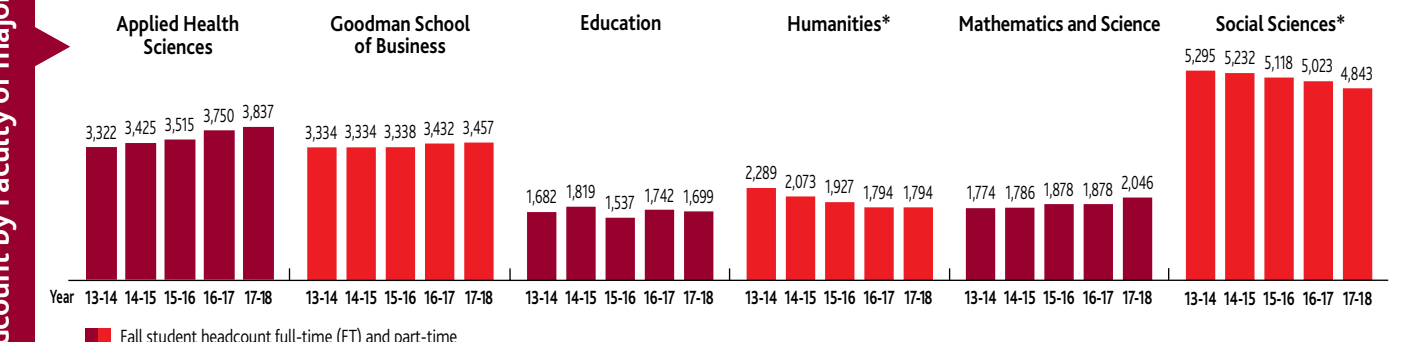
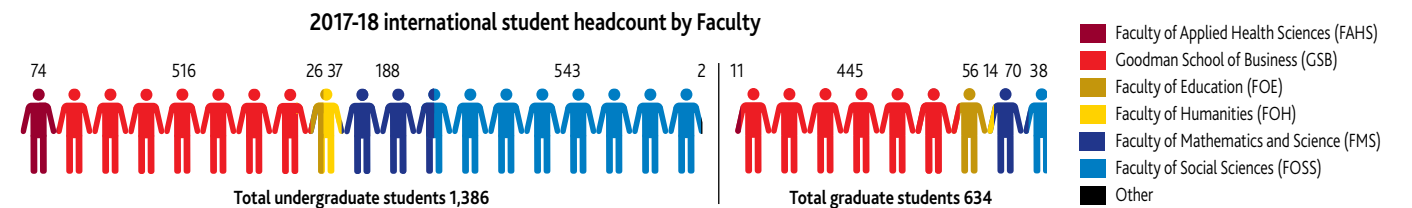
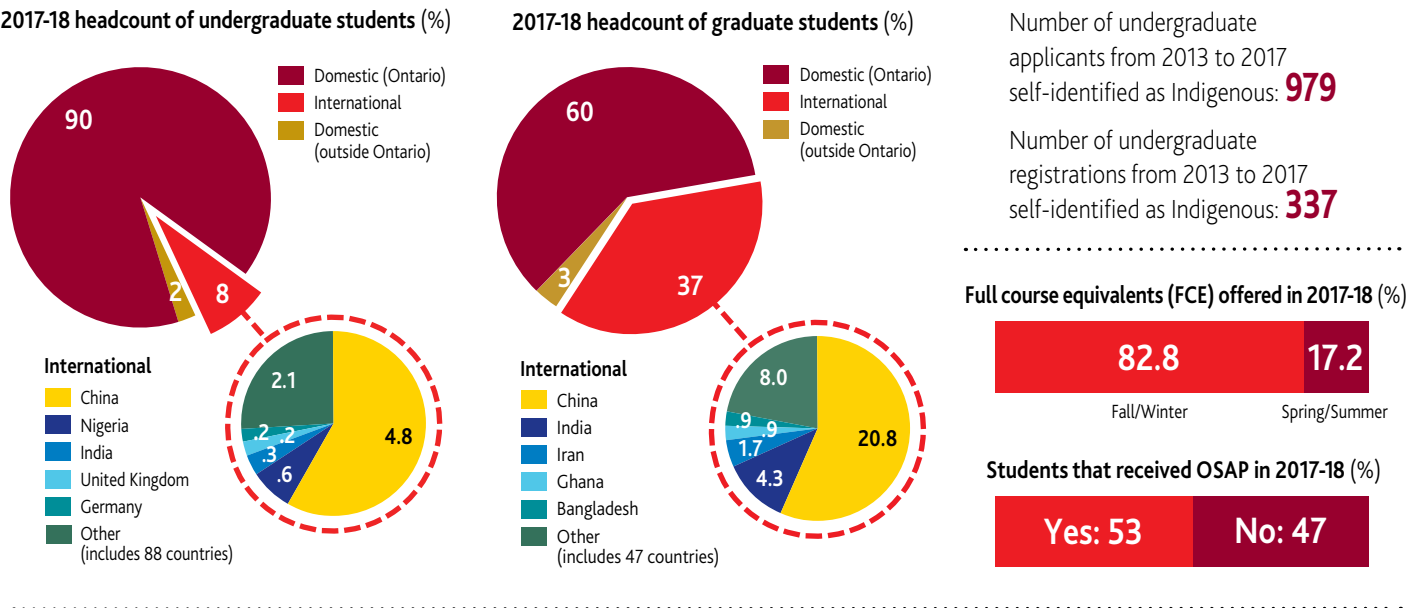
⁽¹⁾ Faculty and professional librarians – BUFA members, Associate Deans, Associate Vice-Presidents of Research and Associate Librarian; Admin/Professional-administrative/professional and exempt staff; CUPE 4207 – Unit 1 instructors, teaching assistants, lab demonstrators, course co-ordinators and marker graders; OSSF – 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 2017-18 of \$404,000 is the difference between payments made for employee future benefits and the net change in the obligation. The employee future benefits adjustment for budget 2017-18 actually nets two adjustments – \$120,000,000 offset by \$2,000,000. Refer to adjustment 10 and 11 on page 93 of the 2017-18 Budget Report for detailed descriptions of these adjustments.

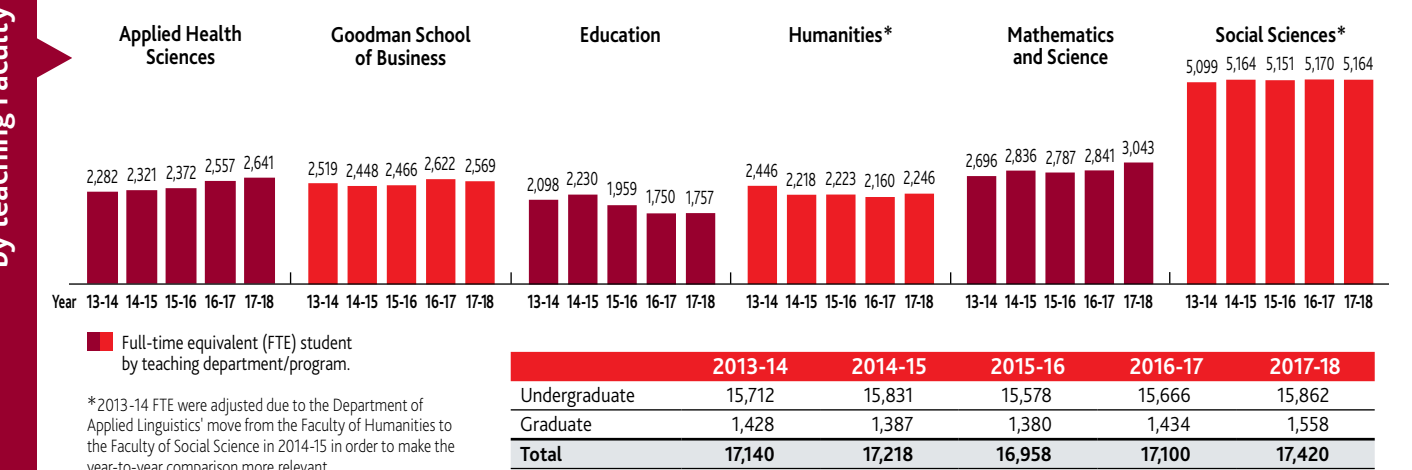
⁽³⁾ The personnel costs on a funding basis does not include personnel costs recorded in the internally restricted funds and external research. This adjustment represents the personnel costs in the following funds: capital and infrastructure projects and reserves, operating project accounts, research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

Refer to page 47 for commentary on the funding actual results and page 64 for commentary on the NFPS actual results.

Pullout 1/iv

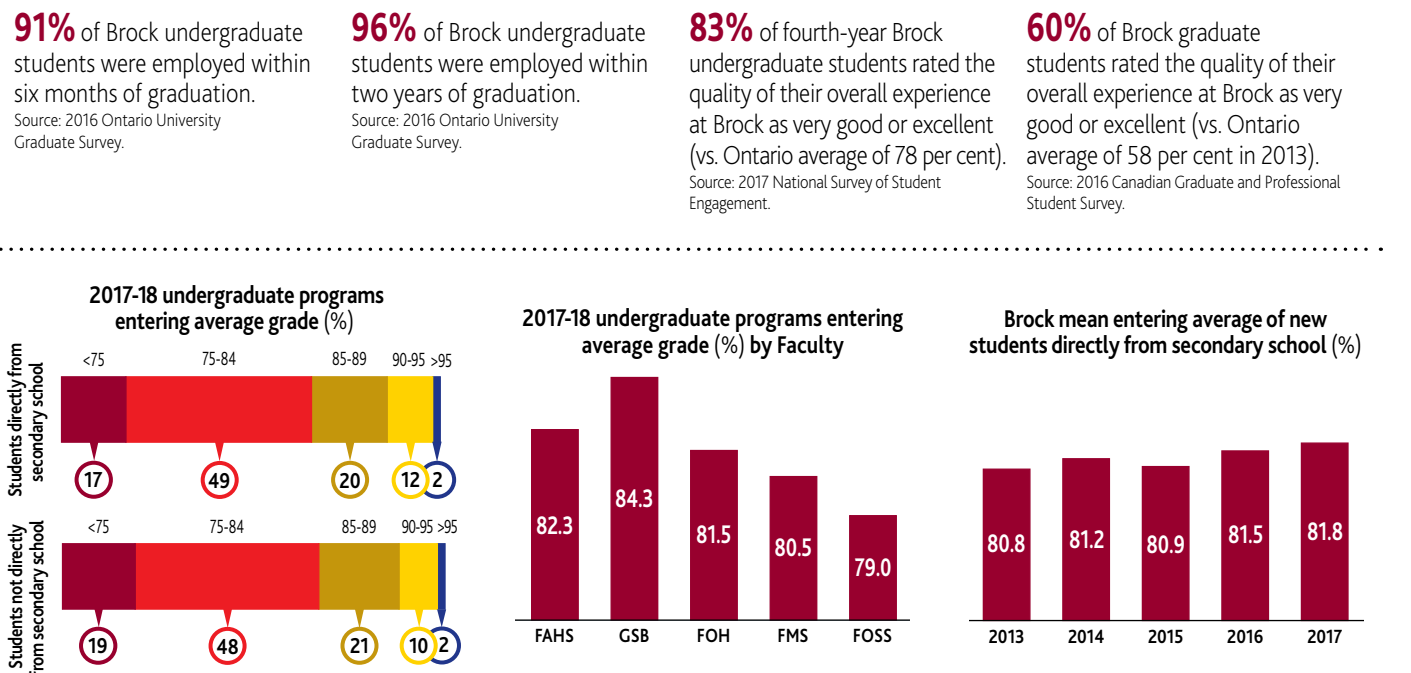


	2013-14	2014-15	2015-16	2016-17	2017-18
Undergraduate (FT)	14,853	14,911	14,656	14,840	14,766
Undergraduate (PT)	2,146	2,243	2,157	2,178	2,289
Graduate (FT)	1,298	1,259	1,264	1,336	1,381
Graduate (PT)	391	411	385	354	352
Total⁽¹⁾	18,688	18,824	18,462	18,708	18,788

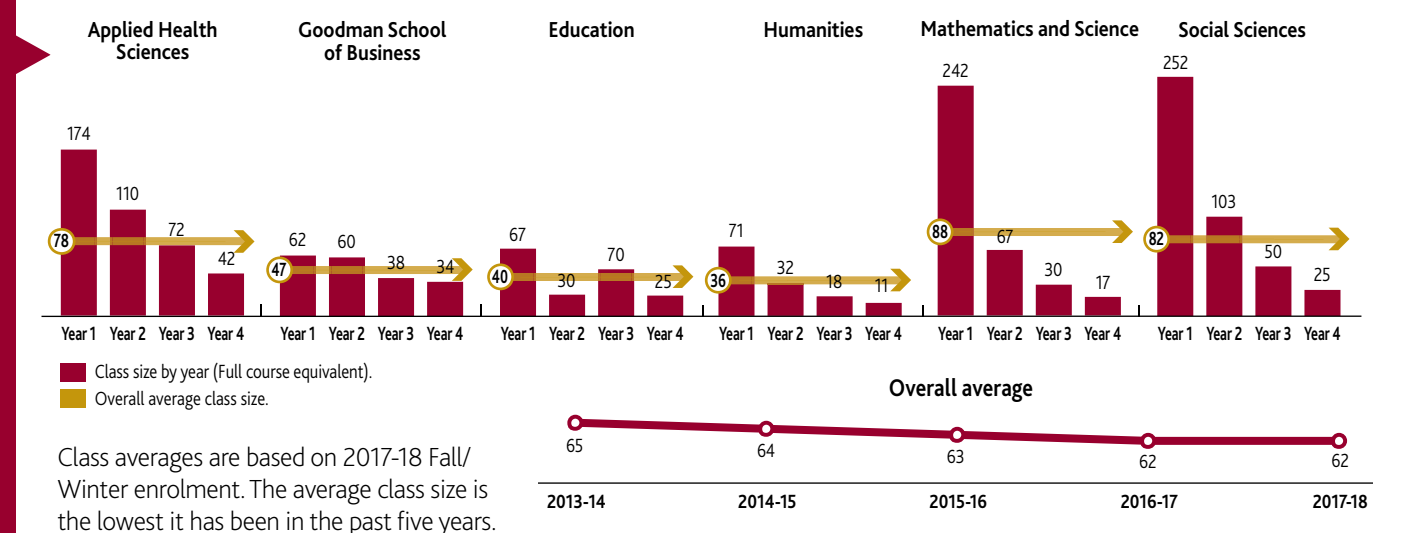


	2013-14	2014-15	2015-16	2016-17	2017-18
Undergraduate	15,712	15,831	15,578	15,666	15,862
Graduate	1,428	1,387	1,380	1,434	1,558
Total	17,140	17,218	16,958	17,100	17,420

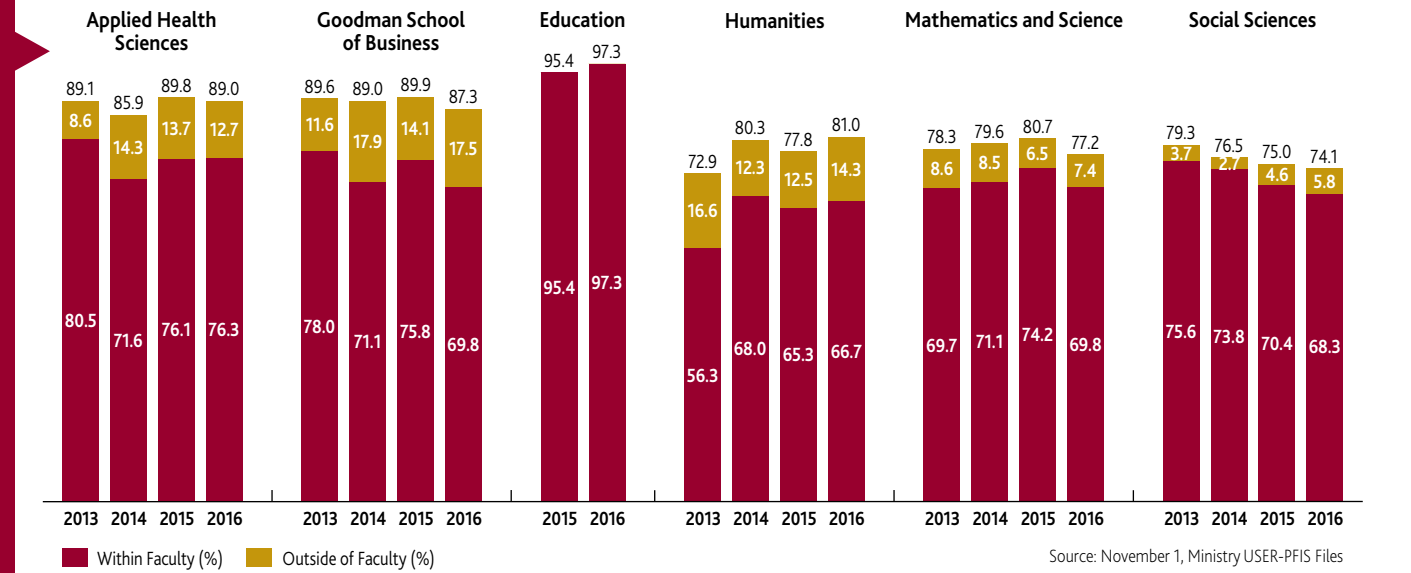
Pullout 1/v



Undergraduate class size

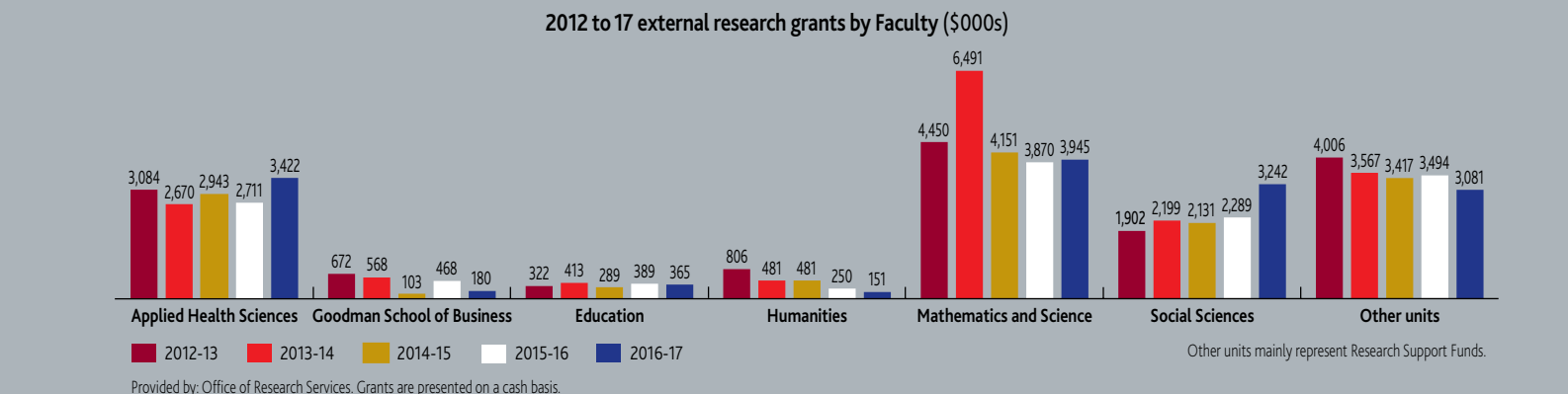
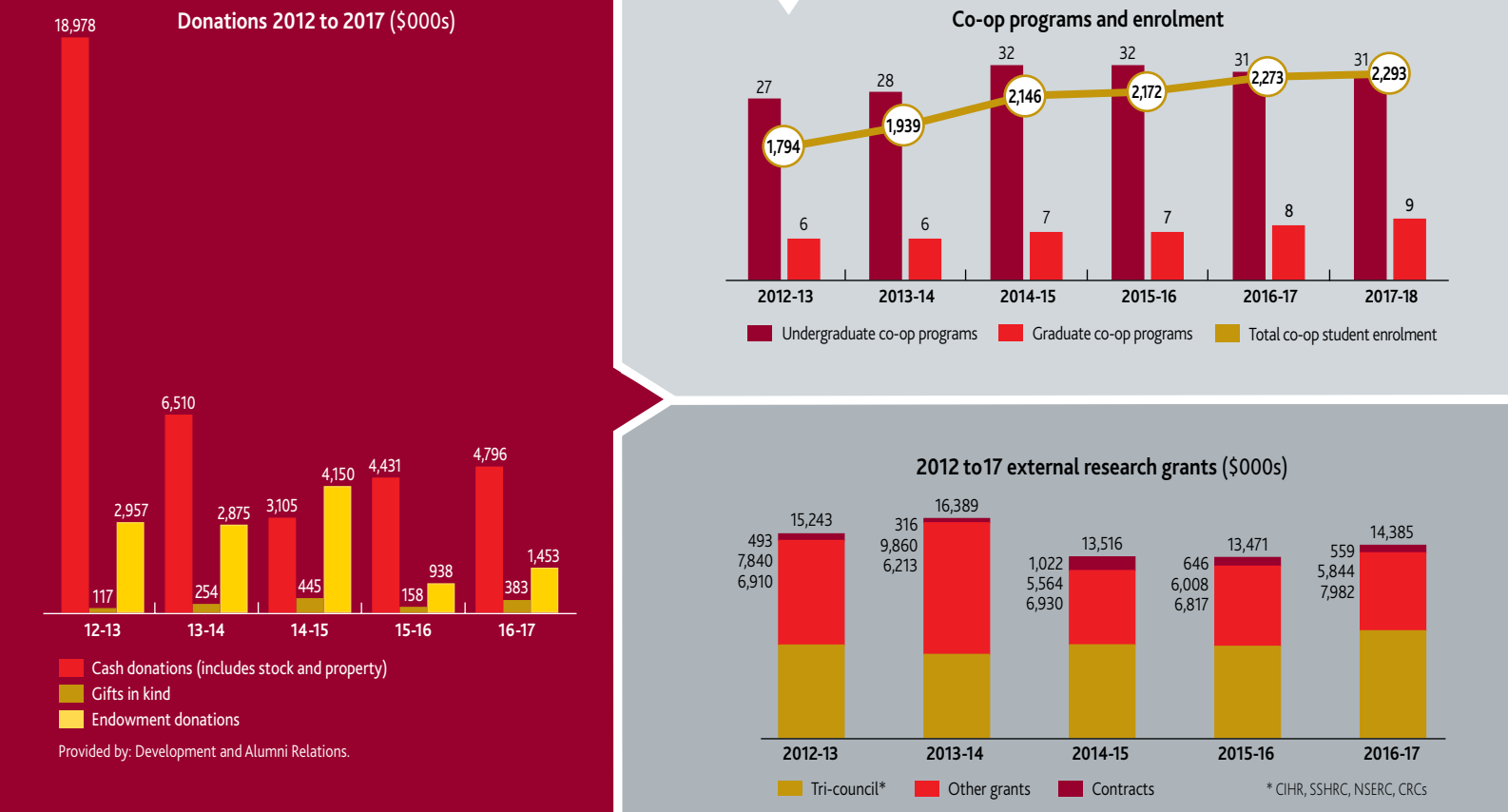
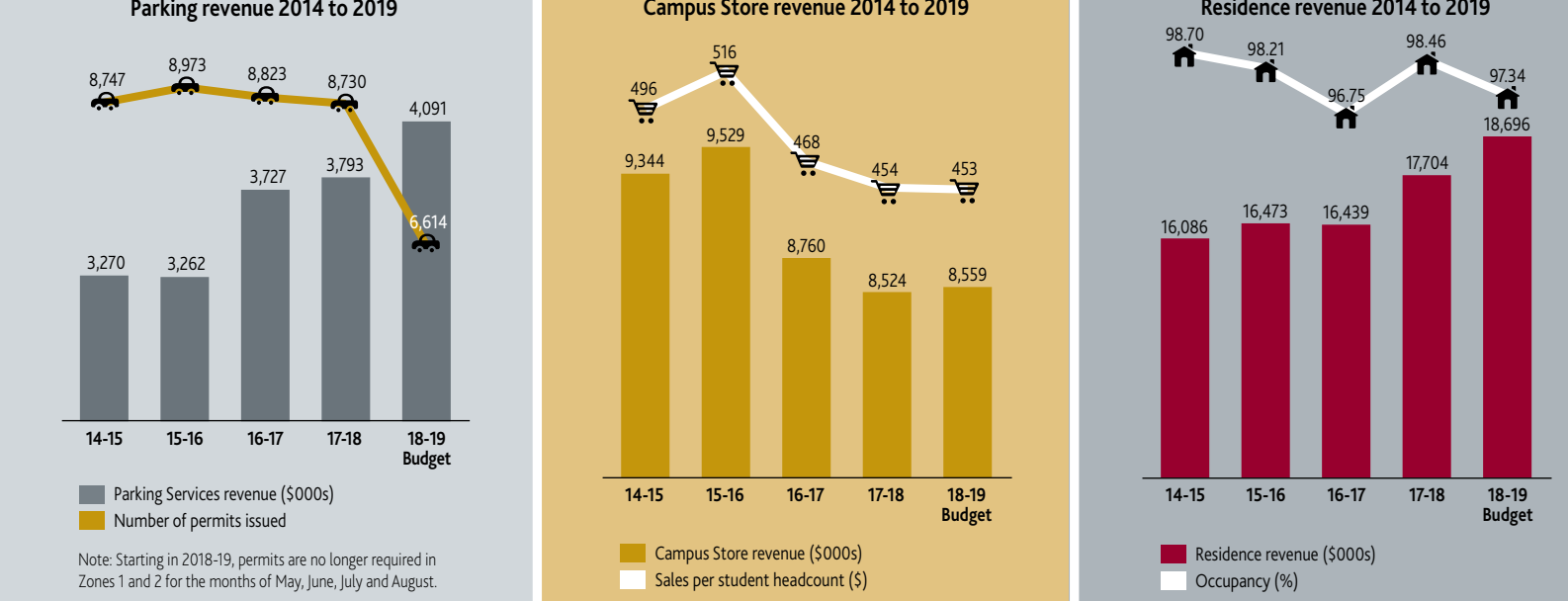


Year 1 to Year 2 flow-through



Figures represent the tracking of Year 1 students seeking a bachelor's degree or a first professional degree. The figures represent the percentage of students returning the following November, regardless of year of study.

Pullout 1/vi





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



Pullout 1/viii

Excellence in students

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.

- Harroop Ahuja – Applied Health Sciences
- Rebecca Balyk – Applied Health Sciences
- Luca D’amico – Mathematics and Science
- John Gobin – Applied Health Sciences
- Zachery Harrietha – Mathematics and Science
- Sarah Joseph – Social Sciences
- Brielle Kaminsky – Humanities
- Emma Mete – Humanities
- Dario Smagata-Bryan – Humanities
- Hope Tuff-Berg – Social Sciences

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.

- Elizabeth Angotti – Humanities
- Ali Anwar – Goodman School of Business
- Michelle Balge – Social Sciences
- Sarah Nicole Bax – Mathematics and Science
- James Nigel Crosscombe – Education
- Scott Donia – Applied Health Sciences
- Mikel Ghelfi – Mathematics and Science
- Chipewyan McCrimmon – Social Sciences
- Terrance McDonald – Humanities
- Emily Napper – Education
- Tonyclinton Nweke – Applied Health Sciences
- Sean Pereira – Goodman School of Business
- Michael Tolentino – Mathematics and Science
- Jonathan (Quinn) Valencourt – Social Sciences

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.**

- Evans Clifford Boadi – Mathematics and Science
- Vanessa Emma Martha Cservid – Applied Health Sciences
- Allison Flynn-Bowman – Applied Health Sciences
- Nicholas Lepore – Goodman School of Business
- Aynsley Victoria Maves – Social Sciences
- Matthew William McGarr – Applied Health Sciences
- Sarah Kathleen Mohammed – Applied Health Sciences
- Christine Saleeb – Applied Health Sciences
- Michael Andrew Tolentino – Mathematics and Science
- Aniqah Zowmi – Social Sciences

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: Lindsay Elizabeth Cline – Applied Health Sciences
- Silver Medal: Stephanie Beni – Applied Health Sciences
- Silver Medal: Jessica She-ting Wong – Applied Health Sciences

Brock’s 2018 Co-op Students of the Year

Co-op Students of the Year awards are the highest honours the University can bestow on its co-op students. They are given to students who have gone above-and-beyond while completing their work terms.

- Meghan Birbeck – Social Sciences
- Jake Berc – Goodman School of Business

Brock Sports achievements

Championship success

- Men’s Wrestling – OUA and U SPORTS National Champions
- Women’s Wrestling – OUA and U SPORTS National Champions
- Men’s Rowing – OUA Champions
- Men’s Basketball – OUA West Champions
- Men’s Curling – OUA Champions
- Men’s Hockey – OUA West Division Champions
- Men’s Ball Hockey – OUBHL Champions
- Men’s Ultimate Frisbee – Division II National Champions

Other team medals

- Men’s Lacrosse (CUFLA Silver)
- Men’s Hockey (OUA Silver)
- Women’s Rowing (OUA Silver)
- Women’s Curling (OUA Bronze)
- Figure Skating (OUA Bronze)
- Women’s Curling (U SPORTS Bronze)
- Cheerleading, (World Bronze)

Coaches of the year

- Tim Stang (OUA Men’s Fencing Coach of the Year)
- Marty Williamson (OUA West Hockey Coach of the Year)
- Lucio Ianeri (OUA West Soccer Coach of the Year)
- Scott Anderson and Tom Kent (OUA Men’s Rowing Coach of the Year)
- Marty Calder wrestling (U SPORTS Women’s Wrestling Coach of the Year/OUA Women’s Wrestling Coach of the Year)
- Mark Hall (OIWFA Coach of the Year)

Other major awards

- 68 U-Sports Academic all Canadians
- R.M. Davis Surgite Award – Marcelo Correa (men’s volleyball)
- David Atkinson Surgite Award – Brenna Murphy (women’s hockey)
- Dallas Beaton Awards – Katelyn Heyens (women’s rugby) and Ian Pierce (men’s rowing)
- David S. Howes Spirit of Brock Athletics Award – Claire Shaw (women’s squash) and Ian Pierce (men’s rowing)
- Marilou Lusi Director’s Awards – Joseph Kenny, Crispin Bottomley and Sandra Bolibruck
- Tom Kearney Athletic Therapy Awards – Mackenzie Sabourin and Daniel Krasulja
- 2017-18 Athletes of the Year – Clint Windsor (men’s hockey) and Jessica Brouillette (women’s wrestling)

Brock women’s hockey celebrates 20th anniversary

Todd Erskine and Sandy Staniforth, who started the Brock Badgers women’s hockey program, drop the puck for Brock captain Sarah Brooks during a game 20 years ago at Niagara Falls Memorial Arena (below). Fast forward two decades and the Badgers women’s hockey team opened its 20th season Saturday, Oct. 21, 2017 with an anniversary celebration at the Seymour-Hannah Sports and Entertainment Centre, where the team now plays its home games.

brocku.ca/brock-news/2017/10/brock-womens-hockey-celebrates-20th-anniversary/



Brock alumna named Canada Summer Games council Vice-president

Brock alumna Erin Mathany (BSM '05), was recently named the Canada Games Council Vice-President, Marketing and Partnerships. “I enjoyed my Sport Management experience because I’m passionate about sport and it gave me the opportunity to learn from a business-oriented perspective while getting invaluable hands-on experience in the industry,” she said. When Niagara plays host in 2021 Canada Summer Games, Brock will be holding several athletic events and serving as the athletes’ village. As well, Brock President Gervan Fearon was appointed by the Government of Canada to sit on the board overseeing the 2021 Games.

brocku.ca/brock-news/2018/06/spma-experience-leads-alumna-to-canada-games-role/



Brock wrestling takes 16 of 19 golds at OUA championships

The Brock men’s and women’s wrestling teams won 16 of 19 gold medals at the Ontario University Athletics (OUA) championships hosted at Brock. The Badgers regained the No. 1 national ranking for both men’s and women’s wrestling after the most dominant performance in the history of OUA wrestling championships. Brock won 16 of 19 gold medals en route to capturing both conference banners for the third-straight season.

brocku.ca/brock-news/2018/02/brock-wrestling-takes-16-of-19-golds-at-oua-championships/



Three St. Catharines rowers win gold at under-23 worlds in Bulgaria

A women’s eight that featured three athletes from St. Catharines won one of Canada’s two gold medals at the World Rowing Under-23 Championships in Bulgaria. Brock student Coxswain Laura Court (left) guided a crew that included fellow St. Catharines Rowing Club member Julia Vander Hoeven and Morgan Rosts of the Ridley Graduate Boat Club to a victory by nearly seven seconds over the U.S. at the five-day competition in Plovdiv.

niagarafallsreview.ca/sports-story/8196209-three-st-catharines-rowers-win-gold-at-under-23-worlds-in-bulgaria/



Badgers win bronze at U SPORTS Curling Championships

The Brock Badgers women’s curling team won a bronze medal at the 2018 U SPORTS/Curling Canada Curling Championships in Leduc, Alta. The Badgers, led by fourth-year skip Terri Weeks of McDougall, ON, hammered the Mount Allison Mounties 12-2 before the two teams shook hands after the sixth end at the Leduc Recreation Centre just outside of Edmonton, Alta. It gave Brock its first medal at the Nationals since 2012, and the fourth since head coach Murray Etherington joined the program nine years ago.

brocku.ca/brock-news/2018/03/badgers-win-bronze-at-national-curling-championships/

Student experience

Through experiential education, co-op, service-learning, learning abroad, student exchange and individual academic adventures, Brock graduates and undergraduates are impacting our community and the world. Their successes reflect all that Brock has to offer. Please visit the website links for more detailed information.



Ashley Dercach

Brock placement opportunities extend beyond Ontario: Applied Health Sciences student Ashley Dercach, originally from Pelly, Sask., made the long trip from St. Catharines to St. John's, N.L., to pursue a placement in pediatric therapeutic recreation. With the support of her experiential education co-ordinators, Dercach landed a position at the Janeway Children's Hospital – one of only a few sites offering placement opportunities in her chosen field. "It's such a great opportunity to live in a different part of the country and experience a different culture for four months," she said. brocku.ca/brock-news/2017/07/brock-placement-opportunities-extend-beyond-ontario/



Joel Maves

Co-op student spends summer impacting young lives: A summer co-op work term has affirmed for Joel Maves that his future lies in making a difference in young lives. The third-year student in Brock's international dual degree program spent the summer completing a co-op work term at Youth Unlimited, a local not-for-profit Christian outreach organization that works primarily with troubled teens. Maves says, "I was there to encourage and uplift those who needed it and to help out when they were struggling with self-esteem issues." brocku.ca/brock-news/2017/11/co-op-student-spends-summer-impacting-young-lives/



Lauren Kniewasser

A complete student-athlete: Lauren Kniewasser, a recent Brock Psychology grad, competed in three Brock sports – women's rugby, rowing and volleyball. Some of her other accomplishments were becoming a five-time OUA All-Academic and five-time U SPORTS Academic All-Canadian in the classroom; a full-time volunteer program worker with SNAP (Special Needs Activity Program) for youth with disabilities in the community; and a volunteer with her local SAMHI (Student-Athlete Mental Health Initiative) group on campus, helping to design creative ways to promote mental health and wellness education at Brock. brocku.ca/brock-news/2017/06/the-delicate-balance-of-being-a-complete-student-athlete/



Brock student researcher gives seniors tech

lesson: Recent Applied Disability Studies master's graduate, Jacqueline Pachis devoted her thesis research to using the principles of applied behaviour analysis (ABA) to help older adults in retirement homes learn to use technology to connect with friends and family. Traditionally, ABA therapy was only used to aid children with autism spectrum disorder or other intellectual and developmental disabilities. brocku.ca/brock-news/2017/08/brock-student-researcher-gives-seniors-tech-lesson/



From international student to local

entrepreneur: Andrews Moses moved to the region from India in 2009 to start his MBA degree at Brock. After graduating from the International Student Pathway of the MBA degree, he stayed in Niagara and has gone on to launch two local small businesses, CloudChoice and Make 2 Order Apps, where he regularly hires Brock students through part-time and co-op opportunities. brocku.ca/brock-news/2017/05/podcast-from-international-student-to-local-entrepreneur/

Math skills put to the test in real-world settings

Bill Ralph, a Department of Mathematics and Statistics professor, is teaching a course that allows students to assist local organizations with their real-world math issues. One project saw an athletic assessment system and growth model created for a corporate client, another initiative, by students Anna Mazur, Kirstin Hofstee and Joyce Khouzam (right), created an algorithm for Distress Centre Niagara to aid telephone operators who help individuals access support for addictions and mental health. brocku.ca/brock-news/2017/05/math-skills-put-to-the-test-in-real-world-settings/



Students take life-changing journey through southern Africa

The annual Africa journey is one of several experiential learning programs offered by Brock International Services. Twenty-one Brock students embarked on a month-long odyssey that began in Cape Town, South Africa. One of the program's goals is to have participants identify and understand the challenges and opportunities faced in the host community, and how they relate to communities in Canada. The students met this important goal by working alongside several local organizations, including the Bernard Nordkamp Centre in Katutura, where one student, Madeline Pontone (left), spent time teaching origami to the children. brocku.ca/brock-news/2017/06/students-take-life-changing-journey-through-southern-africa/



Sending textbooks to Ghana

Evans Boadi, a Brock Mathematics and Statistics master's student, began his career at Kwame Nkrumah University of Science and Technology (KNUST) in his home nation of Ghana. A frequent visitor to KNUST's library, Boadi found out that some books recommended by lecturers were nowhere to be found. His vision is to offer a helping hand to students back home in gaining the best possible education available to them, by sending donated textbooks to KNUST. (Right) Boadi and Brock employees Wanda Gilmore and Leah McBeaudry sort through the over 250 books which have been collected by the Centre for Pedagogical Innovation and the Campus Store to be sent to Ghana. brocku.ca/brock-news/2017/07/student-initiative-sending-textbooks-to-ghana/



Solidarity Experiences Abroad (SEA) aims to inspire Brock students

While sitting in a Grade 3 classroom in Peru, Misha Biswas (right) learned an important life lesson. The Brock teacher candidate found herself fascinated by the way teachers and their young students interacted in the tiny schoolhouse. "I am so inspired by the relationship they shared, which taught me that genuine love and passion is most important when it comes to teaching," said Biswas, now a fifth-year Concurrent Education and Child and Youth Studies student. Run by Brock's Faith and Life Centre, SEA is a short-term, international experiential learning opportunity. brocku.ca/brock-news/2018/02/solidarity-experiences-abroad-aims-to-inspire-brock-students/



Brock's Condotta lands a spot on national beach volleyball C team

Twenty-year-old Laura Condotta from Etobicoke began training in May with the national beach volleyball program led by head coach Steve Anderson. In the summer of 2018, Condotta will compete in five international beach competitions. A member of the Team Ontario Beach program for four years, Condotta represented Team Canada in 2016 at the Sand Jam International Tournament in PEI and played in the NORCECA Trials in 2016. She was invited to participate at a High Performance Camp in Hermosa Beach, California and then in 2016 she was invited to try out for the National Beach Team. brocku.ca/brock-news/2017/12/brocks-condotta-lands-a-spot-on-national-beach-volleyball-team/



Katie Desveaux

SPMA student achieved Olympic dream: Sport Management (SPMA) student Katie Desveaux completed her fourth-year experiential learning internship with the Canadian Olympic Committee (COC). She achieved a goal set out three-and-a-half years ago in her first year by completing a four-month term as the commercial affairs intern for the COC. "I was heavily involved as a competitive figure skater for eight years," she said. "I didn't make it to the Olympics, but I did get to see things from the athlete side. I also wanted to gain experience from the business side. I wanted to learn how things were run and what was needed to make an event go smoothly. I wanted to make the Olympics my goal professionally." brocku.ca/brock-news/2018/02/spma-student-achieving-olympic-dream/



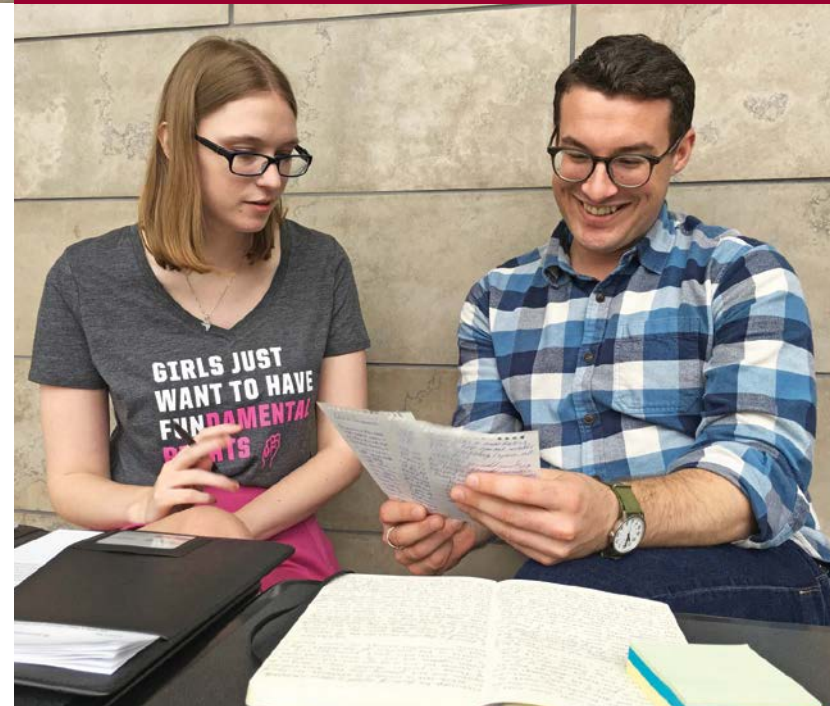
Brock's experiential education efforts highlighted at national conference: A contingent of Brock faculty and staff, who are involved in experiential learning initiatives across campus, gave presentations to colleagues across the country at the 37th Annual Society for Teaching and Learning in Higher Education (STLHE) conference, held in Halifax, N.S. Anna Lathrop, Vice-Provost, Teaching and Learning, was among the Brock representatives who gave a research presentation focused on the creation of the University's institutional framework for curricular experiential education, as well as the implementation of programming and the tracking of student participation. Another group led a workshop focused on the elements involved in Brock's co-curricular student engagement strategy. brocku.ca/brock-news/2017/06/brocks-experiential-education-efforts-highlighted-at-national-conference/



Goodman School of Business Monster Pitch competition: Monster Pitch is an entrepreneurial pitch competition hosted by the Brock Innovation Group in partnership with the Goodman School of Business and BioLinc and sponsored by Spark Power Corp. Brock student Ethan Foy pitched his business called LifePoints at Monster Pitch on Jan. 8, 2018. The fifth-year neuroscience student from Oakville won a \$14,000 prize package. Foy began working on LifePoints more than a year ago. He envisioned a mobile application that would offer monetary rewards to its users based on the time they spent at fitness facilities. brocku.ca/brock-news/2018/01/brock-student-ethan-foy-wins-monster-pitch/

Third-year Brock economics student Mel Gencer, also a Monster Pitch finalist, pitched his business, HoloEducate, an augmented reality company with a focus on educational materials for students in Grades 4 to 12. HoloEducate is now home to two mobile applications. The first, called LifeAR, is a pamphlet series that Gencer and his team developed to bring practical skills – such as budgeting, study tips, nutrition and resumé writing – to life for students as they point their phones at the images on the page to access videos. The second product is a classroom application set to launch in Niagara schools in September. Customized by classroom, the application will provide teachers with unique access codes to share with their students who will be able to point their phones at specific books or flash cards — or whatever objects are in the application's database — and see it come to life on the screen.

brocku.ca/brock-news/2017/12/monster-pitch-finalist-holoeducate/



Student-edited anthology to aid non-profit groups

Brock master's student Casey Lawrence (left) has co-edited an anthology of poetry and short prose that was recently published. The collection includes the work of fourth-year Brock English student Andrew Power (right). Lawrence and co-editor William Dickerson selected work by 57 amateur and established international authors for the collection, which is meant to highlight marginalized voices affected by American politics. All proceeds from the anthology are donated to RAINN, the largest anti-sexual violence organization in the U.S., and the American Civil Liberties Union, a non-profit advocacy organization devoted to protecting the rights of people in the U.S. brocku.ca/brock-news/2017/09/student-edited-anthology-to-aid-non-profit-groups/



Olivia Poulin

Goodman student among 18 in Canada selected for CEO shadowing program: Olivia Poulin's dream of becoming a CEO is much closer than she thought. The fourth-year business student from the Goodman School of Business was one of 18 students selected from across Canada for a unique job shadowing program that matches top university students with CEOs of leading companies. The CEOx1Day program, led by search consultancy firm Odgers Berndtson, matched Poulin with Paypal Canada CEO Paul Parisi. The pair spent the day together in March, at PayPal Canada's office in Toronto. Poulin said she was most looking forward to learning about Parisi's leadership style. "I'm interested to find out what experiences he had that led him to his position as CEO, what is it about his thinking or approach that makes him stand out and how he uses that to make business decisions," she said. brocku.ca/brock-news/2018/02/goodman-student-among-18-in-canada-selected-for-ceo-shadowing-program/

David Hutchison,
Professor,
Educational Studies



Jessica Clark,
Assistant Professor,
History Department



Nadine Brundrett,
Part-time Instructor,
Classics Department



Simon Black,
Assistant Professor,
Department of
Labour Studies



Teaching Awards

3M National Teaching Fellowship and Brock University Distinguished Teaching Award

David Hutchison

David Hutchison is Brock University's 12th recipient of a 3M National Teaching Fellowship Award, earned in the same year as the university-wide award for Distinguished Teaching. He is a cross-appointed Professor in the Department of Educational Studies and the Centre for Digital Humanities, where he serves as Director. He is a champion and leader in the areas of interdisciplinary collaboration, experiential education and community engagement. He has actively used project-based learning to enhance his teaching and connect his students' experiences to real-world outcomes. His ongoing commitment to project-based learning within his teaching is key to Brock's leadership and continued innovations in these areas. Hutchison's contribution to teaching has been recognized multiple times. He received the University's Faculty of Education Teaching Award in 2013 and the Society for Teaching and Learning in Higher Education's Brightspace Innovation Award in Teaching and Learning in 2016.

Brock University Award for Excellence in Teaching for Early Career Faculty

Jessica Clark

As an Assistant Professor in Brock's History Department, Clark is highly rated by students for her classroom style that leads to engaged classroom discussions and learning.

"Our discussions often make me think about historical developments in new ways which is always an exciting thing," she said.

Clarke Thomson Award for Excellence in Sessional Teaching

Nadine Brundrett

A part-time instructor in Brock's Classics Department, Brundrett contrasts the study of the ancient with new and innovative ways of communicating the course material.

"The opportunity to connect in the classroom and beyond always stimulates my own enthusiasm for learning and discovery," she said.

Don Ursino Award for Excellence in the Teaching of Large Classes

Simon Black

An Assistant Professor in the Department of Labour Studies, Simon uses exercises such as peer assessment, brainstorming and peer-to-peer teaching of key concepts and points to keep his classes engaged.

"I am a proponent of active learning, an approach to instruction in which students engage with the material they study through reading, writing, talking, listening and reflecting," he said.

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)) Talha Rafiq, Applied Health Sciences

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

"Talha created a welcoming, fun and educational learning environment in his labs... his passion for teaching coupled with his interactive teaching techniques and practical background in the field, allow for him to be very effective as a teacher."

International TA Award (sponsored by the Faculty of Graduate Studies and CPI)

Evans Boadi, Mathematics and Statistics

The ITA Award is in recognition of the important contribution international graduate students make to the teaching and learning culture at Brock University. It is awarded to an individual who shows promise in the field of teaching and learning in higher education.

"Evans makes class interesting by creating an environment that makes me feel comfortable. He always encouraged us to invest more time in our studies and put in great effort as we pursue our math career. For me, Evans is someone I look up to in my mathematics career."

Novice TA Award (sponsored by the CPI)

Hawa Conde, Applied Health Sciences

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

"Hawa encourages students to become collaborators across multiple learning opportunities. Hawa uses a variety of innovative activities incorporating small group discussions and dialogical modes of learning."

Talha Rafiq,
Applied Health Sciences



Evans Boadi,
Mathematics
and Statistics



Hawa Conde,
Applied Health
Sciences



Paula Gardner,
Associate Professor,
Health Science



Livianna Tossutti,
Associate Professor,
Political Science



Hilary Brown,
Associate Professor,
Educational Studies



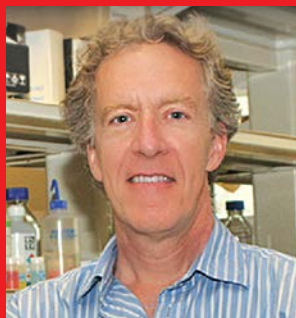
Pascale Lapointe-
Antunes,
Associate Professor,
Accounting



Allison Glazebrook,
Professor,
Classics



Jeffrey Atkinson,
Professor,
Chemistry



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

Paula Gardner, Health Science

Gardner uses mindfulness and other contemplative practices, including meditation, reflective writing, and non-judgmental listening to remind her students that what is required of them, while in class – to pay attention to what we are hearing, saying, thinking, and learning. She also has an active program of research that examines the intersections between mental health, mindfulness and education.

Faculty of Social Sciences

Livianna Tossutti, Political Science

Tossutti has been very involved with the Centre for Pedagogical Innovation, continually seeking to improve the learning experience for students. Students describe her as caring, supportive, and enthusiastic and use the word “inspiring” in their letters of support, specifically with regard to making sure that their voices are heard.

Faculty of Education

Hilary Brown, Educational Studies

Brown’s research interest is using duoethnography as a pedagogical tool. She encourages her students to delve deeply into their self in order to both expose as well as reconcile their unconscious biases so they can begin to understand the root of what may be holding them back from connecting with another human being.

Goodman School of Business

Pascale Lapointe-Antunes, Accounting

Lapointe-Antunes is a highly respected and dedicated instructor. She has mentored hundreds of CPA candidates in Goodman’s Master of Accountancy program to help them become professional accountants. She recently received the highest honour in the accounting profession when she earned the title of Fellow and the FCPA designation.

Faculty of Humanities

Allison Glazebrook, Classics

Glazebrook teaches courses focusing on Greek history, ancient women and gender, and ancient Greek language. Her philosophy: “I value an inclusive classroom that engages and empowers students in the learning process by exploring material through multiple media, providing a variety of assignments and projects for students to choose from, and offering opportunities for peer review.”

Faculty of Mathematics and Science

Jeffrey Atkinson, Chemistry

Atkinson has a long and successful record of supervising students. He has been a mainstay of Biotechnology, teaching at both the graduate and undergraduate level. His course on Bioreactors is a core component of the BTEC undergraduate program and anecdotally seems to be a favourite among students.



Jennifer Rowsell,
Professor and Director,
Centre for Multiliteracies,
Education



Tek Thongpapanl,
Associate Dean,
Graduate Studies,
Goodman School
of Business



Snezana Ratkovic,
Research Officer,
Education



Graduate Studies

Graduate Studies Awards

Michael Plyley Graduate Mentorship Awards

Presented annually to recognize excellence in mentorship of graduate students.

Jennifer Rowsell, Education

"Jennifer Rowsell is a superb mentor because she is genuinely interested in people. She takes time to listen to our ideas and support our goals, and she rolls up her sleeves to work with us, nurturing new scholars of all ages."

Tek Thongpapanl, Goodman School of Business

"Tek makes research stick by distilling it into manageable components and creating frameworks that connect the dots and make a complete picture come to life."

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.

Snezana Ratkovic, Education

"Her continual support in pushing my institutional knowledge forward, evinced by her frequent willingness to engage in conversations about my interests were a regular reminder of her commitment to her own intellectual curiosity, fostering the same in the next generation of graduate students."

Jack M. Miller Excellence in Research Awards

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

- Ali Anwar, MSc Management
- Stephanie Beni, MA Applied Health Sciences
- Julianne Burgess, PhD Educational Studies
- Rickie Castle, MA Classics
- Alyssa Davis, MSc Earth Science
- Ann Farrell, PhD Psychology
- Lara Green, PhD Applied Health Sciences
- Shannon Kitchings, MA Social Justice and Equity Studies
- Terrance McDonald, PhD Interdisciplinary Humanities
- Guan Wang, PhD Chemistry

brocku.ca/brock-news/2018/04/mentors-and-leaders-honoured-at-mnk-conference/

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. Highlights from this year's conference included:

- Largest conference ever with more than 130 oral and poster student presentations
- Keynote speech from June Corman on lessons learned from her personal mentorship experiences as a graduate student, and how those experiences shape her teaching and supervisory philosophy today.

Three Minute Thesis Challenge winner

Kaitlyn Kerridge, M.A, Community Health, Faculty of Applied Health Sciences, is Brock's 2018 Three Minute Thesis Challenge winner.

She is a passionate advocate for positive mental health promotion among post-secondary students. Her research explores the impact of in-class mediation for university students.

brocku.ca/brock-news/2018/03/mindfulness-research-claims-top-3mt-prize/

SHIFT Conference

Professional development, networking and future planning were the key messages of the fifth annual SHIFT Professional Development Conference for Graduate Students; a daylong event held Friday, April 20, 2018. Approximately 135 current graduate students, alumni and facilitators participated in a range of interactive workshops and career conversations. The SHIFT Conference helps prepare graduate students for the full range of career opportunities that come with an advanced academic degree. Presented annually to recognize outstanding leadership of a faculty, staff or student working to enhance graduate culture and the graduate student experience.

brocku.ca/brock-news/2018/04/networking-guru-speaks-to-students-at-shift-conference/



Kaitlyn Kerridge



Stephen Cheung, PhD
Professor,
Kinesiology



Research Awards and Canada Research Chairs

Award for Distinguished Research and Creative Activity

Stephen Cheung, Kinesiology

From hot to cold, from the cardiovascular system to the brain, from elite athletes to firefighters, Stephen Cheung's work cuts a broad path. The Professor of Kinesiology's research on human physiology and performance in extreme environments has earned him the nickname Dr. Freeze, and now it has earned him this year's Award for Distinguished Research and Creative Activity, an internal recognition Brock University has offered since 1994.

brocku.ca/brock-news/2017/10/dr-freeze-receives-award-for-distinguished-research-and-creative-activity/

Chancellor's Chair for Research Excellence

Kendra Coulter, Labour Studies

Recognized globally as a leader in the study of human-animal labour, Coulter was named the 2017 recipient of Brock University's Chancellor's Chair for Research Excellence. She coined a key concept: "humane jobs" and led a first-of-its-kind study on the working conditions of animal cruelty investigators. Coulter's gender wage gap and retail research is widely consulted and she has been invited to speak to academics, advocates and practitioners around the world.

brocku.ca/brock-news/2017/10/labour-expert-honoured-with-chancellors-chair-for-research-excellence/

Canada Research Chair

The Canada Research Chairs (CRC) program was created by the federal government in 2000 to attract and retain top researchers. Tier 1 and Tier 2 CRCs are nominated by universities, but must also be confirmed by their peers as being exceptional researchers and potential leaders – even world leaders – in their field. There are currently 9 Canada Research Chair holders at Brock.

Julia Baird, Environmental Sustainability Research Centre

Julia Baird is Brock's newest CRC. As a Canada Research Chair in Human Dimensions of Water Resources and Water Resilience, Baird is studying a "new water paradigm," a view that recognizes the complex interactions between freshwater social and ecological systems that are constantly being influenced by internal and external forces. "I'm interested in management and governance approaches that incorporate ideas of resilience: the ability to adapt and change to support human and ecosystem well-being."

brocku.ca/brock-news/2017/11/brock-university-gains-new-canada-research-chair-in-water-resilience/

Kendra Coulter,
Associate Professor,
Labour Studies



Julia Baird,
Assistant Professor,
Environmental
Sustainability
Research Centre



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.



MRI Scans



Lung cancer



DNA reader

Brock chemist recognized for research on improving MRI scans:

The Royal Society of Chemistry, a UK-based international organization that advances excellence in the chemical sciences around the globe, recently named Brock chemist Melanie Pilkington as a Fellow. Pilkington and her group are developing a new family of MRI contrast agents that would make MRI images sharper, allowing for earlier detection of diseases such as cancer. Dosages of the new agents could also be smaller, making it safer for patients.

brocku.ca/brock-news/2017/05/brock-chemist-recognized-for-research-on-improving-mri-scans/

Brock-created lung cancer risk prediction model:

A lung cancer prediction model developed by a Brock scientist is highly effective in catching the disease in its early stages when combined with screening and follow-up, says a new national study. Brock Epidemiologist Martin Tammemägi led a team of researchers from across the country in a first-of-its-kind study that recruited people for lung cancer screening based on the results of his lung cancer risk prediction model.

brocku.ca/brock-news/2017/10/national-study-confirms-benefits-of-brock-created-lung-cancer-risk-prediction-model/

Brock researchers create groundbreaking DNA reader for disease detection:

Feng Li, (left) Assistant Professor of Chemistry, and Ana Sanchez (right), Professor of Health Sciences have teamed up to produce and test out a simple device that can detect diseases from DNA samples. It's a scaled-down version of what is normally an expensive and complicated DNA laboratory technique, yet it's fast, inexpensive and accurate, making it ideal for use in developing countries.

brocku.ca/brock-news/2018/01/brock-researchers-create-groundbreaking-dna-reader-for-disease-detection/



Research on sexual orientation made headlines around the world:

Research led by a team from Brock has further confirmed that sexual orientation for men is likely determined in the womb. The first-ever laboratory study of mothers of gay men, shows that biological older brothers increase the odds of homosexuality in later-born males. Brock Health Sciences Professor Tony Bogaert, lead researcher on the project, said the new study has produced some of the most significant findings in men's sexual orientation research in the past 10 or 15 years.

brocku.ca/brock-news/2017/12/new-research-solidifies-idea-that-sexual-orientation-is-biological/



Brock study finds preschoolers aim to keep their word:

While some parents may think their requests go in one ear and out the other, a new Brock study suggests that children aged three to five will make an effort to do what is asked of them, especially after committing to the request out loud. Angela Evans, an associate professor in the Department of Psychology, released the findings in "Verbalizing a commitment reduces cheating in young children," which was published in the May edition of the *Journal of Child Psychology and Psychiatry*.

brocku.ca/brock-news/2017/07/brock-study-finds-preschoolers-aim-to-keep-their-word/



Brock prof part of international mission to save Caribbean history: Brock Education professor Lissa Paul is part of a multinational rescue mission to preserve an important resource of Caribbean history and culture. Paul joined forces with a digital librarian in Florida and archivists in Barbados to successfully apply for a grant from the British Library Endangered Archives Program for a proposal to digitize copies of the Barbados Mercury Gazette, a bi-weekly newspaper published between 1783 and 1839.
brocku.ca/brock-news/2017/10/brock-prof-part-of-international-mission-to-save-caribbean-history/

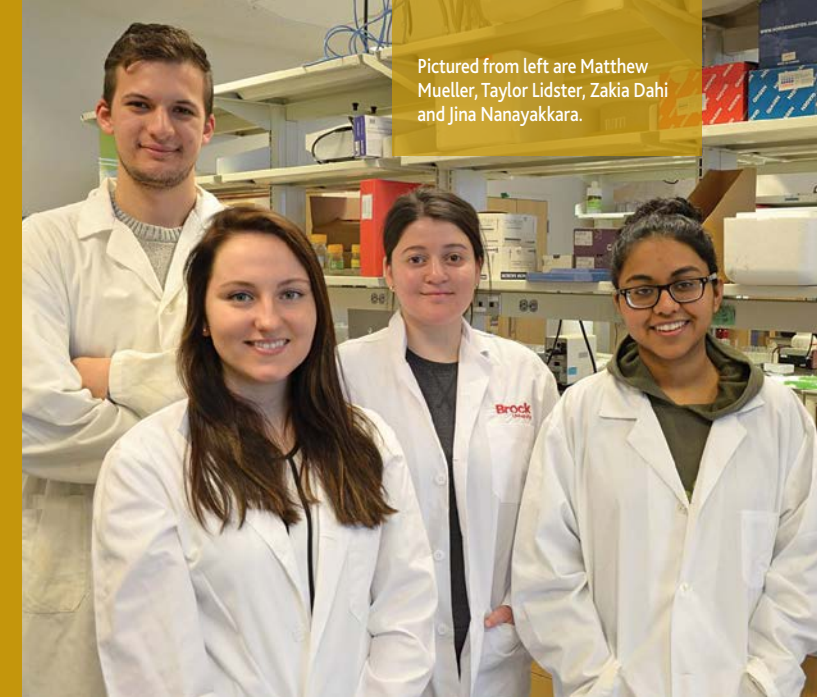


Makerspace research draws visiting scholars to Brock: Five international researchers have spent time at Brock connecting with researchers, educators and professionals in order to gain new insight into the rising 'maker' culture and its role in the development of children's digital literacy and creative design skills. The 30-month project is led by University of Sheffield Professor Jackie Marsh and involves research partnerships stretching across Europe, including Denmark, Finland, Germany, Iceland, Norway, Romania and the U.K. The project is funded by the EU H2020 Research and Innovation Staff Exchange (RISE) program.
brocku.ca/brock-news/2017/07/makerspace-research-draws-visiting-scholars-to-brock/

Brock student videos among Top 15 of national science research contest

A Brock University student has scored third place in a national science research video contest. Taylor Lidster took third place with her video, On the Fly. Two other videos – produced by Matthew Mueller and the team of Zakia Dahi and Jina Nanayakkara – were included in the Top 15 finalists from universities across Canada. Science, Action! features student-produced, 60-second videos on research projects funded by the Natural Sciences and Engineering Research Council of Canada (NSERC), one of Brock's major research funders.

brocku.ca/brock-news/2018/04/three-brock-student-videos-among-top-15-of-national-science-research-contest/



Pictured from left are Matthew Mueller, Taylor Lidster, Zakia Dahi and Jina Nanayakkara.



Virtual 3D



Miners



Preterm birth



Three Brock researchers capture Ontario's Early Researcher Awards

Assistant Professor of Chemistry Feng Li, Assistant Professor of Child and Youth Studies Danielle Sirianni Molnar and Assistant Professor of Psychology Caitlin Mahy (left to right) were each selected as recipients of the Ontario government's Ministry's Early Researcher Awards program for funding.

"These rare and prestigious awards are reserved for early-career researchers whose innovative work is recognized as crucial to the social, cultural, economic and intellectual future of Ontario," says Brock Vice-President, Research Tim Kenyon.

brock-news/2018/04/three-brock-researchers-capture-ontarios-early-researcher-awards/



Ontario grant helps Brock create first-of-its-kind wine consumer lab

The Ontario Government has announced \$960,000 in funding to help Brock create the world's first augmented reality, virtual reality and sensory reality consumer laboratory. The new money from the Ontario Research Fund matches a recent federal grant, and combines with support from the grape and wine industry that will enable Brock's Cool Climate Oenology and Viticulture Institute (CCOVI) to launch the landmark facility, to be known as the R3CL. The \$1-million R3CL lab is part of a \$2.4-million project that will greatly enhance CCOVI's research and studies into fermentation, wine flavour and consumer behaviour.

brocku.ca/brock-news/2018/01/ontario-grant-helps-brock-create-first-of-its-kind-wine-consumer-lab/

Student research project blends history, technology: Brock Master of Arts in History student John Raimondo has focused his major research project on the concept of a virtual 3D deep map for the historic Willowbank Estate in Queenston. This digital recreation of an environment allows the viewer, using virtual or augmented reality software, to walk through a property or landscape and conduct intensive first-hand exploration, as well as for stories, memories and traditions historically linked to the property to be shared.
brocku.ca/brock-news/2017/08/student-research-project-blends-history-technology/

Brock researcher to develop 'smart' personal cooling system for miners: It's like something out of a Star Trek episode: a suit that cools down when the person who wears it gets hot. But unlike a prop in the sci-fi show, research for this suit is happening now, and the place it will be worn is far under the Earth's surface. Professor of Kinesiology Stephen Cheung has partnered with Sudbury-based mining company Jannatec Technologies to create a vest for miners with the technology to monitor and control body temperature.
brocku.ca/brock-news/2017/07/brock-researcher-company-to-develop-smart-personal-cooling-system-for-miners/

Brock-led study examines role of protein levels in preterm birth: A Brock-led international research team is developing an approach to predict if women in the early stages of pregnancy are at risk of experiencing a premature birth. The team, headed by Professor of Health Sciences and Biological Sciences Jens Coorsen, discovered that the levels of certain proteins found in the mother's blood during the first trimester can potentially act as early predictors or biomarkers of premature birth.
brocku.ca/brock-news/2018/04/brock-led-study-shows-differences-in-protein-levels-that-could-predict-preterm-birth/



NSERC scholarship winner researching mild traumatic brain injuries: Caitlyn Gallant, a Brock master's student, is a recipient of the Vanier Canada Graduate Scholarship awarded by the Natural Sciences and Engineering Research Council of Canada (NSERC). The \$50,000 per year NSERC scholarship will allow Gallant to expand on the research she began as a master's student in Brock's Neuropsychology Cognitive Research Lab, where she studied affective Theory of Mind in people with mild traumatic brain injuries.
brocku.ca/brock-news/2017/09/nserc-scholarship-winner-researching-mild-traumatic-brain-injuries/



Talk the talk: Researchers discover link between gene variation and language: Brock's, Jan Frijters, Associate Professor in the Department of Child and Youth Studies, is part of an international, multi-disciplinary research team that found people whose mother tongue contains many consonants also carry a specific gene variation that helps them to distinguish a wide range of sounds. In 43 populations on five continents, they examined DCDC2, a gene strongly associated with the brain's capacity to process phonemes.
brocku.ca/brock-news/2018/04/talk-the-talk-researchers-discover-link-between-gene-variation-and-language/



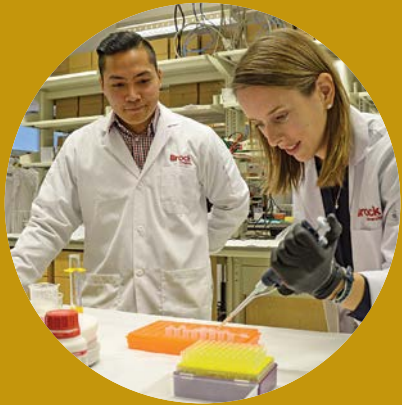
Brock neuroscientist studying early autism detection in the brain: Neuroscientist Sid Segalowitz is on a mission to determine how early the development of autism can be detected in a child's brain. "Autism is one of those conditions where, if they can diagnose it early, then intervention can have a huge beneficial effect," said Segalowitz. "There's evidence to suggest that in autistic children, the brains don't get thinner. So now the question is, 'what is going on?' It may be that the fine-tuning is not there, which is part and parcel of this symptom of being very sensitive to sensory input." brocku.ca/brock-news/2017/08/brock-neuroscientist-studying-early-autism-detection-in-the-brain/



Kids' memories



Researchers tackling allergies and climate change receive CFI funding: Thinking back to his schooldays, Adam MacNeil, an Assistant Professor in the Department of Health Sciences, says children with peanut allergies were a rarity – a far cry from today's youth. MacNeil is one of two Brock professors who will be able to take their research further thanks to \$311,821 in federal funding. The research dollars, received through the Canada Foundation for Innovation John R. Evans Leaders Fund (JELF), will also benefit Kevin Turner, Assistant Professor in the Department of Geography and Tourism Studies. brocku.ca/brock-news/2017/08/researchers-tackling-allergies-and-climate-change-receive-cfi-funding/



Alzheimer's



Bees

New Brock research examines forgetfulness in preschoolers: Three- and four-year-old kids often struggle with remembering what they were supposed to do. Prospective memory, or the memory of future intentions, is the focus of a new Brock study by Caitlin Mahy, Assistant Professor in the Department of Psychology, and her research team, student Lydia Lavis and lab manager Amanda Krause. They are exploring two possible reasons why children forget, and whether these reasons differ depending on a child's age. brocku.ca/brock-news/2017/11/new-brock-research-examines-forgetfulness-in-preschoolers/

Lithium in water associated with slower rate of Alzheimer's disease deaths: Postdoctoral fellow Val Fajardo and Assistant Professor, Rebecca MacPherson are researching the impact of lithium in drinking water on Alzheimer's disease. They found that trace elements of lithium in drinking water can slow death rates from Alzheimer's disease. Rates of diabetes and obesity, which are important risk factors for Alzheimer's disease, also decrease if there is a particular amount of lithium in the water. brocku.ca/brock-news/2017/12/lithium-in-water-associated-with-slower-rate-of-alzheimers-deaths/

Bees facing fight of their lives: Brock research: Brock bee expert Miriam Richards and her team's study, "Rapid initial recovery and long-term persistence of a bee community in a former landfill" was recently published in the journal *Insect Conservation and Diversity*. "Our results suggest that 'If you restore it, they will come': restored foraging and nesting sites were re-occupied by bees as soon as they became available, then bee numbers continued to grow for three to four years," said the study. brocku.ca/brock-news/2017/11/restored-land-makes-bees-feel-welcome-but-more-habitats-needed-says-brock-research/



Brock undergrad's research aims to increase efficiency of radiation therapy: Her goal is laser-focused – Alicia Martin wants to help improve cancer treatment. The fourth-year Brock physics student has been conducting research in partnership with the Niagara Health System (NHS), investigating ways to make radiation therapy more efficient. Martin has been working closely with Dr. Ranjini Tolakanahalli, Manager of the NHS's Department of Medical Physics at the Walker Family Cancer Centre. brocku.ca/brock-news/2017/10/brock-undergrads-research-aims-to-increase-efficiency-of-radiation-therapy/



Brock awarded \$2.2 million in Social Sciences and Humanities Research Council's (SSHRC) funding in 2017: In the 2017 competition, Brock received a total of \$2.2 million from the agency's Insight Grants, Insight Development Grants, Partnership Development Grants, and student research awards. This total includes graduate student scholarships and fellowships. "The applications go through a very competitive process, and Brock's success is a clear demonstration of the excellence of our researchers in humanities and social sciences research," says former Interim Vice-President, Research Joffre Mercier. brocku.ca/brock-news/2017/09/brock-awarded-2-2-million-in-sshrc-funding-in-2017/

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, inclusivity and reciprocity, with the objective of contributing to the community's sustainable economic, social, environmental and cultural prosperity.



Brock-Lincoln Living Lab a benefit to students and residents: On Oct. 3, 2017, a partnership connecting the community of Lincoln and Brock University was launched. The Brock-Lincoln Living Lab will focus on addressing specific needs around community sustainability and well-being. Brock faculty and students will contribute to the Living Lab's work through their research, and the partnership offers a conduit for experiential education that extends the curriculum into the community. brocku.ca/brock-news/2017/10/brock-lincoln-living-lab-a-benefit-to-students-and-residents/

Lemonade sales turn Grade 4 students into entrepreneurs

On June 1, 2017, students from a Grade 4 class at Power Glen Public School in St. Catharines served up glasses of ice-cold lemonade to members of the Brock community. The young entrepreneurs were on campus completing a project with Brock's Goodman School of Business, during which they learned business basics and created their own lemonade stands. Goodman Lemonade drew a crowd of more than 300 people from the Brock community. Fifty-two litres of lemonade were purchased. brocku.ca/brock-news/2017/06/lemonade-sales-turn-grade-4-students-into-entrepreneurs/



Brock celebrates its diverse, multicultural community at Celebration of Nations

Ghana was one of many countries represented in the Celebration of Nations event in Market Hall. Brock International Services hosted the annual event on Feb. 1, 2018 to showcase various food, traditions, artifacts and performances for faculty, staff and students. Flags representing more than 100 countries hung from the rafters, and the atmosphere filled with the temptation of international cuisine and a cultural exhibition. brocku.ca/brock-news/2018/02/brock-celebrates-its-diverse-multicultural-community-at-celebration-of-nations/



Pictured from left, back row are Esther Agyemang, Joan Krampah, Fauziyatu Ali, and Stella Appau. Front row is Aaron Duah, Kinesiology.



Brock launches community partnership to research pathways to economic growth: On June 12, 2017, Joffre Mercier, (former) Brock Interim Vice-President, Research, and Dan Patterson, President, Niagara College, signed a Memorandum of Understanding, along with Mario De Divitiis, Chief Executive Officer of the Niagara Workforce Planning Board, Vivian Kinnaird, Niagara College's Dean of Business, Hospitality and Environment, and Charles Conteh, Director of Brock's, Niagara Community Observatory. The Niagara Community Observatory (NCO), Niagara College's School of Business and the Niagara Workforce Planning Board will jointly produce research on Niagara region's economy, business development and workforce innovation. "The partnership is based on the shared values of responsiveness to the needs of the local community, a commitment to collaboration that celebrates and leverages the diverse perspectives and strengths of stakeholders, and pursuit of world-class research excellence," says the Memorandum of Understanding.

brocku.ca/brock-news/2017/06/brock-creates-community-partnership-to-research-pathways-to-economic-growth/

IMPACTING THE WORLD



Outreach



Bullying



Adult Education

Brock hosted outreach event in northern Indigenous community: Brock University strengthened its bonds with Indigenous communities on Manitoulin Island, by hosting an event for more than 100 students at the M'Chigeeng Community Complex that focused on options for post-secondary education. The event, aimed at highlighting the partnership between Brock and Weengushk Film Institute and examining potential future paths with Grade 8 and high school students, was called Weh Weh Neh, the translation from Ojibwe being "Doing Things Right." "We want to introduce them to potential role models. We want them to take pride in the fact that someone from their community, Shirley Cheechoo, is our University Chancellor," said Sandra Wong, Brock's Aboriginal Academic Support Program Coordinator.

brocku.ca/brock-news/2018/03/brock-hosting-outreach-event-in-northern-indigenous-community/

Brock men's basketball wins on and off the court: More than 900 children packed Bob Davis Gymnasium Oct. 12, 2017 as the Brock Badgers men's basketball team hosted its third annual Badgers vs. Bullying outreach event for elementary students in Grades 6 through 8. Guest speakers included Brock men's basketball head coach Charles Kissi, Henley Honda owner Alex Digenis, Niagara River Lions player Joe Rocca and Brock Vice-President, Administration Brian Hutchings.

brocku.ca/brock-news/2017/10/brock-mens-basketball-wins-on-and-off-the-court/



Brock-enhanced tracking tool provides surgical updates on patients: Waiting in hospital as a loved one undergoes surgery can be stressful. In an effort to help keep families informed about their loved one's progress, a surgical tracking display system, developed by Niagara Health, was recently enhanced by Brock student James Hall. In 2012, Niagara Health launched the system, which provides confidential updates for families in real time on monitors in waiting rooms. In Sept. 2016, the system's enhancement was identified as a potential project for Brock's Interprofessional Education for Quality Improvement Program (I-EQUIP). Hall has spent his two years in I-EQUIP helping Niagara Health enhance their current surgical tracking display for patients and families.

brocku.ca/brock-news/2018/04/brock-enhanced-tracking-tool-provides-surgical-updates-on-patients/

Adult Ed grad brings lessons back to Northwest Territories classroom: Rebecca Dylanger has lived in the tiny hamlet of Ulukhaktok, in the Northwest Territories for the past 12 years, where she teaches Inuit adults basic education, including math, English, science, social studies and computers. Until her recent graduation from Brock's Adult Education program, she had never experienced school as a mature student. She took a number of Aboriginal, Canadian and Women's and Gender studies courses that provided valuable history and insight.

brocku.ca/brock-news/2017/06/adult-ed-grad-brings-lessons-back-to-northwest-territories-classroom/

Brock students support North American Indigenous Games

A highly skilled team of Brock student volunteers stepped into leadership roles at the Toronto 2017 North American Indigenous Games (NAIG). More than 50 Brock students, including Hannah Davenport and Brenda Wardhaugh (right) volunteered for course credit as the result of a unique partnership between the Toronto NAIG and Brock's Major Games Field Course, led by Department of Sport Management, Associate Professor, Laura Cousens.

brocku.ca/brock-news/2017/07/brock-students-support-north-american-indigenous-games/



Children and parents from the Tomorrow's Voices choir pose with musician Dallas Smith during a sound check before his concert at the Meridian Centre recently.

Choir program launched by Brock prof making music accessible to kids

When Associate Professor of Marketing Todd Green launched Choir Nation last year, he wanted the for-profit enterprise to have a social component. The answer was Tomorrow's Voices, a choir composed of 35 kids between seven and 17 who have been recruited from Niagara groups such as Big Brothers Big Sisters, Community Care and the DSBN Academy. Tomorrow's Voices aims to open the doors to music and choir to all kids – regardless of what social issues they might be dealing with. "Our slogan is kids should be heard," Green said. Recently, they sang with Serena Ryder during the Juno awards and sang the national anthem at a Toronto Marlies game.

brocku.ca/brock-news/2017/11/choir-program-launched-by-brock-prof-making-music-accessible-to-kids/



Brock and Meridian team up to help others with Badgers Care

Meridian, Ontario's largest credit union, is joining Badgers Care as a community partner. Established in 2015, the Badgers Care program encourages Brock varsity teams, coaches and student-athletes to be good citizens through outreach, leadership and volunteerism. The unique program co-ordinated through Brock Sports is beneficial to the Niagara community, as well as everyone involved from Brock. Wade Stayzer, Meridian Vice-President, Retail said the relationship is a natural fit since both Brock and Meridian have a long history of collaborating to help build stronger communities.

brocku.ca/brock-news/2018/01/brock-meridian-team-up-to-help-others-with-badgers-care/



Brock innovations



Cider program

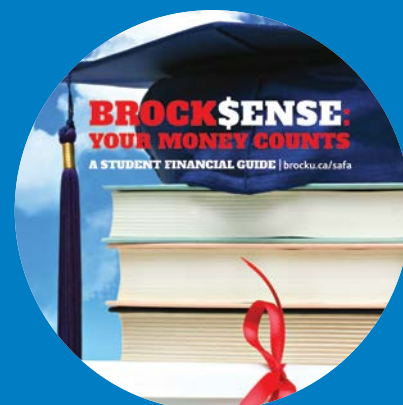
As cider booms, Brock's CCOVI continues to be a key industry partner: In April 2017, Brock's Cool Climate Oenology and Viticulture Institute (CCOVI) hosted the first-ever Canadian offering of a cider and perry production course, which sold out within a few weeks. Industry professionals and cider enthusiasts from British Columbia to New Brunswick travelled to Brock to improve their skills. CCOVI's Continuing Education Manager Barb Tatarnic said, "By delivering the foundational learning elements and then providing the opportunity to test the finished product, we are ensuring cider makers are delivering the quality of product their communities are looking for." CCOVI will be expanding its cider offerings to include more advanced courses in the near future. This would add to the growing number of continuing education courses now offered by the institute, which has more than tripled over the past year, rising from 77 in 2016 to 247 in 2017. brocku.ca/brock-news/2017/12/as-cider-booms-brocks-ccovi-continues-to-be-a-key-industry-partner/

Today, the higher education playbook is being re-written. Declining government funding per student, changing expectations of students, groundbreaking research, climate change and advancing technologies are just some of the major forces driving Brock's innovations. Business as usual will not cut it. Embracing innovation is at the core of Brock's pedagogy, research and operations. With innovation comes opportunities for Brock's students, communities, faculty and staff. The following section highlights just a few of the innovative projects occurring at Brock.



Partnerships

Goodman programs for Indigenous youth and local non-profit businesses: Goodman School of Business is delivering professional development to local business leaders. Through a partnership with Niagara Peninsula Aboriginal Area Management Board (NPAAMB) – who serves Indigenous youth aged 15-30 – training seminars offered through Goodman's Centre for Innovation, Management and Enterprise Education (CIMEE) will be customized to fit the organization's specific needs. CIMEE is also offering certificate programs to the local non-profit business communities. Tailored to fit a leadership development gap in the non-profit sector, the program provides community members with the tools and information they need to successfully lead teams and organizations. brocku.ca/brock-news/2017/08/goodman-offers-indigenous-leadership-training-through-new-partnership/



Financial literacy

Financial Literacy Fair aimed at educating current and future students: Brock's Student Accounts and Financial Aid hosted a Financial Literacy Fair Nov. 29, 2017. The free event was open to current and future Brock students, local high school students, as well as anyone in the wider Niagara community. The Financial Literacy Fair involved a wide range of Brock departments and external partners. "The top two reasons why students don't graduate are financial barriers and mental health. And often these two things are related," said Audrianna Kervoelen, Student Financial Services Officer. "We came up with this idea to help with retention and to change the culture at Brock to one of financial literacy." A new webpage was also launched that allows students to review both a summary and detailed breakdown of their tuition costs, residence fees, financial aid, as well as scholarships and other grants. brocku.ca/brock-news/2017/11/financial-literacy-fair-aimed-at-educating-current-and-future-students/



Joint program lets Grade 12 students earn a Brock kinesiology credit

Brock and Niagara Catholic District School Board (NCDSB) have launched a partnership to help better prepare students pursuing kinesiology as they make the leap from high school to university. A new dual-credit Kinesiology course was announced June 19 and beginning in Sept. 2018. Students who enrol in Introduction to Kinesiology, a Grade 12 university preparation course, will be able to receive credit towards a first-year Brock Kinesiology course called Foundations of Movement Studies. About 30 high school students will travel to Brock twice a week to participate in lectures and activity-based classes. brock-news/2017/06/joint-program-lets-grade-12-students-earn-a-brock-kinesiology-credit/



New Brock plan will cover tuition for international PhD students

Moving to further deepen its robust research scene by attracting more global scholars, Brock is increasing international doctoral fellowships to match the tuition costs for international students who are enrolled in a PhD program. "Increasing the number of exceptional young scholars who attend Brock is not just an investment in their own careers, it's an investment in the strength of the University, the Niagara region, and the country," said James Mandigo, Vice-Provost Enrolment Management and International. Brock currently has 27 international students enrolled in doctoral studies and would like to see this number increase in all Faculties that offer PhD programs. brocku.ca/brock-news/2018/02/new-brock-plan-will-cover-tuition-for-international-phd-students/



New Brock library space encourages modern approach to studying

Students Matt Durham and Ben Skippen enjoy the new Children's Educational Foundation of Canada (CEFC) Commons, which officially opened to the Brock community March 6, 2018. The (CEFC) Commons was a \$460,000 project that has created 3,600 square feet of innovative library space where design inspires creative and collaborative activity. The renovation was made possible by a generous donation from the CEFC. The \$263,000 gift supported the fifth floor project, while also contributing to Brock's Archives and Special Collections endowment and the purchase of library resources. brocku.ca/brock-news/2018/03/new-brock-library-space-encourages-modern-approach-to-studying/

New ergonomics lab to study workplace injury opens

On Oct. 3, 2017, Brock was joined by community partners as it opened its first Neuromechanics and Ergonomics Lab. With funding from the Canada Foundation for Innovation, the newly renovated space features more than \$150,000 in state-of-the-art biomechanics, neurophysiology and ergonomics equipment, including motion capture cameras, robotics, brain stimulation and electromyography. To the right, Brock Kinesiology Assistant Professor Michael Holmes works with Kinesiology master's student Garrick Forman in the new Neuromechanics and Ergonomics Lab. brocku.ca/brock-news/2017/10/new-ergonomics-lab-to-study-workplace-injury-opens/



Brock moves to create new Vice-Provost role to support Indigenous education

An open letter to Canada's university presidents, from Indigenous faculty and allies at universities, which criticized a court decision regarding Colten Boushie, a 22-year-old Cree man, who was shot and killed on a Saskatchewan farm in a 2016 incident, called on universities to take meaningful measures. In response, Brock President Gervan Fearon issued a statement that Brock is moving forward with recommendations – supported by the Aboriginal Education Council, Two-Row Council, the Tecumseh Centre as well as Indigenous students, staff and faculty – to establish a new Vice-Provost position dedicated to supporting Indigenous education and community engagement initiatives. brocku.ca/brock-news/2018/02/taking-action-brock-moves-to-create-new-vice-provost-role-to-support-indigenous-education/



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. Last year, Brock received \$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 towards DEEP Phase 1, a \$10.8-million project in priority upgrades for Brock's co-generation facility and associated utility distribution system.

The second phase of this massive project was able to move forward after an announcement in March 2018 that Brock will receive \$7.9 million in funding from the Ministry of Advanced Education and Skills Development (MAESD) related to its Greenhouse Gas Campus Retrofits Program (GGCRP) Innovation Grant Fund. This investment fully pays for Phase 2 of the DEEP project.

Phase 1 of the project replaces half of the existing natural gas-powered co-gen engines with state-of-the-art, high-efficiency, electronically controlled units. Phase 2 will replace the remaining co-gen engines and install a new high-efficiency electric chiller unit. This phase is fully focused on carbon reduction and efficiency. The existing plant, which is about 25 years old, is being replaced with the latest technology that will make the entire co-gen facility more efficient.

The completed DEEP project will result in Brock's annual NOx (nitrogen oxide) gas emissions dropping from 55 tonnes to just eight tonnes and non-methane hydrocarbons reducing from 15 tonnes to four. The new co-generation engines will also consume 26 per cent less fuel and result in hundreds of thousands of dollars in utility cost saving each year.

Workday Human Resources is coming

On July 1, 2018, Brock will become the first higher education institution in Canada to launch Workday HR, a cloud-based HR management and information system. The initiative will amalgamate nine independent HR systems into one unified, efficient and user-friendly system that will reduce duplication and forever change the way HR information is accessed at Brock.

The team behind Workday HR, called Project Mosaic, includes staff members from Human Resources, Information Technology Services and Financial Services as well as representatives from Deloitte who oversaw the system's design. In addition to employees with Project Mosaic, hundreds of faculty and staff from across campus have been involved with the implementation of Workday HR.

With Workday HR, employees will be able to access their personal employment information in real time, such as compensation, benefits and job applications; keep track of time worked; request and track time away; edit benefits information; check pay slips; and change contact information, such as phone number and address.

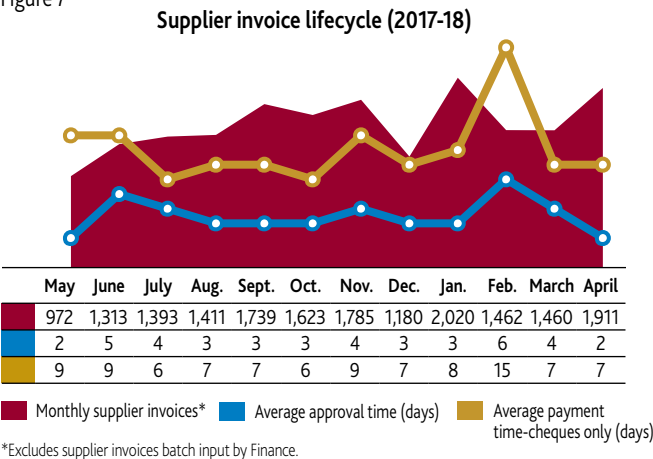
In addition to this, managers will be able to review and approve requests for leave and time away; access team information; view employee contracts; and create analytical reports that will help with planning and operational decisions. Faculty members and librarians will be able to view their most recent sabbatical leave and easily hire research assistants.

Workday financial facts

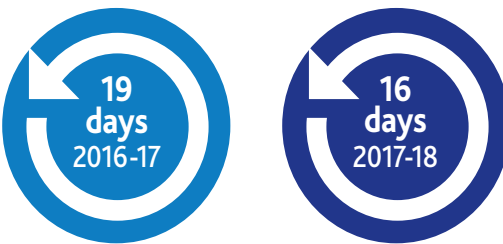
The implementation of Workday financials has significantly enhanced Brock's ability to understand and report on the financial transactions of the University. The following Workday facts only scratch the surface of the information now available to users of financial information of the University.

Tracking transactions and processes

Figure 7

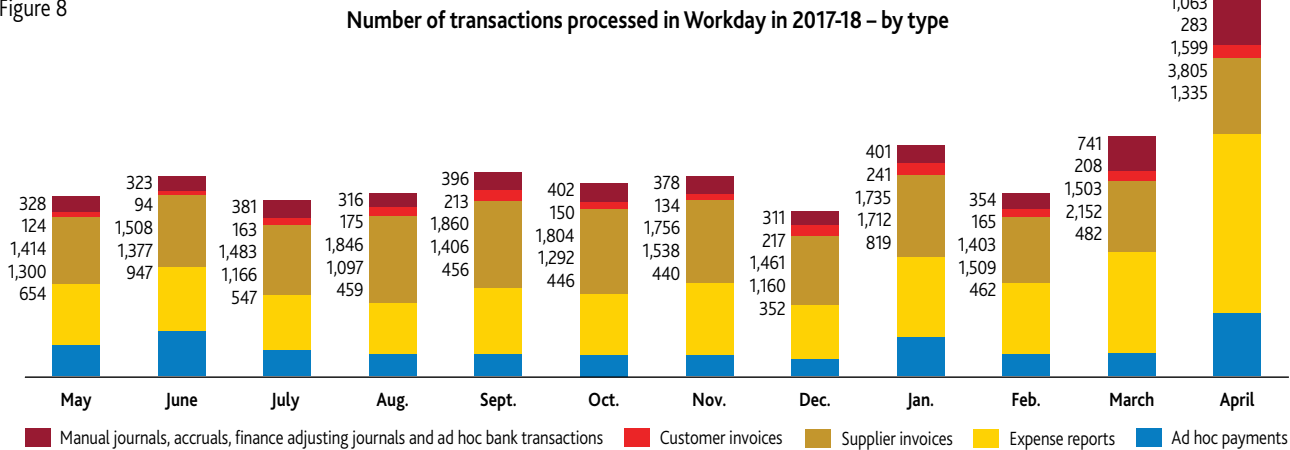


The average time for an expense report to be fully approved from the day it is submitted is



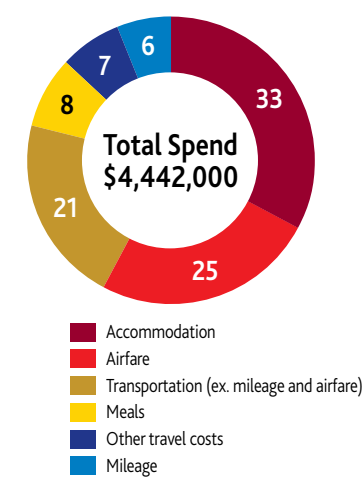
(including weekend days).

Figure 8



Tracking spending type

Figure 9
2017-18 Travel costs by spend type (%)



2017-18 Travel costs by funding source (%)

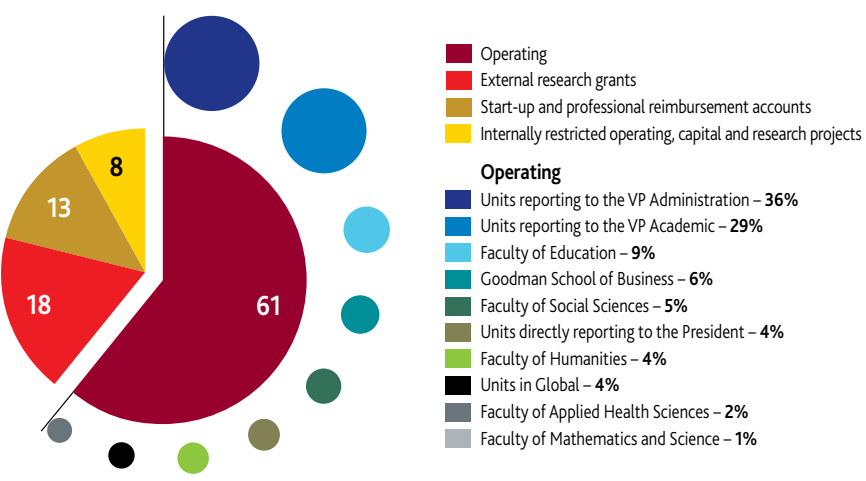
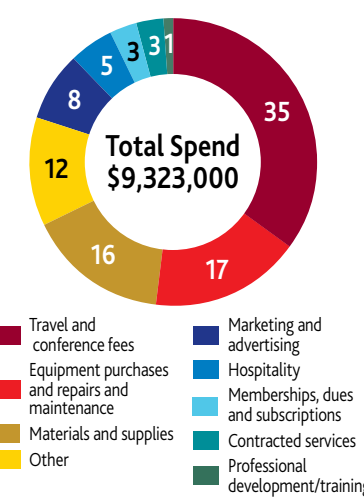
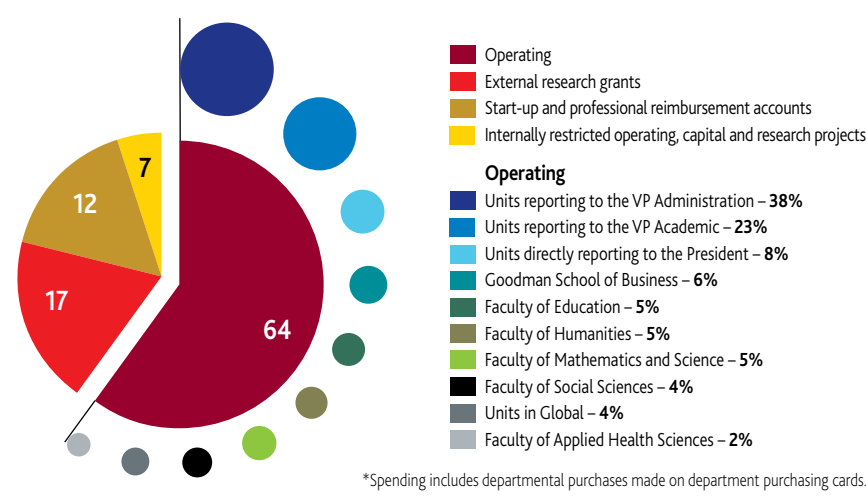


Figure 10
Spending on expense reports by type* (%)



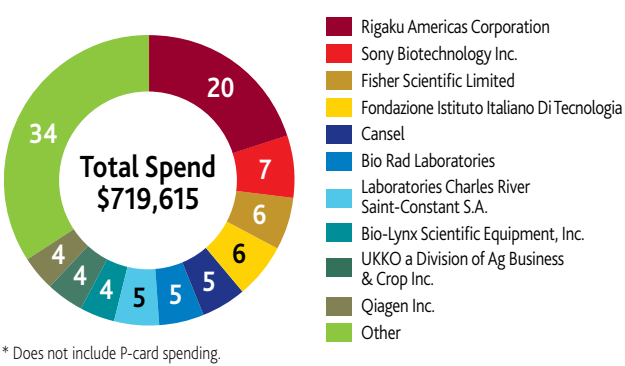
Spending on expense reports by funding source* (%)



*Spending includes departmental purchases made on department purchasing cards.

Tracking suppliers and collaborative buying

Figure 12
2017-18 Lab equipment and supplies purchases by supplier* (%)

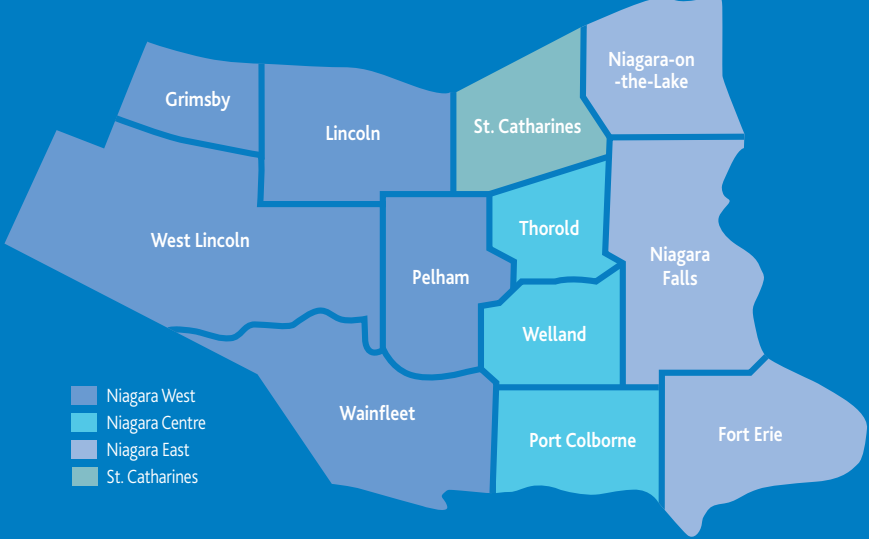


* Does not include P-card spending.



Total collaborative buying in 2017-18 was **\$7.7 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 13



Total spending* to **Niagara** region suppliers for 2017-18 was over **\$31 million** to more than **560** suppliers. The average spend per supplier was more than **\$55,000**.

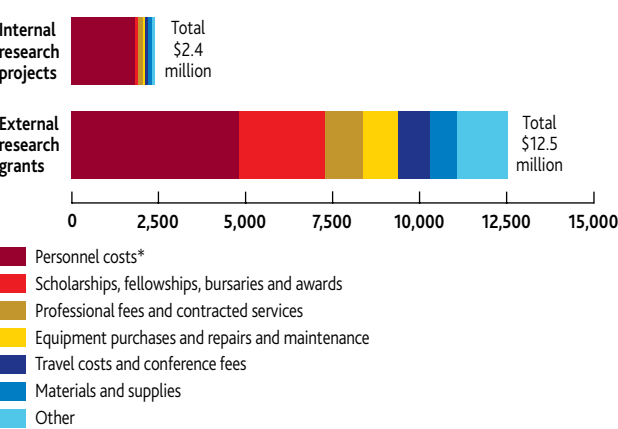
* Included in spending amount are payments to suppliers relating to funds collected by Brock University on the supplier's behalf.

The following are the average values of transactions for 2017-18:
Expense reports – **\$772**
Supplier invoices – **\$7,716**
Ad hoc payments – **\$587**



Total active purchasing cards as of April 30, 2018 were **820**, with spending on purchasing cards totalling more than **\$19 million** in 2017-18.

Figure 11
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.

- Figure 14
Top Niagara region suppliers by spend amount*:
- BUSU Inc.
 - Toromont Cat – A Division of Toromont Industries Ltd.
 - City of St. Catharines
 - Horizon
 - E.S. Fox Limited
 - FirstOntario Performing Arts Centre
 - Enbridge
 - Stolk Construction Limited
 - Niagara College
 - Rankin Construction Inc.
 - WSP Canada Inc.
 - Beatties Stationary Ltd.
 - Lidkea, Stob & Associates
 - Commercial Cleaning Services

Figure 15 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
Direct Energy Business	Natural gas
Brock Plaza Corporation	Residence lease payments
Council of Ontario Universities	Library acquisitions
Garda	Security
Shell Energy North America (Canada) Inc.	Natural gas
FirstOntario Performing Arts Centre	Facilities rental
Enbridge	Natural gas
Sodexo Canada, Ltd.	Food service
CURIE	Insurance
EBSCO Canada Ltd.	Library acquisitions
Softchoice LP	Software

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 2017. We also sincerely thank all donors who asked to remain anonymous.

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2017 to 2018

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 encourage anyone who has a story they think would be relevant for next year's timeline to submit it to annualreport@brocku.ca. In addition to the events described in the timeline, many of the ongoing awards received by students, alumni, faculty and staff, as well as, Brock Sports achievements, student experiences, research accomplishments, community engagement events, Brock innovations and Alumni successes are highlighted in this report.

2017

May



International scholars, professors and University Mentorship participants were formally welcomed at Brock's We Welcome the World Reception. brocku.ca/brock-news/2017/05/international-scholars-and-professors-formally-welcomed-at-brock/



Dr. Robin Williams, Ontario's Associate Chief Medical Officer of Health who also serves on Brock University's Board of Trustees, was honoured with a Lifetime Achievement Award by the Greater Niagara Chamber of Commerce. brocku.ca/brock-news/2017/05/brock-trustee-to-receive-lifetime-achievement-award/

Brock was awarded Best Social Media Account and Best Fan Support Group at the OUA CHAMP Awards (Celebrating and Honouring Achievements in Marketing and Promotions.) brocku.ca/brock-news/2017/05/badgers-win-oua-awards-for-best-fans-and-best-social-media-account/



At the Congress of Humanities and Social Sciences, Maureen Lux and Carmela Patrias, both professors in Brock's Department of History, were honoured for work on Aboriginal, women's history. brocku.ca/brock-news/2017/06/brock-profs-honoured-for-work-on-aboriginal-womens-history/



June



In an Introduction to Indigenous Studies course, students planted hearts in Brock flowerbeds to represent the memory of children lost to the residential school system. brocku.ca/brock-news/2017/06/heart-gardens-highlight-history-of-residential-schools/



Lauren Caldwell has been honoured as Brock's first-ever BEd Specialist graduate. brocku.ca/brock-news/2017/06/brock-recognizes-first-ever-bed-specialist-grad/



National Aboriginal Day was celebrated on June 21 by the Brock community. brocku.ca/brock-news/2017/06/national-aboriginal-day-celebrated-on-campus/

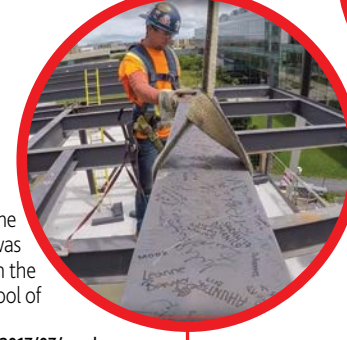


Brock Education Professor Coral Mitchell received the prestigious 2017 Distinguished Service Award from the Canadian Association for the Study of Educational Administration (CASEA). brocku.ca/brock-news/2017/06/brock-prof-receives-national-honour-in-educational-administration/

July



At the international Francophone Games, Brock wrestlers Jade Parsons, Kristina McLaren and Jessica Brouillette each took home gold, while Emily Schaefer clinched the bronze. brocku.ca/brock-news/2017/07/badgers-wrestle-way-to-four-medals-at-francophone-games/



The steel beam with signatures from members of the Brock community was hoisted into place in the new Goodman School of Business building. brocku.ca/brock-news/2017/07/goodmans-signature-beam-hoisted-into-place/



Brock teacher candidate Kaitlyn Knebel accepted the Key Chapter Award on behalf of Brock's Golden Key Chapter during an international conference for scholars held in Las Vegas. brocku.ca/brock-news/2017/08/brock-golden-key-chapter-scores-award-in-vegas/

August



New Brock University President, Gervan Fearon's first day was all about meeting people and getting acquainted with the Brock community. brocku.ca/brock-news/2017/08/new-president-sees-a-transformative-period-ahead-for-brock-university/



Aryan Alavi Razavi travelled with his family from Tehran, Iran, to participate in Brock's math camp. brocku.ca/brock-news/2017/08/math-camp-draws-participants-from-as-far-as-iran/

Almost two dozen Brock researchers received a total \$3.8 million in funding under NSERC's 2017 competition for the Discovery research programs – more than \$1.4 million over last year's total. brocku.ca/brock-news/2017/09/brock-researchers-awarded-3-8-million-from-nserc/



Brock hosted a site for the RBC Training Ground, an athletic performance testing event for young people between the ages of 14 and 25 aimed at identifying potential Olympic talent. brocku.ca/brock-news/2017/09/rbc-training-ground-at-brock-saturday-looks-to-identify-olympic-talent/

2018

January



Tim Kenyon's appointment as Brock's new Vice-President, Research began Jan. 1. brocku.ca/brock-news/2018/01/new-vp-research-aiming-to-build-brocks-momentum/

On Jan. 7, Brock welcomed more than 100 students from 33 countries at International Student Orientation Day. brocku.ca/brock-news/2018/01/international-students-get-brock-welcome/



Goodman students Arusa Mithani, Simran Arora and Zaman Dubey won first place in the Project Management Institute Case Boss Challenge at the DECA U Provincial competition held Jan. 19 to 21. Goodman students earned 17 medals in total. brocku.ca/brock-news/2018/01/goodman-students-win-17-medals-at-provincial-competition/

February



Brock celebrated Black History Month with a series of community events, that focused on the contributions of African women in history. In one event, Nafée Faigou from SOFIFRAN led a French-language workshop hosted by the Department of Modern Languages, Literatures and Cultures. brocku.ca/brock-news/2018/01/black-history-month-at-brock-to-focus-on-african-women-in-history/



On Feb. 1, University Librarian Mark Robertson presented David Sharon, Head of Archives and Special Collections, with the Ontario Library Association's Archival and Preservation Achievement Award. brocku.ca/brock-news/2018/02/head-of-archives-honoured-by-provincial-organization/

A memorandum of understanding signed on Feb. 16 made Brock the first university in Canada to implement a scholarship agreement with the island of Curaçao. brocku.ca/brock-news/2018/02/brock-becomes-first-canadian-university-to-sign-scholarship-agreement-with-island-of-curaçao/



Fourth-year Brock history student Jessica Linzel was presented with the Lieutenant Governor's Ontario Heritage Award for Youth Achievement and the Young Heritage Leaders Scholarship at a ceremony at Queen's Park in February. brocku.ca/brock-news/2018/03/history-student-receives-provincial-honour-for-local-heritage-work/

March

Missing and murdered Indigenous women and girls, along with the culture-shifting #MeToo movement, was the focus of this year's International Women's Day at Brock on March 8. brocku.ca/brock-news/2018/03/international-womens-day-events-at-brock-to-highlight-indigenous-women-and-metoo/



Organized by Brock's Cool Climate Oenology and Viticulture Institute, more than 800 guests came to the Scotiabank Convention Centre in Niagara Falls on March 23 as the Cuvée Grand Tasting rang in a milestone 30th anniversary. brocku.ca/brock-news/2018/03/inaugural-winemaker-of-excellence-awarded-at-packed-cuvee-grand-tasting/

April



Brock University Students' Union President Faisal Hejazi.

Over the next two years, the \$6- to \$6.8-million expansion of the Zone fitness centre, to be funded by student fees, will see the Zone triple in size from its current 4,300 square feet to 15,500 square feet. brocku.ca/brock-news/2018/04/student-vote-means-zone-expansion-moving-forward/



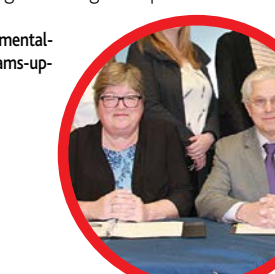
Third-year Public Health student Brendan Burke was one of 23 students who helped to create a blanket in honour of Tina Fontaine as part of a Studies in Indigenous Culture course. brocku.ca/brock-news/2018/04/students-create-blanket-in-memory-of-tina-fontaine/



PhD student Josh Manitowabi and undergraduate student Jessica Bomberly were named the 2018 recipients of the Aboriginal Achievement Awards on April 9. On the same day, a fifth flag pole was installed at the University, which will fly the flags of various Indigenous groups throughout the year. brocku.ca/brock-news/2018/04/aboriginal-award-recipients-studying-to-improve-their-communities/

Brock President Gervan Fearon was added to the Board of Directors for the 2021 Canada Summer Games Host Society, responsible for planning and delivering the Games in Niagara. brocku.ca/brock-news/2018/04/ottawa-appoints-brock-president-to-2021-canada-games-board/

A memorandum of understanding with the University will see the Brock University Students' Union (BUSU) fund a pilot project employing two new mental health positions on campus for two years. brocku.ca/brock-news/2018/04/busu-to-fund-new-mental-health-positions/



Niagara Parks Chair Janice Thomson and Brock University Provost Tom Dunk.

On April 20, a Memorandum of Understanding was signed between Brock University and the Niagara Parks Commission to work more closely in developing knowledge and practices in protecting the environment. brocku.ca/brock-news/2018/04/environmental-sustainability-is-the-theme-as-brock-teams-up-with-niagara-parks/



Susan Tilley, a professor in Brock's Faculty of Education, has been elected the new Secretary-General of the International Society for Teacher Education. brocku.ca/brock-news/2017/12/brock-prof-to-lead-international-society-for-teacher-education/



Brock President Gervan Fearon was honoured by the Michaele Jean Foundation with the Influencer Award at the National Black Canadians Summit. brocku.ca/brock-news/2017/12/brock-president-honoured-by-michaele-jean-foundation/

More than 250 Brock employees participated in this year's United Way campaign, collectively raising close to \$160,000 for the charitable organization. brocku.ca/brock-news/2017/12/brock-surpasses-united-way-goal-with-largest-campaign-to-date/



Brock is funding two new scholarships for women in the Middle East to seek higher education through an expanded partnership with the Daughters for Life Foundation. brocku.ca/brock-news/2017/11/brock-funds-additional-daughters-for-life-scholarships/

Deloitte Canada has benefited greatly from the talent that comes from Brock and was proud to support the \$22-million Goodman School of Business expansion project with a gift of \$250,000 to name a 45-seat classroom. brocku.ca/brock-news/2017/11/deloitte-donates-250000-for-state-of-the-art-classroom/



Second-year Biochemistry Co-op student, Matthan Condez, received five awards during the 10th annual Faculty of Mathematics and Science Celebration of Student Excellence. brocku.ca/brock-news/2017/11/students-honoured-as-math-and-sciences-best-brightest/



The Canadian Society for Exercise Physiology (CSEP) elected Applied Health Sciences Associate Dean Nota Klentrou as Chair of its Board of Directors for a two-year term. brocku.ca/brock-news/2017/11/brock-prof-to-chair-canadian-society-for-exercise-physiology/



Research collaborations and student recruitment were among the topics discussed as Brock welcomed Pakistan Consul General Imran Ahmed Siddiqui on Oct. 31. brocku.ca/brock-news/2017/11/consul-general-visit-boosts-brocks-relations-with-pakistan/



The Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (CCUNESCO) has appointed Brock biologist Liette Vasseur to head up one of its commissions. brocku.ca/brock-news/2017/10/canadian-un-body-appoints-brock-biologist-to-senior-position/



Brock is among five Canadian host sites selected for new Rowing Canada hubs. brocku.ca/brock-news/2017/10/brock-named-one-of-five-new-national-rowing-hubs/



More than 200 educators, youth, parents and community members participated in the Changing Mindset in a Changing World youth summit held at Brock Oct. 10. brocku.ca/brock-news/2017/10/brock-youth-summit-aims-to-break-systemic-barriers-in-schools/

October



4,975 people attended the Steel Blade Classic hockey game at the Meridian Centre. The Badgers set the record for the biggest crowd ever for a Brock sporting event, and set a new record for highest attendance ever at a university hockey game held in Ontario. brocku.ca/brock-news/2017/09/badgers-lose-on-the-scoreboard-win-in-the-stands/



Nearly 250 Brock staff, faculty and students helped out at the school's display at the Ontario Universities' Fair in Toronto Sept. 22-24. For the second year in a row, Brock showcased its brand with The Brock 'Experience' campaign. brocku.ca/brock-news/2017/09/thousands-experience-brock-at-ontario-universities-fair/

Alumni success

Brock University's more than 100,000 alumni have shown success and have had lasting impacts in the Niagara Community, Ontario and the world. They continue to impress in areas of research, business and sports, just to name a few. The following stories celebrate some of their accomplishments.



Shiraz Mottiar



Tayler Book



Shelley Chemnitz

Ontario's top winemaker award goes to a Brock alum named Shiraz: One of Brock's first graduates of the Oenology and Viticulture program was recognized for his winemaking prowess at this year's Ontario Wine Awards. Shiraz Mottiar (BSc '00) won the coveted 2017 Winemaker of the Year award at a ceremony held in May, 2017. These awards are considered by many as the Oscars of the winemaking industry. They were founded 23 years ago by Tony Aspler, as a means to celebrate Ontario's best VQA vintages. brocku.ca/brock-news/2017/06/ontarios-top-winemaker-award-goes-to-a-brock-alum-named-shiraz/

Sweet dreams pay off for Brock alumna: Tayler Book (BA '14), co-owner of Beechwood Doughnuts in St. Catharines, spends her days creating sweet treats at her downtown shop. Beechwood donates \$1 from every cinnamon sugar doughnut sold to YWCA Niagara Region, an organization that provides shelter, food and other supports to people living in poverty. Beechwood now employs 15 people and sells between 1,500 and 3,000 doughnuts daily. brocku.ca/brock-news/2017/06/sweet-dreams-pay-off-for-brock-alumna/

Brock graduate named St. Catharines CAO: Brock graduate Shelley Chemnitz (BAdmin '89) is the new chief administrative officer for the City of St. Catharines. She brings more than two decades of financial, administrative and leadership experience to her new position, after previously working as the City's treasurer and commissioner of corporate support services. "My experience at Brock University as a graduate of the Accounting Co-op program gave me the firm foundation that led to my success and future career," said Chemnitz. brocku.ca/brock-news/2017/11/brock-graduate-named-st-catharines-cao/

Toronto FC names Brock alumnus assistant general manager: Another Brock alumnus has landed a prestigious role with a professional sports franchise. Corey Wray (BSM '07), was promoted by Maple Leaf Sports and Entertainment to become assistant general manager of the Toronto FC professional soccer team where he will continue to focus on creating player pathways and provide administrative direction to the franchise. Wray became one of the first interns at Toronto FC during its inaugural season in 2007. brocku.ca/brock-news/2017/09/toronto-fc-names-brock-alumnus-assistant-general-manager/

Former player returns as coach to build Brock women's rugby legacy: As she did when she was a varsity player, Stefanie Pavlovich (BEd '10, BPhEd '10, MEd '11) is making a big impact as head coach of the Brock Badgers women's rugby team. In her first two seasons, the former CIS All-Canadian has built a strong program at her alma mater, leading the Badgers into the playoffs. She focuses on dedication and commitment to athletic and academic success, as well as off-season training and a family atmosphere. brocku.ca/brock-news/2017/10/former-player-returns-as-coach-to-build-brock-womens-rugby-legacy/



Pictured from left are Jeff Dykeman, Tim Siemens, Steffanie Bjorgan, Marcia Trudeau-Bomberry, Tony Abou Assaleh, Lilian Tomovich, Martin Philp, Sarah Argue and Joanne McKee.

ALUMNI SUCCESS



Brock alumna named Rowing Canada President: Carol Purcer (MEd '07) was appointed to the helm of Rowing Canada as the organization's new President. Purcer's days as a mature student at Brock meant balancing her studies alongside family life and a full-time career as a post-secondary teacher. The lifelong learner spent many late nights hitting the books and cramming study time into busy weekends as she pursued her Master of Education while taking care of her husband and three children. brocku.ca/brock-news/2017/10/brock-alumna-named-rowing-canada-president/



Brock alum raising awareness of Inuit culture: For many Niagara residents, spending a summer week 'up north' means driving a few hours to nearby cottage country. But for Brock alumnus Joe Pelino (BSc '91), that summer trek north means flying almost 2,400 kilometres to Iqaluit, the capital city of Nunavut. Every summer for the past 14 years, Pelino has gone to Iqaluit to help coach the Nunavut Stars during a four-day ice hockey camp. The program draws 80 to 120 players aged five to 18 from various Nunavut hamlets. The Welland native grew up on the ice – later joining the Brock Badgers men's hockey team in his university years. He has begun producing a film project called Tuusaqtuut, which "documents the experiences of 40 Inuit Elders who share their knowledge of life on the land in Canada's Arctic region." brocku.ca/brock-news/2017/08/brock-alum-raising-awareness-of-inuit-culture/

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.

- 2018 Outstanding Young Alumni Award – Kithio Mwanza (BA '07; MA '12)
- 2017 David Betzner Award – Nick Chrzan (BBA '12)
- 2017 Distinguished Alumni Award – Lilian Tomovich (BA '89)
- 2017 Alumni Association Community Engagement Award – Tim Siemens (BA '90)
- 2017 Distinguished Graduate in the Faculty of Applied Health Sciences – Jeff Dykeman (BSM '05)
- 2017 Distinguished Graduate in the Faculty of Education – Steffanie Bjorgan (BA '90; B.Ed '90)
- 2017 Distinguished Graduate in the Faculty of Humanities – Sarah Argue (BA '06)
- 2017 Distinguished Graduate in the Faculty of Mathematics and Sciences – Tony Abou Assaleh (B.Sc '01)
- 2017 Distinguished Graduate in the Faculty of Social Sciences – Marcia Trudeau-Bomberry (BA '00)
- 2017 Distinguished Graduate in the Goodman School of Business – Joanne McKee (B.Admin '86)

Brock alum to share hands-on experience in puppetry

Brock alumna and puppeteer Sarah Argue (BA '06) gave a talk about her business at the Marilyn I. Walker School of Fine and Performing Arts on Sept. 15, 2017, before being honoured at the Alumni Recognition Reception on Sept. 16 as part of Homecoming weekend. With a little felt and a lot of talent, Argue has created a career for herself in the world of puppetry. Through her business, Rock the Arts, the Brock dramatic arts alumna has been touring across Canada with her crew of unique characters sharing shows about compassion, enjoying the little things in life and the power of choice.

brocku.ca/brock-news/2017/09/brock-alum-to-share-hands-on-experience-in-puppetry/



Race against time: 4,000 km across Canada's north

More than 300 people gathered in Sean O'Sullivan Theatre on Dec. 7, 2017 to listen to Brock grad and modern-day adventurer Adam Shoalts (BA '09) speak about his latest expedition. With determination on his side, the 31-year-old Pelham native was able to complete his journey through the remote wilderness unscathed, living to tell the tale of the four-month adventure that saw him walk and canoe an incredible 4,000 kilometres across the Yukon, Northwest Territories and Nunavut – from the Alaska border to Hudson Bay.

brocku.ca/brock-news/2017/12/race-against-time-4000-km-across-canadas-north/

Grad's cancer research continues in the U.K. at University of Cambridge

Brock grad Lucas Maddalena (BSc '12, MSc '17) has received a substantial scholarship to continue his cancer research at the University of Cambridge. During his time at Brock, Maddalena could often be found working away in the labs within the Cairns Family Health and Bioscience Research Complex. The research that began in Brock's labs has taken Maddalena nearly 6,000 kilometres across the Atlantic to one of the world's most renowned institutions. The Biological Sciences grad crossed the pond this past fall in order to walk the hallowed halls of the University of Cambridge, where he has accepted a prestigious \$300,000 scholarship to complete his PhD.

brocku.ca/brock-news/2018/01/grads-cancer-research-continues-in-the-u-k-at-university-of-cambridge/



Excellence in staff

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.

- Beverly Minor – Faculty of Applied Health Sciences
- Darlene Morris – Financial Services
- Jayne Morrish – Lifespan Development Research Centre
- Stephen Renda – Technology Services – Machine Shop

Human Resources Distinguished Staff Service Award for Leadership

- Charlotte Sheridan, Associate Director, Graduate Studies

35 years of service to Brock

- Sharon Broderick – Lecturer: Marketing, International Business and Strategy, Goodman School Of Business
- Chris Critelli – Assistant Director, Athletics: Brock Sports
- James Fleming – Director, Residence
- Patricia Froese – Supervisor, Project and Administrative Support Office: Information Technology Services
- David McCarthy – Associate Professor: Computer Science, Mathematics and Science
- Mary-Jayne Mete – Office Co-ordinator: Student Success Centre, Teaching, Learning and Student Success
- Jan Vrbik – Professor: Mathematics, Mathematics and Science
- Allister Young – Associate Professor: Accounting, Goodman School of Business

25 years of service to Brock

- Joanne Boucher Johnson – Administrative Assistant: English Language and Literature, Humanities
- Judith Brooder – Manager, Student Accessibility Services: Student Wellness and Accessibility Centre, Teaching, Learning and Student Success
- John Culp – Audio-Visual Technician: Client Services – Audio Visual Services, Information Technology Services
- Valerie DeSimone – Administrative Assistant: Finance, Operations and Information Systems, Goodman School Of Business
- Fiona Hunter – Professor: Biological Sciences, Mathematics and Science
- David Love – Associate Professor: Economics, Social Sciences
- Ruth McQuirter Scott – Professor: Educational Studies, Education
- Mark Newman – Plumber: Maintenance and Utilities Services, Facilities Management
- Matthew O'Beirn – Technical Analyst: Client Services, Information Technology Services
- Gail Pepper – Director, Graduate Studies: Faculty of Graduate Studies
- Jeanette Ramsay – Undergraduate Student Affairs Officer: Dean's Office – Social Sciences
- Danny Rosenberg – Associate Professor: Kinesiology, Applied Health Sciences
- Brian Ross – Professor: Computer Science, Mathematics and Science
- Joyce Samuels – Human Resources Assistant: Human Resources
- Susie Sykes – Library Assistant: Access Services, Library

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

Our people

Brock Wellness

Wellness is an integral focus of the Brock community. By supporting employees' 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 many thought-provoking workshops. These workshops are specifically constructed in a way that addresses eight aspects of wellness (Figure 16), and the event has



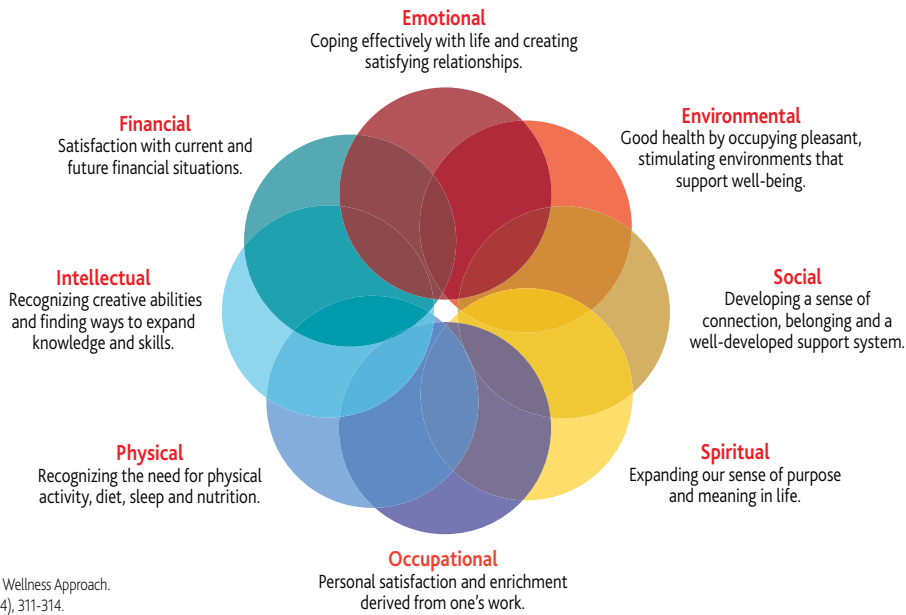
consistently drawn a large audience. Annually, up to 600 employees attend, and they are a testament to the continued success of Wellness Day.

From a preventative perspective, wellness initiatives are also increasingly important. By encouraging members of the Brock community 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 to live 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 has introduced 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. The first recipient of the annual award was presented to Karl Thorp, Senior Platoon Supervisor with Campus Security Services 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 16



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 three 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 more than 70 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 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 work to support leadership development is through the Crucial Conversations training sessions. 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/

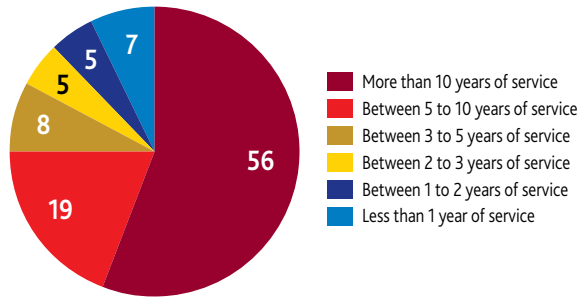
Our employees

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

Figure 17 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 17

Ongoing permanent employees as of December 2017 (%)



Source: HRIS as at December 31, 2017.

Fifteen members of faculty and staff were recognized for working at Brock for 25 years and eight members for 35 years, as detailed on page 43. Currently, there are 194 faculty and staff who have dedicated at least a 25 years of service to the University.

One of Hamilton-Niagara's top employers for the second year

For the second consecutive year, Brock University has been named one of the top 15 employers in Hamilton-Niagara. This annual competition is organized by the editors of Canada's Top 100 Employers. Now in its 11th 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/2017/11/brock-makes-list-of-top-15-hamilton-niagara-employers-for-second-year/

Reviewing the numbers

Once again, it's 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 18 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 58, with commentary on the funding actual results on page 47, and commentary for the NFPS actual results on page 64.

Figure 18

(\$000s)	2017-18 Actual	Funding 2017-18 Budget	2017-18 Actual	NFPS 2017-18 Budget	Funding 2016-17 Actual	NFPS 2016-17 Actual
Revenue						
Student fees	167,446	167,875	167,658	167,875	158,341	158,451
Grant revenue	97,371	96,326	96,156	95,028	95,009	94,160
Internal chargebacks	9,426	8,792			9,703	
Inter-fund revenue	3,239	3,138			4,859	
Other revenue	48,600	47,826	73,383	70,958	46,182	71,386
Total revenues	326,082	323,957	337,197	333,861	314,094	323,997
Operating costs						
Personnel costs	(205,233)	(212,939)	(212,064)	(216,295)	(196,994)	(204,882)
Inter-fund expense	(23,288)	(18,590)			(20,965)	
Other operating costs	(92,419)	(92,428)	(113,085)	(117,281)	(90,611)	(110,297)
Total operating costs	(320,940)	(323,957)	(325,149)	(333,576)	(308,570)	(315,179)
Funding surplus (before discretionary appropriations)	5,142	-	12,048	285	5,524	8,818
Discretionary appropriations	(5,132)				(5,500)	
Funding surplus (after discretionary appropriations)	10	-	12,048	285	24	8,818

Financial results – funding basis

The following section explains the 2017-18 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 2017-18 of \$5.142 million is before year-end discretionary appropriations for reinvestment in the University. These internally restricted transfers fund the strategic initiative funds, capital and infrastructure projects and reserves, and the debt repayment reserve, as detailed on page 62. When the 2017-18 funding budget was originally established, we estimated a balanced funding budget, the first in over a decade. To the whole University community, congratulations and thank you for your commitment to exceeding this budget.

This said, we know going forward we still have our fiscal challenges. Although the 2018-19 Budget Report once again presented a balanced budget, enrolment remains a key concern and government funding continues to

challenge Brock. The 2018-19 budget includes an additional \$1.1-million enrolment target to be achieved through increasing student retention next year and an additional \$0.3 million in investment income. 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 2018-19 signifies that if Brock is able to meet its targets for tuition, any unspent budget could represent missed investment opportunities.

Review of overall revenue

Actual revenue for 2017-18 was higher than budget by \$2.1 million. This revenue beat was driven by higher than budgeted grant revenue of \$1.0 million, other revenue of \$0.8 million and internal chargeback revenue of \$0.6 million. This was offset by lower than budgeted student fees of \$0.4 million.

Tuition and enrolment

Figure 19 below details tuition revenue by program type, separated by where the tuition is reported. The majority of tuition is reported in University Global, which is further detailed based on Faculty of major in Figure 22.

Figure 19: Tuition by reporting unit

(\$000s)	2017-18 Actual	2017-18 Budget	2016-17 Actual	Listed below
Total tuition revenue in University Global				
	141,737	141,667	134,397	(1)
Tuition revenue budgeted in respective departments				
Professional Master's Preparation Certificate (Business) (PMPC)	1,298	801	801	(2)
International Master of Business Administration (IMBA)	7,321	7,763	6,895	(2)
International Master of Professional Accounting (IMPAcc)	1,621	1,835	1,461	(2)
Master's Preparation Certificate in Education (MPCE)	323	419	451	(3)
International Master of Education (MEd)	1,238	1,161	870	(3)
Master of Arts in Applied Linguistics (MA LING)	49	147	57	(4)
International Master of Science in Materials Physics (MsMP)	103	105	39	(6)
Total international student programs (ISP)s	11,953	12,231	10,574	
Continuing Teacher Education – Additional Qualifications (AQ)	670	950	623	(3)
Center for Adult Education and Community Outreach (CAECO)*	796	920	941	(3)
Other Education programs	111	199		(3)
Intensive English Language Program (IELP)	3,524	4,230	3,286	(5)
Summer English Language Program (SELP)	472	361	451	(5)
Total other self-funded programs	5,573	6,660	5,301	
Tuition revenue in respective departments	17,526	18,891	15,875	
Total tuition revenue	159,263	160,558	150,272	
Fee revenue	8,183	7,317	8,069	
Total student fees	167,446	167,875	158,341	

* Includes Aboriginal Adult Education.
Departments the tuition revenue is reported in: (1) University Global; (2) Goodman School of Business; (3) Faculty of Education; (4) Faculty of Social Sciences; (5) Student Services; (6) Faculty of Mathematics and Science





Overall, actual student fee revenue was lower than budget by \$0.4 million. International student program (ISP) tuition saw lower than budgeted results of \$0.3 million, driven mainly from the Goodman School of Business IMBA and IMPAcc programs, the Faculty of Social Sciences MA LING program and the Faculty of Education MPCE program, as a result of lower than budgeted enrolment. Offsetting these declines was higher than budgeted enrolment and tuition in the Goodman PMPC program and the Faculty of Education MEd program. ESL tuition revenue and the Faculty of Education Additional Qualification revenue are also lower than budget by \$0.6 million and \$0.3 million respectively.

Figure 20: Student enrolment by type

Type	2017-18 Actual		2016-17 Actual		2015-16 Actual	
	Headcount ⁽¹⁾	FTE ⁽²⁾	Headcount ⁽¹⁾	FTE ⁽²⁾	Headcount ⁽¹⁾	FTE ⁽²⁾
Undergraduate – domestic	15,669	15,862	15,711	15,666	15,557	15,578
Undergraduate – international	1,386		1,307		1,256	
Graduate – domestic	1,099	1,558	1,094	1,434	1,088	1,380
Graduate – international	634		596		561	
Total	18,788	17,420	18,708	17,100	18,462	16,958

(1) Represents Fall student headcount full-time (FT) and part-time (PT). For a definition refer to pg 89 of the 2017-18 Budget Report.
(2) Represents full-time equivalent (FTE) students. For a definition refer to pg 89 of the 2017-18 Budget Report.

Global tuition met budget, with actual results being \$0.07 million, or 0.05 per cent above budget, with undergraduate tuition under budget \$0.01 million (including the budgeted \$3.0 million retention target) and graduate tuition over budget by \$0.08 million, as detailed in Figure 22. The strong partnership between Financial Services and Institutional Analysis has allowed for the creation of these highly accurate tuition budgets. By session, overall global tuition was 12.1 per cent from the spring/summer sessions and the remaining 87.9 per cent from fall/winter, as shown in Figure 21.

All-in enrolment, which includes all undergraduate and graduate enrolment, including letters of permission, non-degree students, additional qualifications, certificates and ISP programs, shows overall headcount growing at 84 over 2016-17 with FTE growth of 320, as detailed in Figure 20.

Figure 21

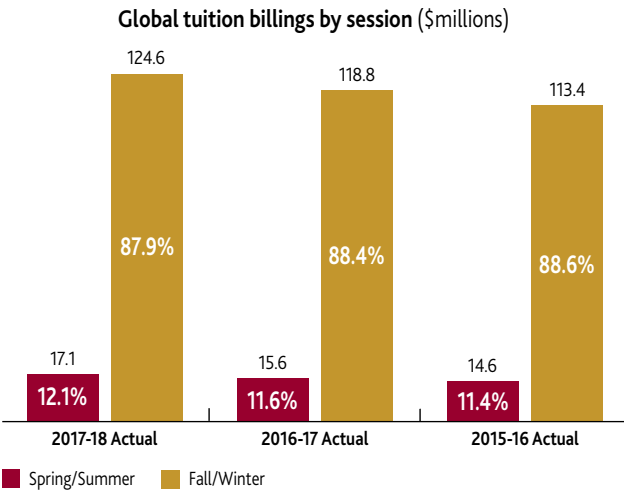


Figure 22: Tuition revenue budgeted in University Global ⁽¹⁾

(\$000s)	2017-18 Actual	2017-18 Budget	2016-17 Actual
Undergraduate – domestic			
Faculty of Applied Health Sciences	23,248	23,486	21,910
Goodman School of Business	20,414	19,700	18,977
Faculty of Education	6,067	5,802	6,007
Faculty of Humanities	10,419	9,809	10,267
Faculty of Mathematics and Science	11,772	11,170	11,135
Faculty of Social Sciences and Undeclared Arts	30,045	30,605	30,236
Other ⁽²⁾	219	451	264
Total undergraduate – domestic	102,184	101,023	98,796
Graduate – domestic			
Faculty of Applied Health Sciences	1,450	1,268	1,175
Goodman School of Business	1,187	1,508	1,289
Faculty of Education	1,278	1,179	1,245
Faculty of Humanities	491	493	520
Faculty of Mathematics and Science	838	693	711
Faculty of Social Sciences	2,484	2,699	2,592
Total graduate – domestic	7,728	7,840	7,532
Total domestic	109,912	108,863	106,328
Undergraduate – international			
Faculty of Applied Health Sciences	1,594	1,420	1,319
Goodman School of Business	11,357	11,479	10,755
Faculty of Education	61	47	43
Faculty of Humanities	820	425	523
Faculty of Mathematics and Science	4,229	2,757	2,837
Faculty of Social Sciences and Undeclared Arts	9,626	9,640	9,095
Other ⁽²⁾	45	130	119
Total undergraduate – international	27,732	25,898	24,691
Graduate – international			
Faculty of Applied Health Sciences	215	182	141
Goodman School of Business	1,725	1,379	1,378
Faculty of Education	146	120	66
Faculty of Humanities	243	141	107
Faculty of Mathematics and Science	1,176	1,392	1,118
Faculty of Social Sciences	588	692	568
Total graduate – international	4,093	3,906	3,378
Total international	31,825	29,804	28,069
Retention target	-	3,000	
Total Tuition Revenue University Global	141,737	141,667	134,397

(1) Figures based on the Faculty of Major.
(2) Includes letter of permission, non-degree students and auditors.



Figure 23: Grant revenue

(\$000s)	2017-18 Actual	2017-18 Budget	2016-17 Actual	2015-16 Actual	2014-15 Actual
Operating Grants					
Core Operating Grant	81,743	82,000			
Differentiation Grant Envelope	4,404	4,633			
Basic Operating Grant (including Teacher Education)			71,471	69,820	71,505
Undergraduate Accessibility Fund			7,250	5,824	5,461
Graduate Expansion Grant			2,415	2,019	1,947
General Access and Quality Grant			3,722	3,719	3,770
Performance Fund			706	762	746
Provincial Research Overhead Infrastructure Envelope			147	147	
International Student Recovery	(1,319)	(1,465)	(1,254)	(1,052)	(900)
Nursing Grant	2,838	2,813	2,861	2,797	2,790
Total operating grants	87,666	87,981	87,318	84,036	85,319
Specific purpose grants	9,705	8,345	7,691	9,165	9,267
Total grant revenue	97,371	96,326	95,009	93,201	94,586

Operating grants

The Ministry of Advanced Education and Skills Development (MAESD) recently introduced a new university funding model for 2017-18. Through this new model, a number of the operating grants received in prior years have effectively been combined and re-allocated into two new grants – Core Operating Grant and the Differentiation Grant Envelope. Please refer to the 2017-18 Budget Report for further details and the background of these new grants. Brock was able to negotiate with the MAESD to increase the operating grant revenue, mainly related to changes in how Brock reported its enrolment to MAESD.

At the time of preparing the 2017-18 budget, it was anticipated that Brock would receive \$85.3 million in 2016-17 for the general operating grants (highlighted grants in Figure 23) and an additional \$1.3 million was budgeted for 2017-18. This pick-up, which is more fully described in the 2017-18 Budget Report, is related to unfunded master’s and unfilled PhD FTE allocations which were negotiated with the MAESD through the SMA process. The SMA2 was recently signed and it includes an increased number of funded master’s and PhD student FTE allotments, with increases to 792 and 108 students respectively for 2017-18. The actual eligible master’s enrolment for 2017-18 was 700.1 FTE and PhD 107 FTE, which resulted in a budget miss of \$0.5 million in the core operating grant and differentiation grant envelope.

Specific purpose grants beat budget by \$1.4 million, mainly as a result of a number of new specific-purpose MAESD grants announced during the year, specifically the following grants: Career Ready Fund: University Kick Start, Mental Health Support for Post-Secondary Students and Mental Health Workers.

Other revenue

Total other revenue saw an increase over budget of \$0.8 million. Sales and services revenue saw an increase over budget of \$3.0 million, driven by Ontario Application revenue and other service charges.

Figure 24

(\$000s)	2017-18 Actual	2017-18 Budget	2016-17 Actual
Residence fees	17,488	17,317	16,174
Other ancillary revenue	14,785	17,559	15,155
Total ancillary revenue	32,273	34,876	31,329
Investment income ⁽¹⁾	1,539	1,201	1,137
Sales and services	14,788	11,749	13,716
Total other revenue	48,600	47,826	46,182

(1) Excluding sinking fund and employee future benefits reserve investment income.

Ancillary revenue was \$2.6 million lower than budget. Although residence revenue was higher by \$0.2 million versus budget, other ancillary units generated \$2.8 million less revenue than was budgeted. This lower revenue is driven by the following: \$1.6 million by the Campus Store, \$0.5 million by Conference Services, \$0.3 million by Hospitality Services and \$0.2 million by Parking services.

2017-18 revenue in the ancillary units was budgeted to rise by a modest 1.9 per cent or \$0.3 million over the 2016-17 budget, reviewing the 2017-18 budget against the 2016-17 actual results shows a revenue increase of 11.2 per cent or \$1.8 million. It should be noted that this issue was corrected in the 2018-19 Budget. Also impacting the revenue miss versus budget for ancillary services was a reclassification of how certain internal charges are reported, where these internal charges, mainly in the Campus Store, were budgeted as sales and services; however, actually reported as internal charges. Internal charge revenue for 2017-18 for ancillary services was higher than budget by \$0.7 million.

Operating costs

Personnel costs

Our people are what make everything possible at our University. Figure 25 illustrates the cost of personnel costs in aggregate by personnel group.

Overall, personnel costs were under budget by \$7.7 million. This is mainly seen in savings in the Faculty

Figure 25: Personnel costs by group

Personnel group ⁽¹⁾ (\$000s)	2017-18 Actual			2017-18 Budget		
	Salary/wage	Benefits	Total personnel costs	Salary/wage	Benefits	Total personnel costs
Faculty and professional librarians	87,054	18,009	105,063	88,194	19,448	107,642
Admin/professional	38,917	9,670	48,587	40,146	10,445	50,591
CUPE 4207 – Unit 1	13,463	1,353	14,816	13,461	1,394	14,855
OSSTF	7,648	2,261	9,909	8,305	2,521	10,826
CUPE 1295 FT	6,885	2,023	8,908	6,803	2,240	9,043
SAC	4,870	900	5,770	4,627	929	5,556
Other	13,093	1,574	14,667	13,635	1,691	15,326
Subtotal	171,930	35,790	207,720	175,171	38,668	213,839
Transfer to employee future benefits reserve (EFB)		(900)	(900)		(900)	(900)
Transfer to pension stabilization reserve		(1,587)	(1,587)			
Total	171,930	33,303	205,233	175,171	37,768	212,939

(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.



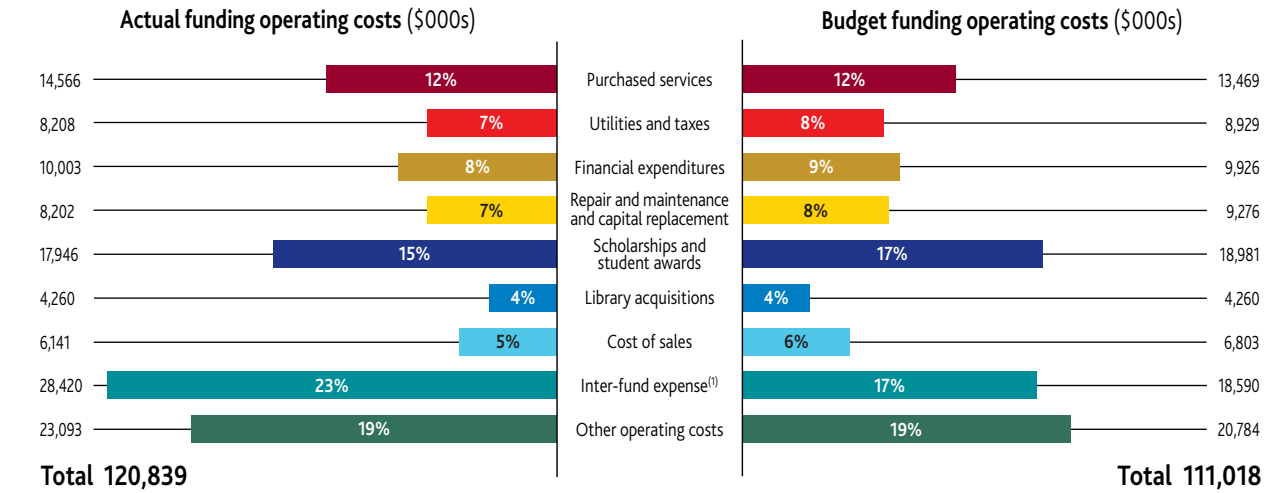
Non-personnel operating costs

Overall operating costs, excluding inter-fund expenses, were flat to budget. The following represent the largest variances to budget:

- Purchased services were higher than budgeted by \$1.1 million, driven by higher than budgeted physician fees (Student Wellness and Accessibility), consulting costs (University Global) and other professional fees (Human Rights and Equity), and higher Gaming program revenue share with Niagara College.
- Other operating costs were higher than budgeted by \$2.3 million, driven by an increase to the allowance

- for bad debt and higher than budgeted hospitality related expenses and materials and supplies costs.
- Repairs and maintenance and capital replacement costs were lower than budget by \$1.1 million, driven by Residences and Information Technology Services.
 - Scholarships and student awards were lower than budget by \$1.0 million. However, an additional \$0.485 million of scholarships were transferred to the encumbrance reserve (ie: shown as an inter-fund expense). After this transfer, undergraduate scholarships and student awards were \$0.5 million under budget, \$0.4 million of which relates to tuition waivers. Graduate fellowships and student awards were flat to budget.

Figure 26



(1) Actual inter-fund expenses include discretionary appropriations in the amount of \$5,132.



- Utility costs were lower than budget by \$0.7 million. It should be noted that 2017-18 actuals include \$0.7 million related to the Province of Ontario's Cap and Trade Program, which was not included in the budget. Excluding this amount, total utility costs were \$1.4 million under budget, mainly as a result of a number of energy-saving initiatives. See Appendix A for additional details on energy-saving projects undertaken by Facilities Management this year.
- Cost of sales were lower than budget by \$0.7 million, driven by Ancillary Operations as a result of lower than budgeted ancillary revenue.

Inter-fund expenses (before discretionary appropriations) were higher than budget by \$4.7 million due to the following transfers to internally-restricted reserves: additional transfers to the capital and infrastructure projects and reserves of \$2.0 million, mainly from operating units throughout the University; the transfer to the pension stabilization reserve of \$1.6 million and the transfer to the contingency reserve of \$0.7 million.

Funding results by unit

Figures 27 and 28 on the following pages detail the funding budget by responsibility centre and by their responsibility centre leader, broken out by personnel costs, operating costs and revenue. Figure 27 has then

grouped the actuals and budget into one of the following categories: Teaching Faculties, Academic Support, Student Specific, Shared Services, Ancillary, Space and Global. Figure 28 presents a different view, grouping the actuals and budget by whom each unit reports: President; Vice President, Academic; Vice-President, Administration; Vice President, Research and Global.

While mitigation efforts contributed to the surplus, we note that teaching Faculties closed out 2017-18 with more than a \$3.3-million positive variance to budget. Student specific units were also under budget by \$1.9 million, mainly in Brock International (lower than budgeted personnel costs offset by lower revenue), Co-op, Career and Experiential Education (higher than budgeted revenue) and Student Wellness and Accessibility (higher than budgeted revenue). Offsetting these budget beats were Ancillary Operations with a net contribution \$3.2 million under budget, as previously explained. University Global, which represents those costs and revenues that are University-wide and have not been allocated to any specific Faculty or department, had a variance to budget of \$4.6 million.

Responsibility centre results

Figure 27 details the 2017-18 funding financial results versus the 2017-18 budget, where all personnel costs, operating costs and revenue have been grouped by their responsibility centre, which in turn are grouped into one of the following categories: Teaching Faculties, Academic Support, Student Specific, Shared Services, Ancillary, Space and Global.

Figure 27: Funding results by responsibility centre

(\$000s)	2017-18 Actual				2017-18 Budget				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 Sciences	418	(20,562)	(945)	(21,089)	340	(20,790)	(896)	(21,346)	257
Goodman School of Business	11,490	(25,988)	(3,813)	(18,311)	11,870	(26,563)	(4,085)	(18,778)	467
Faculty of Education	3,516	(16,349)	(1,483)	(14,316)	4,021	(17,185)	(1,921)	(15,085)	769
Faculty of Humanities	896	(20,868)	(1,280)	(21,252)	616	(21,010)	(1,255)	(21,649)	397
Faculty of Mathematics and Science	855	(21,275)	(961)	(21,381)	658	(21,482)	(812)	(21,636)	255
Faculty of Social Sciences	479	(35,495)	(1,181)	(36,197)	432	(36,464)	(1,286)	(37,318)	1,121
Total Teaching Faculties	17,654	(140,537)	(9,663)	(132,546)	17,937	(143,494)	(10,255)	(135,812)	3,266
Academic Support									
Faculty of Graduate Studies	326	(1,229)	(246)	(1,149)	310	(1,291)	(256)	(1,237)	88
Library	114	(4,778)	(4,988)	(9,652)	78	(4,977)	(4,802)	(9,701)	49
Research Services	2,080	(1,346)	(1,570)	(836)	1,986	(1,563)	(1,636)	(1,213)	377
Centre for Pedagogical Innovation	219	(687)	(364)	(832)	280	(858)	(316)	(894)	62
Total Academic Support	2,739	(8,040)	(7,168)	(12,469)	2,654	(8,689)	(7,010)	(13,045)	576
Student Specific									
The Office of the Registrar	2,510	(3,502)	(1,719)	(2,711)	2,034	(3,962)	(1,115)	(3,043)	332
Student Life and Community Experience	134	(686)	(164)	(716)	219	(696)	(229)	(706)	(10)
Student Wellness and Accessibility	3,058	(2,501)	(1,568)	(1,011)	2,409	(2,703)	(1,145)	(1,439)	428
Student Success Centre	1,181	(1,324)	(340)	(483)	962	(1,335)	(163)	(536)	53
Brock International	5,221	(3,830)	(2,126)	(735)	5,760	(4,934)	(2,273)	(1,447)	712
Co-op, Career and Experiential Education	2,302	(2,856)	(403)	(957)	1,924	(3,031)	(387)	(1,494)	537
Brock Sports and Recreation	6,872	(4,638)	(3,147)	(913)	6,872	(4,773)	(2,833)	(734)	(179)
Total Student Specific	21,278	(19,337)	(9,467)	(7,526)	20,180	(21,434)	(8,145)	(9,399)	1,873

Figure 27 continued

(\$000s)	2017-18 Actual				2017-18 Budget				Difference of "net" amounts [(Increase)/Decrease]
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs	Non-personnel costs	Net	
Shared Services									
Leadership	46	(2,778)	(678)	(3,410)		(2,617)	(526)	(3,143)	(267)
Information Technology Services	441	(5,984)	(1,811)	(7,354)	458	(5,953)	(2,223)	(7,718)	364
Financial Services	673	(2,715)	(675)	(2,717)	437	(3,014)	(691)	(3,268)	551
Human Resources	249	(3,209)	(727)	(3,687)	257	(3,413)	(782)	(3,938)	251
Marketing and Communications	1,612	(1,529)	(2,141)	(2,058)	1,789	(1,568)	(2,184)	(1,963)	(95)
Development and Alumni Relations	685	(1,657)	(615)	(1,587)	655	(1,705)	(620)	(1,670)	83
Shared Services Support	49	(1,814)	(452)	(2,217)		(1,972)	(216)	(2,188)	(29)
Total Shared Services	3,755	(19,686)	(7,099)	(23,030)	3,596	(20,242)	(7,242)	(23,888)	858
Ancillary									
Ancillary Operations	15,484	(2,878)	(10,223)	2,383	17,540	(2,475)	(9,447)	5,618	(3,235)
Department of Residence	17,704	(2,642)	(12,805)	2,257	17,560	(2,880)	(13,550)	1,130	1,127
Total Ancillary	33,188	(5,520)	(23,028)	4,640	35,100	(5,355)	(22,997)	6,748	(2,108)
Space									
Facilities Management	783	(11,932)	(3,823)	(14,972)	659	(12,292)	(3,405)	(15,038)	66
Campus Security Services	38	(1,441)	(1,082)	(2,485)	59	(1,468)	(1,104)	(2,513)	28
Campus Development Services and Community Agreements	277		(961)	(684)	345		(963)	(618)	(66)
Utilities, Taxes and Insurance	3,680		(10,506)	(6,826)	2,833		(10,332)	(7,499)	673
Financing ⁽¹⁾			(6,758)	(6,758)	301		(6,490)	(6,189)	(569)
Total Space	4,778	(13,373)	(23,130)	(31,725)	4,197	(13,760)	(22,294)	(31,857)	132
Global									
Scholarships, Bursaries and Student Awards	956		(17,768)	(16,812)	1,007		(18,348)	(17,341)	529
Capital ⁽¹⁾	4,559		(12,683)	(8,124)	4,503		(12,127)	(7,624)	(500)
University Global ⁽¹⁾	237,175	1,260	(10,833)	227,602	234,783	35	(2,600)	232,218	(4,616)
Total Global	242,690	1,260	(41,284)	202,666	240,293	35	(33,075)	207,253	(4,587)
Total University	326,082	(205,233)	(120,839)	10	323,957	(212,939)	(111,018)	-	10

(1) The following responsibility centres include discretionary appropriations: Financing – \$0.54 million, Capital – \$0.5 million and Global – \$4.1 million.

Figure 28 details the 2017-18 funding financial results versus the 2017-18 budget by responsibility centre, where all personnel costs, operating costs and revenue have been grouped by their responsibility centre, which in turn have been grouped to whom they report: President; Vice-President, Academic; Vice-President, Administration; Vice-President, Research and Global.

Figure 28: Funding budget by responsibility centre leader

(\$000s)	2017-18 Actual				2017-18 Budget				Difference of "net" amounts [(Increase)/Decrease]
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs	Non-personnel costs	Net	
President									
Development and Alumni Relations	685	(1,657)	(615)	(1,587)	655	(1,705)	(620)	(1,670)	83
Marketing and Communications	1,612	(1,529)	(2,141)	(2,058)	1,789	(1,568)	(2,184)	(1,963)	(95)
Leadership (Split) ⁽¹⁾	1	(1,866)	(579)	(2,444)		(1,730)	(465)	(2,195)	(249)
Shared Services Support (Split) ⁽²⁾		(187)	(16)	(203)		(265)	(17)	(282)	79
Total President	2,298	(5,239)	(3,351)	(6,292)	2,444	(5,268)	(3,286)	(6,110)	(182)
Vice-President, Academic									
Faculty of Applied Health Sciences	418	(20,562)	(945)	(21,089)	340	(20,790)	(896)	(21,346)	257
Goodman School of Business	11,490	(25,988)	(3,813)	(18,311)	11,870	(26,563)	(4,085)	(18,778)	467
Faculty of Education	3,516	(16,349)	(1,483)	(14,316)	4,021	(17,185)	(1,921)	(15,085)	769
Faculty of Humanities	896	(20,868)	(1,280)	(21,252)	616	(21,010)	(1,255)	(21,649)	397
Faculty of Mathematics and Science	855	(21,275)	(961)	(21,381)	658	(21,482)	(812)	(21,636)	255
Faculty of Social Sciences	479	(35,495)	(1,181)	(36,197)	432	(36,464)	(1,286)	(37,318)	1,121
Faculty of Graduate Studies	326	(1,229)	(246)	(1,149)	310	(1,291)	(256)	(1,237)	88
Library	114	(4,778)	(4,988)	(9,652)	78	(4,977)	(4,802)	(9,701)	49
Centre for Pedagogical Innovation	219	(687)	(364)	(832)	280	(858)	(316)	(894)	62
Co-op, Career and Experiential Education	2,302	(2,856)	(403)	(957)	1,924	(3,031)	(387)	(1,494)	537
The Office of the Registrar	2,510	(3,502)	(1,719)	(2,711)	2,034	(3,962)	(1,115)	(3,043)	332
Student Life and Community Experience	134	(686)	(164)	(716)	219	(696)	(229)	(706)	(10)
Student Wellness and Accessibility	3,058	(2,501)	(1,568)	(1,011)	2,409	(2,703)	(1,145)	(1,439)	428
Student Success Centre	1,181	(1,324)	(340)	(483)	962	(1,335)	(163)	(536)	53
Brock International	5,221	(3,830)	(2,126)	(735)	5,760	(4,934)	(2,273)	(1,447)	712
Leadership (Split) ⁽³⁾	45	(912)	(99)	(966)		(887)	(61)	(948)	(18)
Shared Services Support (Split) ⁽⁴⁾		(360)	(17)	(377)		(365)	(48)	(413)	36
Total Vice President, Academic	32,764	(163,202)	(21,697)	(152,135)	31,913	(168,533)	(21,050)	(157,670)	5,535

Figure 28 continued

(\$000s)	2017-18 Actual				2017-18 Budget				Difference of "net" amounts [(Increase)/Decrease]
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs	Non-personnel costs	Net	
Vice-President, Administration									
Brock Sports and Recreation	6,872	(4,638)	(3,147)	(913)	6,872	(4,773)	(2,833)	(734)	(179)
Information Technology Services	441	(5,984)	(1,811)	(7,354)	458	(5,953)	(2,223)	(7,718)	364
Financial Services	673	(2,715)	(675)	(2,717)	437	(3,014)	(691)	(3,268)	551
Human Resources	249	(3,209)	(727)	(3,687)	257	(3,413)	(782)	(3,938)	251
Ancillary Operations	15,484	(2,878)	(10,223)	2,383	17,540	(2,475)	(9,447)	5,618	(3,235)
Department of Residence	17,704	(2,642)	(12,805)	2,257	17,560	(2,880)	(13,550)	1,130	1,127
Facilities Management	783	(11,932)	(3,823)	(14,972)	659	(12,292)	(3,405)	(15,038)	66
Campus Security Services	38	(1,441)	(1,082)	(2,485)	59	(1,468)	(1,104)	(2,513)	28
Shared Services Support (Split) ⁽⁵⁾	49	(1,267)	(419)	(1,637)		(1,342)	(151)	(1,493)	(144)
Total Vice President, Administration	42,293	(36,706)	(34,712)	(29,125)	43,842	(37,610)	(34,186)	(27,954)	(1,171)
Vice-President, Research									
Research Services	2,080	(1,346)	(1,570)	(836)	1,986	(1,563)	(1,636)	(1,213)	377
Total Vice President, Research	2,080	(1,346)	(1,570)	(836)	1,986	(1,563)	(1,636)	(1,213)	377
Global									
Campus Development Services and Community Agreements	277		(961)	(684)	345		(963)	(618)	(66)
Utilities, Taxes and Insurance	3,680		(10,506)	(6,826)	2,833		(10,332)	(7,499)	673
Financing			(6,758)	(6,758)	301		(6,490)	(6,189)	(569)
Scholarships, Bursaries and Student Awards	956		(17,768)	(16,812)	1,007		(18,348)	(17,341)	529
Capital	4,559		(12,683)	(8,124)	4,503		(12,127)	(7,624)	(500)
University Global	237,175	1,260	(10,833)	227,602	234,783	35	(2,600)	232,218	(4,616)
Total Global	246,647	1,260	(59,509)	188,398	243,772	35	(50,860)	192,947	(4,549)
Total University	326,082	(205,233)	(120,839)	10	323,957	(212,939)	(111,018)	-	10

(1) Includes the offices of the President; Vice-President, Administration; the Provost and Vice-President, Academic; and the Vice-President, Research.
(2) Includes the Office of Government Relations.
(3) Includes the offices of the Vice-Provost and Associate Vice-President, Academic; Vice-Provost, Teaching and Learning; and the Vice-Provost, Enrolment Management and International.
(4) Includes Institutional Analysis and Planning.
(5) Includes the Office of University Secretariat, Internal Audit Department and Human Rights and Equity Services.

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 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 29 and 30 reconcile the 2017-18 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 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 2017-18 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 \$18.817 million is recorded to reflect the usage of capital assets, and amortization of deferred capital contributions (restricted external donations and grants) of \$7.494 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 2017-18 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 2017-18 actual endowment and trust spending, along with the offsetting revenue, represents the adjustments.

- 5. Principal payments** – Principal payments of long-term debt, which 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 2017-18 actual debt payments represent the adjustment.

- 6. Capital purchases** – Capital purchases of \$2.359 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 \$3.454 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 the capital and infrastructure projects and reserves fund. The net of these amounts represent the adjustment.

- 7. Write-down** – During the year, there was a write-down of \$0.048 million (a unit in Village Residence), which is reported as an expense as part of the NFPS Financial Statements but is not recorded as an expense for funding purposes as there was no cash outflow.

- 8. 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 is recorded as part of the NFPS Financial Statements and are not included in the funding basis. This activity is reported separately in Figure 29 with revenue of \$1.813 million offset by personnel and operating expenses of \$5.245 million, with a net impact of \$3.432 million. The net activity by fund is reported as part of the total net assets reconciliation in Figure 31 on page 62 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 29.

The internal chargeback revenue of \$9.426 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 \$27.281 million. Additional details of these transfers can be found as part of the total net assets reconciliation in Figure 31 on page 62 of this report.

Figure 29

(\$000s)	2017-18 Funding Actuals	NFPS adjustments	Notes – see Figure 18	Internally restricted funds activity	Eliminate internal chargebacks and inter-fund transfers	2017-18 NFPS Actuals
Revenue						
Student fees	167,446			212		167,658
Grant revenue	97,371	(1,298)	1	83		96,156
Internal chargebacks	9,426				(9,426)	
Inter-fund revenue	3,239				(3,239)	
Other revenue	48,600	23,265	2-4	1,518		73,383
Total revenue	326,082	21,967		1,813	(12,665)	337,197
Operating costs						
Personnel costs	(205,233)	(4,528)	3,4,6,8	(2,303)		(212,064)
Inter-fund expense	(28,420)				28,420	
Other operating costs	(92,419)	(29,250)	2-7	(2,942)	11,526	(113,085)
Total costs	(326,072)	(33,778)		(5,245)	39,946	(325,149)
Funding surplus (after discretionary appropriations)	10	(11,811)		(3,432)	27,281	12,048

Figure 30

Notes	Reconciliation of NFPS adjustments (\$000s)
1 Capital grants	(1,298)
2 Amortization of deferred capital contributions	7,494
3 Research, including fellowships	12,794
4 Endowment and trust spending	2,977
Total revenue adjustments	21,967
2 Amortization of capital assets	(18,817)
3 Research spending – personnel	(3,596)
3 Research spending – operating	(9,198)
4 Endowment spending – personnel	(6)
4 Endowment and trust spending – operating costs	(2,971)
5 Principal payments	2,357
6 Non-capital purchases in capital and infrastructure project reserves – personnel	(522)
6 Non-capital purchases in capital and infrastructure project reserves net of capital purchases from operating – operating costs	(573)
7 Asset write-down	(48)
8 Post-retirement benefits	(404)
Total costs adjustments	(33,778)

Reconciliation of net assets

The reconciliation of the audited NFPS surplus and the funding surplus on pages 62 and 63 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 at April 30, 2018 is \$56,000.
- **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 \$33.472 million as of April 30, 2018. This fund also includes the Pension Stabilization Reserve, which was established this year.

- *Debt repayment reserve* – This fund was established to work towards repaying the outstanding debt of the University. Our financial metrics, as illustrated on page 68, 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 relates to Section 211 claims, where funds could be owed back to the CRA in the future.
- *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. A further \$1.6 million was established this year as a pension stabilization reserve, which is more fully described in the Pension Plan section of this report.

Figure 31, on the following pages, details the activity of the net assets during the year, including transfers between funds.



Figure 31: Total net assets reconciliation

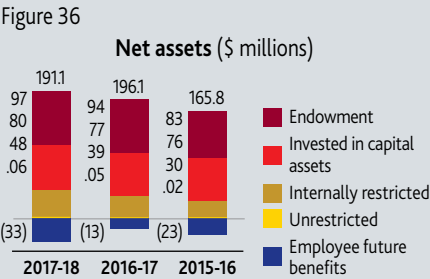
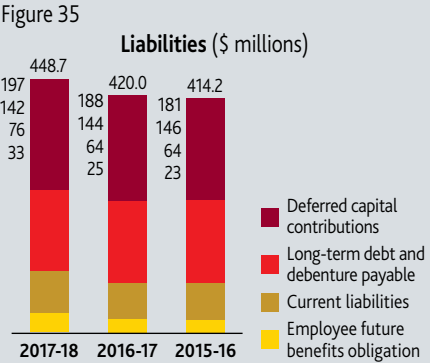
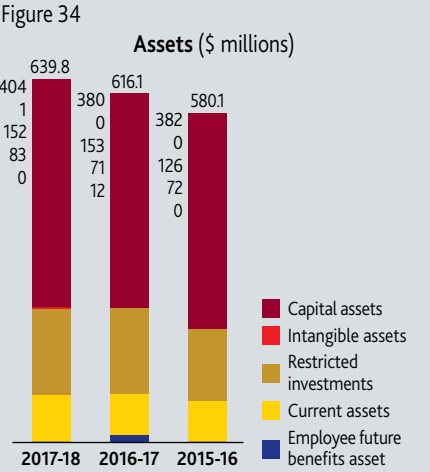
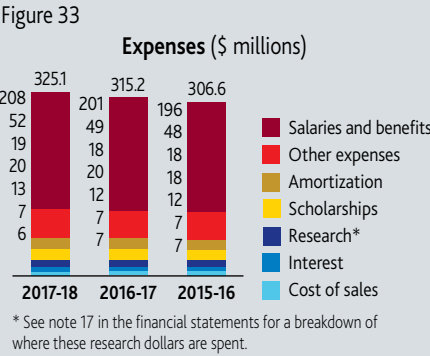
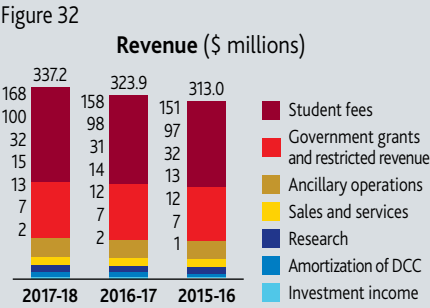
(\$000s)	Unrestricted	Internally restricted					
		Capital and infrastructure projects and reserves	Operating project accounts	Research funds with no external obligations	Start-up funds	Professional expense reimbursement accounts	Sinking fund
Opening balances (April 30, 2017)	46	11,712	1,664	2,083	1,142	2,556	6,413
Excess of revenue over expenses per NFPS statements	12,048						
Capital and debt financing transactions							
Purchase of capital assets internally financed – from capital and infrastructure projects and reserves		(9,550)					
Purchase of capital assets internally financed – from operating	(2,359)						
Donated land							
Asset write-down	48						
Amortization of capital assets	18,817						
Amortization of deferred capital contributions	(7,494)						
Repayment of long-term debt	(2,357)						
Internally restricted reserves							
Funding of internally restricted reserves from operating	(23,216)	14,175	502	1,282	293	1,745	
Funding from internally restricted reserves to operating	1,215	(28)	(30)	(7)			
Non-operating transfers between funds	(148)	328	44	175	4	16	
Operating costs generated within internally restricted reserves net of revenue generated	3,432		(167)	(1,806)	(315)	(1,601)	283
Non-capital portion of purchases in capital and infrastructure projects and reserves	3,454	(3,454)					
Capital grants	1,298	(1,298)					
Employee future benefits							
Actuarial gain recorded through net assets							
Current service change in employee future benefits, net	404						
Endowments							
Donations							
Internally allocated for endowment spending							
Impact of investment returns							
Funding surplus (before discretionary appropriations)	5,142	173	349	(356)	(18)	160	283
Transfer to strategic initiative fund	(4,092)						
Transfer to the debt repayment reserve	(540)						
Transfer to capital and infrastructure projects reserves	(500)	500					
Total funding surplus (after discretionary appropriations)	10	673	349	(356)	(18)	160	283
Closing balances (April 30, 2018)	56	12,385	2,013	1,727	1,124	2,716	6,696

As mentioned previously, the \$5.142-million funding surplus is before year-end discretionary appropriations for reinvestment in the University. These internally restricted transfers fund \$4.092 million of the strategic initiative fund (\$1.255 million for the Provost’s Strategic Fund, \$1.062 million for the Vice President, Research Strategic Fund, \$0.825 for a strategic capital purchase, \$0.5 million for the Dean’s Strategic Funds, administered by the Provost, and \$0.45 million for the President’s Enhancement Fund), \$0.54 million for the debt repayment reserve and \$0.5 million of the capital and infrastructure projects and reserve, specifically related to classroom modernization. After these transfers, the net funding surplus is \$10,000, bringing the net uncommitted cash of the University to \$56,000.

Financial statement surplus

Funding surplus

Employee future benefit reserve	Debt repayment reserve	Internally restricted			Encumbrance reserve	Invested in capital assets	Endowments	Employee future benefits	Total
		Contingency reserve	Strategic initiative fund						
3,041	2,895	2,568	3,894		745	76,630	93,697	(12,956)	196,130
									12,048
						9,550			-
						2,359			-
						78			78
						(48)			-
						(18,817)			-
						7,494			-
						2,357			-
2,487	1,022	735			975				-
			(732)		(418)				-
			(64)		(355)				-
182			(8)						-
									-
									-
								(20,112)	(20,112)
								(404)	-
							1,271		1,271
							(2,396)		(2,396)
							4,099		4,099
2,669	1,022	735	(804)		202	2,973	2,974	(20,516)	(5,012)
			4,092						-
	540								-
									-
2,669	1,562	735	3,288		202	2,973	2,974	(20,516)	(5,012)
5,710	4,457	3,303	7,182		947	79,603	96,671	(33,472)	191,118



Financial review of the audited Financial Statements

Revenues

Revenues were up year over year to \$337 million. Student fees increased \$9.2 million, or 5.8 per cent, due to an increase in rate, student mix and a 0.8 per cent increase in enrolment. Government grants and restricted revenue increased \$1.4 million, or 1.4 per cent, as a result of a number of new special purpose grants as well as increased graduate funding. Sales and services increased \$1.5 million, or 10.7 per cent, driven by an increase in revenue from the Ontario Application system.

Expenses⁽¹⁾

Expenses increased to \$325 million, or 3.2 per cent over last year. Salaries and benefits increased \$7.2 million or 3.5 per cent, of which \$5.9 million was related to the teaching Faculties and the remaining \$1.3 million to other units' personnel costs. Scholarships, fellowships and bursaries increased \$0.6 million, or 2.9 per cent related to the planned changes as set out in the fiscal framework. Operating expenses increased \$2.6 million, or 6.6 per cent, with the increase primarily attributed to the new Human Resources system, mainly professional fees and contracted services, of \$1.0 million (included in Other expenses in Figure 33). 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 \$23.6 million, or 3.8 per cent over last year. Notably, capital assets increased by \$23.0 million as a result of construction related to the Goodman School Expansion project, the Rankin Family Pavilion and the District Energy Efficiency Project. Current assets also increased by \$11.5 million, mainly due to government grants receivable related to the Strategic Investment Fund. This is offset by the employee future benefit asset related to the pension plan as of April 30, 2017 reverting to a liability this year.

Liabilities

Liabilities increased by \$28.7 million over last year. Notably, deferred capital contributions increased by \$9.2 million, mainly as a result of the \$4.5-million grant for the Goodman School Expansion and \$7.2 million from the Government of Canada's Post-Secondary Institutions Strategic Investment Fund (SIF) offset by amortization. The employee future benefit obligation increased \$8.9 million, mainly due to a change in the Pension Plan discount rate. This increase was offset by a decrease in long-term debt of \$2.5 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.

⁽¹⁾ The following explanations are based on financial statement classifications, where as Figure 33 consolidates all Research expenses for comparison purposes to prior years.



Taking a closer look at some of the numbers

The following section provides additional information regarding Brock's treasury portfolio, financial health metrics, pension plan, endowment and capital investments.

Treasury: portfolio commentary

Operating investment efficiencies have continued over the past five years with investment fees declining by 96 per cent from \$0.126 million in 2011-12 to \$0.005 million in 2017-18. 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 2017-18 was 1.62 per cent. Yield on operating investment income increased by 26 bps in 2017-18 as a result of a maturing GIC ladder investment strategy that began development in October 2015 with the approval of a new investment policy. As at April 30, 2018, \$36.65 million was invested in GICs with an average yield and duration of 1.97 per cent and 1.75 years respectively. In comparison, Government of Canada two year bonds had an average yield of approximately 1.30 per cent over the same time period. The prime rate affecting cash deposits also increased three times during 2017-18, which contributed to improved operating investment

performance. The prime rate rose in total by 75 bps since May 1, 2017. The cash deposit rates with Scotiabank earns prime minus 165 bps and the 31-day notice hold account earns prime minus 150 bps.

The sinking fund posted a positive return for the fiscal year yielding 4.32 per cent. The difference in rates earned between the sinking fund and employee future benefits (EFB) reserve earning 5.08 per cent 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 updated 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 10.40 per cent before management fees (0.25 per cent) over the last 62 months since the establishment of this investment. No change is planned to this investment strategy at this time.

Figure 37 summarizes the investment income year-over-year and versus budget, Figure 38 details the cumulative monthly investment income performance, Figure 39 details the monthly cash flow over the past four years, Figure 40 represents a year-over-year variance analysis of investment holdings and yield rates and Figure 41 is an analysis of fees for investment management.

Figure 37: Summary investment income

(\$000s) Unless otherwise stated	2017-18 Actual	2016-17 Actual	Variance year over year	2017-18 Budget	% of budget achieved
Operating investment income	1,539	1,137	402	900	171%
Sinking fund	283	766	(483)	301	94%
Employee future benefits reserve	182	315	(133)		NA
Investment income	2,004	2,218	(214)	1,201	167%

Figure 38

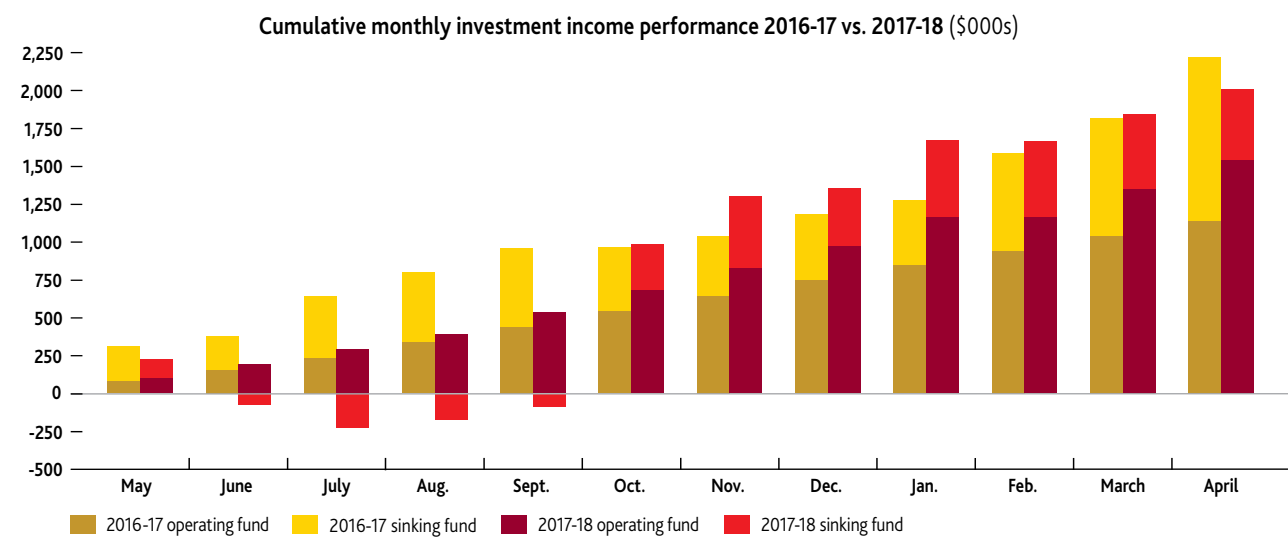


Figure 39

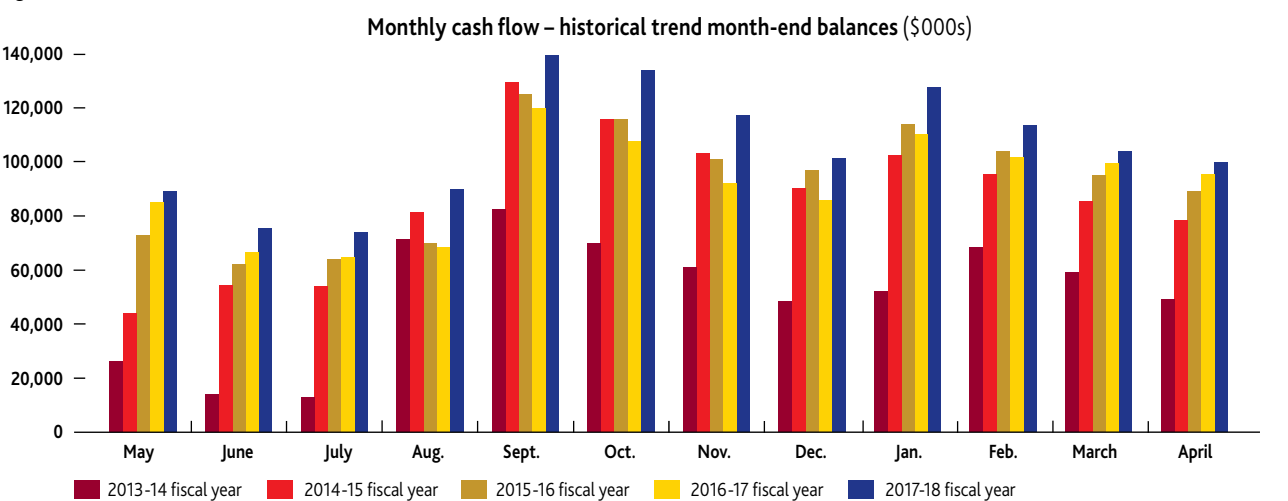


Figure 40: Year-over-year variance analysis of investment holdings

(\$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					
2016-17	58,497	872	1.49%		
2017-18	67,224	1,139	1.69%		
Variance better/(worse)	8,727	267	0.20%	119	148
Cash					
2016-17	25,253	265	1.05%		
2017-18	27,718	400	1.44%		
Variance better/(worse)	2,465	135	0.39%	99	36
Total operating investments					
2016-17	83,750	1,137	1.36%		
2017-18	94,942	1,539	1.62%		
Variance better/(worse)	11,192	402	0.26%	218	184
Sinking fund					
2016-17	5,988	766	12.79%		
2017-18	6,554	283	4.32%		
Variance better/(worse)	566	(483)	-8.47%	(507)	24
Employee future benefits reserve					
2016-17	2,431	315	12.96%		
2017-18	3,582	182	5.08%		
Variance better/(worse)	1,151	(133)	-7.88%	(191)	58
Total investment					
2016-17	92,169	2,218	2.41%		
2017-18	105,078	2,004	1.91%		
Variance better/(worse)	12,909	(214)	-0.50%	(480)	266

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

Figure 41: Analysis of fees for investment management

(\$) Unless otherwise stated	2017-18 Actual	2016-17 Actual	Variance better/(worse)
Non-discretionary broker accounts			
TD Waterhouse			
BMO Nesbitt Burns	5,137	4,978	(159)
Scotiabank Investments			
Total non-discretionary	5,137	4,978	(159)
Mawer – balanced fund	25,573	23,709	(1,864)
Total fees	30,710	28,687	(2,023)
Total fees as a % of balance	0.03%	0.03%	0.00%

Financial health metrics

These financial health metrics compare us to other universities in the comprehensive category as detailed in Figure 42.

The metrics can be explained as follows:

Figure 42

	Brock ⁽¹⁾			Median ⁽²⁾		Weighted average ⁽²⁾	
	April 2018	April 2017	April 2016	April 2017	April 2016	April 2017	April 2016
Primary reserve ratio	17.1%	14.6%	11.7%	26.4%	24.1%	38.5%	36.1%
Debt burden ratio	2.9%	3.0%	3.1%	2.6%	2.5%	2.9%	3.0%
Interest burden %	2.4%	2.5%	2.6%	1.7%	1.7%	1.5%	1.6%
Interest coverage	4.23	3.70	3.35	7.89	3.68	7.21	5.93
Viability ratio	39.3%	31.9%	24.5%	177.4%	189.9%	127.0%	120.1%
Net operating revenues ratio	9.2%	5.1%	7.5%	7.1%	8.2%	9.1%	8.6%
Employee future benefits per student headcount (\$000s)	\$(0.68)	\$(0.53)	\$(1.12)	\$(3.03)	\$(3.27)	\$(2.36)	\$(3.24)
Endowment per student headcount (\$000s)	\$5.15	\$5.01	\$4.50	\$8.75	\$6.96	\$7.56	\$6.89

(1) Certain Brock metrics have been adjusted to account for reclassifications.
(2) Calculated using financial information from 14 other comprehensive universities.

1. The primary reserve ratio refers to the amount of cash available to cover operations. At April 2018, Brock has approximately 62 (2017 – 53) 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 39 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. Historically, we have been slightly behind 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 2018 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, which 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 43.

Figure 43: Outstanding debt

(\$000s) (unless otherwise noted)	Actual				Budget April 30, 2019	Forecast			
	April 30, 2015	April 30, 2016	April 30, 2017	April 30, 2018		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
Marilyn 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) (2)}	20,056	19,885	19,895	20,053	20,780	21,309	21,822	22,368	22,848
Total debt/FFTE (in dollars) ⁽¹⁾	7,652	7,609	7,491	7,315	6,941	6,000	5,769	5,535	4,906
Debt reduction strategy									
Sinking fund	5,462	5,647	6,413	6,696	6,639	6,970	7,319	7,685	8,069
Debt repayment reserve	475	950	2,895	4,457	5,220		2,937	6,159	
M. Walker donation – MIWSFPA	5,045	5,181	5,326	5,470	5,612				
Other donations – MIWSFPA	250	324	399	473	548				
Total assets for debt reduction	11,232	12,102	15,033	17,096	18,019	6,970	10,256	13,844	8,069
Net debt	142,238	139,198	134,005	129,586	126,205	120,887	115,638	109,965	104,017
Net debt/FFTE (in dollars) ⁽¹⁾	7,092	7,000	6,736	6,462	6,073	5,673	5,299	4,916	4,553

(1) Fiscal full-time enrolment (FFTE) - used for tuition & grant forecasting. For a definition refer to page 89 of the 2018-19 Budget Report.
(2) Prior year student FFTE numbers have been restated.



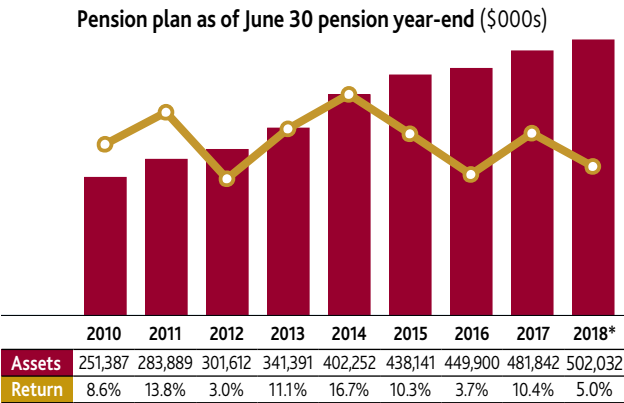
Pension plan

The actuarial valuation on the pension plan was recently completed as at July 1, 2017, indicating the plan was 96 per cent funded on a going-concern basis (99 per cent as at July 2014) and 105 per cent on a solvency basis (105 per cent as at July 2014). The main contributor to the going concern deficit was a reduction in the pension plan discount rate of 5.45 per cent (6.0 per cent as at July 2014). The investment returns and investment balance for the last nine years are detailed in Figure 44. The actuary sets the expected rates of return based on industry best practices guided by the Canadian Institute of Actuaries. The University has no control or influence over these assumptions used by the actuary. The going concern deficit of \$17.88 million (\$3.56 million as at July 2014) increased the required special payments into the plan by \$1.53 million and the current service cost payments for the defined benefit component of the plan by \$0.44 million for a total increase in University contributions of \$1.97 million annually. As previously reported, 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 an increase of \$2.0 million in annual pension contributions to the defined benefit portion of the plan. Since the last valuation, the Ontario Pension Benefits Act

has changed to allow for a 12-month deferral on changing required payments into the pension plan. The Board of Trustees approved a recommendation to take advantage of this deferral and invest the budgeted savings of \$1.6 million into a pension stabilization reserve to be drawn upon at the next valuation in July 2020 should the funded status of the pension plan deteriorate. This reserve is found in the employee future benefits reserve, which is explained in the internally restricted net assets section on page 60 of this report.

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

Figure 44



* Represents the 12-month return as of April 30, 2018.

Endowment summary

The endowments of the University continue to grow. Figure 45 summarizes the activity of the last six years. Figure 46 details the top 10 endowments as of April 30, 2018.

Figure 45: Endowment activity

(\$000s)	2017-18 Actual	2016-17 Actual	2015-16 Actual	2014-15 Actual	2013-14 Actual	2012-13 Actual
Opening endowment	93,697	83,098	81,695	74,527	63,803	54,573
Spending	(2,396)	(1,999)	(1,995)	(6,915)	(1,111)	(1,077)
Investment income	4,099	11,145	2,460	9,933	8,960	7,350
New endowments	1,271	1,453	938	4,150	2,875	2,957
Ending endowment	96,671	93,697	83,098	81,695	74,527	63,803

Figure 46: Top 10 endowments (2017-18 Actual)

Amount (\$000s)	Name	Purpose
16,946	Marilyn I. Walker SFPA Fund	Supports the MIWSFPA
7,470	The Harrison-Thompson Bursary Trust	Supports Undergraduate Awards
2,340	VP Research Discretionary Fund	VP Research Discretionary
1,838	Dr. and Mrs. Moriyama Graduate Fellowship Fund	Supports Graduate Awards
1,801	Bluma Appel Entrance Scholarship For Excellence	Supports Graduate Awards
1,707	The Joyce Foundation Bursary	Supports Undergraduate Awards
1,432	Luigi and Amalia Setacci Award	Supports Undergraduate Awards
1,335	Ruth Evelyn Williamson Estate	Supports Undergraduate Awards
1,299	Provost Discretionary Enhancement Fund	Provost Discretionary
1,146	Ontario Graduate Fellowship Program	Supports Graduate Awards



Capital investments

In total, the University purchased \$41.9 million in capital additions during 2017-18. These additions represented investments in facilities and information technology supporting a number of projects, including investments in the Goodman School of Business expansion, the Rankin Family Pavilion project, the Brock DEEP project, the new Workday Human Resources system, Library renovations, and many other projects, as well as other smaller capital items such as furniture and computers. One of the main sources of funding for these projects, other than external donations and government grants, was from the capital and infrastructure projects and reserves fund of \$10.8 million as detailed in Figure 47.

Figure 47 illustrates the 2017-18 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 48 illustrates the components of the capital and infrastructure projects and reserves fund balance as at April 30, 2018. During 2017-18, \$12.1 million was transferred into the fund as set out in the 2017-18 capital and related projects budget. In-year, an additional \$2.8 million in approved funding as added to the fund, including \$0.5 million of discretionary appropriations for classroom modernization projects. 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 47: 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, 2017)	9,696	2,016	11,712
Transfer per the funding budget	8,719	3,408	12,127
In-year additional funding from operating and internally restricted reserves	1,584	1,264	2,848
In-year spending (capitalized)	(9,045)	(1,803)	(10,848)
In-year spending (not capitalized)*		(3,454)	(3,454)
Ending Balance (April 30, 2018)	10,954	1,431	12,385

* 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 48: Capital and infrastructure projects and reserves fund balance

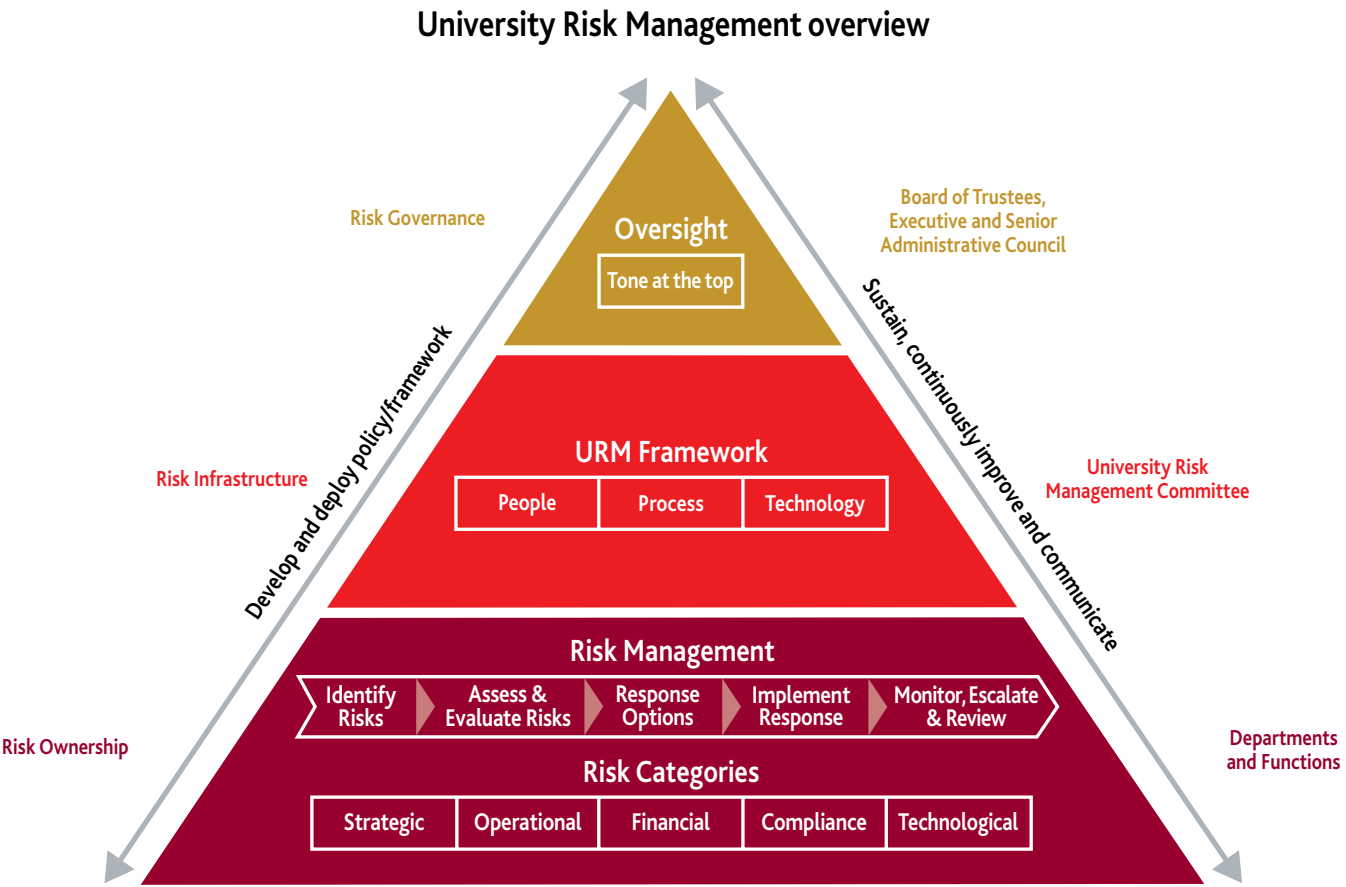
(\$000s)	Facilities Management projects	Information Technology Services projects	Total capital and infrastructure projects and reserves
Components			
Work in progress	10,904	1,431	12,335
Reserves	50		50
Total (April 30, 2018)	10,954	1,431	12,385

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 49



Financial Statements of BROCK UNIVERSITY

Year ended April 30, 2018

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, 2018 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, 2018 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.



Gervan Fearon, Ph.D., CPA, CGA, ICD.D.
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, 2018, 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, 2018, 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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada
June 21, 2018

BROCK UNIVERSITY



Statement of Financial Position

April 30, 2018 with comparative information for 2017
(in thousands of dollars)

	2018	2017
Assets		
Current assets:		
Cash and cash equivalents (note 2)	\$ 51,900	\$ 45,149
Accounts receivable	23,384	21,150
Government grants receivable	6,114	3,136
Prepaid expenses and other assets	397	191
Inventories	1,100	1,767
	82,895	71,393
Restricted investments (note 3)	152,326	152,715
Intangible asset (note 1(o))	1,037	-
Capital assets (note 4)	403,531	380,464
Employee future benefits asset (note 9(a))	-	11,574
	\$ 639,789	\$ 616,146
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 16)	\$ 33,420	\$ 23,209
Deferred revenue	30,875	30,689
Deferred contributions (note 5)	9,073	7,285
Current portion of long-term debt (note 6)	2,458	2,357
	75,826	63,540
Long-term accounts payable (note 1(o))	690	-
Long-term debt (note 6)	51,224	53,682
Debenture payable (note 7)	90,236	90,191
Deferred capital contributions (note 8)	197,223	188,073
Employee future benefits obligation (note 9(a) and (b))	33,472	24,530
Total liabilities	448,671	420,016
Net assets:		
Endowments (note 10)	96,671	93,697
Invested in capital assets (note 11)	79,603	76,630
Internally restricted (note 12)	48,260	38,713
Employee future benefits	(33,472)	(12,956)
Unrestricted	56	46
	191,118	196,130
Commitments (note 13)		
Contingencies (notes 14 and 15)		
	\$ 639,789	\$ 616,146

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, 2018 with comparative information for 2017 (in thousands of dollars)

	2018	2017
Revenues:		
Student fees	\$ 167,658	\$ 158,451
Government grants	96,156	94,160
Ancillary operations	32,273	31,329
Sales and services	15,179	13,717
Other revenues for restricted purposes	3,639	4,282
Investment income	2,004	2,218
Research grants for restricted purposes	12,794	12,372
Amortization of deferred capital contributions (note 8)	7,494	7,468
	337,197	323,997
Expenses:		
Salaries and benefits	212,064	204,882
Operating expenses	41,702	39,114
Scholarships, fellowships and bursaries	22,489	21,845
Expendable equipment, repairs and maintenance	8,502	8,525
Utilities and taxes	8,208	8,052
Interest on long-term debt	7,226	7,330
Cost of sales	6,141	6,976
Amortization of capital assets	18,817	18,455
	325,149	315,179
Excess of revenues over expenses	12,048	8,818
Net transfers to internally restricted net assets	(9,547)	(9,180)
Net transfers to invested in capital assets	(2,895)	(862)
Net transfers from employee future benefits	404	1,248
Change in unrestricted net assets in the year	(12,038)	(8,794)
Unrestricted net assets, beginning of year	46	22
Unrestricted net assets, end of year	\$ 56	\$ 46

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

Statement of Changes in Net Assets

Year ended April 30, 2018 with comparative information for 2017 (in thousands of dollars)

April 30, 2018	Employee future benefits	Endowments (note 10)	Invested in capital assets (note 11)	Internally restricted (note 12)	Unrestricted	April 30, 2018 Total
Net assets, beginning of year	\$ (12,956)	\$ 93,697	\$ 76,630	\$ 38,713	\$ 46	\$ 196,130
Excess of revenues over expenses (expenses over revenues)	-	-	(11,323)	-	23,371	12,048
Change in internally restricted net assets	-	-	-	9,547	(9,547)	-
Net change in investment in capital assets (note 11 (b))	-	-	14,296	-	(14,218)	78
Actuarial loss in employee future benefits	(20,112)	-	-	-	-	(20,112)
Net current service change in employee future benefits	(404)	-	-	-	404	-
Change in endowment net assets (note 10(a))	-	2,974	-	-	-	2,974
Net assets, end of year	\$ (33,472)	\$ 96,671	\$ 79,603	\$ 48,260	\$ 56	\$ 191,118

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

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

BROCK UNIVERSITY

Statement of Cash Flows

Year ended April 30, 2018 with comparative information for 2017 (in thousands of dollars)

	2018	2017
Cash provided by (used in):		
Operating activities:		
Excess of revenues over expenses	\$ 12,048	\$ 8,818
Add (deduct) non-cash items:		
Amortization of capital assets	18,817	18,455
Amortization of deferred capital contributions	(7,494)	(7,468)
Amortization of deferred charges	45	42
Donation of land	78	-
	23,494	19,847
Net change in non-cash working capital balances related to operations:		
Increase in accounts receivable	(2,234)	(2,975)
Increase in government grants receivable	(2,978)	(420)
Increase in prepaid expenses and other assets	(206)	(59)
Decrease (increase) in inventories	667	(206)
Increase in intangibles	(1,037)	-
Increase (decrease) in accounts payable and accrued liabilities	10,901	(2,120)
Increase in deferred revenue	186	1,013
Increase in deferred contributions	1,788	121
Net current service change in employee future benefits	404	1,248
	7,491	(3,398)
Cash provided by operating activities	30,985	16,449
Financing activities:		
Contributions restricted for capital purposes	16,644	14,520
Repayment of long-term debt	(2,357)	(2,261)
Cash provided by financing activities	14,287	12,259
Investing activities:		
Purchase of restricted investments, net	389	(26,845)
Purchase of capital assets	(41,884)	(16,452)
Change in endowment net assets	2,974	10,599
Cash used in investing activities	(38,521)	(32,698)
Increase (decrease) in cash	6,751	(3,990)
Cash and cash equivalents, beginning of year	45,149	49,139
Cash and cash equivalents, end of year	\$ 51,900	\$ 45,149

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

BROCK UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2018

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, 2017 and the next required valuation will be as of July 1, 2020.

The most recent actuarial valuation of the non-pension benefits for accounting purposes was as of April 30, 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 \$9,144,870 (2017 – \$9,960,218) and is expected to be received as follows:

(000's)	2018	2017
2018	\$ 2,567	\$ 2,684
2019	1,217	2,347
2020	447	1,083
2021	278	325
2022	171	177
Thereafter	4,465	3,344
	\$ 9,145	\$ 9,960

(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.

(o) Intangible assets:

The carrying amount of an intangible asset whose life is determined to be indefinite is tested for recoverability whenever events or changes in circumstances indicate that the carrying amount may exceed its fair value. An impairment loss is recognized when the asset's carrying amount exceeds its fair value. Impairment losses are not subsequently reversed.

Included in intangible assets are emissions allowances recognized at a cost of \$1,037 (2017 – \$nil) resulting from Ontario's Cap and Trade Program under the Climate Change Mitigation and Low-carbon Economy Act, 2016 (the "Cap and Trade program"), which sets out a framework for the reduction in greenhouse gas ("GHG") emissions for the province of Ontario. The University is a mandatory participant in the program. The first compliance period for Cap and Trade program is January 1, 2017 to December 31, 2020.

Because the University operates cogeneration plants, a beneficial technology, it receives free GHG emissions allowances, which are reasonably expected to meet or exceed the University's GHG emissions during each year. The allowances are granted on an annual basis and, in return, the University is required to remit allowances equal to its actual emissions at the end of the compliance period. In the absence of specific accounting guidance, the University has adopted the government grants approach, whereby a provision is only recognized when actual emissions exceed the emission allowances granted for the compliance period.

The University records the emissions allowances as intangible assets and deferred contributions at fair market value. The emissions allowances contributions are amortized into the statement of operations each period and recorded in grant revenue. The associated emissions expense is recorded each period in utilities expense and long-term accounts payable. The emissions allowances will be surrendered at the end of the compliance period and used to settle the liability.

2. Cash and cash equivalents:

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

(000's)	2018	2017
Cash and cash equivalents	\$ 43,972	\$ 37,555
Held for future capital projects		
Cash and cash equivalents	7,928	7,594
	\$ 51,900	\$ 45,149

3. Restricted investments:

The fair value of investments are as follows:

(000's)	2018	2017
Invested for endowments		
Cash and cash equivalents	\$ 344	\$ 428
Walter Scott & Partners Global Equity Fund	44,410	46,481
Mawer Canadian Equity Pooled Fund	13,726	13,242
Barings Global High Yield Credit Strategies Fund	19,238	-
AllianceBernstein Core Plus Bond Fund	18,953	33,546
	96,671	93,697
Invested for unspent capital projects		
Cash and cash equivalents	2,932	16,645
	2,932	16,645
Invested for future loan repayments		
Mawer Balanced Fund	6,696	6,413
	6,696	6,413
Invested for employee future benefit reserve		
Mawer Balanced Fund	4,123	3,041
	4,123	3,041
Invested for other restricted purposes		
Cash and cash equivalents	41,248	32,297
Sunlife Global Investments	656	622
	41,904	32,919
	\$ 152,326	\$ 152,715

4. Capital assets:

April 30, 2018 (000's)	Cost	Accumulated amortization	Net book value
Land	\$ 58,883	\$ -	\$ 58,883
Buildings	543,228	221,968	321,260
Furnishings and equipment	66,097	44,852	21,245
Library books	43,792	41,649	2,143
	\$ 712,000	\$ 308,469	\$ 403,531

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

Included in buildings and furnishings and equipment is \$43,238,134 (2017 – \$11,530,897) 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)	2018	2017
Balance, beginning of year	\$ 380,464	\$ 382,467
Purchase of capital assets funded by deferred capital contributions	30,357	7,248
Purchase of capital assets internally financed	11,861	9,539
Purchase of capital assets funded by the contingency reserve	-	49
Purchase of capital assets financed by proceeds of long term debt	(334)	(384)
Amortization of capital assets	(18,817)	(18,455)
Balance, end of year	\$ 403,531	\$ 380,464

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)	2018	2017
Balance, beginning of year	\$ 7,285	\$ 7,164
Grants, donations and other expendable funds	14,967	12,493
Amounts recorded as revenue during the year	(13,179)	(12,372)
Balance, end of year	\$ 9,073	\$ 7,285

6. Long-term debt:

(000's)	2018	2017
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	\$ 7,991	\$ 8,483
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	6,342	6,733
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	24,109	24,863
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	15,240	15,960
	53,682	56,039
Less current portion	2,458	2,357
	\$ 51,224	\$ 53,682

Debt maturities:

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

(000's)	
2019	\$ 2,458
2020	16,367
2021	1,962
2022	2,085
2023	21,979
Thereafter	8,831
	\$ 53,682

(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, 2018. 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, 2018 was 3.45%). Amounts are due on demand.

(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)	2018		2017	
	Notional value	Fair value	Notional value	Fair value
Cairns Family Health and Bioscience Research Complex	\$ 24,109	\$ 25,285	\$ 24,863	\$ 27,666
Marilyn I. Walker School of Fine and Performing Arts Building	15,240	15,247	15,960	16,276
	\$ 39,349	\$ 40,532	\$ 40,823	\$ 43,942

The fair value of the swaps are determined using the benchmark valuation methodology without consideration for non-performance or counterparty risk.

7. Debenture payable:

(000's)	2018	2017
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	(2,764)	(2,809)
	\$ 90,236	\$ 90,191

The fair value of the debenture payable is \$113,074,980 (2017 – \$113,772,480). Fair value has been determined using the market quote of the debenture \$121.59 (2017 – \$122.34).

The University has established an internal sinking fund and purchased units in the Mawer Balanced Fund with a market value of \$6,696,030 (2017 – \$6,412,943). 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)	2018	2017
Balance, beginning of year	\$ 188,073	\$ 181,021
Less amortization of deferred capital contributions	(7,494)	(7,468)
Add contributions restricted for capital purposes	16,644	14,520
Balance, end of year	\$ 197,223	\$ 188,073

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

(000's)	2018	2017
Unamortized capital contributions used to purchase assets	\$ 194,291	\$ 171,428
Unspent capital contributions	2,932	16,645
	\$ 197,223	\$ 188,073

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, 2017. The next required actuarial funding valuation will be July 1, 2020.

The University measured its accrued benefit obligation and fair value of plan assets for accounting purposes as at April 30, 2018. A summary of the financial status of the plan is as follows:

(000's)	2018	2017
Accrued benefit obligation	\$ 510,722	\$ 476,280
Fair value of plan assets	502,032	487,854
Accrued benefit (liability) asset	\$ (8,690)	\$ 11,574

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

	2018	2017
Discount rate on defined benefit costs	5.45%	6.00%
Rate of compensation increases	3.25%	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)	2018	2017
Current service cost (defined contribution)	\$ 11,940	\$ 11,563
Current service cost (defined benefit)	1,335	1,257
Unfunded liability (going concern)	413	413
Multi-employer teachers plan	27	21
Total	\$ 13,715	\$ 13,254

(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)	2018	2017
Accrued benefit obligation	\$ 24,782	\$ 24,530
Fair value of plan assets	-	-
Accrued benefit liability	\$ 24,782	\$ 24,530

The University established an internally restricted reserve (note 12) for employee future benefits of \$5,709,691 (2017 – \$3,040,738).

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

	2018	2017
Discount rate	3.40% - 3.8%	3.30% – 4.00%
Prescription drug costs	7.45% (2017 – 7.72%) decreasing to 4.50% in and after 2030	
Other benefits costs	4.50%	4.50%
Health Care Spending Account	2.00%	2.00%

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

(000's)	2018	2017
Non-pension defined benefit plans	\$ 3,173	\$ 3,185
Non-pension benefit plans	656	622
Total	\$ 3,829	\$ 3,807

10. Endowments:

(a) Change in endowment net assets:

The following were recorded directly to endowment net assets:

(000's)	2018	2017
Contributions restricted for endowments	\$ 1,271	\$ 1,453
Investment income	6,256	1,987
Internally allocated for endowment spending	(2,396)	(1,999)
Unrealized (loss) gain	(2,157)	9,158
	\$ 2,974	\$ 10,599

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)	2018	2017
Externally endowed	\$ 89,425	\$ 86,556
Internally endowed	7,246	7,141
	\$ 96,671	\$ 93,697

(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)	2018	2017
Expendable funds available for awards, beginning of year	\$ 836	\$ 879
Investment income eligible for expenditures	855	281
Bursaries awarded	(368)	(324)
Expendable funds available for awards, end of year	\$ 1,323	\$ 836
Total OSOTF, Phase One, end of year	\$ 10,800	\$ 9,790
Number of bursaries awarded	130	130

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

(000's)	2018		2017	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$ 13,243	\$ 8,955	\$ 11,976	\$ 8,965
Unrealized (loss) gain for the year	(294)	-	1,277	-
Investment income (loss) less bursaries awarded	524	524	(10)	(10)
Endowment balance, end of year	\$ 13,473	\$ 9,479	\$ 13,243	\$ 8,955

(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)	2018	2017
Expendable funds available for awards, beginning of year	\$ 530	\$ 542
Investment income eligible for expenditures	333	118
Bursaries awarded	(149)	(130)
Expendable funds available for awards, end of year	\$ 714	\$ 530
Total OSOTF, Phase Two, end of year	\$ 4,371	\$ 3,986
Number of bursaries awarded	32	32

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

(000's)	2018		2017	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$ 5,095	\$ 3,456	\$ 4,597	\$ 3,456
Unrealized (loss) gain for the year	(115)	-	498	-
Investment income less bursaries awarded	200	200	-	-
Endowment balance, end of year	\$ 5,180	\$ 3,656	\$ 5,095	\$ 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.

10. Endowments (continued):

Schedule of Changes in Expendable Funds Available for Awards:

(000's)	2018	2017
Expendable funds available for awards, beginning of year	\$ 3,067	\$ 3,082
Investment income eligible for expenditures	1,827	631
Bursaries awarded	(748)	(646)
Expendable funds available for awards, end of year	\$ 4,146	\$ 3,067
Total OTSS, end of year	\$ 24,230	\$ 22,059
Number of bursaries awarded	560	422

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

(000's)	2018		2017	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$ 28,219	\$ 18,992	\$ 25,490	\$ 19,001
Unrealized (loss) gain in the current year	(631)	-	2,738	-
Investment income (loss) less bursaries awarded	1,091	1,091	(9)	(9)
Endowment balance, end of year	\$ 28,679	\$ 20,083	\$ 28,219	\$ 18,992

11. Net assets invested in capital assets:

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

(000's)	2018	2017
Capital assets, net (note 4)	\$ 403,531	\$ 380,464
Less amounts financed by:		
Long-term debt (note 6)	(53,682)	(56,039)
Deferred capital contributions (note 8)	(194,291)	(171,428)
Debenture payable	(83,961)	(83,961)
Cash and cash equivalents held for future capital projects (note 2)	7,928	7,594
Donated land	78	-
Balance, end of year	\$ 79,603	\$ 76,630

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

(000's)	2018	2017
Repayment of long-term debt	\$ 2,357	\$ 2,261
Purchase of capital assets internally financed (note 4)	11,861	9,588
Donated land	78	-
Increase in invested in capital assets	14,296	11,849
Amortization expense	(18,817)	(18,455)
Less amortization of deferred capital contributions	7,494	7,468
Decrease in invested in capital assets	(11,323)	(10,987)
Net change in invested in capital assets	\$ 2,973	\$ 862

12. Internally restricted net assets:

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

(000's)	2018	2017
Capital and infrastructure projects and reserves	\$ 12,385	\$ 11,712
Operating project accounts	2,013	1,664
Research funds with no external obligations	1,727	2,083
Start-up funds	1,124	1,142
Professional expense reimbursement accounts	2,716	2,556
Sinking fund (note 7)	6,696	6,413
Employee future benefits reserve (note 9)	5,710	3,041
Debt repayment reserve	4,457	2,895
Contingency reserve	3,303	2,568
Strategic initiative fund	7,182	3,894
Encumbrance reserve	947	745
	\$ 48,260	\$ 38,713

13. Commitments:

- a) As at April 30, 2018, the estimated costs to complete approved capital and renovation projects are approximately \$22,682,523 (2017 – \$46,546,676), which will be funded by government grants, donations and operations.
- b) The following are the future minimum annual operating lease payments due over the next five fiscal years and thereafter (in 000's):

(000's)	
2019	\$ 2,200
2020	2,200
2021	2,200
2022	2,200
2023	2,200
Thereafter	3,458
	\$ 14,458

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, 2018.

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, 2018, 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 \$4,213,000 (2017 – \$4,767,000), which includes amounts payable for payroll-related taxes.

17. Research revenue and expenses:

The Statement of Operations consolidates all the revenue and expense activity of the University. The schedule below separates externally restricted research revenue and expense by financial statement line item for increased transparency of research grant activity.

(000’s)	2018	2017
Revenues:		
Grant revenue	\$ 12,519	\$ 12,318
Grant revenue – central overhead	275	54
	12,794	12,372
Expenses:		
Salaries and benefits	3,596	3,758
Operating expenses	5,703	5,599
Scholarships, fellowships and bursaries	2,470	2,216
Expendable equipment, repairs and maintenance	1,025	799
	12,794	12,372
Excess of revenue over expenses	\$ -	\$ -

18. 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, 2018 is \$5,605,777 (2017 – \$4,341,362).
- (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.
- (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).

19. Comparative figures:

The comparative financial statements have been reclassified to conform to the presentation of the 2018 financial statements.

Facilities Management (FM) utilities savings

1. Chasing the Peak

FM has switched the University's electricity account from "Class-B" to "Class-A" electricity customer, under the Independent Electricity System Operator's (IESO) Industrial Conservation Initiative (ICI). Class A customers can reduce their Global Adjustment (GA) costs based on their ability to anticipate the top five peak hours for the Province of Ontario's current base period and reduce their consumption during those peak times. Brock opted into this program July 1, 2017 and was able to successfully track the province's peak electricity periods and reduce campus load and optimize cogeneration output during those times, allowing for a significant rate adjustment for the following year. Based on last year's success, we anticipate electricity savings of \$750,000 to \$1.0 million from July 1, 2018 to June 30, 2019. This program continues to evolve and with a change in Provincial Government, further changes to the program are expected. FM will continue to monitor all available incentive programs to maximize all opportunities for the University.

2. Cooling tower hot water re-capture

Brock was awarded a Suez "Proof not Promises" Award for an operational change that diverted water, that would have been otherwise diverted to drain, into our cooling tower basins. The cost savings for this project was \$14,900 per year which is equivalent to 45,072,500 litres per year.

3. Schmon Tower energy transfer station

A new energy transfer system (ETS) was installed in the Tower to better supply the building with hot water for heating was completed. The unit replaced a pair of 25 high pressure (HP) pumps with a much more efficient 7.5 hp pump with integral variable frequency drive. The installation also allows for the optimal usage of the district energy loop through a control valve that only allows the building to take the minimum amount of heat required to satisfy the building set point. Actual savings are yet to be determined.

4. LED lighting replacements

Replacement of fixtures or re-lamping of T8 fixtures with LED tubes have been completed at the following locations:

- Schmon Tower fifth Floor – Installation of 32 4' LED tropher fixtures and 57 2' LED tropher fixtures. (energy savings 10,000 kwh/year)

- Schmon Tower first Floor – Replacement of 68 4' T8 tube fixtures with 68 new Lithonia LED trophers (energy savings 7,000 kwh/year)
- Central Utility Tunnel Lighting – Replacement of 200 32 W Compact Fluorescent fixtures with 200 new 15 W LED wall packs (Energy Savings 22,000 kw/year)
- Central Utilities Building Lighting Upgrade – Re-lamping of 320 32 W T8 lamps in the CUB offices, corridors and work spaces with 15 W LED tubes (Energy Savings 14,700 kwh)
- Hamilton Campus Exterior Lighting – Replacement of six metal halide wall packs and replacement with six new LED wallpacks (5,405 kwh)

5. Schmon Tower F10 and F12 variable frequency drive Install

Installation of variable frequency drives (VFD) on the return fans in the Schmon Tower have been completed. The project also replaced an aging 75 hp motor with a new high efficiency unit. These VFD's allow the fan speeds to be controlled and be ramped up and down to follow building demand. Estimated energy savings is 456,000 KWH/year or approximately \$55,000/year.

6. Plaza chiller re-commissioning

Some critical pump interlocks were removed and some valves were switched to allow the Plaza building to be fed completely with chilled water from the district cooling loop. This allowed for the electric chiller in plaza to be turned off. Estimated energy savings is 435,000 kwh/year or \$52,000/year.

7. Decew residence valving and programming changes

FM completed a number of behavioural and mechanical changes that improved the efficiency of the heating water supply to Decew residence. This eliminated the need for the electric boilers in Decew, allowing the residence to be supplied from the district energy loop. Estimated energy savings 755,000 kwh/year or \$90,000/year.

8. Miscellaneous Projects

Additional FM projects included: chiller re-commissioning in the International Centre, improvements to Theal House and compressor install at the CUB and H Block.

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Inside back cover: Close-up photo of the Monarch butterfly wing, which is also shown as a ghosted image on the cover.



On the cover: The butterfly image used on the cover symbolizes transformation, growing and evolving into something new. In August 2017, Brock welcomed a new President. In addition, Brock's budget is beginning the process of being transformed through the revenue and expense allocation model. Also, the Rankin Family Pavilion and the Goodman School of Business expansion are two major construction projects underway this year. The use of geometric shapes form one shape/one Brock. The sections in the shapes represent the many facets of the University. They morph from flat design to 3D design, creating movement that evokes a feeling of the ever-changing and ongoing innovation and emergence of Brock as a leading-edge university.

Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada
905 688 5550

annualreport@brocku.ca

brocku.ca/finance