

2026-27 Budget Report

Including key performance metrics

Land acknowledgement

We acknowledge the land on which Brock University was built is the traditional territory of the Haudenosaunee (ho-din-anish-shonee) and Anishinaabe (A-nish-shin-aaabee) people, many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties and is within the land protected by the Dish with One Spoon Wampum agreement. Today, this gathering place is home to many First Nations, Métis and Inuit, and acknowledging reminds us that our great standard of living is directly related to the resources and friendship of Indigenous people.

brocku.ca/indigenous

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This report contains certain forward-looking information. In preparing the Budget 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 report, financial values have been rounded to the nearest thousand unless otherwise stated.

Financial results

The funding budget for fiscal 2026-27 is illustrated in Figure 1. It identifies an in-year mitigation target of \$6.1 million, as compared to a mitigation target of \$13.6 million in 2025-26. The information below describes our financial health and compares several of our financial health metrics to other comprehensive universities. In addition to the metrics below, Brock's current Morningstar DBRS credit rating is "A (high)" with a trend change to negative from stable as of Feb. 20, 2026. See page 79 for further details of the credit rating.

Figure 1

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue			
Student fees	182,185	178,342	180,964
Grant revenue	146,172	118,989	116,468
Internal chargebacks	13,827	13,710	13,762
Inter-fund revenue	10,595	8,830	7,284
Other revenue	65,493	60,364	73,478
Total revenues	418,272	380,235	391,956
Operating costs			
Personnel costs	(279,235)	(270,504)	(259,952)
Inter-fund expense	(28,816)	(19,574)	(18,275)
Other operating costs	(116,272)	(103,793)	(113,676)
Total operating costs	(424,323)	(393,871)	(391,903)
Funding deficit before mitigation	(6,051)	(13,636)	53
Mitigation plan	6,051	13,636	-
Funding balance after mitigation plan	-	-	53

Our financial health

Statement of operations metrics

The following metrics were developed to identify areas of strength as well as improvement.

Figure 2

By student headcount (\$000s)	Brock		Median ⁽¹⁾		Average ⁽¹⁾	
	April 2025	April 2024	April 2025	April 2024	April 2025	April 2024
Student fees (primarily tuition)	9.61	9.76	10.71	10.47	1.58	10.57
Grant	7.06	6.78	11.23	10.34	12.19	11.97
Personnel costs	14.12	13.74	17.02	15.94	16.79	16.57
Scholarships, bursaries and fellowships	1.49	1.56	1.85	1.69	1.87	1.80
Interest on long-term debt	0.54	0.52	0.35	0.37	0.37	0.36
Investment income	0.52	0.50	1.39	1.16	1.40	1.19

(1) Calculated using financial information from 13 comprehensive universities. Certain 2024 metrics have been updated due to revisions in certain universities' financial statements.

Brock's tuition is slightly below the average; however, grant revenue per student continues to be well below the sector average and has represented an area of ongoing attention for the University. Naturally, Brock has operated more efficiently, given the below-average funding, and this results in lower personnel costs per student to counterbalance the lower funding. Brock continues to invest in students through scholarships, bursaries and fellowships. Interest and investment income metrics are in line with Brock's financial health metrics as detailed below.

Financial health metrics

Figure 3

	Brock		Median ⁽¹⁾		Weighted average ⁽¹⁾	
	April 2025	April 2024	April 2025	April 2024	April 2025	April 2024
Primary reserve ratio	21.2%	22.3%	24.5%	25.9%	35.5%	36.9%
Debt burden ratio	3.4%	3.1%	2.2%	2.9%	2.4%	3.0%
Interest burden %	2.7%	2.6%	1.5%	1.6%	1.6%	1.5%
Interest coverage	1.75	1.84	3.39	4.42	3.32	3.16
Viability ratio	33.3%	39.4%	73.1%	65.0%	107.2%	108.8%
Net operating revenues ratio	1.7%	2.6%	4.6%	4.4%	3.9%	5.3%
Employee future benefits per student headcount (\$000s)	\$(0.72)	\$(0.64)	\$(1.18)	\$(1.34)	\$(1.50)	\$(1.61)
Endowment per student headcount (\$000s)	\$6.94	\$6.87	\$12.45	\$11.37	\$10.90	\$10.36

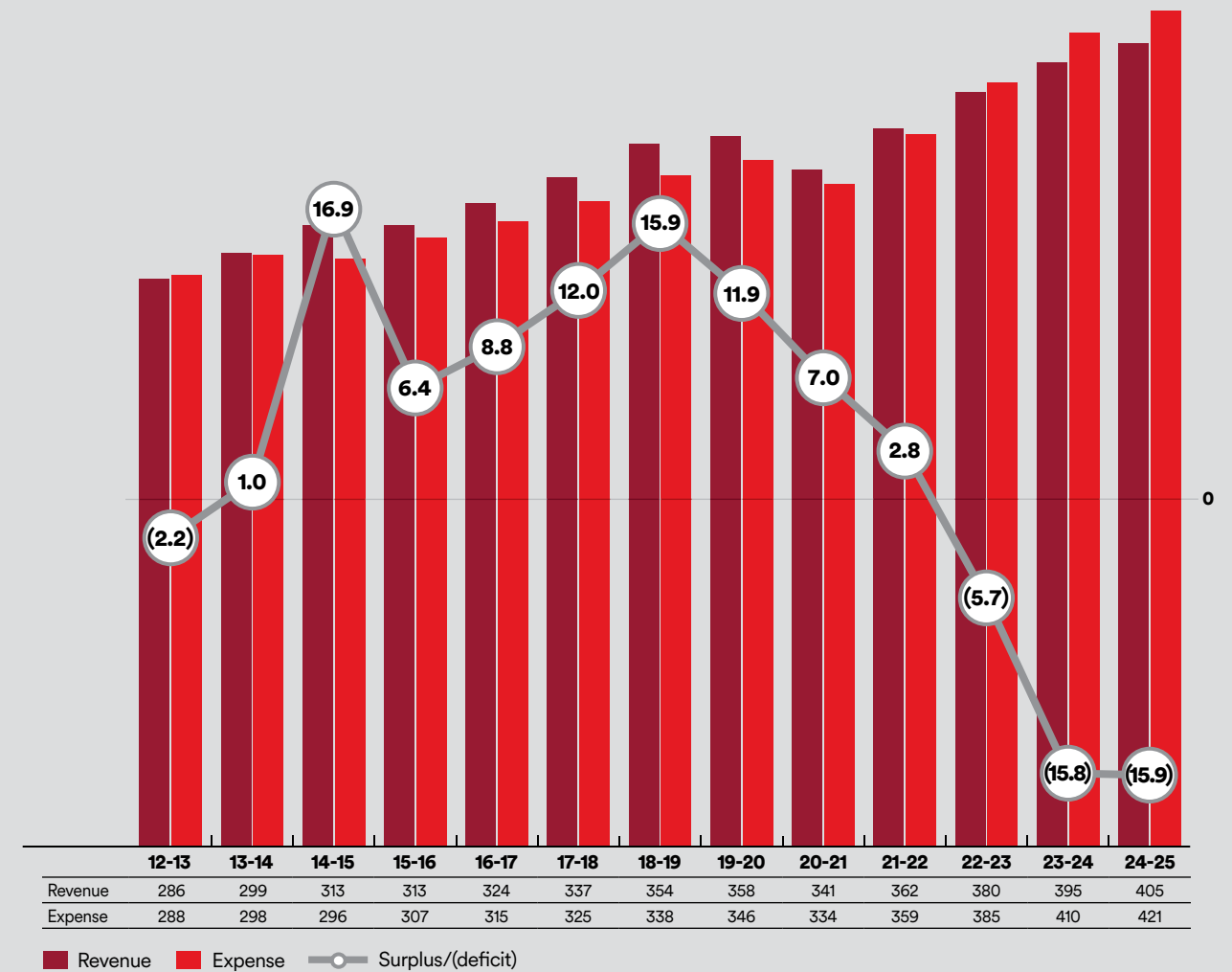
(1) Calculated using financial information from 13 comprehensive universities. Certain 2024 metrics have been updated due to revisions in certain universities' financial statements.

Refer to page 80 for explanations of the debt-related financial health metrics.

Historical timeline

In planning for the future, it can be useful to look back and ask "How did we get here?" Figures 27 and 28 provided here attempt to rewind the clock and identify some key decisions with significant financial impacts. Figure 27 details the historical audited financial results while Figure 28 details historical undergraduate and graduate student headcounts, and a faculty, professional librarian and staff headcount. An interesting observation is that the student to faculty and librarians ratio, and the staff to faculty and librarians ratio have not changed substantially since 2012-13.

Figure 27: 2012 to 2025 historical audited financial results (\$ millions)



Note: The figures were obtained from the audited financial statements of Brock University, which were prepared in accordance with Canadian Accounting Standards for Not-For-Profit Organizations (2012-13 to 2024-25).

Figure 28: 2012 to 2026 Faculty, Staff and Student headcount

Type	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
Faculty and librarians ⁽¹⁾	608	616	611	603	607	614	623	625	622	626	640	642	642	649
Ongoing staff ⁽¹⁾	961	964	919	912	921	938	957	987	991	967	1,014	1,051	1,053	1,048
Staff to faculty and librarians ratio	1.6	1.6	1.5	1.5	1.5	1.5	1.5	1.6	1.6	1.5	1.6	1.6	1.6	1.6
Graduate headcount ⁽²⁾	1,630	1,689	1,718	1,703	1,756	1,777	1,826	2,007	1,951	1,860	1,791	1,812	1,776	1,687
Undergraduate headcount ⁽²⁾	16,882	16,999	16,898	16,645	16,749	16,751	17,013	17,516	17,469	17,474	17,255	17,132	17,245	17,579
Student to faculty and librarians ratio	30	30	31	31	31	31	31	32	32	31	30	30	30	30

(1) Faculty and professional librarians headcount figures represent all employees who have an academic appointment in the academic year (July 1 to June 30). Staff headcount figures represent all active ongoing staff (with the exception of faculty and librarians), including fixed-term contracts with benefits, as of October of each year.

(2) Figures represent the number of students in each Faculty of major on Nov. 1 of each academic year (as per PFIS-USER submissions). In addition, starting in 2014-15 figures also include new-entry enrolments as of Feb. 1 for certain International Student Programs (ISPs) and Technological Education and excludes Continuing Teacher Education enrolment.

Introducing the data points

As part of the budget report, we provide data points to assist users of this report to draw relationships between financial and non-financial data. The goal is to continue the process of providing meaningful data points to help establish a foundation to explain the "why" behind the revenue and expense values and the outcomes the budget supports. The data points presented in this report were chosen in consultation with Institutional Planning and Data Governance (IPDG), with an emphasis on points which have a financial impact. The data points were made available from IPDG as well as other units throughout the University. Your suggestions for future budget reports and key data points are always welcome at budgetreport@brocku.ca

We hope that you find these data points useful and that they encourage constructive and collegial discussion.

Figure 4: Budgeted operating costs (\$000s)

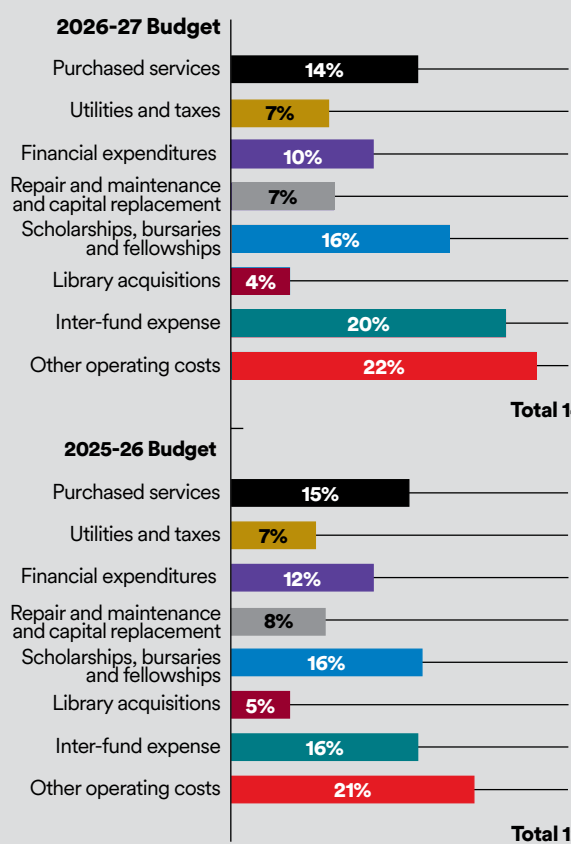


Figure 5

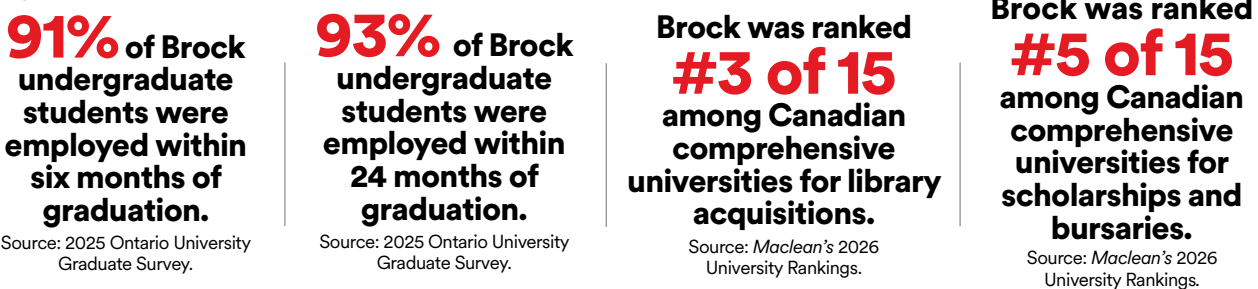


Figure 6: Personnel costs

Personnel group ⁽¹⁾ (\$000s)	2026-27 Budget				2025-26 Budget			
	Salary/Wage	Benefits	Total personnel costs	FTE	Salary/Wage	Benefits	Total personnel costs	FTE
Faculty and Professional Librarians	112,248	22,943	135,191	615.0	109,822	22,953	132,775	616.8
Admin/Professional	62,853	16,798	79,651	792.6	59,705	16,071	75,776	773.5
OSSTF	5,634	1,776	7,410	94.4	6,153	1,931	8,084	118.6
CUPE 1295 FT	7,921	2,673	10,594	122.0	8,043	2,581	10,624	122.0
SAC	8,249	1,627	9,876	35.8	7,930	1,629	9,559	36.0
Other ongoing personnel	786	226	1,012	10.6	753	216	969	10.4
Total ongoing personnel	197,691	46,043	243,734	1,670.4	192,406	45,381	237,787	1,677.3
CUPE 4207 – Unit 1	17,103	1,943	19,046		15,512	1,749	17,261	
Other temporary personnel	15,232	1,223	16,455		14,317	1,139	15,456	
Total temporary personnel	32,335	3,166	35,501		29,829	2,888	32,717	
Total personnel	230,026	49,209	279,235		222,235	48,269	270,504	

(1) **Faculty & Professional Librarians** – BUFA members, Associate Deans, and Associate Librarian; **Admin/Professional** – ongoing administrative/professional and exempt staff; **OSSTF** – support and technical staff; **CUPE 1295 FT** – full-time maintenance, trades and custodial staff; **SAC** – Senior Administrative Council; **Other ongoing** – CUPE 4207-2, CUPE 4207-3 & IATSE; **CUPE 4207 – Unit 1** – instructors, teaching assistants, lab demonstrators, course co-ordinators and marker/graders; **Other temporary** – all other temporary teaching and non-teaching positions, Faculty overloads and stipend transfers.

Figure 7: Fall 2025 undergraduate students by permanent country of residence (%)

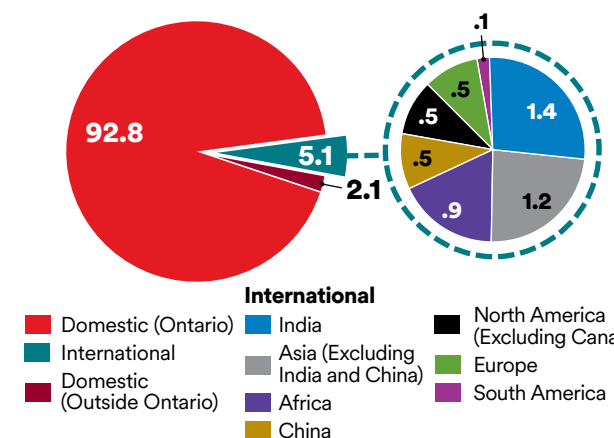


Figure 8: Fall 2025 graduate students by permanent country of residence (%)

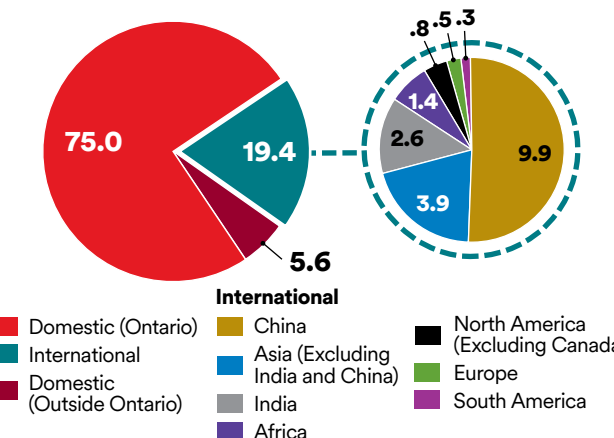


Figure 9: 2025-26 international student headcount by Faculty

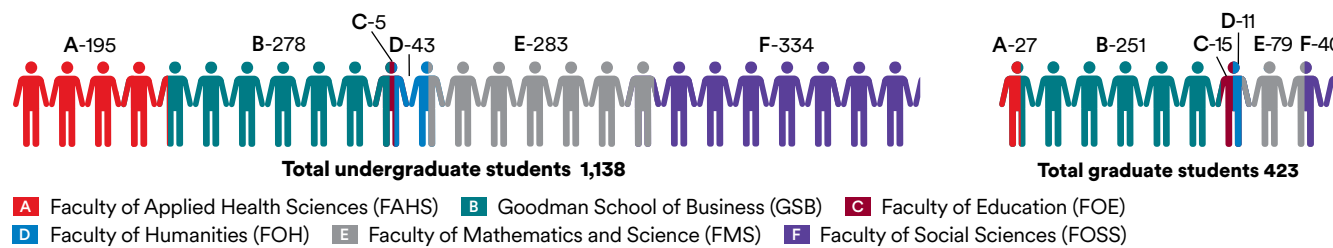


Figure 10: Student headcount by Faculty of major

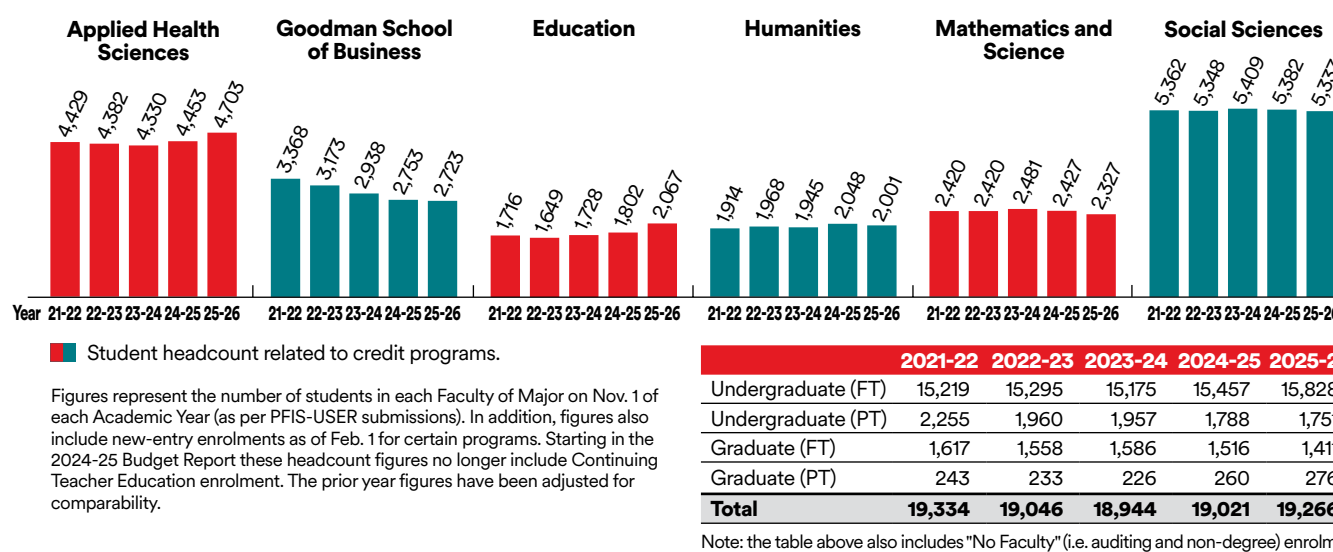


Figure 11: Student full-time equivalent by Faculty of major

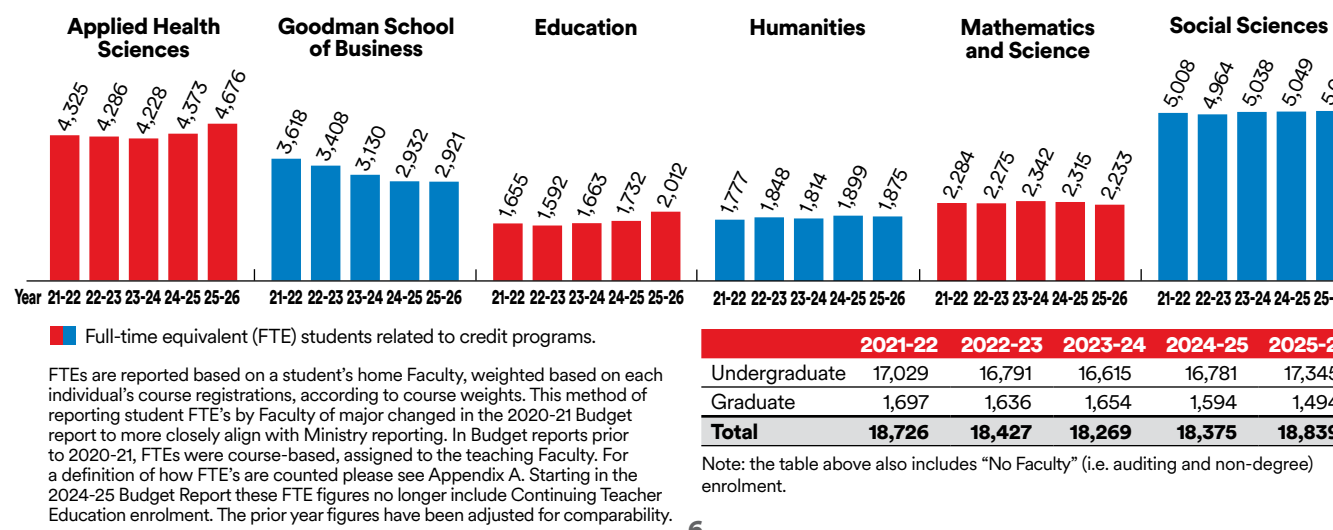
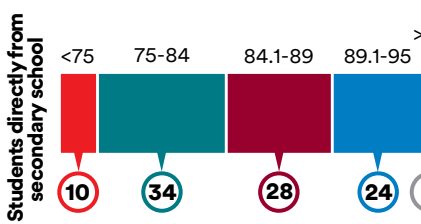


Figure 12: Self-identified Indigenous applicants and registrants

Year	Applicants	Registrants
2022-23	335	104
2023-24	389	105
2024-25	435	118
2025-26	484	106

Source: Power BI Admissions and ORES on October 14, 2025.

Figure 15: 2025-26 undergraduate programs average entering grade (%)



Source: AppDetails Brock DB on March 23, 2026.

Figure 18: Undergraduate average class size by Year

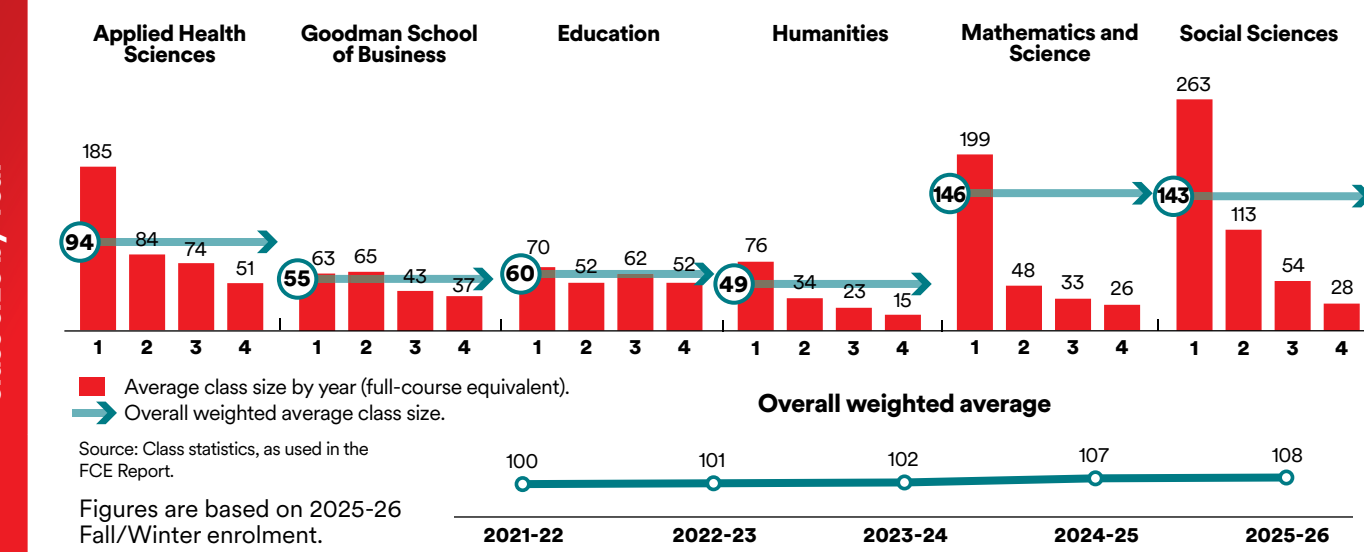
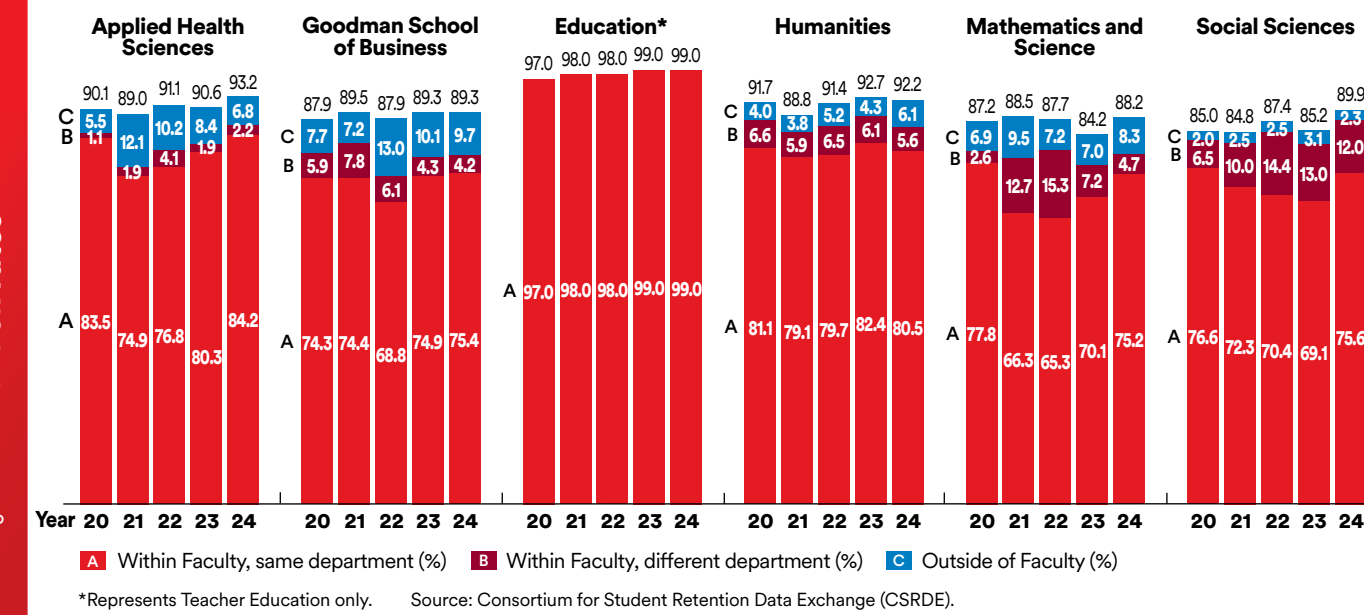


Figure 19: Retention rates



Figures represent the tracking of first-time, full-time bachelor's degree-seeking students (with the exception of Education due to the pathway into the Faculty). The figures represent the percentage of first-year students returning the following November, regardless of year of study. The year shown represents the cohort year (year of entry).

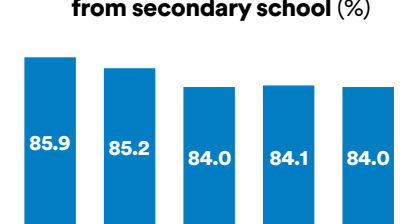
Figure 13: Full-course equivalents (FCE) offered in 2025-26 (%)



Figure 14: Students who received OSAP in 2025-26 (%)

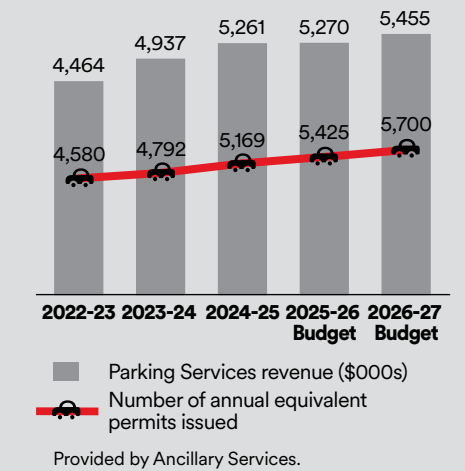


Figure 17: Brock mean entering average of new students directly from secondary school (%)



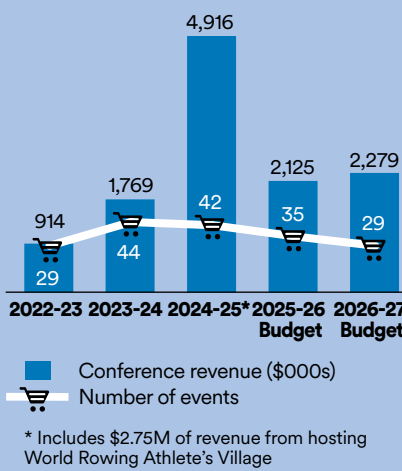
Source: AppDetails Brock DB on March 23, 2026.

Figure 20: 2022-23 to 2026-27 Parking Services revenue



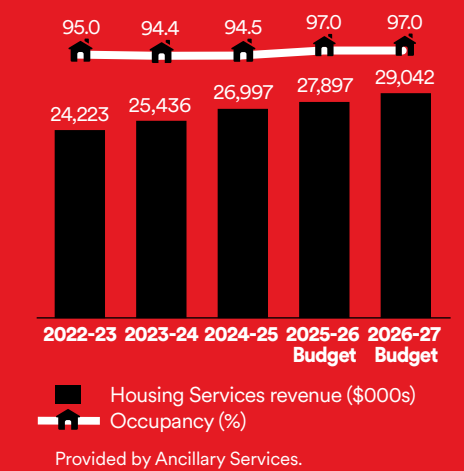
Source: AppDetails Brock DB on March 23, 2026.

Figure 21: 2022-23 to 2026-27 Conference Services revenue



Source: AppDetails Brock DB on March 23, 2026.

Figure 22: 2022-23 to 2026-27 Housing Services revenue



Source: AppDetails Brock DB on March 23, 2026.

Figure 23: 2021-22 to 2024-25 donations (\$000s)

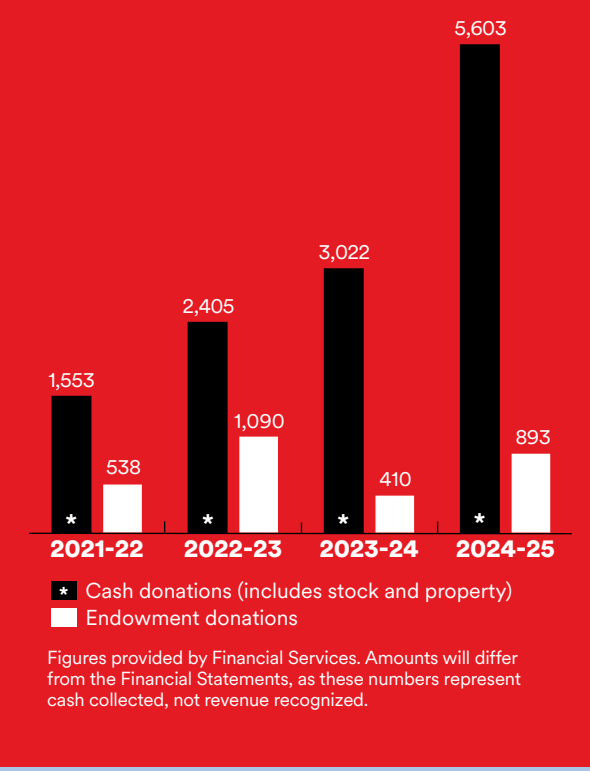
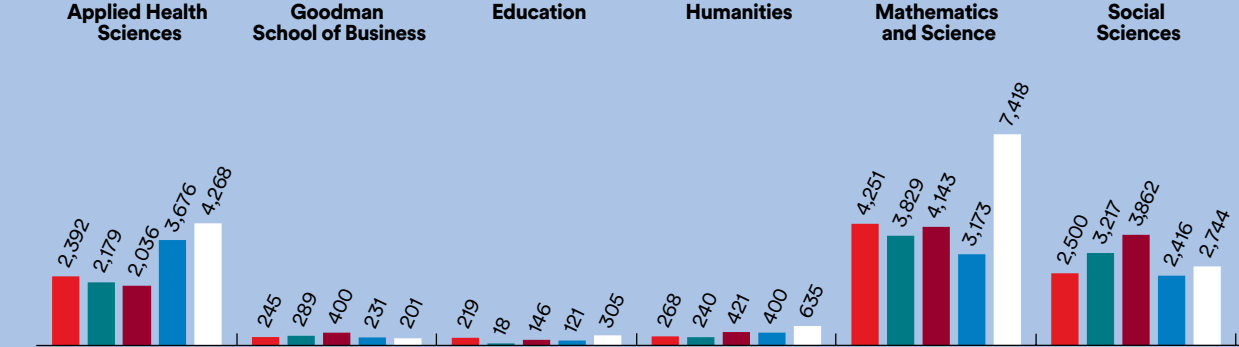


Figure 25: 2020-21 to 2024-25 external research grants – cash received (\$000s)



* Includes external research grants in the office of the Vice-President, Research (VPR), Office of Research Services (ORS) and Faculty of Graduate Studies and Postdoctoral Affairs (FGS), including Research Support Funds and externally-funded scholarships for graduate students.



Budget environment

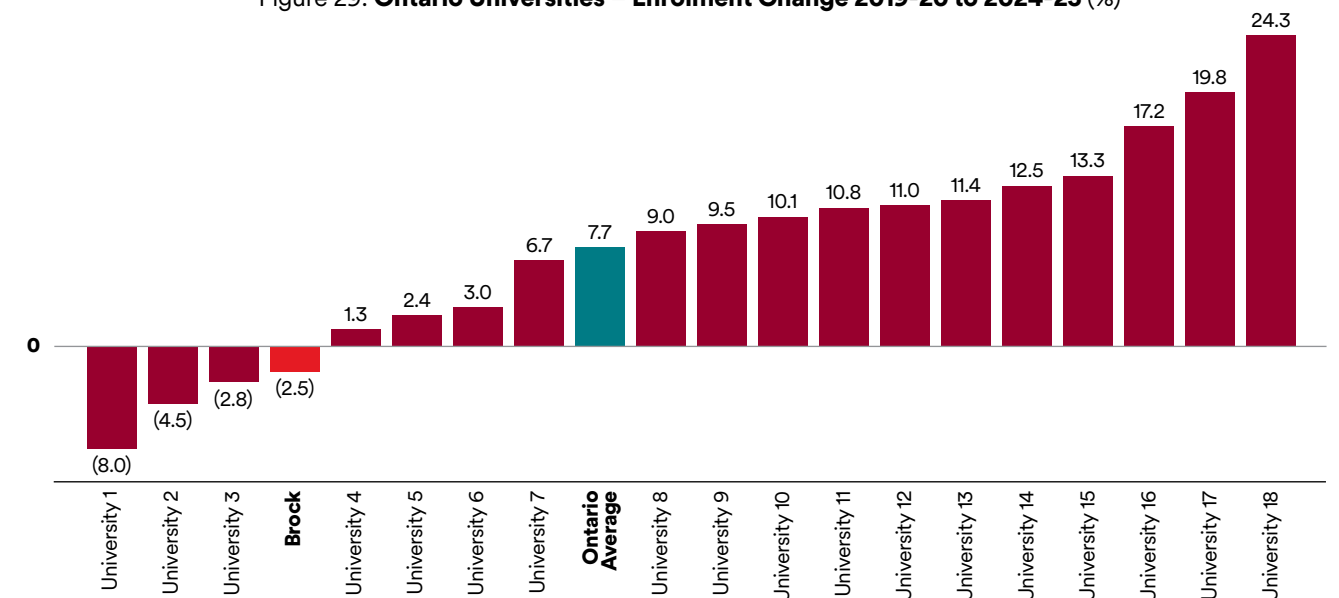
The budget environment is informed by our enrolment targets, government policies and our Fiscal Framework. Development of the 2026-27 budget began earlier compared to prior years with the goal of providing time to accommodate more in-depth consultation and planning at the unit level, supporting a bottom-up approach to planning. Minimum enrolment targets were established early in the planning phase with an opportunity to put forward multi-year (3-year) growth plans to improve planning for future budget development. Budget targets were also tailored by unit to support the University strategic priorities and direction. Enrolment trends informed budget allocation decisions and provided Deans and Unit leads the opportunity to support performance targets embedded in the University Strategic Mandate Agreement (SMA) (e.g., graduation rates) and the University Action Plan (UAP). As a not-for-profit organization, each year our goal is to achieve a balanced budget. Recognizing costs are subject to inflation, our ability to fully offset these costs with additional revenue is not possible within the confines of current government policy; thus, each year we endeavour to find additional efficiencies and diversify revenues to achieve a balanced budget. Demands on the University impose costs that will always exceed its available resources. Brock University must therefore have some means of both setting priorities among its many possible opportunities, and of planning to enable the strategies it undertakes. This discussion on the budget environment serves to highlight areas that significantly impact the budget development.

Enrolment

The fiscal landscape for post-secondary in Ontario is described by an operating model that is dependent on enrolment growth to fund inflationary increase on expenditures. This reality is due to government policy that does not provide inflation on operating grants and until this year, tuition fees have also been frozen at 2014 rates. Financial performance within the sector has been correlated largely with enrolment growth. Figure 29 shows the percentage change in total full-time and part-time enrolment from 2019-20 through 2024-25 for each of the universities in Ontario.

Three institutions including Brock who have experienced an overall decline in enrolment are also currently rated as "high risk" within the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) Financial Accountability Framework. Brock has experienced deteriorating fiscal results over the same period with realized losses reported on our audited financial statement of operations for the last three completed fiscal years. These results are consistent with the other two institutions who are rated "high risk". Institutions have only been able to avoid structural deficits with enrolment growth, which is not a sustainable operating model as institutional capacity has limits. While we have done a lot of work to manage the

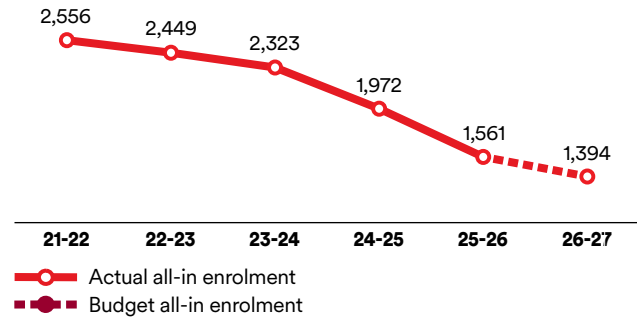
Figure 29: Ontario Universities – Enrolment Change 2019-20 to 2024-25 (%)



growth in expenses, Universities are not fiscally nimble enough to adapt our cost structures to address significant changes in overall funding, which Brock is experiencing because of our enrolment trend.

International enrolment provided academic benefits to the University through diversity of experiences, and perspectives. From a fiscal perspective international enrolment was also a crucial component of the sectors budgets. Brock's international enrolment trend is shown in Figure 30.

Figure 30: International enrolment trend ⁽¹⁾



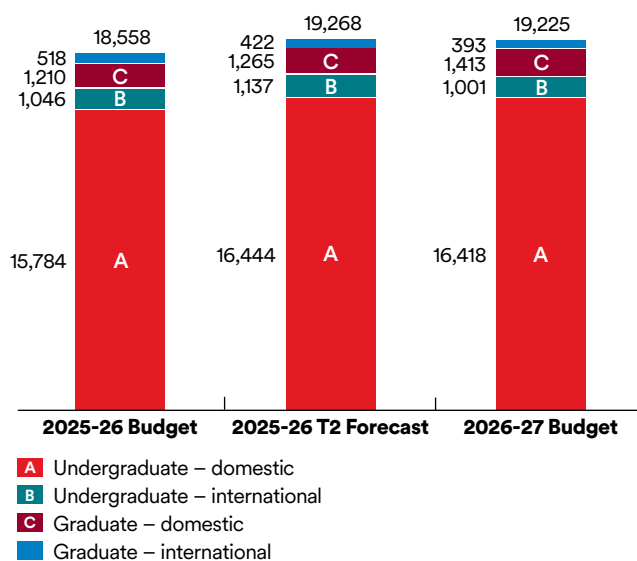
(1) 'All-in' enrolment includes letter of permission, non-degree students, auditors, and certificates.

International enrolment has declined by 995 students or 39 per cent from 2021-22 to 2025-26. Considering the average international tuition fee, this represents a loss of almost \$40.0 million from the universities annual operating budget. The 2026-27 budget has implemented several strategies to improve Brock's international competitiveness including: an international tuition freeze on all programs, enhanced Brock Scholars entrance award for international students, and increased budget allocations in marketing and international recruitment.

The Federal Government continues to impose caps on international enrolment; however, Brock's budget does not anticipate the caps will impact our overall enrolment potential with enrolment forecast 104 students below our cap.

Figure 31 outlines our updated enrolment plan. The next few years will require thoughtful academic led enhancements to curriculum delivery/degree architecture. Limited resources will continue for the foreseeable future as we endeavour to regain enrolment growth to meet our fiscal needs.

Figure 31: All-in headcount enrolment plan ⁽¹⁾



(1) 'All-in' enrolment includes letter of permission, non-degree students, auditors, and certificates.

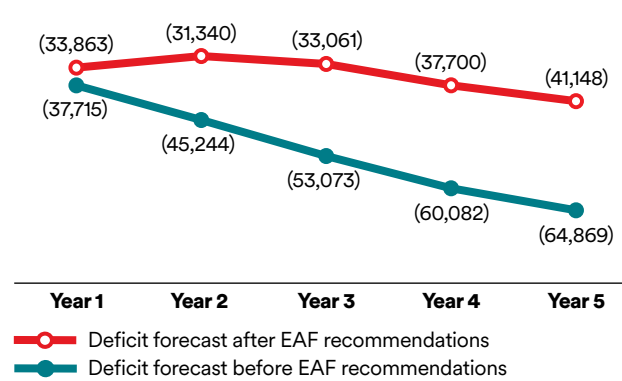


Government Policy

Brock continues to appreciate its strong and collaborative relationship with the Province of Ontario through the MCURES. Despite the Province's fiscal constraint, it continues to fund important programs at Brock.

Twelve universities underwent third-party Efficiency and Accountability Fund (EAF) reviews by external consultants in 2024-25, funded by the MCURES as part of their Financial Accountability Framework launched in 2024. The University sector's deteriorating fiscal outlook follows the tuition rate freeze in 2019 after the 10 per cent tuition rate reduction, coupled with limited growth in ongoing base operating grants. These policies created a fiscal environment for the University sector where sustainability relied on incremental enrolment revenue to offset expense inflation. The EAF reviews looked at many aspects of university operations and governance with 72 recommendations reported by the third-party reviewer. Salient to the results was that the university's fiscal situation was forecast to remain in deficit after assuming 100 per cent success in implementing all 72 EAF recommendations. Figure 32 illustrates the five-year financial deficit impact considering the following scenarios: a) projected ongoing deficit of Brock without any adjustments, and b) projected ongoing deficit considering estimated tangible opportunities identified by the external consultants.

Figure 32: Five-year financial deficit impact (000s)



This outcome was consistent amongst the institutions mandated to participate in the EAF review. Years of funding restraint and policies restricting tuition rates have required Brock, and the sector, to continue to find efficiencies year after year. The most striking outcome of this review was the validation that Universities are efficient and underfunded. The reviews certainly found opportunities for additional measures to improve sustainability, and at Brock we are using these recommendations as a source of information to be considered as we implement our University Action Plan (UAP) brocku.ca/strategic-plan/wp-content/uploads/sites/192/University-Action-Plan.pdf

Following two years of EAF reviews with consistent fiscal forecasts being presented, on Feb. 12, 2026 the Province announced a transformational new University Funding Model and Changes to Tuition Framework and OSAP. The new tuition framework and funding model now allows for a two per cent increase to domestic tuition rates and introduces a series of targeted enhancements to the existing funding approach. These changes are designed to strengthen support to ensure access to high quality education, with a particular focus on stabilizing and growing programs with strong student outcomes.

Key changes are as follows:

- Standardizing and Increasing Base Funding Rates
- Resetting Corridor Midpoints
- Program Weight Adjustments
- Performance-Based Funding
- Small, Northern and Rural Grant
- French Language Grants
- Indigenous Student Success Grant
- Special Purpose Grant Streamlining
- Priority Growth Plans
- Facilities and Equipment Renewal

Looking forward, the provincial government has committed to funding enrolment growth across Ontario for 40,000 additional students over the next three years to meet the rising demand for STEM, health, education, planning, and trades programs. Institutions will be invited to participate in a competitive call in 2026. As such, Brock will be able to submit a Priority Growth Plan and advocate for new enrolment growth that would potentially increase both tuition and grant revenue for the University. This is an opportunity that we must leverage.

New and ongoing investments

The increased investment as part of the Feb. 12 announcement, substantially narrows the EAF-identified funding gaps, though a structural shortfall remains, as shown in Appendix F’s multi-year forecast.

As part of a broader strategic review of academic programming and institutional positioning under the new funding model, Brock has an opportunity to align its degree practices with the four-year honours standard that predominates across the Ontario university sector. This alignment would more accurately reflect the academic depth and credential outcomes that already characterize a significant portion of Brock’s curriculum — and ensure the funding model recognizes the true nature of the education we deliver. Advancing this initiative would result in more than 1,000 students being appropriately recognized at the honours level, with their associated WGU’s recalibrated accordingly. Applied against the new funding rate of \$3,235 per WGU (increasing to \$3,365 in 2027-28), full implementation is projected to generate approximately \$3.4 million or more in additional annual grant revenue without any increase in student headcount. Students will see increased flexibility related to their studies, which contributes positively to retention – and that is another opportunity for revenue generation.

This is a compelling example of how strategic academic and administrative alignment can translate directly into financial sustainability. By ensuring our program structures and reporting reflect the rigour

and credential outcomes Brock already delivers, we strengthen both our institutional profile and our funding position under the new model.

Fiscal Framework

The new tuition framework which allows for a two per cent increase to domestic tuition rates will provide some relief to our fiscal framework where revenues have been significantly constrained by government policy. Government continues to regulate more than half of the University’s revenue and that revenue was predominately subject to zero per cent inflation. With expenses historically growing in excess of three per cent annually, and with 66 per cent of expenses associated with personnel costs, most of which is tied to collective agreements, the University is faced with a budget model that must rely on increasing enrolment revenue to fund base operating expense inflation. This framework is highlighted in Figure 33.

As the budget development process began for 2026-27 in the summer of 2025, there was a realization that our funding shortfall would remain at a level that threatened our near-term sustainability. Structural changes continue to be necessary for longer-term sustainability. The two per cent increase in regulated tuition provides some needed inflation on our revenues, reducing the structural gap. The University fiscal structure remains dependent on enrolment growth or ongoing expenditure reductions to balance the operating budget.

While in-year mitigation targets are established in the budget, these efforts do not overshadow the long-term growth and development of the University. Certain areas will require investment for the University to achieve our strategic goals. The following sections provide additional information in some areas of new and ongoing investment as established in the 2026-27 operating budget.

Indigenous support

- Continued support for the Vice-Provost, Indigenous Engagement
- Continued support for the Hadiya’dagénhahs First Nations, Métis and Inuit Student Centre and Undergraduate Aboriginal Studies
- Targeting scholarship support for Indigenous students, both undergraduate and graduate
- Faculties supporting growth in Indigenous content in curricula
- Faculties continue to diversify their faculty complement by appointing Indigenous faculty members

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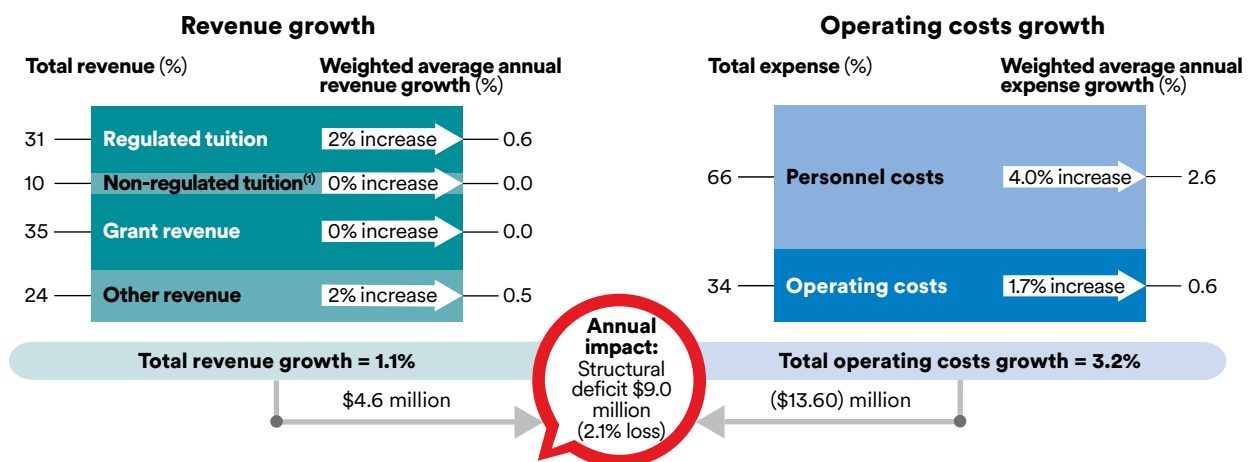


Teaching Faculties

- Total operating and personnel cost budget⁽¹⁾: \$181.4 million, which is 42.8 per cent of the total University operating and personnel costs budget
- FTE⁽²⁾: 813.2
- The Faculty of Applied Health Sciences provides high quality undergraduate and graduate programs, along with extensive practicum and experiential learning opportunities. As a research-intensive Faculty, these experiences are combined with a broad and rich research capacity dedicated to improving health outcomes through health education and policies, physical activity, sports and recreation in collaboration with numerous community partners.
- The Goodman School of Business develops business leaders that are ready to take on 21st century problems. Through their undergraduate and graduate degrees and research programs, the School creates connections that bring together Niagara and the world.
- The Faculty of Education is driven by a commitment to advancing social justice, equity, & inclusion, delivering innovative academic programs, and enhancing learning across the lifespan. Grounded in experiential and work-integrated learning, programs are shaped by award winning scholars using research-informed teaching and led by Distinguished Professors, 3M National Teaching Fellows, and Royal Society of Canada Fellows who are driving transformative change in education worldwide.
- The Faculty of Humanities is creating exciting new programming in the field of Artificial Intelligence with a proposed new interdisciplinary BA. At the same time the Faculty have a new niche as the real home in Ontario post-secondary of education and training in the Fine & Performing Arts, as well as continuing to offer unique experiential education and international opportunities.
- The Faculty of Social Sciences continues to develop and deliver high quality undergraduate and graduate programs and to support strategic initiatives that serve faculty, staff and students.
- The Faculty of Mathematics and Science launched a BEng Integrated Engineering program in Fall 2024, the first engineering program at Brock University, while establishing new research ties with industry through the Brock-Niagara Validation, Prototyping and Manufacturing Institute (VPMI) and new community ties through numerous events that engage the public in science.

brocku.ca/academics

Figure 33: Budget Framework



(1) The 2026-27 budget froze international tuition rates. Historically these rates increased at 5 per cent annually.

(1) Total operating and personnel costs represents direct costs only and does not allocate overhead costs (i.e. support services, space, etc.).
 (2) FTE represents 2026-27 evaluated salaried staff and faculty full-time equivalent positions and ongoing CUPE 1295 positions (both filled and unfilled).

Research support

- Total operating and personnel cost budget⁽¹⁾ of the central Research Enterprise and the Office of the Vice-President, Research (VPR): \$7.8 million, which is \$0.5 million more than 2025-26 budget.
- FTE⁽²⁾: 39.9
- Highlights of some investments in the 2026-27 budget include:
 - Grant funding for various items including VPR Research Excellence for Research Initiative Awards, application support, equipment support, Indigenous research, and matching funds as well as Chancellor's Chair and Match of Minds grants.
 - Funding for post-doctoral fellowship awards and distinguished/early career research awards.
 - Funding the Cool Climate Oenology and Viticulture Institute, the Validating, Manufacturing and Prototyping Institute and other research institutes.

brocku.ca/research



Library acquisitions

- The Fiscal Framework establishes a goal of benchmarking our acquisitions on a per-student basis against our peers in the Canadian Association of Research Libraries (CARL).
- Total operating budget⁽¹⁾: \$6.1 million, no reduction compared to the 2025-26 budget.
- Library acquisitions are reported as part of the total Library budget of \$13.2 million (\$13.1 million in 2025-26)

brocku.ca/library

Professional and Continuing Studies (PCS) and English as a Subsequent Language (ESL)

- Operating and personnel budget⁽¹⁾ is \$3.8 million, offset by revenue of \$4.3 million for a net surplus of \$0.5 million.
- FTE⁽²⁾: 17.4
- Professional and Continuing Studies (PCS) is charged with developing a wide range of continuing education and professional programs with flexible learning opportunities to meet the needs and advance the careers of a wide audience of learners, including current students, graduates, working professionals and retirees. PCS includes many of Brock's non-credit offerings, including Continuing Teacher Education.
- Through PCS, Brock's ESL Services offers a variety of English as a Subsequent Language courses to help students reach their academic goals of studying in Canada or personal and professional goals of improving their English language skills.

brocku.ca/continuing-education

Engineering

- The Yousef Haj-Ahmad Department of Engineering is an innovative approach to engineering education tailored to address emerging needs and challenges in the field. Brock's unique, made-in-Niagara interdisciplinary program blurs the lines between traditional engineering disciplines, helping the engineers of tomorrow lead in fields as diverse as big data, artificial intelligence, bioengineering, medical devices, sustainability and climate change, robot automation, manufacturing and transportation. The program welcomed its first cohort of students in the 2024-25 academic year.
- Operating and personnel cost budget⁽¹⁾: \$2.7 million. This investment is being fully funded by strategic reserves in 2026-27.
- FTE⁽²⁾: 11.8
- Where this is budgeted: Faculty of Mathematics and Science

brocku.ca/mathematics-science/engineering



Additional investments in the 2026-27 Budget

Brock International

- Fosters global connections through its three core units: International Partnerships, International Student Supports, and International Learning. The total operating and personnel budget⁽¹⁾ is \$5.0 million, which is \$1.1 million more than the 2025-26 budget. 2026-27 budgeted FTE⁽²⁾ is 25.0.

brocku.ca/international

Capital

- The 2026-27 capital and related projects budget is \$18.2 million, which is \$8.5 million more than the 2025-26 budget. This budget funds several critical projects including the SPARK (Sustainability, Performance, Adaptation, Renewal, Knowledge) initiative of \$3.6 million, the Student Information System (SIS) of \$5.0 million, the Residence 8 dining hall (supported by a contribution from Brock's third-party foodservice provider, Aramark) of \$1.0 million and classroom modernization of \$1.8 million.

Scholarship, fellowships and bursaries

- The 2026-27 undergraduate scholarships and awards budget of \$14.7 million is \$2.6 million more than the 2025-26 budget. This investment in student funding is being used to help international recruitment initiatives, as well as to support student affordability. The 2026-27 graduate scholarships and fellowship budget of \$8.2 million is \$0.3 million more than the 2025-26 budget mainly due to new scholarships for international MBA students.

(1) Total operating and personnel costs represents direct costs only and does not allocate overhead costs (i.e. support services, space, etc.).
 (2) FTE represents 2026-27 evaluated salaried staff and faculty full-time equivalent positions and ongoing CUPE 1295 positions (both filled and unfilled).

(1) Total operating and personnel costs represents direct costs only and does not allocate overhead costs (i.e. support services, space, etc.).
 (2) FTE represents 2026-27 evaluated salaried staff and faculty full-time equivalent positions and ongoing CUPE 1295 positions (both filled and unfilled).



Funding budget

The funding budget communicates the revenue targets and expense authority that support the teaching, research, scholarly, creative and service activities of the University. It fundamentally tracks how cash has been allocated across the institution. Figure 34 details the 2026-27 funding budget in comparison to the 2025-26 budget and 2024-25 actuals. Some reclassifications were made to the 2025-26 budget for comparison purposes when the overall funding budget was not impacted. See Appendix B for a reconciliation of these reclassifications.

Figure 34: Funding budget

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue			
Student fees	182,185	178,342	180,964
Grant revenue	146,172	118,989	116,468
Internal chargebacks	13,827	13,710	13,762
Inter-fund revenue	10,595	8,830	7,284
Other revenue	65,493	60,364	73,478
Total revenues	418,272	380,235	391,956
Operating costs			
Personnel costs	(279,235)	(270,504)	(259,952)
Inter-fund expense	(28,816)	(19,574)	(18,275)
Other operating costs	(116,272)	(103,793)	(113,676)
Total operating costs	(424,323)	(393,871)	(391,903)
Funding deficit before mitigation	(6,051)	(13,636)	53
Mitigation plan	6,051	13,636	-
Funding balance after mitigation plan	-	-	53

Revenue assumptions

Student fees

Student fees include tuition related to credit and non-credit programs as well as fee revenue and represents 44 per cent of total revenue (47 per cent in 2025-26). Student fees are budgeted to be \$182.2 million for 2026-27, detailed in Figure 35, representing a \$3.8 million increase compared to the 2025-26 budget.

Figure 35: Student fees

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Tuition related to credit programs	166,986	164,394	168,249
Tuition related to non-credit programs	4,449	3,704	2,801
Total tuition	171,435	168,098	171,050
Ancillary student fees	6,573	6,064	6,002
Other student fees	4,177	4,180	3,912
Total fee revenue	10,750	10,244	9,914
Total student fees	182,185	178,342	180,964

Tuition revenue

Tuition revenue, defined as a fee charged for educational instruction, is budgeted to be \$171.4 million, \$3.3 million higher than the 2025-26 budget. Figure 35 details 2026-27 tuition related to credit and non-credit programs as compared to the 2025-26 budget and 2024-25 actuals.

Tuition revenue related to credit programs

Of the total tuition revenue, \$167.0 million relates to credit programs, which is budgeted in the University Global responsibility centre. Figure 36 details the tuition for credit programs by Faculty of major, split by graduate/undergraduate and domestic/international. Total domestic tuition is budgeted to be \$128.3 million, which is \$9.1 million more than the 2025-26 budget. Total international tuition is budgeted to be \$38.7 million, which is \$6.5 million less than the 2025-26 budget.

TUITION FOR CREDIT PROGRAMS – YEAR-OVER-YEAR RECONCILIATION

2025-26 Budget \$164.4 million

- \$1.7 million – 2025-26 Budget to 2025-26 Actual (note: actual tuition was not yet finalized at the time of writing)
- (\$5.1) million – Enrolment impact ((\$6.2) million international, and \$1.1 million domestic)
- \$6.0 million – Rate impact (approved international, domestic, out of province rates and tuition anomalies)

2026-27 Budget \$167.0 million

Figure 36: Tuition revenue related to credit programs⁽¹⁾

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Undergraduate – domestic			
Faculty of Applied Health Sciences	28,030	24,698	24,139
Goodman School of Business	20,549	18,769	17,302
Faculty of Education	15,020	11,843	11,290
Faculty of Humanities	11,440	11,677	11,350
Faculty of Mathematics and Science	13,166	13,018	12,831
Faculty of Social Sciences	28,985	29,479	27,409
Other ⁽²⁾	358	298	338
Total undergraduate – domestic	117,548	109,782	104,659
Graduate – domestic			
Faculty of Applied Health Sciences	4,257	3,790	3,502
Goodman School of Business	1,542	1,622	1,346
Faculty of Education	965	688	793
Faculty of Humanities	364	342	312
Faculty of Mathematics and Science	888	591	673
Faculty of Social Sciences	2,703	2,342	2,295
Total graduate – domestic	10,719	9,375	8,921
Total domestic	128,267	119,157	113,580
Undergraduate – international			
Faculty of Applied Health Sciences	5,668	5,371	5,773
Goodman School of Business	6,757	6,276	8,838
Faculty of Education		251	397
Faculty of Humanities	897	1,231	1,502
Faculty of Mathematics and Science	8,615	8,364	10,525
Faculty of Social Sciences	6,777	9,071	11,827
Other ⁽²⁾		19	21
Total undergraduate – international	28,714	30,583	38,883
Graduate – international			
Faculty of Applied Health Sciences	1,269	574	434
Goodman School of Business	5,128	11,022	11,959
Faculty of Education	396	354	520
Faculty of Humanities	318	329	294
Faculty of Mathematics and Science	1,819	1,427	1,576
Faculty of Social Sciences	1,075	948	1,003
Total graduate – international	10,005	14,654	15,786
Total international	38,719	45,237	54,669
Total tuition related to credit programs	166,986	164,394	168,249

(1) Represents tuition related to Ministry reported enrolment. The figures are based on Faculty of Major.
 (2) Includes letter of permission, non-degree students and auditors.

Note: Although Figure 36 details tuition by Faculty of major, the revenue and expense allocation model explained in the "Revenue and expense allocation model" section of this report records tuition based on where students take their courses (i.e. teaching Faculty).

The previous page includes a reconciliation of the overall change in tuition related to credit programs budgeted for 2026-27 compared to the 2025-26 budget with three main factors. The first is the difference of the 2025-26 budgeted tuition to the 2025-26 actual tuition (estimated at trimester two). This variance of \$1.7 million is fully described in the 2025-26 Trimester 2 Report available at brocku.ca/about/university-financials. The second factor is the \$5.1 million reduction due to enrolment change as compared to 2025-26 forecasted actuals. The centrally managed enrolment projection model is described in the "Enrolment forecasting" section of this report starting on page 22. As detailed in Figure 37, these projections resulted in an all-in for credit enrolment forecast 0.2 per cent less than 2025-26 forecasted actual enrolment.

The final factor impacting for credit tuition is the tuition rate change impact showing an increase of \$6.0 million as compared to 2025-26. For an explanation of the tuition fee policies for both government-funded programs and non-government-funded programs as well as the approved tuition fee increases for 2026-27 see Appendix D. Tuition rates for domestic students are regulated by the Ministry of Colleges, Universities, Research Excellence and Security (MCURES). On Feb. 12, 2026, Brock received a memo from the MCURES titled "Ontario's Long-Term Plan for Postsecondary Sustainability". This memo communicated a renewed Tuition Fee Framework, which takes effect in September 2026 for the 2026-27 academic year. Under this framework, institutions may apply tuition increases of up to two per cent annually to each program and year of study for next three years. After this period, allowable tuition increases will transition to an automatic three-year rolling average of the Consumer Price Index (CPI), capped at two per cent. Further, the memo provided institutions the flexibility to continue to increase tuition for domestic out-of-province students up to five per cent per year, and communicated that institutions approved for tuition increases as part of the 2023-24 tuition anomalies process may continue to increase tuition up to a maximum of 7.5 per cent per year for first-year incoming students and continuing students that started in 2023-24 and onward until the tuition anomaly cap is reached. Brock implemented

Figure 37: All in student headcount related to credit programs⁽¹⁾

Type	2026-27 Budget	2025-26 Actual	Difference – better/(worse) #	%	2025-26 Budget	Difference – better/(worse) #	%	2024-25 Actual
Undergraduate – domestic	16,418	16,441	(23)	(0.1%)	15,784	634	4.0%	15,843
Graduate – domestic	1,413	1,264	149	11.8%	1,210	203	16.8%	1,206
Total – domestic	17,831	17,705	126	0.7%	16,994	837	4.9%	17,049
Undergraduate – international	1,001	1,138	(137)	(12.0%)	1,046	(45)	(4.3%)	1,402
Graduate – international	393	423	(30)	(7.1%)	518	(125)	(24.1%)	570
Total – international	1,394	1,561	(167)	(10.7%)	1,564	(170)	(10.9%)	1,972
Total headcount	19,225	19,266	(41)	(0.2%)	18,558	667	3.6%	19,021

(1) 'All-in' includes degree seeking, letter of permissions, non-degree, auditors and certificate students.

both allowed rate increases, as detailed in Appendix D. Overall, the domestic rate increases contribute \$1.1 million of the total tuition rate impact.

International students and other programs that do not receive government grant funding are not regulated by the MCURES. For 2026-27 undergraduate and graduate international tuition rates will be frozen relative to 2025-26 to help support international recruitment efforts and to send a message of affordability to prospective international students, their families and recruitment partners.

Tuition revenue related to non-credit programs

The budgeted tuition related to non-credit programs is \$4.4 million as shown in Figure 38. Tuition related to English as a subsequent language (ESL) programs is budgeted to be \$1.7 million, which is an increase of \$0.2 million compared to the 2025-26 budget. Professional and Continuing Studies programming tuition revenue is budgeted to be \$0.2 million for 2025-26, which is a flat compared to the 2025-26 budget. Continuing Teacher Education is budgeted to be \$1.9 million and is budgeted to have strong growth of \$0.8 million as compared to the 2025-26 budget. Continuing Teacher Education is now supported through Professional and Continuing Studies along with all non-credit programming. Also included in non-credit tuition revenue in 2026-27 is tuition related to the Goodman Group, which is reported as part of Goodman School of Business. Prior to the 2025-26 budget, the revenue of Goodman Group was shown as part of Sales and Services within the Goodman School of Business. For comparison purposes, Goodman Group revenue in 2024-25 was \$0.6 million.

Figure 38: Tuition related to non-credit programs⁽¹⁾

Type	2026-27 Budget	2025-26 Budget	2024-25 Actual
Professional and Continuing Studies programming	232	253	197
English as a Subsequent Language (ESL) programs	1,736	1,566	1,179
Continuing Teacher Education – Additional Qualifications (AQ) ⁽²⁾	1,881	1,085	1,425
Goodman Group ⁽³⁾	600	800	
Total Tuition related to non-credit programs	4,449	3,704	2,801

(1) Represents tuition related to enrolment not included in Ministry reporting.
 (2) Starting in the fall of 2024, Continuing Teacher Education is reported as part of Professional and Continuing Studies. Prior to fall 2024 it was reported as part of the Faculty of Education.
 (3) Prior to 2025-26 Goodman Group revenue related to non-credit programs was reported as Sales and Services.

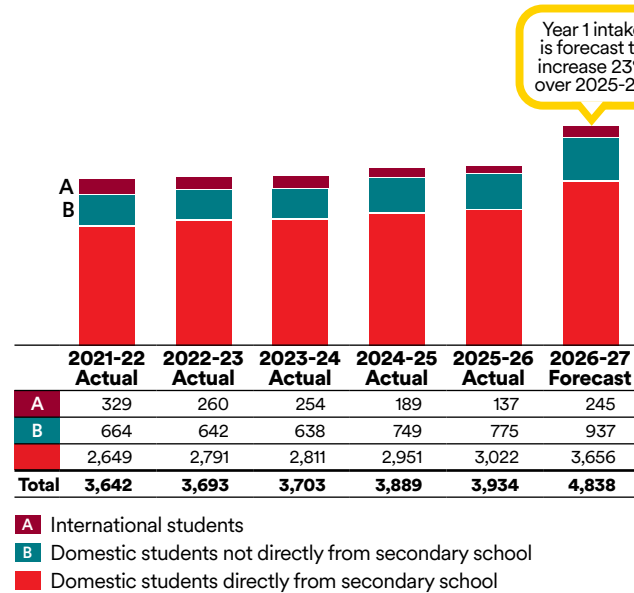


Enrolment forecasting

Enrolment projections – undergraduate

There are two key assumptions in projecting undergraduate enrolment: intake targets for Year 1 and the retention behaviour of current students. For intake purposes, students are classified on the basis of their admission status. Based on observation, each group behaves differently in terms of their retention status: (1) domestic students directly from secondary school, (2) domestic students not directly from secondary school and (3) international students. Figure 39 displays the undergraduate Year 1 (full-time) intake headcount projections for 2026-27 as compared to prior years.

Figure 39: Year 1 intake headcount (undergraduate)



Source: Actual values accessed from PowerBI Admissions. Intake targets are sourced from AVP Enrolment Services and Admissions Office.

Intake targets are set through collaboration and consultation with units across the University, including the Faculties. For the purposes of the 2026-27 budget, Year 1 intake is projected to see an increase of 23 per cent over 2025-26 actuals, as shown in Figure 39. Year 1 intake is dependent on applications received. Brock's undergraduate applications directly from secondary school are up 3.4 per cent over 2025, as shown in Figure 40. Though not uniformly, this increase is seen in the Faculties of Education, Applied Health Science, Humanities and Goodman School of Business with offsetting decreases in the Faculties of Math and Science and Social Sciences.

Figure 40: Domestic applications directly from secondary school

Faculty	2026-27	2025-26	% Change
Applied Health Sciences	6,398	5,622	13.8%
Goodman School of Business	3,447	3,103	11.1%
Education	790	309	155.7%
Humanities	1,864	1,805	3.3%
Mathematics and Science	2,422	2,995	-19.1%
Social Sciences	5,167	5,598	-7.7%
Total applications	20,088	19,432	3.4%
Offer rate (offers/applications)	73%		
Yield rate (registrations/offers)	21%		
Resulting intake	3,022		

Source: Data was extracted from the PowerBI application details as of March 27, 2026. Figures may differ from prior year as Power BI is a fluid data source.

As of early April 2026, Brock is relatively well positioned amid the broader challenges facing the postsecondary sector. Overall application volume is roughly flat compared to last year, but that top line view masks a meaningful shift in applicant mix. Domestic applications remain a source of strength, particularly among direct from secondary applicants in Ontario, while international activity continues to face greater pressure due to federal immigration changes and a more uncertain global environment. At the same time, the number of admitted students is up significantly year over year, reflecting both the strength of the domestic pool and Brock's efforts to move quickly and strategically in market. This performance reflects the impact of Brock's early and focused outreach across Ontario, with particular strength in core markets such as the Greater Toronto Area and Niagara region. As the cycle moves into its final stages, Recruitment continues to support applicants as they weigh affordability, program availability, and future academic pathways.

In this competitive and volatile cycle, Brock has maintained a strategic, service oriented approach to recruitment and conversion. Brock has continued to expedite offers of admission so students receive decisions early and have more time to consider their options. Admissions decisions are being made promptly, with a focus on helping students access their preferred programs and providing flexible consideration for a range of academic backgrounds. This work is supported by a robust communication plan that includes email, print, social media, targeted SMS outreach, and personalized outbound phone calls to applicants.

Conversion activity remains strong, with sustained applicant interest and engagement across channels. Spring Open House saw healthy attendance, and campus based initiatives continue to support offer uptake. As Brock moves toward the June confirmation deadline and prepares for the next cycle, the focus remains on refining and strengthening strategies to attract, convert, and support students in a changing environment.

The Year 1 intake figures are then combined with retention and progression rates, as well as movement to and from full-time and part-time status (retention behaviour), to determine a total returning undergraduate headcount. This retention behaviour is determined by reviewing historical enrolment patterns. As an example, Figure 41 shows the return or retention rates of students who entered the University directly from secondary school in 2024 into the 2025-26 year. Note: Retention rates by Faculty are detailed in Figure 19 on the The Big Picture pullout.

After these considerations, for the purposes of the 2026-27 budget, total undergraduate all-in headcount is forecasted to decrease by 160 students or 0.9 per cent as compared to 2025-26 actual headcount, as shown in Figure 42. The decrease in enrolment is seen in the Faculty of Social Science, the Goodman School of Business, the Faculty of Mathematics and Science and the Faculty of Humanities. Increases are seen in the Faculty of Education and the Faculty of Applied Health Science. Overall, the decrease is mainly budgeted in undergraduate international enrolment

Figure 42: All in student headcount related to credit programs – by Faculty⁽¹⁾

Faculty	Undergraduate				Graduate				Total			
	2026-27 Budget	2025-26 Actuals	Change	% Change	2026-27 Budget	2025-26 Actuals	Change	% Change	2026-27 Budget	2025-26 Actuals	Change	% Change
Faculty of Applied Health Sciences	4,282	4,233	49	1.2%	542	470	72	15.3%	4,824	4,703	121	2.6%
Goodman School of Business	2,244	2,341	(97)	(4.1%)	291	382	(91)	(23.8%)	2,535	2,723	(188)	(6.9%)
Faculty of Education	1,980	1,910	70	3.7%	184	157	27	17.2%	2,164	2,067	97	4.7%
Faculty of Humanities	1,895	1,927	(32)	(1.7%)	74	74	0.0%	1,969	2,001	(32)	(1.6%)	
Faculty of Mathematics and Science	2,090	2,140	(50)	(2.3%)	229	187	42	22.5%	2,319	2,327	(8)	(0.3%)
Faculty of Social Sciences	4,828	4,936	(108)	(2.2%)	486	401	85	21.2%	5,314	5,337	(23)	(0.4%)
No Faculty	100	92	8	8.7%		16	(16)	(100.0%)	100	108	(8)	(7.4%)
Total	17,419	17,579	(160)	(0.9%)	1,806	1,687	119	7.1%	19,225	19,266	(41)	(0.2%)

(1) 'All-in' includes degree seeking, letter of permissions, non-degree, auditors and certificate students.

with a decrease of 12.0 per cent as compared to 2025-26 actuals. There is also a small decrease budgeted in domestic undergraduate enrolment of 0.1 per cent as compared to 2025-26 actuals, as shown in Figure 37.

Figure 41: 2024-25 cohort activity

2024-25 degree seeking, first time, first year entry cohort	# students	% students
Entered in 2024 as Year 1	3,222	
Activity in 2025-26		
Returned full time as Year 1	726	23%
Returned full time as Year 2	2,126	66%
Returned part time as Year 1	48	1%
Returned part time as Year 2	27	1%
Not registered	295	9%
Total	3,222	100%

Source: November 1 PFIS-USER submissions for both 2024 and 2025 academic year and the Retention and Graduation report. Cohort students defined as degree-seeking, first-time, first-year entry.

Enrolment projections – graduate

Graduate enrolment projections are produced with intake targets from the Faculty of Graduate Studies and Postdoctoral Affairs (FGPSA) and then combined with historic progression, retention and graduation rates of continuing graduate students. For the purpose of the 2026-27 budget, overall graduate enrolment is forecast to increase 119 students or 7.1 per cent compared to actual 2025-26. As shown in Figure 42, the Faculties of Social Science, Applied Health Science, Math and Science and Education are forecasting

respective growth in graduate enrolment of 85, 72, 42 and 27 additional students as compared to 2025-26. Decreased graduate enrolment is forecasted in Goodman School of Business by 91 students as compared to 2025-26 and the Faculty of Humanities is forecasting flat enrolment compared to 2025-26 actuals. Overall graduate international enrolment is forecasting a decrease of 6.9 per cent as compared with 2025-26, which is offset by graduate domestic enrolment showing an increase of 11.7 per cent. As of March 26, 2026, the number of graduate applications are 4 per cent higher than this date last year, the number of admitted offers are down 6 per cent and confirmations more than 27 per cent higher.

For both undergraduate and graduate enrolment, once the total forecasted headcount is determined, it is then translated into full-time equivalents (FTEs) based on historical fulltime/part-time student enrolment patterns, which are then combined with the tuition rates to calculate tuition.

Fee revenue

Fee revenue is budgeted to be \$10.8 million, which is \$0.5 million higher than the 2025-26 budget. Fee revenue includes both ancillary fees and other student fees.

Ancillary fees are established by student referendum, according to the ancillary fee protocol, and agreed to with the Brock University Students' Union (BUSU) and Graduate Students' Association (GSA). Some fees can increase automatically (i.e. either each year or after the Consumer Price Index has accumulated to five per cent since the last fee increase). Ancillary fees are all assessed and collected by the University, and are either administered by the University, BUSU or the GSA. Note: Only the University-administered ancillary fees are included as part of the funding budget. The setting of ancillary and administrative fees was delegated to the President and Vice-President, Administration at the Dec. 1, 2016, Board of Trustees meeting.

University-administered ancillary fees are budgeted to be \$6.6 million (\$6.1 million in 2025-26). Figure 43 details the ancillary student fees. The snapshot section of this budget report notes where these fees are reported.

Figure 43: Ancillary student fees

Ancillary Student fees (\$000s)	2026-27 Budget		
	Undergraduate	Graduate	Total
Student Life fee	2,328		2,328
Athletic fee	1,741	87	1,828
Health Services fee	602	69	671
Sexual Violence and Support fee	310		310
Student Justice Centre fee	302		302
Pool fee	276		276
Recreation Facilities fee	249	26	275
Aboriginal Student Services levy	233	11	244
Zone Fitness credit		142	142
Mental Health and Wellness fee		83	83
Zone Expansion Fee	108	6	114
Total	6,149	424	6,573

Other student fees of \$4.2 million (\$4.2 million in 2025-26) are included as part of fee revenue in the 2026-27 budget. Other student fees include the International Student Recovery Fee, which is offset by a reduction in the MCURES operating grants (International Student Recovery), calculated as \$750 per international student. This fee is charged to international students and results in \$1.1 million (\$1.1 million in 2025-26) of revenue in 2025-26. It is reported as part of the University Global responsibility centre.

Also included in other student fees are program specific fees charged by the program in which a student is enrolled. Included in this figure are \$2.2 million (\$2.1 million in 2025-26) of co-op & career education fees, including co-curricular programming such as Med Plus, Law Plus and Fit Link (reported in Co-op, Career and Experiential Education), \$0.1 million (\$0.2 million in 2025-26) of ESL ancillary fees for international students (reported in ESL), \$0.1 million (\$0.2 million in 2025-26) related to the Business English and Skill Transition fee for International Student Program participants in the Goodman School of Business and \$0.7 million (\$0.6 million in 2025-26) in program related student fees (reported in the Faculties of Applied Health Science and Humanities).

Grant revenue

Grant revenue, as reported in the 2026-27 budget, includes MCURES operating grants and other operating and specific purpose grants. Budgeted grant revenue represents 35 per cent of total revenue, up from 31 per cent in the 2025-26 budget, and is budgeted to be \$146.2 million, which is detailed in Figure 44. Grant revenue is budgeted to increase \$27.2 million compared to the 2025-26 budget and \$29.7 million compared to actual 2024-25.

Figure 44: Operating grants

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Base Operating Grant	121,830		
Core Operating Grant		34,479	31,878
Differentiation Envelope		53,232	55,916
STEM Sustainability Grant		4,386	
Initial Teacher Education Grant		1,155	1,154
Postsecondary Education Sustainability Fund	6,287	7,473	8,779
Special Purpose Operating Grant Envelope	3,485	3,301	3,846
International Student Recovery	(1,109)	(1,117)	(1,203)
Total MCURES operating grants	130,493	102,909	100,370
Other MCURES and specific purpose grants	15,679	16,080	16,098
Total grant revenue	146,172	118,989	116,468

Ministry of Colleges, Universities, Research Excellence and Security operating grants

On Feb. 12, 2026, the MCURES announced a new long-term funding model for universities. This funding model introduced a series of targeted enhancements to the existing funding approach. These changes are designed to strengthen support to ensure access to high quality education with a focus on stabilizing and growing programs with strong student outcomes. The key changes are listed in the Budget Environment section of this report starting on page 11.

As detailed in Figure 44, MCURES operating grants include the Base Operating Grant, the Postsecondary Education Sustainability Fund (PSESF) and the Special Purpose Operating Grant Envelope, offset by the International Student Recovery.

Base Operating Grant

The MCURES has provided Brock with initial funding allocations of the new funding model for planning. Based on this communication, the Base Operating Grant is budgeted to be \$121.8 million in 2026-27. In the new model, the Base Operating funding includes two main envelopes – the enrolment envelope and the differentiation envelope. The Enrolment envelope, previously the Core Operating Grant (\$34.5 million in 2025-26), includes funding of Brock's enrolment with an equalized system-wide average rate and it wraps in enrolment specific grants that were previously funded separately, including the Science, Technology, Engineering and Math (STEM), Sustainability grant (\$4.4 million in 2025-26) and the Initial Teacher Education grant (\$1.2 million in 2025-26).

The differentiation envelope ties funding to eight performance targets as well as to reporting accountabilities. In prior years, the differentiation envelope was funded separately (\$53.2 million in 2025-26). Going forward it will also be wrapped into the Base Operating Funding. Overall, the Base Operating Funding is budgeted to increase \$28.6 million over the 2025-26 budget. This funding is reported in the University Global responsibility centre.

Postsecondary Education Sustainability Fund (PSESF)

In Feb. 2024, the Province announced an investment over three years in the PSESF starting in 2024-25 with across-the-board funding of \$2.6 million, \$4.4 million in 2025-26 and \$6.3 million in 2026-27. Subsequently, the MCURES communicated additional one-time top-up funding for Brock of \$6.1 million for 2024-25 and \$3.0 million in 2025-26. As part of the new funding model announced in Feb. 2026, it was communicated that the top-up funding would no longer be provided. As compared to the 2025-26 budget, this eliminated funding offsets the increase in the base funding by \$3.0 million, therefore resulting in an overall increase to the base funding of \$25.6 million. Therefore, the PSESF grant budget in 2026-27 represents only the \$6.3 million across-the-board funding. This funding is reported in the University Global responsibility centre. The \$6.3 million will be eliminated the following year in 2027-28.

Special Purpose Operating Grant Envelope

There is also another major component of the MCURES operating grants, the Special Purpose Operating Grant Envelope, which represents funding by which the government can address system priorities, such as initiatives to support Indigenous learners and students with disabilities. For the purposes of the 2026-27 budget, this envelope includes several MCURES funded grants, as detailed in Figure 45.

Figure 45: **Special Purpose Operating Grant Envelope**

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Grant in Lieu of Municipal Taxation	1,107	1,100	1,107
Grants for Students with Disabilities	893	862	791
Indigenous Student Success Fund	390	336	336
Credit Transfer Grant	280	230	229
Access and Inclusion Program	309	309	309
Campus Safety Grant	133	133	132
Mental Health Grants	292	239	239
Other MCURES special purpose grants	81	92	703
Total Special Purpose Operating Grant Envelope	3,485	3,301	3,846

- **Grant in Lieu of Municipal Taxation:** The MCURES provides subsidies to universities to pay their municipal taxes. The municipal tax (payment in lieu of property taxes) is based on a charge of \$75 per domestic FTE; however, the related grant does not change with enrolment. The 2026-27 tax payments are budgeted to be \$1.3 million (\$1.3 million in 2025-26) and the grant is budgeted to be \$1.1 million (\$1.1 million in 2025-26); therefore, \$0.2 million is budgeted to be unfunded through this grant. Both the grant revenue related to the Grant in Lieu of Municipal Taxation and the offsetting payment in lieu of property taxes are reported as part of the Utilities, Taxes and Insurance responsibility centre.
- **Grants for Students with Disabilities:** The MCURES provides funding to support a wide range of services for students with disabilities through the Access Fund for Students with Disabilities (AFSD) and the Disabilities Interpreters fund. These services include access to adaptive computer and software learning technology; arranging notetaking for students who are visually impaired; and interpreter services for students who are deaf, deafened and hard of hearing. Brock’s funding for 2026-27 is budgeted to be \$0.9 million (\$0.9 million

in 2025-26). The grant revenue related to these grants is shown as part of Student Wellness and Accessibility.

- **The Indigenous Student Success Fund:** The MCURES supports Indigenous students through funding for student support initiatives, academic enrichment and partnership initiatives. The 2026-27 budget for this funding is \$0.4 million (\$0.3 million in 2025-26), which is reported within Indigenous Engagement.
- **Credit Transfer Grant:** The MCURES funds support for post-secondary education transfer mobility initiatives. The 2026-27 budget for this funding is \$0.3 million (\$0.2 million in 2025-26), which is reported in The Office of the Registrar.
- **Ontario Post-Secondary Access and Inclusion Program:** The MCURES provides funding to support students who might not otherwise access postsecondary education. The 2026-27 budget for this funding is \$0.3 million (\$0.3 million in 2025-26), which is reported in Student Life and Success.
- **Campus Safety Grant:** The MCURES provides funding to support sexual violence prevention and campus safety efforts at publicly assisted postsecondary institutions. The 2026-27 budget for this funding is \$0.1 million (\$0.1 million in 2025-26), which is reported in Human Rights and Equity Services.
- **Mental Health Grants:** The MCURES funds the Mental Health Support for Post-Secondary Education Students Grant, the Mental Health Workers Grant and the Mental Health Action Plan Grant. These grants support mental health initiatives for students. The 2026-27 budget for this funding is \$0.1 million (\$0.1 million in 2025-26), \$0.1 million (\$0.1 million in 2025-26) and \$0.1 million (\$0.0 million in 2025-26), respectively. These grants are reported in Student Wellness and Accessibility.
- Also included in the Special Purpose Operating Grant Envelope is the First Generation Bursary funding and the Ontario Remembrance Scholarship Grant. The grant revenue and their offsetting scholarship and bursary expenses are shown as part of the Scholarship, Bursaries and Fellowships responsibility centre.

International Student Recovery (ISR)

The ISR offsets MCURES operating grants by \$750 for every undergraduate- and master’s-level international students. This reduction is budgeted to be \$1.1 million in 2026-27 (\$1.1 million in 2025-26) and is reported in the University Global responsibility centre.

Other MCURES and specific-purpose grants

The University receives a number of other MCURES grants, not included as part of the "MCURES operating grants," as well as a number of other specific-purpose grants, from other levels of government and other granting agencies, detailed in Figure 46.

Figure 46: **Other MCURES and specific purpose grants**

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Nursing Grant	7,267	8,003	7,071
Research Support Fund	2,733	2,669	2,643
Facilities Renewal Program Funds	4,453	4,220	4,220
Other specific-purpose grants	1,226	1,188	2,164
Other MCURES and specific purpose grants	15,679	16,080	16,098

Nursing Grant

The 2026-27 budget for the Nursing grant is \$7.3 million (\$8.0 million in 2025-26). The MCURES has committed to funding increased enrolment in nursing education programs in publicly assisted colleges and universities across the province. At the time of developing the 2026-27 budget uncertainty still existed on how much funding would be available in 2026-27, therefore a conservative approach was taken in developing the budget for this grant. This grant is reported in the University Global responsibility centre. At the time of writing, \$0.5 million remains unpaid from 2022-23 and another \$0.7 million unpaid from 2023-24.

Research Support Fund

The Research Support Fund is a Government of Canada funding program to assist Canadian post-secondary institutions in offsetting the cost of administering research awards from the three federal granting councils (Natural Sciences and Engineering Research Council, Social Sciences and Humanities Research Council and the Canadian Institute of Health Research). Brock receives funding to support the indirect costs incurred on Tri-Council-funded research through the program. These costs can include maintenance and utilities of libraries and laboratories, salaries for staff or students who provide research administration

support, training costs for workplace health and safety, or the administrative costs associated with getting a patent. The amount is determined by a formula that incorporates a base amount and the average of the last three years of research funding from the three agencies. Brock’s funding is estimated to be \$2.7 million for 2026-27 (\$2.7 million in 2025-26). This \$2.7 million includes \$0.05 million related to additional dedicated security research funding provided by the federal government to equip Canadian research institutions and their research teams with the tools and knowledge to secure their research. The Research Support fund is reported as part of the Research Enterprise.

Facilities Renewal Program funds

The provincial Facilities Renewal Program (FRP) funds are intended to supplement post-secondary institutions' own programs that address the ongoing need for maintenance, repair, renovation and modernization of existing facilities. FRP funding also helps ensure that facilities are well maintained and provide a safe environment for faculty, staff and students. On Feb. 12, 2026, the MCURES announced as part of the “Ontario’s Long-Term Plan for Postsecondary Sustainability” that the funding amount for Brock for 2026-27 will remain the same as received in 2025-26 at \$4.5 million. The grant revenue related to the Facilities Renewal Program funds is reported in the Capital responsibility centre. The specific projects the Facilities Renewal Project Funds are being used for are detailed as part of the capital and related project budget, starting on page 74.

Other specific-purpose grants

Included in other specific-purpose grants are a number of special grants, including the following:

- A number of MCURES funded grants that support both graduate and undergraduate student scholarships in the amount of \$0.9 million, including Ontario Graduate Scholarships, Queen Elizabeth II program, First Generation Bursaries and Ontario-Ukraine Solidarity. These grants and their offsetting scholarship expenses are included in the Scholarships, Bursaries and Fellowships responsibility centre.
- Funding from the Niagara Region to support capital related spending in 2026-27 of \$0.2 million is included in the University Global responsibility Centre.
- Ontario Council on Articulation and Transfer (ONCAT) grant of \$0.1 million is included in the Office of the Registrar and Institutional Planning and Data Governance
- Canada Summer Jobs grants of \$0.1 million are shown in a number of units in the University.

Internal chargebacks

Internal chargebacks represent revenue received by units within the University for services performed or goods received from other units. The offsetting expenses are within the operating costs of those units that received the service. Internal chargeback revenue is budgeted to be \$13.8 million in 2026-27 (\$13.7 million in 2025-26) and includes the following:

- Charges for utilities from the Utilities, Taxes and Insurance responsibility centre, mainly to Housing Services, of \$1.7 million (\$1.6 million in 2025-26).
- Charges for printing, binding and stationery of \$0.6 million (\$0.6 million in 2025-26) from Printing and Digital Services.
- Facilities Management charges for services, including salary, custodial, grounds and maintenance chargebacks of \$0.7 million (\$0.7 million in 2025-26).
- Information Technology Services charges of \$0.4 million (\$0.4 million in 2025-26), mainly to Housing Services.
- Brock Sports and Recreation charges of \$0.2 million (\$0.3 million in 2025-26).
- Campus Safety chargebacks of \$0.1 million (\$0.1 million in 2025-26), mainly to Housing Services.
- Conference Services chargebacks of \$0.1 million (\$0.1 million in 2025-26).
- Animal Care chargebacks, as part of the Research Enterprise of \$0.1 million (\$0.1 million in 2025-26).
- Faculty of Mathematics and Science chargebacks for Machine and Electronic Shop and Mass Spectrometer/Nuclear Magnetic Resonance charges of \$0.1 million (\$0.1 million in 2025-26).

Also included in internal chargebacks are interdepartmental transfers of funds to support operations. The 2026-27 budget includes the following:

- Funding from Ancillary Services and Housing Services to support the financing of the debt payments, including the 2020 Bond Debenture in the amount of \$5.0 million (\$5.0 million in 2025-26). See page 33 for details of the debt financing.
- Funding of the Ancillary Services and Housing Services portion of the capital budget in the amount of \$4.1 million (\$4.1 million in 2025-26). See page 74 for details of the capital budget.
- Transfer from Goodman Group and Cool Climate Oenology and Viticulture Institute (CCOVI) to Professional and Continuing Studies (PCS) in the amount of \$0.2 million (\$0.3 million in 2025-26).

- Additional interdepartmental transfers include several smaller transfers within and between units related to specific projects and initiatives.

Inter-fund revenue

Inter-fund revenue represents transfers from various funds, including reserves to support operating activities. Inter-fund revenue is budgeted to be \$10.6 million in 2026-27 (\$8.8 million in 2025-26) and includes the following:

- Endowment funding supporting scholarships, bursaries, and fellowships of \$3.1 million (\$2.7 million in 2025-26). This revenue is offset by inter-fund expenses for the same amount. For further information on this transfer, see page 81.
- Transfers from Government of Canada, Canada Research Chairs' (CRC), Canada Excellence Research Chairs' (CERC) and Canada Global Impact+ Research Talent Initiative grants to fund a portion of the chair holders' salaries and other costs of \$1.4 million (\$0.8 million in 2025-26), shown in the Faculty of Social Sciences, the Faculty of Mathematics and Science, Faculty of Applied Health Sciences and the Research Enterprise.
- Transfers from strategic funds of \$4.1 million (\$3.9 million in 2025-26).
 - These transfers are from the President; Provost; Vice-President, Research; Vice-President, External; and the Central Institutional strategic initiative funds to support various initiatives within the University, including \$2.6 million to support Engineering, \$0.9 million to support the lease costs of the Burlington Campus, \$0.3 million to support Development and Alumni Relations, \$0.2 million to support the Research Enterprise and various other small amounts to support other strategic initiatives in the University.
- Transfers from the Research Contract overhead account to support the Research Enterprise budget of \$0.6 million (\$0.4 million in 2025-26) are shown in Research Enterprise.
- Spending allocations from Marilyn I. Walker School of Fine and Performing Arts Endowment Fund of \$0.6 million (\$0.5 million in 2025-26), shown in the Faculty of Humanities.
- Spending allocations from other endowments and non-endowed trusts of \$0.3 million (\$0.3 million in 2025-26), shown in Co-op, Career and Experiential Education, Goodman School of Business, the Faculty of Humanities and Research Enterprise.
- A number of other small transfers from operating projects, external research grants and course fee revenue.

Other revenue

Other revenue represents revenue from ancillary operations, investment income, and sales and services, and represents 16 per cent of total revenue (16 per cent in 2025-26). As detailed in Figure 47, other revenue is budgeted to be \$65.5 million, a increase of \$5.1 million over the 2025-26 budget and a decrease of \$8.0 million over 2024-25 actuals.

Figure 47: Other revenue

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Housing Services fees	28,669	27,552	26,535
Other ancillary revenue	12,480	12,191	19,072
Total ancillary revenue	41,149	39,743	45,607
Investment income	2,200	2,200	7,266
Sales and services	22,144	18,421	20,605
Total other revenue	65,493	60,364	73,478

Ancillary revenue

Total ancillary revenue budgeted in 2026-27 is \$41.1 million (\$39.7 million in 2025-26). This budget represents an increase of \$1.4 million over the 2025-26 budget and a decrease of \$4.5 million over 2024-25 actuals. Housing Services fees are budgeted to be \$28.7 million in 2026-27, an increase of \$1.1 million over 2025-26 budget, resulting from a budgeted occupancy rate of 97 per cent, which is the same as the occupancy budgeted in 2025-26, as well as increased Housing Services rates.

Other ancillary revenue is budgeted \$0.3 million higher than the 2025-26 budget. Increases are seen in Parking Services of \$0.2 million, Dining Services of \$0.2 million and Conference Services of \$0.1 million. These increases are offset by the Campus Store commissions budgeted \$0.3 million less than 2025-26. Much of the decrease in other ancillary revenue as compared to 2024-25 actuals is driven by the outsourcing of the Campus Store to the Canadian division of Follett Higher Education. The outsourcing results in reduced Campus Store sales (\$4.4 million) offset by lower cost of sales and other operating costs.

Investment income

The 2026-27 budgeted investment income is \$2.2 million (\$2.2 million in 2025-26). This represents interest income the University receives on short-term investments. Any positive variance in investment income will be used towards the in-year mitigation target.

Sales and services

The 2026-27 budgeted sales and services revenue is \$22.1 million (\$18.4 million in 2025-26). Income generated from sales and services represents a wide variety of sources: Ontario University Application Centre revenue; recreation and youth program revenue, including aquatic centre instructional fees; various service fees charged on student accounts; health insurance reimbursement; intramural fees and Brock Sports Performance Centre fees; affinity revenue; rental income from Heritage Place Plaza and the Schmon Parkway site; revenue from programs, such as international learning programs; chargebacks to external units, including utilities; contributions from the pension plan for pension related expenses; and student printing fees.

The 2026-27 budget also includes contributions from the endowment fund for endowment-related expenses. The endowment management policy provides for up to one per cent of the endowment fund, which is approximately \$1.35 million. The 2026-27 budget includes an allocation of \$1.1 million (\$0.6 million in 2025-26) with the remaining \$0.25 million funding flexible to draw upon for strategic purposes during the year. The funding is shown in Financial Services and Development and Alumni Relations. Additionally, the 2026-27 budget includes a new revenue source of \$0.8 million related to the Independent Electricity System Operator (IESO) demand response program, where Brock entered into an agreement to reduce our energy purchased during times when the electricity system is experiencing high demand. This funding is shown as part of the Utilities, Tax and Insurance responsibility centre. In addition, included in the 2026-27 budget are two one-time funding items. The first represents the \$1.0 million contribution from Brock's third party foodservice provider, Aramark to fund the Residence 8 Dining Hall, as part of the Capital and Related project budget and is shown in the Capital responsibility centre. The second is \$0.5 million settlement related to a class action lawsuit, which will be used to support the operating costs of Information Technology Services in 2026-27 but does not represent an ongoing funding source.

Figure 48: Personnel costs

Personnel group ⁽¹⁾ (\$000s)	2026-27 Budget				2025-26 Budget			
	Salary/Wage	Benefits	Total personnel costs	FTE	Salary/Wage	Benefits	Total personnel costs	FTE
Faculty and Professional Librarians	112,248	22,943	135,191	615.0	109,822	22,953	132,775	616.8
Admin/Professional	62,853	16,798	79,651	792.6	59,705	16,071	75,776	773.5
OSSTF	5,634	1,776	7,410	94.4	6,153	1,931	8,084	118.6
CUPE 1295 FT	7,921	2,673	10,594	122.0	8,043	2,581	10,624	122.0
SAC	8,249	1,627	9,876	35.8	7,930	1,629	9,559	36.0
Other ongoing personnel	786	226	1,012	10.6	753	216	969	10.4
Total ongoing personnel	197,691	46,043	243,734	1,670.4	192,406	45,381	237,787	1,677.3
CUPE 4207 – Unit 1	17,103	1,943	19,046		15,512	1,749	17,261	
Other temporary personnel	15,232	1,223	16,455		14,317	1,139	15,456	
Total temporary personnel	32,335	3,166	35,501		29,829	2,888	32,717	
Total personnel	230,026	49,209	279,235		222,235	48,269	270,504	

(1) **Faculty & Professional Librarians** – BUFA members, Associate Deans, and Associate Librarian; **Admin/Professional** – ongoing administrative/professional and exempt staff; **OSSTF** – support and technical staff; **CUPE 1295 FT** – full-time maintenance, trades and custodial staff; **SAC** – Senior Administrative Council; **Other ongoing** – CUPE 4207-2, CUPE 4207-3 & IATSE; **CUPE 4207 – Unit 1** – instructors, teaching assistants, lab demonstrators, course co-ordinators and marker/graders; **Other temporary** – all other temporary teaching and non-teaching positions, Faculty overloads and stipend transfers.

Operating cost assumptions

Personnel costs

Personnel costs include salaries/wages, benefits and pension costs and represent 66 per cent of the total budgeted costs (69 per cent in 2025-26). Personnel costs are budgeted to be \$279.2 million, which is an increase of \$8.7 million from the 2025-26 budget, as detailed in Figure 48. This is made up of a \$5.9 million increase in ongoing personnel and \$2.8 million increase in temporary personnel, including part-time teaching.

Total full-time equivalent (FTE) salaried staff and faculty members (including BUFA limited-term and instructional limited-term faculty appointments) included in the 2026-27 budget is 1,670, which represents a slight decrease from the 2025-26 budget of 7 FTEs. FTEs by unit are detailed in the snapshot section on pages 40 to 67.

Benefit and pension costs include employer contributions to the Brock University Pension Plan as well as dental, medical and statutory taxes (CPP, EI, EHT and WSIB). Also included is funding of the University's pension plan deficit obligation. Both the pension plan obligation and the employee future benefits reserve are more fully described starting on page 31 of this report.

Figures 49 and 50 detail personnel costs for part-time teaching by Faculty and by personnel group. Note: The amounts in these figures include stipend transfers, which in some cases would have an offsetting amount in another unit of the University.

Figure 49: Part-time teaching by teaching Faculty ⁽¹⁾

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Faculty of Applied Health Sciences	6,171	5,527	5,500
Goodman School of Business	1,346	1,602	2,257
Faculty of Education	4,803	4,550	5,055
Faculty of Humanities	3,578	3,452	3,785
Faculty of Mathematics and Science	3,777	3,556	3,324
Faculty of Social Sciences	6,132	5,866	6,492
Total	25,807	24,553	26,413

(1) Includes salaries and benefits for the following: CUPE 4207 Unit 1, CUPE 4207 Unit 3 – temporary, CUPE 4207 Unit 4, CUPE 4207 Unit 5, BUFA overload, non-union instructors and stipend transfers.

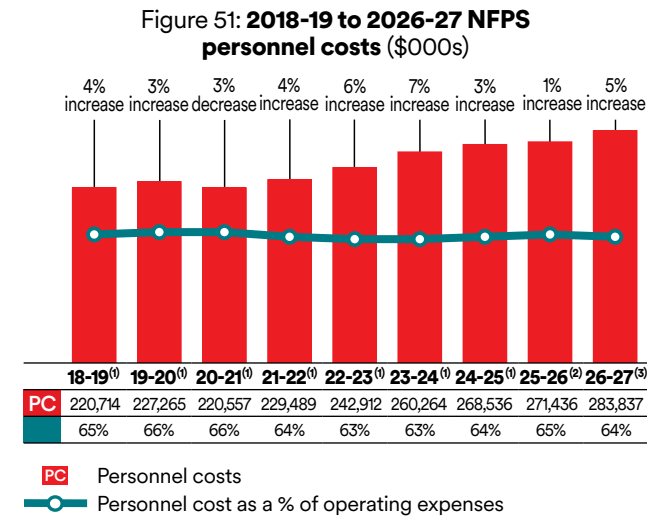
Figure 50: Part-time teaching by personnel group ⁽¹⁾

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
CUPE 4207 – Unit 1	18,150	17,389	18,366
CUPE 4207 Unit 3 – temporary	7	28	53
CUPE 4207 Unit 4	2,511	2,162	1,604
CUPE 4207 Unit 5 ⁽²⁾	3,597	3,504	
BUFA overload	1,622	1,842	2,490
Non-union Instructors ⁽²⁾	54	58	4,702
Stipend transfers	(134)	(430)	(802)
Total	25,807	24,553	26,413

(1) The figures above include part-time teaching costs reported in the teaching Faculties only. Budgets related to the personnel groups noted in this figure which are reported outside the teaching Faculties are not reported in these figures.

(2) During 2025-26 a new union group was ratified for instructors in the Faculty of Education. Previously these costs were shown in the spend category non-union instructors.

Figure 51 shows personnel costs and personnel costs as a percentage of operating costs prepared in accordance with accounting standards for not-for-profit organizations (NFPS) since 2018-19.



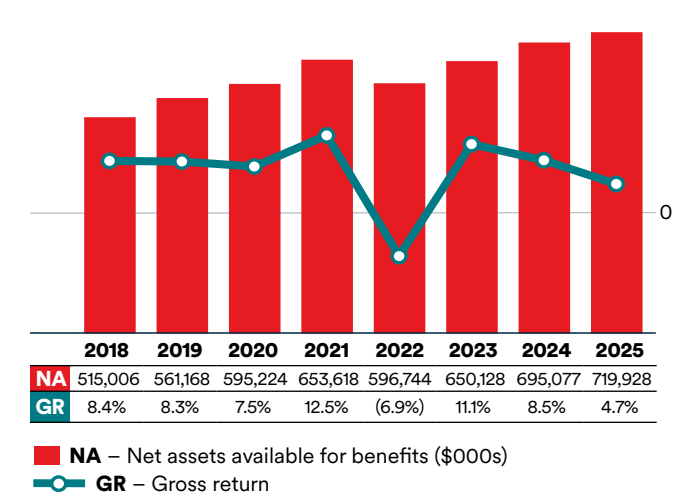
(1) Represents figures prepared in accordance with Canadian accounting standards for not-for-profit organizations (2017-18 to 2024-25), and have been audited by KPMG LLP (independent auditors).
 (2) Represents trimester two forecast figures converted to NFPS
 (3) Represents budget figures converted to NFPS.

Pension

Our pension plan's historical returns are illustrated in Figure 52. The plan recently underwent an Asset Liability Study led by the Plan Investment Consultant Telus Health. The results of this study identified the need to increase the investment allocation to real estate and infrastructure and add a new asset class for emerging market equity. This change in asset mix is expected to optimize investment risk and reward outcomes. Every three years, the financial health of the plan is recalculated through an actuarial valuation. The actuarial valuation on the pension plan completed as at July 1, 2025, indicated the plan was 101 per cent funded on a going-concern basis (99 per cent as at July 1, 2022 valuation) and 106 per cent on a solvency basis (105 per cent as at July 1, 2022 valuation). The going concern deficit improved to a small surplus due to higher interest rates increasing the discount rate that reduces the present value of the liabilities. The actuary sets the expected rates of returns 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 surplus of \$4.5 million (deficit of \$5.3 million as at July 1, 2022 valuation) has eliminated the required special payments into the plan of \$0.5 million representing an

annual savings compared to the last valuation. Current service cost payments for the plan total \$16.7 million annually. Employees also contribute to the money purchase component of the plan (defined contribution) an additional \$9.7 million resulting in an employer to employee funding ratio of 1.7 to 1.0. An updated valuation is required before the next triannual valuation date of July 1, 2028.

Figure 52: Pension Plan as of June 30 pension year end (\$000s)



The University sector has launched a jointly sponsored pension plan (JSPP). The University Pension Plan (UPP) became operational January 1, 2020. The UPP is now open to new entrants and work is underway at Brock to evaluate the UPP and other JSPP options available to determine if our current plan or other alternatives offer a more sustainable pension benefits to our members. Pension cost will continue to rise in the future and grow at a faster pace than the University's operating budget, as the costs are tied to salary increases which grow on average faster than the overall budget of the University. Salient to the growth in pension costs is the pension stabilization reserve funding of \$1.6 million established from 2017-18 year-end surplus that remains uncommitted due to the recent improvement in the pension valuation. This reserve is budgeted to remain restricted for future pension stabilization as needed. Future contributions to this reserve will be needed to address the increasing fiscal sustainability risks associated with the plan, or to fund transition costs to a JSPP if a decision is made to transition into a shared risk pension plan model.

Additional information on the pension plan may be found at brocku.ca/about/university-financials/#auditedpension-statements

Post-retirement benefits

Brock University's non-pension post-retirement benefits liability as at April 30, 2025, was \$32.8 million. Figure 53 describes the nature of these future obligations.

Figure 53: Employee future benefits

Employee future benefits (as at April 30, 2025)	(\$000s)
Retiree benefits	6,919
Health-care spending account	18,884
Retirement allowance benefits	1,189
Sick leave	168
Disability	5,680
Total	32,840

Brock has traditionally had a pay-as-you-go model to fund immediate requirements. For example, in 2025-26, Brock has paid \$0.4 million related to BUFA's health-care spending account, as of March 2026. As time goes on, continuation of this practice would impact Brock's financial sustainability. This would occur as more people retire and the University becomes obligated to pay these benefits in addition to

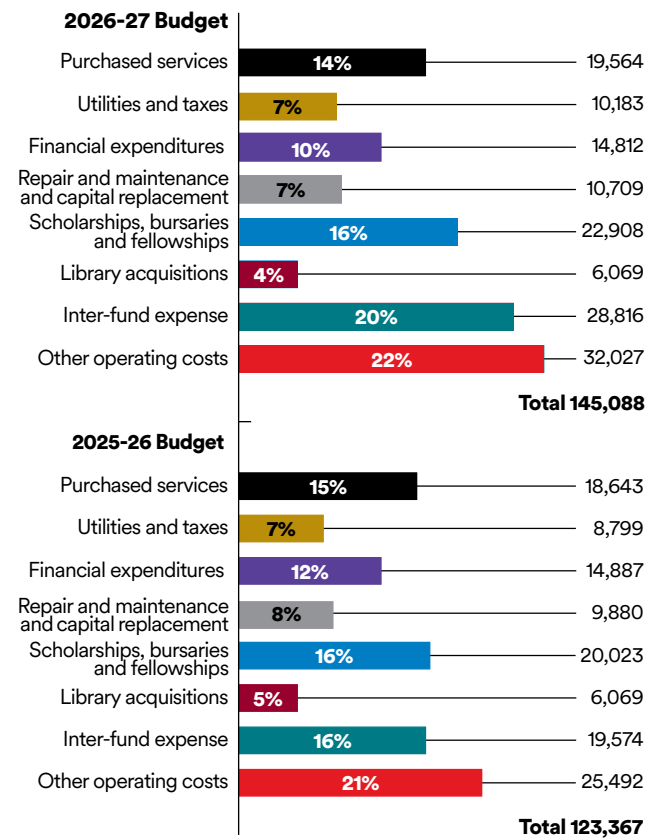
the benefits of the replacement employee. The reality is these post-retirement costs are similar to Brock's pension liability, which is funded while employees earning the benefit perform their employment responsibilities. It is in the interest of Brock and its employees that these post-retirement benefits are funded in a similar manner as the pension liability to ensure these future obligations can also be met and do not become an unfunded burden on future budget plans. For these reasons, starting in 2014-15, \$0.9 million was reserved annually to begin setting aside assets for this obligation. As of March 30, 2026, this fund has \$8.6 million invested representing \$4.5 million invested capital and \$4.1 million investment income. While the annual contribution of \$0.9 million was removed from the budget in 2019-20 for mitigation and remains excluded in the 2026-27 budget, the reserve will remain invested in the sinking fund. This amount is in addition to the pay-as-you-go funds already in the budget. Ontario universities vary on how they fund postretirement benefits. There are some that have a reserve balance that equals the total liability and others with no reserve. Future budget allocations will need to consider reinvesting in this fund as more faculty retire and the cost of this benefit grows.



Operating costs

Non-personnel operating costs (operating costs), including inter-fund expenses, represent 34 per cent of the total budgeted expenditures of the University (31 per cent in 2025-26). Operating costs increased \$21.7 million over the 2025-26 budget, an increase driven by several years of expense mitigation and deferrals of necessary investments. Operating costs have been segregated into eight categories. See Figure 54 for a breakdown by category.

Figure 54: Budgeted operating costs (\$000s)



Purchased services

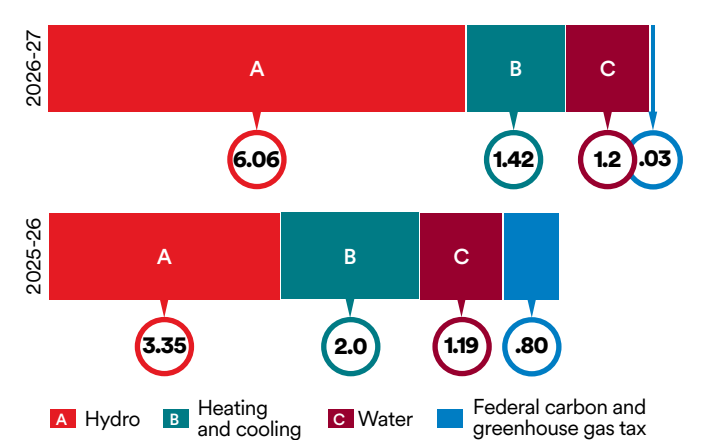
Budgeted purchased services for 2026-27 are \$19.6 million (\$18.6 million in 2025-26). For the purposes of this report, overall purchased services represent the following types of services: contracted services and professional fees, external information technology and telecommunication services, rental/lease costs and insurance costs. Specific examples of purchased services in the budget include security services; the lease payments for the Burlington Campus, Quarryview Residence and the Brock Functional Inclusive Training (Bfit) Centre; physician and counselling services;

contracted instructor costs for PCS programming, the payment to Niagara College for the GAME program; student recruitment commissions; consulting, legal and audit fees; liability and property insurance and internet and mobile phone charges.

Utilities and taxes

Budgeted utilities and taxes for 2026-27 are \$10.2 million (\$8.8 million in 2025-26). Utilities include the cost of heating and cooling, hydro, water, and federal carbon and greenhouse gas costs of \$8.7 million (\$7.3 million in 2025-26). The majority of the University's utility expenses, \$8.0 million (\$6.7 million in 2025-26), are reported in the Utilities, Taxes and Insurance responsibility centre. In addition, utility expenses of \$0.7 million (\$0.6 million in 2025-26) are directly reported in specific units, the majority of which are reported in Housing Services as well as Heritage Plaza. See Figure 55 for a breakdown of the net utilities costs by type. The largest increase over the 2025-26 budget is seen in hydro costs, which is seeing a budgeted increase of \$2.7 million. Utilities and taxes also includes \$1.5 million (\$1.5 million in 2025-26) related to municipal tax, of which the majority is reported in the Utilities, Taxes and Insurance responsibility centre. See page 26 for further discussion on property taxes and the offsetting Grant in Lieu of Municipal Taxation.

Figure 55: Budgeted utilities by type (\$ millions)



Financial expenditures

Budgeted financial expenditures for 2026-27 are \$14.8 million (\$14.9 million in 2025-26). The University's external debt principal payments of \$4.2 million (\$4.1 million in 2025-26) and interest payments of \$10.1 million (\$10.3 million in 2025-26) are included as part of financial expenditures. Figure 56 details the

breakdown of the debt payments. These financial expenditures are reported in the Financing unit and in Ancillary and Housing Services. In 2026-27 Ancillary and Housing Services is contributing \$9.4 million (\$9.4 million in 2025-26) towards the University debt payments, of which \$4.4 million (\$4.4 million in 2025-26) is reported directly as debt payments and \$5.0 million (\$5.0 million in 2025-26) is reported as an interdepartmental chargeback to the Financing unit. Refer to the "Financing" section on page 79 for a discussion on the University's debt and financing strategies. Also included as part of financial expenditures are banking charges and payment card fees of \$0.5 million (\$0.4 million in 2025-26), which are reported in units throughout the University.

Figure 56: Debt payments

(\$000s)	2026-27 Budget	2025-26 Budget
2005 Bond – interest	4,619	4,619
2020 Bond – interest	3,791	3,791
3401 Schmon Parkway – interest	346	406
3401 Schmon Parkway – principal	1,550	1,550
Scotia loan – interest	1,094	1,142
Scotia debt – principal	1,000	1,000
Residence – interest	265	382
Residence – principal	1,684	1,568
Total interest and principal payments	14,349	14,458

Repairs and maintenance and capital replacement

Repairs and maintenance and capital replacement costs of \$10.7 million (\$9.9 million in 2025-26) include \$5.2 million (\$5.0 million in 2025-26) of costs related to repairs and maintenance of devices, buildings and grounds and their related supplies. Also included are \$5.6 million (\$4.9 million in 2025-26)

Figure 57: Scholarships, Bursaries and Fellowships

(\$000s)	Undergraduate	Graduate	Employee tuition waivers	Total
2025-26 Budget	10,805	7,741	1,477	20,023
Adjustment for projected enrolment growth	425			425
Change to Brock Scholars program	2,105			2,105
International MBA Scholarships		200		200
Increase due to the increase in domestic tuition rates	200 ⁽¹⁾	47		247
Funding changes in other operating units	(86)	(6)		(92)
2026-27 Budget	13,449	7,982	1,477	22,908
% change vs. 2025-26 budget	24%	3%	0%	14%

(1) Relates to the Student Access Guarantee (SAG) fund.

of furniture, equipment and software and licence purchases that are not included in the capital and related project budget. Repairs and maintenance and capital replacement costs are reported in Facilities Management, Housing Services, Information Technology Services and other units throughout the University. Note: Funding of the capital and related project budget is reported as part of inter-fund expenses and not as part of repairs and maintenance and capital replacement costs.

Scholarships, bursaries and fellowships

Total budgeted scholarships, fellowships, bursaries and student awards are \$22.9 million (\$20.0 million in 2025-26). Undergraduate entrance scholarship funding, financial need bursaries and other student awards are budgeted to be \$13.4 million (\$10.8 million in 2025-26). As detailed in Figure 57, this increase as compared to the 2025-26 budget is the result of forecasted enrolment growth, increased student access guarantee due to the domestic tuition rate increase approved by the Ministry and changes to the Brock Scholar's program. The Brock Scholars program (both entrance and renewal awards) has been redesigned with one of the main goals to increase enrolment by making entrance awards more competitive and attractive for new applicants. Changes to the program included differentiating the award amounts between domestic and international students as well as shifting a larger proportion of the spend 'forward' to year one, resulting in additional funding for this program in 2026-27, with overall budget savings anticipated once the program is fully matured by year four. The impact for 2026-27 is an additional cost of \$2.1 million; however, this cost transitions to a budget savings of \$1.2 million, assuming constant enrolment, once fully rolled out in four years. The total budget for the Brock Scholars program in 2026-27 is \$10.1 million as compared to \$7.6 million in 2025-26.

Graduate student scholarships and fellowships are budgeted to be \$8.0 million (\$7.7 million in 2025-26). This budget includes fellowships partially funded by the MCURES in the amount of \$1.0 million (\$1.0 million in 2025-26) with offsetting grant revenue of \$0.7 million (\$0.7 million in 2025-26). The majority of the increase in graduate student funding results from new, targeted financial incentives aimed at attracting and retaining high-achieving international MBA students through substantial, merit-based financial support. In addition, the domestic masters fellowships were increased by two per cent as a result of the domestic tuition rate increase approved by the Ministry.

Also included in the scholarships, fellowships, bursaries and student awards budget is \$1.5 million (\$1.5 million in 2025-26) of employee benefit student tuition waivers of which \$1.3 million related to undergraduate students and \$0.2 million related to graduate students.

The majority of these student awards are reported in the Scholarships, Bursaries and Fellowships (SBF) responsibility centre. See page 69 for further discussion on the SBF responsibility centre.

Library acquisitions

The budgeted library acquisitions of \$6.1 million in 2026-27 (\$6.1 million in 2026-27) represent the funding to purchase critical information resources (ejournals, books, ebooks, geospatial data, music, full-text databases, etc.) and discovery/access/dissemination technologies to support teaching and research.

Inter-fund expense

Budgeted inter-fund expenses for 2026-27 are \$28.8 million (\$19.6 million in 2025-26). Inter-fund expenses represent transfers from the operating budget to other funds within the University, usually representing internally restricted reserves. The 2026-27 budget includes:

- Funding related to the capital and related project budget of \$18.2 million (\$9.7 million in 2025-26) as outlined on pages 74 to 77 of this report.
- Transfers of \$2.2 million (\$2.2 million in 2025-26) from the Faculties, the Library and other units for professional expense reimbursements (PER) and \$1.0 million (\$1.0 million in 2025-26) from the Research Enterprise to Faculty startup accounts.
- Transfers of \$3.1 million (\$2.7 million in 2025-26) from the Scholarships, Bursaries and Fellowships responsibility centre to the endowment fund for scholarships (this is offset by inter-fund revenue from the endowment fund).

- Transfers from the Financing responsibility centre of additional contributions to the sinking fund for the 2020 bond and 2005 bond in the amounts of \$0.9 million and \$0.4 million, respectively. For more information, refer to the "Financing" snapshot section of this report on page 79.
- Transfers of \$2.0 million (\$1.8 million in 2025-26) from the Research Enterprise to the research with no external obligation fund for funding of several important research initiatives, including VPR Research Excellence programs, Cool Climate Oenology and Viticulture Institute (CCOVI), the Match of Minds program, the Chancellor's Chair and the Brock-Niagara Validation, Prototyping and Manufacturing Institute (VPMI).
- Transfer of \$0.4 million (\$0.4 million in 2025-26) from Campus Development and Community agreements to a Canada Games park reserve related to the University's requirement to contribute annually into a capital reserve fund held by the Niagara Region for future capital repairs and improvements.

Other operating costs

Other operating costs represent all other costs not included in the above eight categories, including internal chargeback expenses, travel costs, marketing and advertising expenses, other materials and supplies, membership dues and subscriptions, hospitality costs, postage and courier charges, professional development and training, printing and duplicating costs, conference fees, bad debt expense, and other costs. In addition, included in the 2026-27 budget is \$4.2 million of strategic/discretionary funds, representing one per cent of the budgeted revenue. This fund was not included in the 2025-26 budget for mitigation purposes.

Responsibility budget centre snapshots

Figure 58 and the following snapshots present the budgeted revenue and costs of each of the University's responsibility centres based on each unit's responsibility for establishing their respective budgets. The division of responsibility centres is not meant to measure each unit's total revenue impact or fully loaded costs. As such, revenue shown in the Faculties does not include an allocation of global tuition or operating grant revenue. Revenue shown by the responsibility centre only reflects the tuition, fee and grant revenue specifically budgeted in the respective centres as well as any other revenue generated within each centre.

Total costs, as shown in the responsibility centres, include salaries, benefits and direct non-personnel costs (operating costs). Support service costs have not been allocated in these figures. For example, the majority of utility costs are shown collectively as part of the 'Utilities, Taxes and Insurance' responsibility centre on page 68. As detailed in the "Revenue and expense allocation model" section of this report, the revenue and expense allocation model has been developed and allocates all budgeted net operating costs of the University, including support service costs for each of the six teaching Faculties. The Provost, working with Financial Services, utilizes this model as a planning tool. Refer to page 82 for a full discussion of this model.

It should also be noted that direct externally funded research revenue and matching expenses are not included in the budget to avoid added administration of developing a budget by researchers for funds that have a net zero impact on the budget. **However, we recognize the significance of this activity and note that in 2024-25 \$16.9 million was spent on external research.** See note 17 of the audited financial statements for more detailed information.

The following snapshots also detail the faculty and staff full-time equivalent (FTE) positions within each unit. The FTE figures represent each evaluated salary position included in the budget (i.e. the salary and benefits related to this position are included in the budget) and represent both filled and unfilled positions. The FTE of a faculty/staff member is calculated based on whether they are full-time, part-time, seasonal, etc. For example, an ongoing part-time position that works 17.5 hours per week would be counted as 0.5 FTE; whereas a full-time position would be counted as one FTE.

During 2025-26, there have been a number of changes to units across the University. Reclassifications were made to the 2025-26 budget as reported in the 2025-26 Budget Report in both budget dollars and FTEs for comparison purposes to the 2026-27 budget when the overall funding budget was not impacted. See Appendix B for details of these adjustments.



Budget

Funding budget by responsibility centre

Figure 58 details the funding budget by responsibility centre, which in turn are grouped into one of the following categories: Teaching Faculties, Academic Support, Student Specific, Ancillary, Shared Services, Space and Global.

Figure 58: Funding budget by responsibility centre

(\$000s)	Budget 2026-27			Budget 2025-26			Difference of "Net" amounts	Page ref.		
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs			Non-personnel costs	Net
Teaching Faculties										
Faculty of Applied Health Sciences	805	(34,114)	(941)	(34,250)	731	(34,165)	(929)	(34,363)	113	40
Goodman School of Business	708	(27,912)	(1,432)	(28,636)	1,083	(28,917)	(2,198)	(30,032)	1,396	41
Faculty of Education	530	(18,696)	(550)	(18,716)	422	(18,033)	(510)	(18,121)	(695)	42
Faculty of Humanities	1,079	(25,212)	(885)	(25,018)	907	(25,329)	(885)	(25,307)	289	43
Faculty of Mathematics and Science	2,894	(26,490)	(1,504)	(25,100)	2,591	(27,207)	(1,290)	(25,906)	806	44
Faculty of Social Sciences	601	(42,761)	(925)	(43,085)	310	(42,641)	(902)	(43,233)	148	45
Total Teaching Faculties	6,617	(175,185)	(6,237)	(174,805)	6,044	(176,292)	(6,714)	(176,962)	2,157	
Academic Support										
Faculty of Graduate Studies and Postdoctoral Affairs	367	(2,360)	(135)	(2,128)	412	(2,265)	(140)	(1,993)	(135)	46
Library	7	(6,672)	(6,541)	(13,206)	8	(6,574)	(6,564)	(13,130)	(76)	47
Centre for Pedagogical Innovation	81	(1,496)	(51)	(1,466)	81	(1,441)	(51)	(1,411)	(55)	47
Research Enterprise	4,071	(3,357)	(3,947)	(3,233)	3,683	(3,160)	(3,982)	(3,459)	226	48
Professional and Continuing Studies	2,353	(690)	(1,372)	291	1,718	(564)	(1,033)	121	170	49
English as a Subsequent Language	1,901	(1,166)	(530)	205	1,750	(1,132)	(383)	235	(30)	49
Total Academic Support	8,780	(15,741)	(12,576)	(19,537)	7,652	(15,136)	(12,153)	(19,637)	100	
Student Specific										
Office of the Registrar and Enrolment Services	3,173	(6,384)	(1,467)	(4,678)	2,880	(6,037)	(1,405)	(4,562)	(116)	50
Student Wellness and Accessibility	3,619	(3,935)	(1,569)	(1,885)	3,486	(4,165)	(1,397)	(2,076)	191	51
Student Life and Success	778	(2,414)	(257)	(1,893)	756	(2,374)	(287)	(1,905)	12	52
Brock International	95	(2,668)	(2,283)	(4,856)	141	(2,267)	(1,661)	(3,787)	(1,069)	53
Indigenous Engagement	744	(937)	(189)	(332)	695	(861)	(171)	(337)	5	53
Co-op, Career and Experiential Education	2,397	(3,969)	(299)	(1,871)	2,258	(3,845)	(295)	(1,882)	11	54
Brock Sports and Recreation	11,074	(7,978)	(4,299)	(1,203)	10,081	(7,554)	(3,997)	(1,470)	267	55
Total Student Specific	21,880	(28,285)	(10,313)	(16,718)	20,297	(27,103)	(9,213)	(16,019)	(699)	
Ancillary										
Ancillary Services	12,313	(2,506)	(4,157)	5,650	12,054	(2,707)	(4,089)	5,258	392	56-57
Housing Services	29,042	(5,372)	(20,887)	2,783	27,898	(4,955)	(20,063)	2,880	(97)	58
Total Ancillary	41,355	(7,878)	(25,044)	8,433	39,952	(7,662)	(24,152)	8,138	295	

Figure 58 continued

(\$000s)	Budget 2026-27			Budget 2025-26			Difference of "Net" amounts	Page ref.		
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs			Non-personnel costs	Net
Shared Services										
Academic and Executive Offices ⁽¹⁾	50	(5,860)	(898)	(6,708)	(5,861)	(902)	(6,763)	(6,763)	55	59
Information Technology Services	1,029	(6,618)	(2,280)	(7,869)	479	(6,493)	(2,199)	(8,213)	344	59
Financial Services	703	(3,307)	(477)	(3,081)	799	(3,150)	(508)	(2,839)	(242)	60
Office of People and Culture	381	(4,393)	(575)	(4,587)	517	(4,276)	(599)	(4,368)	(229)	60
University Marketing and Communications	(2,463)	(791)	(3,254)	(3,254)	1,121	(2,080)	(378)	(1,337)	196	61
Development and Alumni Relations	1,668	(2,146)	(663)	(1,141)	715	(372)	(567)	(224)	(16)	62
Printing Services	715	(352)	(603)	(240)	685	(584)	(45)	(629)	(58)	62
University Secretariat	770	(1,392)	(254)	(876)	17	(726)	(32)	(741)	78	63
Human Rights and Equity Services	70	(684)	(49)	(663)	17	(587)	(25)	(612)	(2)	64
Institutional Planning and Data Governance	(589)	(25)	(614)	(614)	(718)	(101)	(819)	(819)	59	65
Office of Government and Community Relations	(655)	(105)	(760)	(760)	(868)	(53)	(921)	(921)	(5)	65
Internal Audit and University Risk Management	(795)	(131)	(926)	(926)	4,333	(29,515)	(6,407)	(31,589)	183	
Legal, Compliance and Privacy	5,386	(29,896)	(6,896)	(31,406)	10,823	(15,050)	(28,582)	(32,809)	(196)	
Total Shared Services										
Space										
Facilities Management	2,426	(12,846)	(4,371)	(14,791)	2,321	(12,877)	(4,266)	(14,822)	31	66
Campus Safety Services	153	(2,093)	(1,145)	(3,085)	155	(2,173)	(1,016)	(3,034)	(51)	67
Campus Development and Community Agreements	363	(1,295)	(1,295)	(932)	316	(1,683)	(1,367)	(1,367)	435	67
Utilities, Taxes and Insurance	3,727	(11,524)	(7,797)	(7,797)	3,064	(10,211)	(10,211)	(7,147)	(650)	68
Financing	4,978	(11,378)	(6,400)	(6,400)	4,967	(11,406)	(6,439)	(6,439)	39	68
Total Space	11,647	(44,939)	(29,713)	(33,005)	10,823	(15,050)	(28,582)	(32,809)	(196)	
Global										
Scholarships, Bursaries and Fellowships	4,140	(25,908)	(21,768)	(21,768)	3,752	(22,556)	(18,804)	(18,804)	(2,964)	69-70
Capital	9,557	(18,229)	(8,672)	(8,672)	8,303	(9,700)	(1,397)	(1,397)	(7,275)	70
University Global	308,910	(7,311)	(10,172)	291,427	279,079	254	(3,890)	275,443	15,984	71
Total Global	322,607	(7,311)	(54,309)	260,987	291,134	254	(36,146)	255,242	5,745	
Total University	418,272	(279,235)	(145,088)	(6,051)	380,235	(270,504)	(123,367)	(13,636)	7,585	

(1) Includes the following: the offices of the President; the Provost and Vice-President, Academic; the Vice-President, Research; the Vice-President, Administration; the Vice-President, External; the Vice-Provost and Associate Vice-President, Academic; the Vice-Provost, Teaching and Learning; and the Associate Vice-President, Students.

Teaching Faculties



Faculty of Applied Health Sciences

Applied Health Sciences supports the priorities of the Institutional Strategic Plan: We deliver and develop high-quality undergraduate, graduate and professional programs, which meet the needs of students and the community; we promote and develop strong basic and applied research foci with outstanding researchers, research partnerships and excellent graduate and undergraduate student research opportunities; our expansive experiential education and practicum opportunities for undergraduate and graduate students along with our extensive network of community partnerships work synergistically to enhance the life and vitality of the Niagara region and beyond; and we prioritize curriculum revision, new program development and student/faculty recruitment and support, which fosters inclusivity, accessibility, reconciliation and decolonization. For more information on the FAHS, visit brocku.ca/applied-health-sciences

Note: Revenue includes \$0.4 million (\$0.2 million in 2025-26) funding related to Canada Research Chairs' (CRC), Canada Excellence Research Chairs' (CERC) and Canada Global Impact+ Research Talent Initiative grants. See Figure 59-B for a breakdown of operating expenses by type.

Figure 59-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	805	731	994
Personnel costs	(34,114) 97.3%	(34,165) 97.4%	(31,887) 97.9%
Operating costs	(941) 2.7%	(929) 2.6%	(693) 2.1%
Total costs	(35,055) 100%	(35,094) 100%	(32,580) 100%
Net	(34,250)	(34,363)	(31,586)
FTE – faculty ⁽¹⁾	108.7	110.8	
FTE – LTA/ILTA faculty ⁽¹⁾	3.0	4.0	
FTE – staff ⁽²⁾	50.2	46.7	

Figure 59-C

	2026-27 Budget	2025-26 Actuals	2024-25 Actuals	2023-24 Actuals
Undergraduate average class size				
Overall (weighted average)		94.1	89.9	85.7
Year 1		185.1	155.0	150.6
Year 2		84.4	102.3	97.9
Year 3		73.7	66.8	61.8
Year 4		50.8	40.7	39.1
Headcount by major ⁽³⁾	4,824	4,703	4,453	4,330
FTE by major ⁽⁴⁾				
Undergraduate		4,244	3,951	3,870
Graduate		432	422	358

Source: Institutional Planning and Data Governance

Figure 59-B: 2026-27 Operating costs (%)

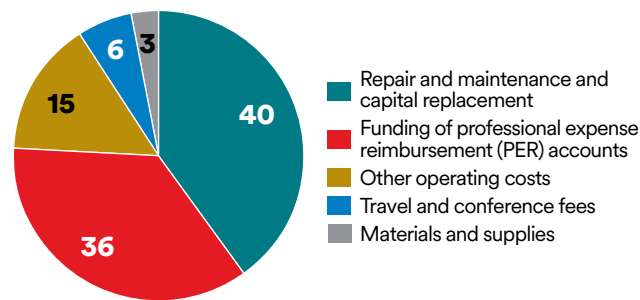
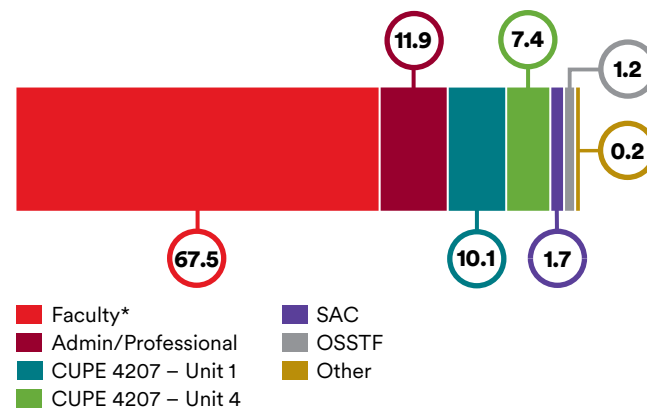


Figure 59-D: 2026-27 Budget personnel costs (including benefits) (%)



*Note: BUFA positions, BUFA overload and Associate Deans.

(1) Full-time equivalent (FTE) faculty/librarians represents Brock University Faculty Association (BUFA) probationary and tenured faculty and Associate Deans (both filled and unfilled positions). LTA/ILTA represents BUFA limited-term and instructional limited-term faculty appointments. Faculty on sabbatical are represented as one FTE.
 (2) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).
 (3) See Figure 10 in 'The Big Picture' pullout for explanation of the figures reported.
 (4) See Figure 11 in 'The Big Picture' pullout for explanation of the figures reported.



Goodman School of Business

The Goodman School of Business strives to fulfill its vision of creating meaningful, sustainable impact through our work in the classroom, in our community and through world-changing research. We are committed to providing students with exceptional experiences and providing them with the opportunities needed to succeed. In a supportive and collegial environment, our faculty pursue their research in ways that inform teaching, forward the interests of our communities, and propel our schools' reputation. We are proud of our accreditations from the Association to Advance Collegiate Schools of Business (AACSB), the European Foundation for Management Development (EFMD) and Certified Public Accountants (CPA) of Ontario, among others, ensuring that our students receive an excellent business education that meets rigorous standards. Our international partnerships help students to gain a global perspective while our many clubs, competitions and co-op and experiential learning opportunities help our students develop leadership and work skills. Goodman is committed to our local community through our support for local businesses and offerings that address community needs. Our Goodman Group offers exclusive Executive Development programs that serve the broader business community with high-value certificate programs offering direct access to comprehensive programs designed to build leadership capacity. For more information, visit brocku.ca/goodman

Note: Revenue includes \$0.6 million (\$0.8 million in 2025-26) tuition related to Goodman Group programming. See Figure 60-B for a breakdown of operating expenses by type.

Figure 60-A

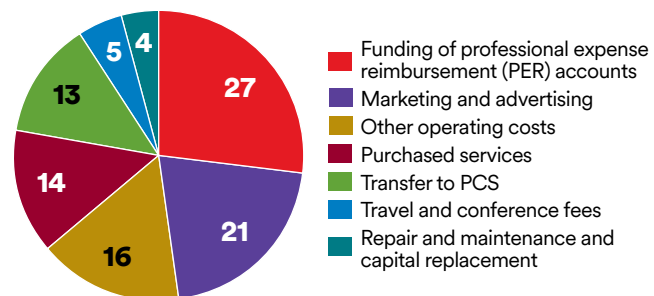
(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	708	1,083	1,000
Personnel costs	(27,912) 95.1%	(28,917) 92.9%	(27,818) 93.7%
Operating costs	(1,432) 4.9%	(2,198) 7.1%	(1,861) 6.3%
Total costs	(29,344) 100%	(31,115) 100%	(29,679) 100%
Net	(28,636)	(30,032)	(28,679)
FTE – faculty ⁽¹⁾	82.0	83.8	
FTE – LTA/ILTA faculty ⁽¹⁾	9.0	9.0	
FTE – staff ⁽²⁾	28.0	34.5	

Figure 60-C

	2026-27 Budget	2025-26 Actuals	2024-25 Actuals	2023-24 Actuals
Undergraduate average class size				
Overall (weighted average)		55.0	51.0	48.8
Year 1		63.5	59.2	57.9
Year 2		65.1	60.5	57.7
Year 3		43.2	40.2	37.2
Year 4		36.8	31.6	30.0
Headcount by major ⁽³⁾	2,535	2,723	2,753	2,938
FTE by major ⁽⁴⁾				
Undergraduate		2,555	2,460	2,600
Graduate		366	472	530

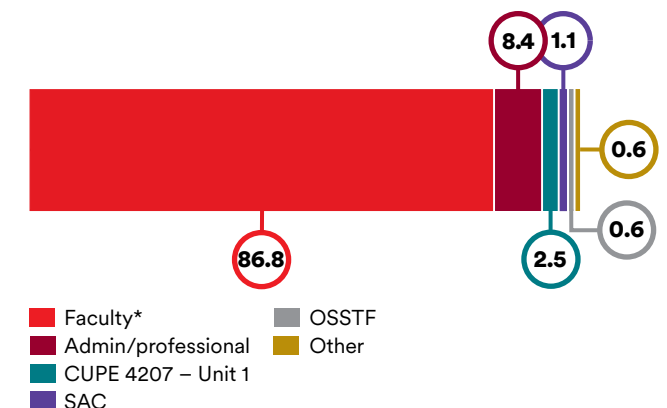
Source: Institutional Planning and Data Governance

Figure 60-B: 2026-27 Operating costs (%)



(1) Full-time equivalent (FTE) faculty/librarians represents Brock University Faculty Association (BUFA) probationary and tenured faculty and Associate Deans (both filled and unfilled positions). LTA/ILTA represents BUFA limited-term and instructional limited-term faculty appointments. Faculty on sabbatical are represented as one FTE.
 (2) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).
 (3) See Figure 10 in 'The Big Picture' pullout for explanation of the figures reported.
 (4) See Figure 11 in 'The Big Picture' pullout for explanation of the figures reported.

Figure 60-D: 2026-27 Budget personnel costs (including benefits) (%)



*Note: BUFA positions, BUFA overload and Associate Deans.



Faculty of Education

The Faculty of Education (FOE) is a leader in the delivery of academic programs related to learning and teaching across the lifespan. Award-winning faculty members are recognized for contributions to scholarship, creative activities and service, receiving titles such as Extra Ordinary or Distinguished Professors and earning lifetime achievement awards, Brock Teaching Awards of Excellence and/or 3M Teaching Awards. FOE collaboratively offers Indigenous Educational Studies programs to support teacher education in remote communities while forging education pathways for Indigenous adults in Ontario. FOE's outstanding accredited Teacher Education programs respond to the needs of Ontario's school boards, including French language and technological education. Early Childhood Education (ECE), a fully online program, is a pathway for ECEs to complete an honours degree. The Adult Education online programs have zero text cost to students in year-round study sessions. Programs online meet the needs of working professionals in a variety of teaching and learning contexts. Graduate programs (Master of Education, Master of Professional Education, Joint PhD in Education Studies) provide rigorous education for teachers and leaders in the education field. For more information, visit brocku.ca/education

Figure 61-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	530	422	508
Personnel costs	(18,696) 97.1%	(18,033) 97.2%	(17,902) 97.5%
Operating costs	(550) 2.9%	(510) 2.8%	(466) 2.5%
Total costs	(19,246) 100%	(18,543) 100%	(18,368) 100%
Net	(18,716)	(18,121)	(17,860)
FTE – faculty ⁽¹⁾	46.9	47.2	
FTE – LTA/ILTA faculty ⁽¹⁾	10.2	7.0	
FTE – staff ⁽²⁾	26.3	24.0	

Figure 61-C

	2026-27 Budget	2025-26 Actuals	2024-25 Actuals	2023-24 Actuals
Undergraduate average class size				
Overall (weighted average)		59.5	48.0	46.0
Year 1		69.5	52.7	45.8
Year 2		51.7	35.5	30.6
Year 3		62.5	54.9	53.9
Year 4		52.5	45.8	41.5
Headcount by major ^{(3), (5)}	2,164	2,067	1,802	1,728
FTE by major ^{(4), (5)}				
Undergraduate		1,913	1,635	1,554
Graduate		99	97	109

Source: Institutional Planning and Data Governance

Figure 61-B: 2026-27 Operating costs (%)

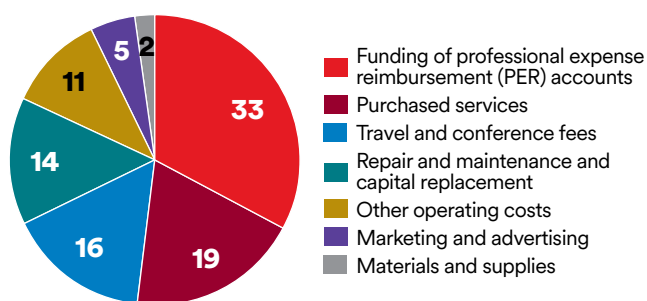
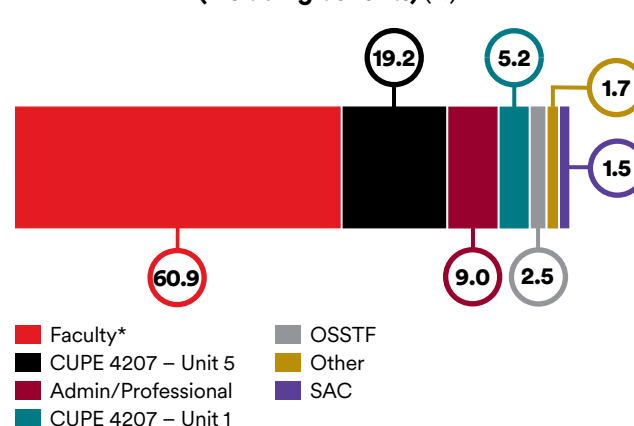


Figure 61-D: 2026-27 Budget personnel costs (including benefits) (%)



*Note: BUFA positions, BUFA overload and Associate Deans.

(1) Full-time equivalent (FTE) faculty/librarians represents Brock University Faculty Association (BUFA) probationary and tenured faculty and Associate Deans (both filled and unfilled positions). LTA/ILTA represents BUFA limited-term and instructional limited-term faculty appointments. Faculty on sabbatical are represented as one FTE.

(2) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

(3) See Figure 10 in 'The Big Picture' pullout for explanation of the figures reported.

(4) See Figure 11 in 'The Big Picture' pullout for explanation of the figures reported.

(5) Starting in the 2024-25 Budget Report the enrolment figures no longer include Continuing Teacher Education. The prior year figures have been adjusted for comparability.



Faculty of Humanities

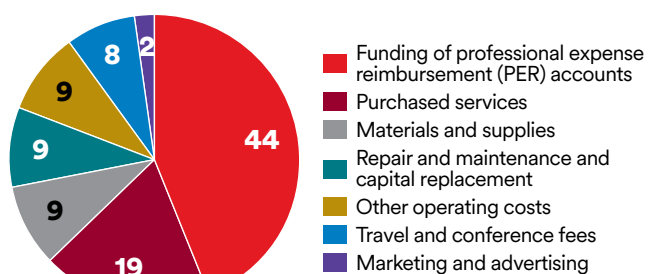
The Humanities are the artists and performers, the historians and writers, philosophers and language experts, teachers-in-the-making and lifelong students. We teach, study, and model empathy in all of its forms; we commit to seeing the world with new eyes and strive to engage with and understand other experiences – of other times, other places, other people – while always seeking a deeper understanding of our own times, place, and selves. As Brock seeks to lead in the community and the sector, to train and mentor the next generation of leaders, by transforming people and reimagining the future through curiosity, creativity, and courage, those efforts begin and end in the Humanities. For more information, visit brocku.ca/humanities

Note: Revenue includes \$0.6 million (\$0.5 million in 2025-26) of spending allocations from the Marilyn I. Walker School of Fine and Performing Arts Endowment Fund. See Figure 62-B for a breakdown of operating expenses by type.

Figure 62-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	1,079	907	598
Personnel costs	(25,212) 96.6%	(25,329) 96.6%	(24,771) 96.9%
Operating costs	(885) 3.4%	(885) 3.4%	(793) 3.1%
Total costs	(26,097) 100%	(26,214) 100%	(25,564) 100%
Net	(25,018)	(25,307)	(24,966)
FTE – faculty ⁽¹⁾	89.9	89.4	
FTE – LTA/ILTA faculty ⁽¹⁾	1.0	1.0	
FTE – staff ⁽²⁾	24.1	30.8	

Figure 62-B: 2026-27 Operating costs (%)



(1) Full-time equivalent (FTE) faculty/librarians represents Brock University Faculty Association (BUFA) probationary and tenured faculty and Associate Deans (both filled and unfilled positions). LTA/ILTA represents BUFA limited-term and instructional limited-term faculty appointments. Faculty on sabbatical are represented as one FTE.

(2) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

(3) See Figure 10 in 'The Big Picture' pullout for explanation of the figures reported.

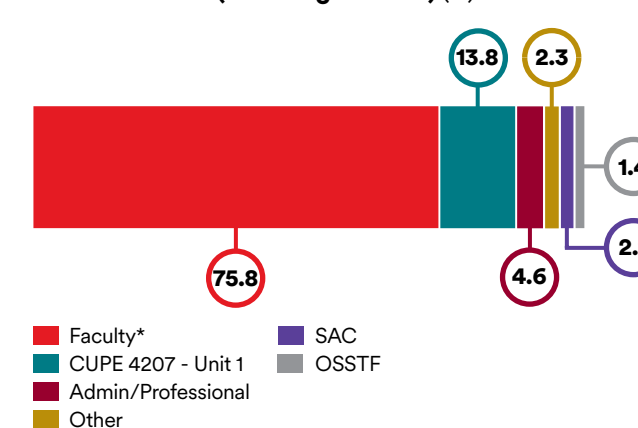
(4) See Figure 11 in 'The Big Picture' pullout for explanation of the figures reported.

Figure 62-C

	2026-27 Budget	2025-26 Actuals	2024-25 Actuals	2023-24 Actuals
Undergraduate average class size				
Overall (weighted average)		49.4	46.3	43.0
Year 1		76.1	70.9	64.2
Year 2		34.0	33.3	32.3
Year 3		22.7	21.3	21.0
Year 4		14.7	13.7	11.6
Headcount by major ⁽³⁾	1,969	2,001	2,048	1,945
FTE by major ⁽⁴⁾				
Undergraduate		1,806	1,846	1,754
Graduate		69	53	60

Source: Institutional Planning and Data Governance

Figure 62-D: 2026-27 Budget personnel costs (including benefits) (%)



*Note: BUFA positions, BUFA overload and Associate Deans.

(1) Full-time equivalent (FTE) faculty/librarians represents Brock University Faculty Association (BUFA) probationary and tenured faculty and Associate Deans (both filled and unfilled positions). LTA/ILTA represents BUFA limited-term and instructional limited-term faculty appointments. Faculty on sabbatical are represented as one FTE.

(2) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

(3) See Figure 10 in 'The Big Picture' pullout for explanation of the figures reported.

(4) See Figure 11 in 'The Big Picture' pullout for explanation of the figures reported.



Faculty of Mathematics and Science

The Faculty of Mathematics and Science (FMS) develops and delivers programs (many with a co-op option) and courses to provide knowledge and hands-on experiences that serve as a strong foundation for its students. FMS aligns with the Institutional Strategic Plan in many ways, especially by fostering a culture that focuses on multidisciplinary and transdisciplinary approaches (as seen in Neuroscience, Biotechnology, etc.); being a leader in bringing in funding from a wide range of sources to support research infrastructure and capacity; and having researchers' work in a wide range of areas with local and global impact, from pharmaceutical development to grape and wine innovation. FMS is also home to the Yousef Haj-Ahmad Department of Engineering. Since fall 2024, Brock is one of only three universities in Canada to offer Integrated Engineering, an approach to engineering education that addresses emerging needs and challenges in the engineering field. For more information, visit brocku.ca/mathematics-science

Note: Revenue includes \$2.6 million (\$2.4 million in 2025-26) of funding from strategic funds for Engineering and \$0.2 million (\$0.1 million in 2025-26) funding related to Canada Research Chairs. See Figure 63-B for a breakdown of operating expenses by type.

Figure 63-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	2,894	2,591	1,776
Personnel costs	(26,490) 94.6%	(27,207) 95.5%	(25,728) 96.2%
Operating costs	(1,504) 5.4%	(1,290) 4.5%	(1,019) 3.8%
Total costs	(27,994) 100%	(28,497) 100%	(26,747) 100%
Net	(25,100)	(25,906)	(24,971)
FTE – faculty ⁽¹⁾	75.3	78.3	
FTE – LTA/ILTA faculty ⁽¹⁾	3.8	3.2	
FTE – staff ⁽²⁾	52.3	54.0	

Figure 63-C

	2026-27 Budget	2025-26 Actuals	2024-25 Actuals	2023-24 Actuals
Undergraduate average class size				
Overall (weighted average)	146.5	141.6	165.2	
Year 1	198.9	190.4	218.7	
Year 2	48.2	56.9	46.5	
Year 3	32.8	30.7	28.3	
Year 4	26.4	25.4	18.6	
Headcount by major ⁽³⁾	2,319	2,327	2,427	2,481
FTE by major ⁽⁴⁾				
Undergraduate		2,054	2,130	2,153
Graduate		179	185	189

Source: Institutional Planning and Data Governance

Figure 63-B: 2026-27 Operating costs (%)

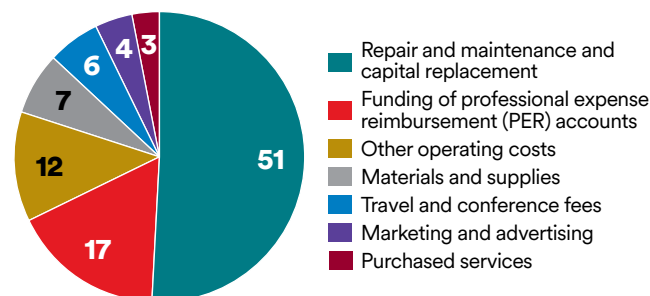
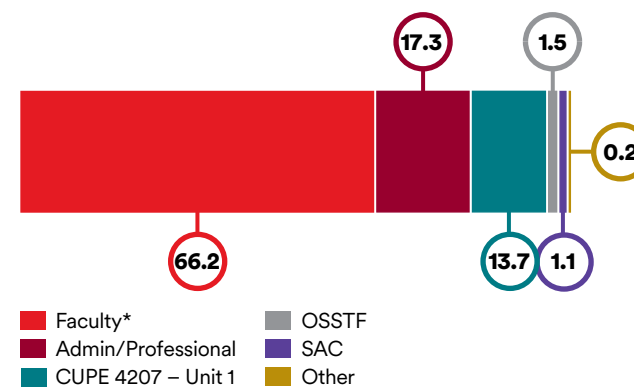


Figure 63-D: 2026-27 Budget personnel costs (including benefits) (%)



*Note: BUFA positions, BUFA overload and Associate Deans.

(1) Full-time equivalent (FTE) faculty/librarians represents Brock University Faculty Association (BUFA) probationary and tenured faculty and Associate Deans (both filled and unfilled positions). LTA/ILTA represents BUFA limited-term and instructional limited-term faculty appointments. Faculty on sabbatical are represented as one FTE.
 (2) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).
 (3) See Figure 10 in 'The Big Picture' pullout for explanation of the figures reported.
 (4) See Figure 11 in 'The Big Picture' pullout for explanation of the figures reported.

Faculty of Social Sciences

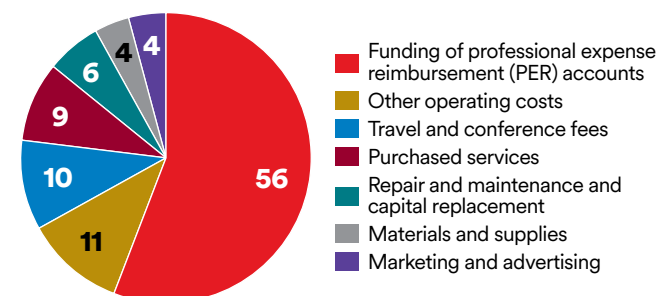
Brock's largest Faculty offers an exciting array of undergraduate and graduate programs that use different lenses to examine human behaviour and interaction to address urgent social challenges. The diversity of our subject areas encourages students to explore and develop a variety of interests, understand new perspectives and gain the valuable skills they need to change the world, including critical thinking, research, and the analysis and interpretation of data – all of which are essential to confronting the complex issues that societies face today and in the future. Highlights of our strategic investments that promote institutional priorities include programs and research that have a transdisciplinary focus; programming developed and revised in response to educational and career plans of potential students; and experiential education opportunities that bring together students and members of the Niagara community and beyond to exchange knowledge and build professional capacity for the many careers that stem from fields in the social sciences. For more information, visit brocku.ca/social-sciences

Note: Revenue includes \$0.6 million (\$0.3 million in 2025-26) funding related to Canada Research Chairs' (CRC), Canada Excellence Research Chairs' (CERC) and Canada Global Impact+ Research Talent Initiative grants. See Figure 64-B for a breakdown of operating expenses by type.

Figure 64-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	601	310	735
Personnel costs	(42,761) 97.9%	(42,641) 97.9%	(42,237) 98.0%
Operating costs	(925) 2.1%	(902) 2.1%	(854) 2.0%
Total costs	(43,686) 100%	(43,543) 100%	(43,091) 100%
Net	(43,085)	(43,233)	(42,356)
FTE – faculty ⁽¹⁾	156.8	157.2	
FTE – LTA/ILTA faculty ⁽¹⁾	5.3	3.8	
OG FTE – staff ⁽²⁾	40.4	40.9	

Figure 64-B: 2026-27 Operating costs (%)



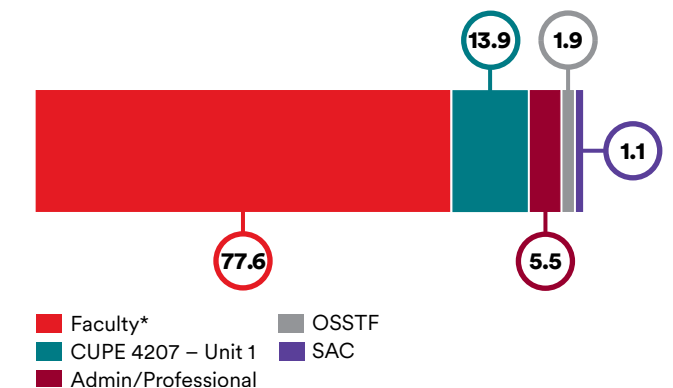
(1) Full-time equivalent (FTE) faculty/librarians represents Brock University Faculty Association (BUFA) probationary and tenured faculty and Associate Deans (both filled and unfilled positions). LTA/ILTA represents BUFA limited-term and instructional limited-term faculty appointments. Faculty on sabbatical are represented as one FTE.
 (2) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).
 (3) See Figure 10 in 'The Big Picture' pullout for explanation of the figures reported.
 (4) See Figure 11 in 'The Big Picture' pullout for explanation of the figures reported.

Figure 64-C

	2026-27 Budget	2025-26 Actuals	2024-25 Actuals	2023-24 Actuals
Undergraduate average class size				
Overall (weighted average)	142.6	148.6	131.8	
Year 1	263.1	290.3	259.4	
Year 2	112.7	104.2	99.9	
Year 3	54.3	49.1	45.5	
Year 4	27.7	27.1	23.2	
Headcount by major ⁽³⁾	5,314	5,337	5,382	5,409
FTE by major ⁽⁴⁾				
Undergraduate		4,721	4,688	4,631
Graduate		346	361	407

Source: Institutional Planning and Data Governance

Figure 64-D: 2026-27 Budget personnel costs (including benefits) (%)



*Note: BUFA positions, BUFA overload and Associate Deans.

Academic support

Faculty of Graduate Studies and Postdoctoral Affairs

Figure 65

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	367	412	338
Personnel costs	(2,360) 94.6%	(2,265) 94.2%	(2,163) 93.4%
Operating costs	(135) 5.4%	(140) 5.8%	(154) 6.6%
Total costs	(2,495) 100%	(2,405) 100%	(2,317) 100%
Net	(2,128)	(1,993)	(1,979)
FTE – faculty ⁽¹⁾	1.0	1.0	
FTE – staff ⁽²⁾	20.0	20.0	

(1) Full-time equivalent (FTE) faculty/librarians represents Brock University Faculty Association (BUFA) probationary and tenured faculty and Associate Deans (both filled and unfilled positions). Faculty on sabbatical are represented as one FTE.
 (2) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

Faculty of Graduate Studies and Postdoctoral Affairs champions integrative graduate education as a gateway to independence and diverse career opportunities, built upon a foundation of mentorship, collaboration, transparency and merit. Our 57 graduate programs tackle contemporary challenges, pushing the boundaries of current thought and shaping the future across disciplines.

As the central academic and administrative hub for graduate education, the Faculty supports all graduate programs, playing a vital role in recruitment, retention and student success. By attracting top graduate talent, we drive Brock’s strategic priority of advancing research, discovery and knowledge.

The Faculty oversees every stage of the graduate journey – from applications, admissions and enrolment to funding, scholarships and professional development. We also work closely with Brock’s Graduate Council and the Senate Graduate Studies Committee to establish and uphold policies that shape the graduate experience. In collaboration with the Graduate Students’ Association, we advocate for student needs and foster a supportive academic community.

Aligned with Brock’s Strategic Plan, the Faculty is committed to building sustainable futures, strengthening communities and making a global impact.

For more information, visit brocku.ca/graduate-studies

Note: Revenue includes \$0.3 million (\$0.4 million in 2025-26) from the Ontario University Application Centre.

Library

Figure 66

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	7	8	15
Personnel costs	(6,672) 50.5%	(6,574) 50.0%	(5,860) 48.4%
Operating costs	(6,541) 49.5%	(6,564) 50.0%	(6,244) 51.6%
Total costs	(13,213) 100%	(13,138) 100%	(12,104) 100%
Net	(13,206)	(13,130)	(12,089)
FTE – faculty ⁽¹⁾	20.1	20.2	
FTE – LTA/ILTA faculty ⁽¹⁾	1.8	0.9	
FTE – staff ⁽²⁾	31.9	32.4	

(1) Full-time equivalent (FTE) faculty/librarians represents Brock University Faculty Association (BUFA) probationary and tenured faculty and Associate Deans (both filled and unfilled positions). LTA/ILTA represents BUFA limited-term and instructional limited-term faculty appointments. Faculty on sabbatical are represented as one FTE.
 (2) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The Brock University Library enriches teaching, learning and research at Brock through collaborative expertise, rich content and inclusive spaces. The Library supports student success by providing the competencies, tools and resources that learners need to excel in a changing environment; advances knowledge by providing access to scholarly information and through active engagement in the research lifecycle; and inspires discovery by fostering creative engagement with technology. The Brock University Library includes the James A. Gibson Library; the Map, Data and GIS Library; the Archives and Special Collections; Burlington Campus Library and the Makerspace in the Rankin Family Pavilion. The Library comprises six departments and a staff of approximately 50, of whom 22 are professional librarians. The Brock Library’s strategic plan has four strategic pillars highlighting student success, the research lifecycle, community engagement and strengthening capacity. For more information, visit brocku.ca/library

Note: Operating costs include \$6.1 million of library acquisitions (\$6.1 million in 2025-26).

Centre for Pedagogical Innovation

Figure 67

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	81	81	81
Personnel costs	(1,496) 96.7%	(1,441) 96.6%	(1,214) 95.3%
Operating costs	(51) 3.3%	(51) 3.4%	(60) 4.7%
Total costs	(1,547) 100%	(1,492) 100%	(1,274) 100%
Net	(1,466)	(1,411)	(1,193)
FTE – staff ⁽¹⁾	13.0	12.9	

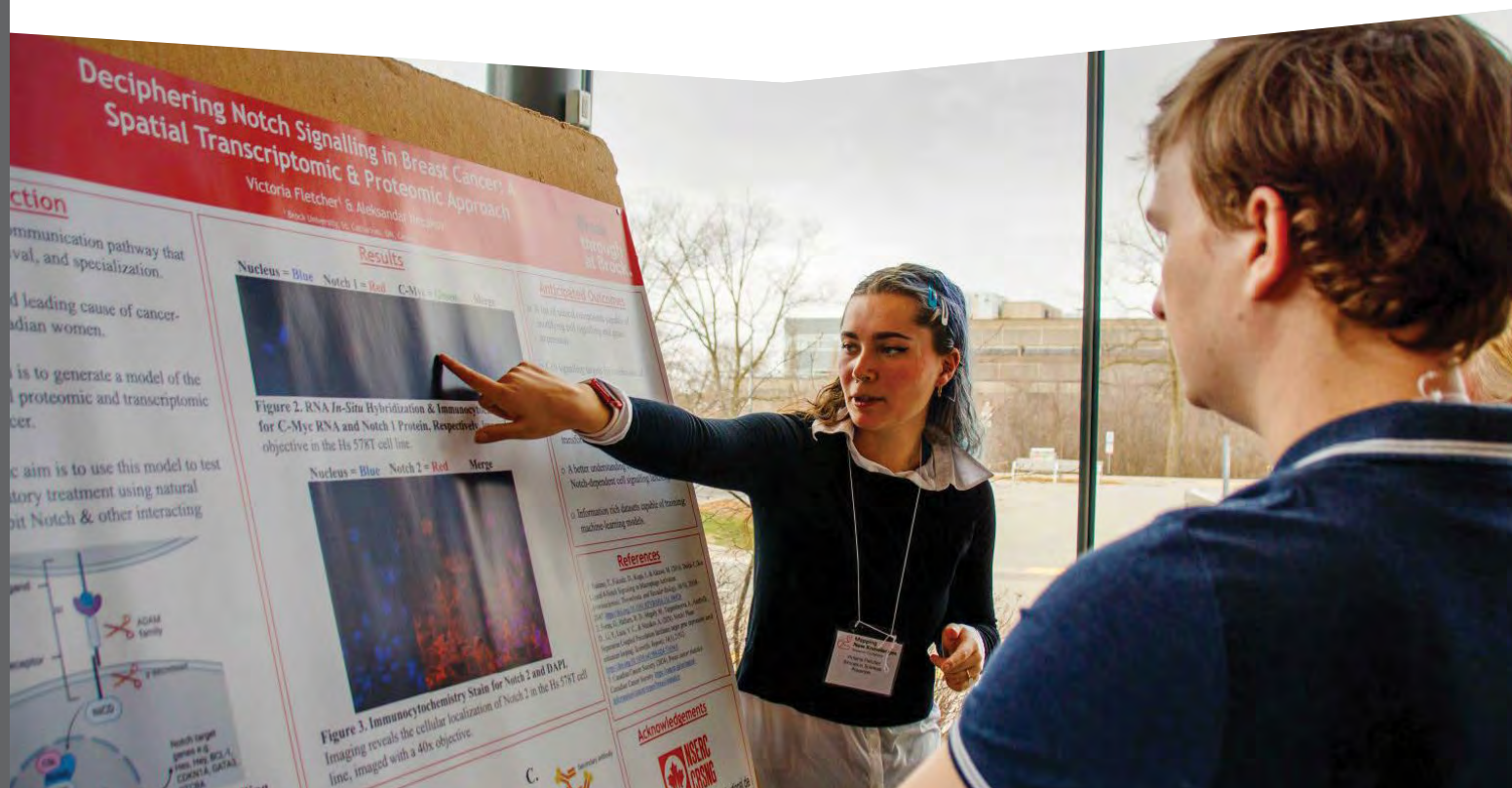
(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The Centre for Pedagogical Innovation (CPI) includes teaching and learning advancement and online learning.

CPI fosters a culture of excellence in teaching and learning across the University through supporting instructional staff and critical digital infrastructure.

CPI brings people together to explore effective teaching and learning practices as well as innovative pedagogies, both in the classroom and online. CPI also assists departments and instructors in the design, development and delivery of courses and programs.

For more information, visit brocku.ca/pedagogical-innovation



Research Enterprise

Figure 68-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	4,071	3,683	3,070
Personnel costs	(3,357) 46.0%	(3,160) 44.2%	(3,021) 47.7%
Operating costs	(3,947) 54.0%	(3,982) 55.8%	(3,314) 52.3%
Total costs	(7,304) 100%	(7,142) 100%	(6,335) 100%
Net*	(3,233)	(3,459)	(3,265)
FTE – staff ⁽¹⁾	31.4	31.4	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The Research Enterprise includes the Office of Research Services (ORS), Animal Care Services (ACS), the Office of Research Ethics (ORE), the Brock LINC innovation and entrepreneurship hub, and funding for transdisciplinary research and activities, including the Cool Climate Oenology and Viticulture Institute (CCOVI) and the growing Brock–Niagara Validation, Prototyping and Manufacturing Institute (VPMI). (Note: Costs related to the Office of the Vice-President, Research are included in the Academic and Executive Offices responsibility centre.)

The Research Enterprise supports Brock’s strategic priority of shaping tomorrow through research, discovery and knowledge. As a focal point for funders, industry, community groups and researchers, the Research Enterprise cultivates research excellence and impact. The Research Enterprise units continuously strive to enhance service to researchers and the broader community by identifying opportunities for improving process efficiencies and reducing timelines. The 2026-27 budget includes measures to align services, internal program offerings and institute funding support levels, with Brock’s Strategic Plan, University Action Plan, and renewed Research Enterprise Plan.

ORS supports researchers with shaping compliant and well-positioned grant proposals and administers contracts and funding. A major portion of the ORS budget is devoted to internal funding for research activities. ORE supports research involving humans and ACS supports research involving animals. The Brock LINC aims to foster a culture of creativity and innovation, grow entrepreneurship and support research innovation and capacity at the University, including through support for commercialization and intellectual property management. For more information, visit brocku.ca/research-at-brock

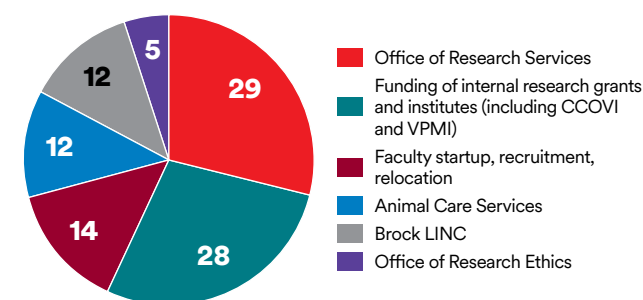
CCOVI is Brock’s long-standing flagship transdisciplinary institute. It defines a place within and beyond the University for research and networking to advance the Canadian grape and wine industry. Faculty, students and staff partner with academic communities, federal and provincial government research organizations and regional grape and wine industry groups across Canada, as well as cool climate wine regions around the world. For information about CCOVI, visit brocku.ca/ccovi

VPMI is Brock’s newest flagship transdisciplinary institute. It is a collaborative hub connecting Brock researchers and students with industry partners. It is rooted in a state-of-the-art technology adoption centre in the heart of Niagara’s bioproducts and chemical manufacturing clusters, providing industry with technological solutions and access to highly skilled talent while weaving seamless development and implementation of innovation into the production practices and processes of partner companies. For information about VPMI, visit brocku.ca/vpmi

Brock continues to support several other transdisciplinary research institutes, including Canada–Caribbean Institute, Lifespan Development Research Institute, Niagara Community Observatory, Posthumanism Research Institute and Social Justice Research Institute. Find out more at brocku.ca/research-at-brock/institutes-and-centres

Note: Revenue includes \$2.7 million of grant revenue related to the Research Support Fund (\$2.7 million in 2025-26).

Figure 68-B: 2026-27 total costs (%)



* The above costs do not reflect the direct revenue or expenses of research, nor do they reflect the research portion of faculty members’ salary and benefits (typically 40 per cent) and other overhead-related costs. Faculty members’ salary and benefits are reflected in the teaching Faculties.

Professional and Continuing Studies (PCS)

Figure 69

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	2,353	1,718	1,574
Personnel costs	(690) 33.5%	(564) 35.3%	(571) 40.9%
Operating costs	(1,372) 66.5%	(1,033) 64.7%	(824) 59.1%
Total costs	(2,062) 100%	(1,597) 100%	(1,395) 100%
Net	291	121	179
FTE – staff ⁽¹⁾	7.0	5.5	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

PCS includes non-credit program offerings such as courses, workshops, micro-credentials and professional certificates, as well as custom training for organizations, delivered both in person and online. These offerings and programs are designed to support career progression, skill development and personal growth. PCS supports Continuing Teacher Education through the delivery of OCT certified AQ and ABQ courses, as well as other programs in partnership with organizations including HRP, PMI, CITT and AAP. In addition, there is some shared service revenue from Goodman Group and CCOVI to offset shared expenses for all non-credit units. For more information about PCS, visit brocku.ca/ce

Note: Operating costs include \$1.0 of purchased services (\$0.7 million in 2025-26) mainly related to contracted services for the instruction of courses.

English as a Subsequent Language (ESL)

Figure 70

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	1,901	1,750	1,363
Personnel costs	(1,166) 68.8%	(1,132) 74.7%	(995) 78.0%
Operating costs	(530) 31.3%	(383) 25.3%	(280) 22.0%
Total costs	(1,696) 100%	(1,515) 100%	(1,275) 100%
Net	205	235	88
FTE – staff ⁽¹⁾	10.4	10.3	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

ESL, which operates as a unit within PCS, supports the Institutional Strategic Plan to bring the world to Brock and Brock to the world. ESL Services provide pathways to undergraduate and graduate studies for international students who require additional English language preparation prior to their studies and supports institutional partnerships with international universities and study abroad programs. ESL academic programming enables learners to develop essential language skills, experience Canadian cultural immersion, and establish strong connections to Niagara and Brock. For more information about ESL Services, visit brocku.ca/continuing-education/esl



Student specific

Office of the Registrar and Enrolment Services

Figure 71-A

(\$000s)	2026-27 Budget	2025-26 Budget ⁽²⁾	2024-25 Actual ⁽²⁾
Revenue	3,173	2,880	3,213
Personnel costs	(6,384) 81.3%	(6,037) 81.1%	(5,440) 81.2%
Operating costs	(1,467) 18.7%	(1,405) 18.9%	(1,259) 18.8%
Total costs	(7,851) 100%	(7,442) 100%	(6,699) 100%
Net	(4,678)	(4,562)	(3,486)
FTE – staff ⁽¹⁾	66.3	63.5	

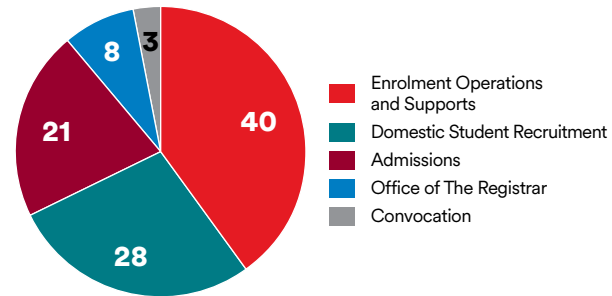
(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).
 (2) During 2025-26, international student recruitment moved from the Office of the Registrar and Enrolment Services to Brock International. The 2025-26 budget and 2024-25 Actual results have been adjusted for comparability.

The Office of the Registrar and Enrolment Services (ORES) supports the Institutional Strategic Plan by providing a wide range of enrolment services that include student recruitment, admissions, front-line services (Brock Central), central academic advising, registration, curriculum management support, maintenance and enhancement of the student information system, scheduling of timetables and examinations, grade reporting, academic

adjudication and degree audit, student transfers and articulation agreements, and Convocation. It issues official academic documents and is responsible for maintaining the integrity of the University's student academic record. For information on the Office of the Registrar, visit brocku.ca/registrar

Note: Revenue includes \$1.8 million (\$1.6 million in 2025-26) from the Ontario Universities' Application Centre and \$0.3 million (\$0.2 million in 2025-26) in grant revenue related to the Credit Transfer Institutional Grant.

Figure 71-B: 2026-27 total costs (%)



Student Wellness and Accessibility

Figure 72-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	3,619	3,486	3,631
Personnel costs	(3,935) 71.5%	(4,165) 74.9%	(3,724) 70.4%
Operating costs	(1,569) 28.5%	(1,397) 25.1%	(1,564) 29.6%
Total costs	(5,504) 100%	(5,562) 100%	(5,288) 100%
Net	(1,885)	(2,076)	(1,657)
FTE – staff ⁽¹⁾	40.4	44.2	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The team at the Student Wellness and Accessibility Centre (SWAC) are driven by our mission to provide high quality health care, health education, counselling and accessibility supports to our Brock University students. The SWAC department is comprised of Student Health Services, Health Promotion, Personal Counselling Services and Student Accessibility Services. SWAC operations are supported through University funding, student ancillary fees, MCURES grants, Health Services billing (i.e., OHIP/UHIP), and external fundraising. For more information, visit brocku.ca/health-wellness-accessibility

Student Accessibility Services supports students with disabilities in advocacy and supports for equitable access to the academic environment during their time at the University. Staff work alongside students to develop individualized academic accommodation plans; provide tailored and individualized support, such as learning and assistive technology strategies; and offer support in accessing and navigating campus life in liaison with University partners. The Student Accessibility Services office also supports faculty, instructors and departments in the implementation of accommodations and understanding of accessibility features and University responsibilities.

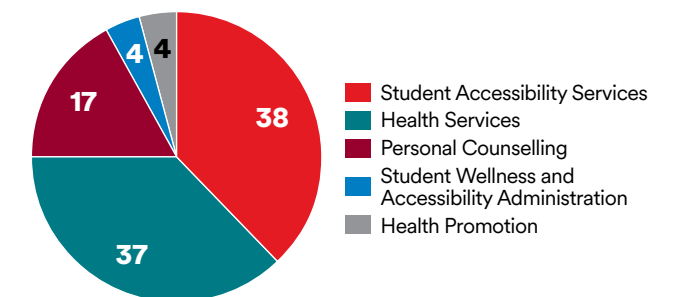
Student Health Services offers a diverse range of health-care services. Primary care is available to students at the main campus in two locations – DrugSmart and Harrison Hall. Health-care services include physical exams, sexual and reproductive health, first aid for injuries, mental health care, gender-affirming care, injections, prescriptions, vaccinations and referrals to other health professionals and services. We also offer access to specialists including an ADHD specialist, eating disorder specialist and psychiatry. This year we recruited and were able to provide physician expertise in eating disorders, Attention-Deficit Hyperactivity Disorder, and Mental Health Issues.

Personal Counselling Services offers students individual and group counselling. These services are provided by professional therapists employed by Brock as well as contracted through purchase of service agreements with Telus Health. Personal Counselling Services also provides urgent counselling supports to students with one-time counselling sessions that can be booked online as needed. We have launched five specific groups based on needs of students: Attention Deficit-Hyperactivity Disorder, a Dialectical Behavioural Therapy Skills group, a Cognitive Behavioural problem-solving group, a mental health tool kit group (optimal mental wellness), and a Grief group.

The Health Promotion team provides information, programming and outreach for students in important aspects of student life, such as stress management, healthy relationships and physical and mental wellness. The Wellness Hub, a drop-in space for students, is operated by the health promoters as well as volunteer and paid students, giving students an opportunity to provide peer-to-peer support. A new facet of our health promotion is our recently launched Student Wellness and Accessibility Centre launched the Ambassador of Campus Well-Being Program, our Mental Health Champions to support varsity athletics, and our Wellness Navigators. We have trained 100 Ambassadors of Well-Being, and our Wellness Navigators have provided services to over and our Mental Health Champions support six hundred athletes.

Note: Revenue includes \$1.4 million (\$1.3 million in 2025-26) of student ancillary fees and \$1.2 million (\$1.1 million in 2025-26) of grant revenue related to a number of MCURES grants, including the Access Fund for Students with Disabilities. Operating costs include \$1.3 million (\$1.2 million in 2025-26) of professional fees and contracted services, including physicians and counselling services.

Figure 72-B: 2026-27 total costs (%)



Student Life and Success

Figure 73-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	778	756	649
Personnel costs	(2,414) 90.4%	(2,374) 89.2%	(2,205) 87.8%
Operating costs	(257) 9.6%	(287) 10.8%	(306) 12.2%
Total costs	(2,671) 100%	(2,661) 100%	(2,511) 100%
Net	(1,893)	(1,905)	(1,862)
FTE – staff ⁽¹⁾	22.1	22.1	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

For the purposes of the 2026-27 Budget Report, Student Life and Success (SLS) comprises the Black Student Success Centre (BSSC), Faith and Life, Learning Services, Student Life and SLS Operations, and Student Affairs. Student Life and Success shares responsibility with other campus partners for Brock’s strategic priority to offer a transformational and accessible academic university experience. SLS delivers a broad array of programs and services for all Brock students to support this priority and focus our work on five core actions:

1. Creating opportunities and spaces for student connection and community on and off campus.
2. Connecting to and partnering with our local community so that students can contribute and learn as engaged members of the Niagara region.
3. Engaging students in the learning process in support of academic success.
4. Promoting planning, health and safety for student events and engaging students in co-curricular experiential learning.
5. Holistically supporting students to develop critical competencies and signature strengths to flourish at Brock and prepare for life after graduation.

The Black Student Success Centre advances and celebrates Black, African and Caribbean student achievement and success. The BSSC is a welcoming and safe space for Black undergraduate and graduate students to gather, make connections and access key supports designed to support well-being and academic, personal and professional growth and development. The BSSC demonstrates Brock University’s commitment towards Black Inclusion under the Scarborough Charter and supports the recruitment and retention of Black students. While the Black Student Success Centre is a Black-affirming space, it warmly welcomes and includes students from all backgrounds.

The Faith and Life Centre sustains a diverse, multi-faith community by encouraging cultural and religious literacy, creating opportunities for community building, and offering space for students to ask questions, seek counselling and grow – all vital elements of the student experience.

Learning Services supports students academically as they transition to and progress through their university life. Workshops and drop-in services are available and strategically positioned throughout the year to align with the pressures, and data-informed needs, that students face. Specialized learning programs such as Boost, Bridging and Stride are fine-tuned to unique student populations to support students in a “just-in-time, just-for-me and just-to-improve” methodology and with a prioritized focus on student persistence and success.

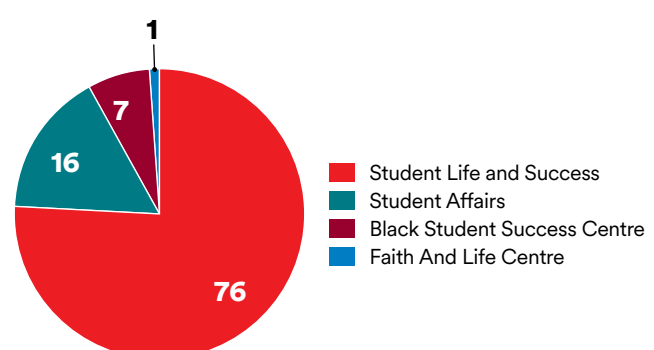
Student Life offers programs and services that impact student retention through offerings that connect students to one another, Brock’s campus resources and the broader community. Student Life supports the holistic student experience through engagement in co-curricular learning opportunities, campus involvement, leadership development and mentorship, community volunteering, orientation programming, and off-campus living and neighbourhood relations.

Student Affairs is committed to providing a safe living and learning environment that promotes student success. The Student Affairs team is responsible for overseeing several policies and services, including supporting students-at-risk, administering the Student Code of Conduct and offering mediation services.

For more information, visit brocku.ca/student-life-success

Note: Revenue includes \$0.3 million (\$0.3 million in 2025-26) of grant revenue related to the Ontario Post Secondary Access and Inclusion Program.

Figure 73-B: 2026-27 total costs (%)



Brock International

Figure 74

(\$000s)	2026-27 Budget	2025-26 Budget ⁽²⁾	2024-25 Actual ⁽²⁾
Revenue	95	141	260
Personnel costs	(2,668) 53.9%	(2,267) 57.7%	(1,666) 53.9%
Operating costs	(2,283) 46.1%	(1,661) 42.3%	(1,423) 46.1%
Total costs	(4,951) 100%	(3,928) 100%	(3,089) 100%
Net	(4,856)	(3,787)	(2,829)
FTE – staff ⁽¹⁾	25.0	22.3	

(1) FTE –staff represents evaluated salaried staff positions (both filled and unfilled).

(2) During 2025-26, international student recruitment moved from the Office of the Registrar and Enrolment Services and Goodman School of Business to Brock International. The 2025-26 budget and 2024-25 Actual results have been adjusted for comparability.

Brock International supports the Institutional Strategic Plan through the facilitation of strategic global partnerships, international student recruitment, support services for Brock students and scholars, and global learning programs.

Brock International is responsible for:

- Implementation of the Brock University International Strategic Plan.
- Provision of programs, activities and services that support student well-being, success, career transition, settlement and immigration that are specifically tailored to the needs of the international student community.
- Recruitment of international undergraduate and graduate students into Brock academic programs.
- Developing partnerships and agreements that increase Brock’s global reach and engagement.
- Building Brock University’s global profile and presence through strategic engagement with international stakeholders including consulates, embassies, and Canadian representation abroad.
- Increasing access to global learning opportunities for students and scholars through exchange, mobility programs and international co-operation.
- Fostering a culture of inclusivity and community engagement.

For more information on Brock International visit brocku.ca/international

Note: Operating costs include \$1.5 million (\$0.9 million in 2025-26) of contracted services mainly related to international student recruitment commissions.

Indigenous Engagement

Figure 75

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	744	695	650
Personnel costs	(937) 87.1%	(861) 83.4%	(704) 68.8%
Operating costs	(139) 12.9%	(171) 16.6%	(319) 31.2%
Total costs	(1,076) 100%	(1,032) 100%	(1,023) 100%
Net	(332)	(337)	(373)
FTE – staff ⁽¹⁾	8.0	7.2	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

For the purposes of the 2026-27 Budget Report, Indigenous Engagement include the Office of the Vice-Provost Indigenous Engagement and Hadiya’dagénhahs First Nations, Métis and Inuit Student Centre (the Centre). The Centre is a space for all students to feel welcome and aids in cultural, social and academic supports and is committed to maintaining and enhancing Indigenous students’ cultural identity in an academic setting. The Centre’s team, and many community partners, work collaboratively to ease the transition to university by providing a safe and supportive environment throughout the learning journey. For more information visit brocku.ca/Indigenous

Note: Revenue includes \$0.4 million (\$0.3 million in 2025-26) of grant revenue related to the Indigenous Student Success Fund and \$0.2 million (\$0.2 million in 2025-26) of student ancillary fees.



Co-op, Career and Experiential Education

Figure 76-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	2,397	2,258	3,109
Personnel costs	(3,969) 93.0%	(3,845) 92.9%	(3,854) 79.0%
Operating costs	(299) 7.0%	(295) 7.1%	(1,022) 21.0%
Total costs	(4,268) 100%	(4,140) 100%	(4,876) 100%
Net	(1,871)	(1,882)	(1,767)
FTE – staff ⁽¹⁾	41.0	40.3	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

Co-op, Career and Experiential Education (CCEE) supports the Institutional Strategic Plan, Brock Academic Plan and Strategic Mandate Agreement with the Ontario government. CCEE is the overarching department for student and new graduate employment, experiential education and career development and prepares job-ready undergraduate and graduate students for today's diverse and ever-changing labour market. The department consists of the following areas: Co-operative Education and Workplace Partnership, Career Education (Campus and Goodman Career Education) and Experiential Education. This dedicated team of human resource, career development and experiential education professionals work with students, employers, faculty, community members and industry leaders to achieve operational and strategic goals that advance the mission of the University. For more information, visit brocku.ca/ccee

Co-op Education is a combination of integrated career development coaching and work opportunities that will enable students to explore career possibilities, gain new skills and build upon existing competencies. The co-op work experience will enrich one's studies through reciprocal application of concepts and skills learned in class and during their work term, while developing long-term workplace efficacy. The Workplace Partnerships Team focuses on employer engagement and recruitment strategy, creating a one-door experience for employers looking to engage and hire student talent at Brock.

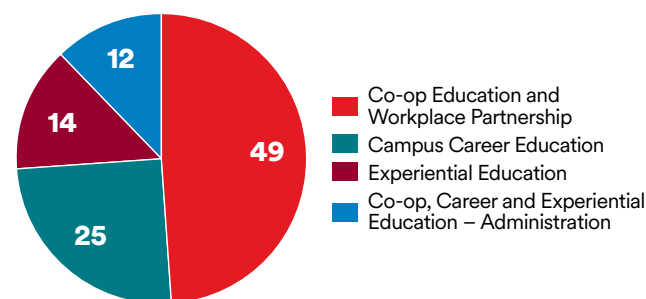
Career Education provides students and alumni with comprehensive resources and guidance to support students' career exploration and professional development. The unit also delivers unique in Canada

co-curricular programs including Med Plus, Law Plus and Fit Link., which enhance students' academic and career readiness. In addition, Career Education engages employers and community partners by offering on-campus recruiting and talent branding opportunities. Included in the Career Education unit is also Goodman Career Education.

Experiential Education promotes faculty, staff, students and community partners working together to provide opportunities for students to apply their classroom learning through hands-on experience. Students reflect on their experiences to build skills, realize competencies, contribute to the community, prepare for their careers and build beneficial connections. Experiential opportunities include internships, practicums, field placements, field courses, service learning, labs and more and are available in every Faculty at Brock.

Note: Revenue includes \$2.2 million (\$2.1 million in 2025-26) of co-op and career education student fees. In addition, undergraduate co-operative education students pay tuition (applicable half-credit fee for each work term). However, like the Faculties, the revenue shown in the units does not include the allocation of Global tuition. Also included in revenue is \$0.1 million (\$0.1 million in 2025-26) of endowment fund from the Dr. Gerald B. Mitchell endowment fund. The 2024-25 actual revenue includes \$0.7 million of grant revenue from the CEWIL Innovation Hub (iHUB), this is not included in the budget in 2026-27 or 2025-26.

Figure 76-B: 2026-27 total costs (%)



Brock Sports and Recreation

Figure 77

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	11,074	10,081	9,830
Personnel costs	(7,978) 65.0%	(7,554) 65.4%	(6,968) 59.1%
Operating costs	(4,299) 35.0%	(3,997) 34.6%	(4,831) 40.9%
Total costs	(12,277) 100%	(11,551) 100%	(11,799) 100%
Net	(1,203)	(1,470)	(1,969)
FTE – staff ⁽¹⁾	47.3	44.0	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

Brock Sports and Recreation (BSR) delivers a comprehensive and high impact portfolio of programs that support student success, promote health and well being, enhance community engagement, and elevate the University's profile. Through integrated leadership across sport, recreation, sport medicine, and community programming, BSR plays a pivotal role in shaping campus culture and strengthening Brock's presence across the Niagara region.

The department supports 1,040 student athletes across 47 sports teams in three competitive streams: 16 Varsity teams, 19 Varsity Club teams, and 12 Competitive Club teams, reflecting a dynamic and inclusive sport environment for students. Each year, 3,500 unique students participate in intramural programming, contributing to a vibrant and active campus community. BSR also engages approximately 5,000 children, youth, and community members annually through Youth University and summer programs, reinforcing Brock's commitment to community outreach and experiential learning.

To further enhance athlete development and community health services, BSR operates the Brock Sports Performance Centre and the Brock Sports Medicine Clinic, the latter of which expanded in September 2025 with the opening of a new public facing clinic at Canada Games Park, offering advanced assessment, rehabilitation, and diagnostic services to student athletes and the broader community.

BSR continues to deliver extensive recreation programming designed to support student well being and accessible participation. Offerings include fitness classes, aquatics in the region's only 50 metre pool, open recreation opportunities, certification courses, school based programming, and full community membership options. Overall, BSR is one of the University's largest student employers, providing on campus employment opportunities for approximately 350 Brock students annually, fostering leadership development and contributing to an inclusive and welcoming environment.

A signature highlight of the department is the Brock Badgers Hall of Fame, celebrated each spring, which honours former student athletes, coaches, builders, and championship teams whose achievements have contributed significantly to the University's sport legacy.

For information on programming, visit gobadgers.ca | brocku.ca/recreation | brocku.ca/sport-medicine

Note: Revenue includes \$4.2 million (\$4.0 million in 2025-26) of student ancillary fees and \$6.6 million (\$5.2 million in 2025-26) of sales and services revenue, including program/activity and instructional fees related to school-based programs, Youth University camps, aquatics programs, other youth and community-based programming and intramurals, Badgers men's and women's teams, and Badgers Sports Camp programs. Operating costs include \$0.6 million related to rental/ lease costs (\$0.6 in 2025-26), including rental costs for using Canada Games Park.

Ancillary

Ancillary Services

Ancillary Services is comprised of Housing Services, Dining Services and Brock Card, Campus Store, Parking Services and Conference Services. Campus Development and Community Agreements, as well as Printing Services (described on pages 67 and 62 of this report), are also managed as part of Ancillary Services.

Ancillary Services' mission is to provide outstanding services that benefit the University community, with a vision of enhancing the University through engaged experiences. The four areas of focus are University customer experience, University contribution, quality products and services, and people and partnerships.

The budgeted Ancillary contribution for 2026-27 is \$8.4 million, representing an increase of four per cent over the 2025-26 budget. This budgeted contribution is \$1 million higher than set out the Fiscal Framework. Ancillary Services' budgeted capital contribution for 2026-27 is \$4.1 million, which is consistent with the contribution set out in the Fiscal Framework. Due to the current fiscal challenges and in an effort to fund immediate deferred capital renewal and maintenance (DCRM) needs, most of the Ancillary Services capital contribution has been allocated to capital projects outside of the Ancillary portfolio (\$3.1 million). However, this year \$0.9 million of the Ancillary capital contribution represents an allocation to a residence reserve. In addition to Ancillary's capital contribution, our third-party foodservice provider, Aramark, is contributing \$1 million in capital funding toward the Residence 8 Dining Hall. This budget also includes funding of debt payments of \$9.41 million (\$9.40 million in 2025-26), which is consistent with the Fiscal Framework.

Campus Store

In May 2025, Brock entered into an agreement to transition operation of the Campus Store to Follett Canada Higher Education, a division of the largest campus store operator in North America. The decision was driven by a need to respond more efficiently to the changing needs and expectations of the Brock community while supporting the University's overall financial sustainability strategy. This year's budget reflects the first full year of Follett's operation of the store.

The store provides students with access to affordable textbooks, digital courseware, apparel, accessories, degree frames and gifts both online and in store. For more information, visit campusstore.brocku.ca

Conference Services

With an experienced team of conference co-ordinators, and facilities for every occasion, Brock Conference Services delivers exceptional experiences one event at a time. Conference co-ordinators work with internal and external clients to facilitate local, national and international conferences that encourage repeat visits. In June 2026, Brock will be hosting the FIRST Robotics conference, resulting in an additional \$0.8 million in budgeted revenue. For more information, visit brocku.ca/conference-services

Parking Services

As the first touchpoint for many campus guests, Parking Services issues permits, manages parking pay systems, facilitates special event parking, carries out parking lot enforcement and reviews ticket appeals on campus. Committed to excellent customer service, Parking Services works with partners across campus as well as local transit providers to ensure a positive, safe and accessible experience for all customers travelling to campus. For more information, visit brocku.ca/parking-services

Dining Services and Brock Card

Valuing healthy, high-quality and convenient food options to fuel the mind, as well as accommodating special dietary needs, Dining Services operates eight locations on campus as well as catering and vending. Dining Services also manages all food and beverage contracts with external vendors and brings new brands to campus to meet the needs of today's students. Dining Services is committed to providing seamless and comprehensive services while supporting a healthy and sustainable university environment.

The Brock Card is the official identification (ID) card for students, faculty and staff at the University. The Brock Card functions primarily as Brock ID and as a payment card on campus and with community partners. The Brock Card also serves as a campus recreation centre membership card, a transit card (when affixed with a current bus pass sticker), a meal plan card, and a Residence key card and means of controlling access to specific areas/buildings on campus.

For more information, visit brocku.ca/dining-services



Figure 78

(\$000s)	Campus Store	Parking Services	Conference and Event Services	Dining Services and Brock Card	AVP Ancillary Services	Total Ancillary Operations
2026-27 Budget						
Revenue	324	5,455	2,279	4,255		12,313
Personnel costs	(165)	(587)	(508)	(439)	(807)	(2,506)
Operating costs*	(28)	(1,179)	(1,075)	(1,787)	(88)	(4,157)
Total costs	(193)	(1,766)	(1,583)	(2,226)	(895)	(6,663)
Net	131	3,689	696	2,029	(895)	5,650
2025-26 Budget						
Revenue	585	5,270	2,125	4,074		12,054
Personnel costs	(347)	(607)	(497)	(469)	(787)	(2,707)
Operating costs*	(105)	(1,160)	(1,019)	(1,719)	(86)	(4,089)
Total costs	(452)	(1,767)	(1,516)	(2,188)	(873)	(6,796)
Net	133	3,503	609	1,886	(873)	5,258
2024-25 Actual						
Revenue	4,885	5,261	4,916	3,903		18,965
Personnel costs	(986)	(560)	(390)	(428)	(742)	(3,106)
Operating costs*	(4,031)	(1,174)	(2,331)	(1,768)	(64)	(9,368)
Total costs	(5,017)	(1,734)	(2,721)	(2,196)	(806)	(12,474)
Net	(132)	3,527	2,195	1,707	(806)	6,491
OG FTE – Staff ⁽¹⁾						
2026-27 Budget	2.0	4.3	4.7	3.0	7.0	21.0
2025-26 Budget	3.8	4.4	4.9	4.0	7.0	24.1

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

* Included in operating costs is cost of sales (COS). Operating costs do not include allocated costs such as lighting, security, etc.

Housing Services

Figure 79-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	29,042	27,898	26,997
Personnel costs	(5,372) 20.5%	(4,955) 19.8%	(4,560) 19.1%
Operating costs	(20,887) 79.5%	(20,063) 80.2%	(19,317) 80.9%
Total costs	(26,259) 100%	(25,018) 100%	(23,877) 100%
Net	2,783	2,880	3,120
FTE – staff ⁽¹⁾	46.6	44.6	

(1) FTE – staff represents evaluated salaried staff positions and ongoing CUPE 1295 positions (both filled and unfilled).

During the academic year, Brock University houses nearly 2,800 students in its eight traditional, townhouse and semi-suite style residence buildings. The Housing Services team delivers vital support to Brock’s student population and encourages a sense of community that enhances the student experience.

In addition to first-year students, Housing Services offers accommodations for upper year and graduate students through Brock Suites, providing safe, convenient housing options to students beyond their first year.

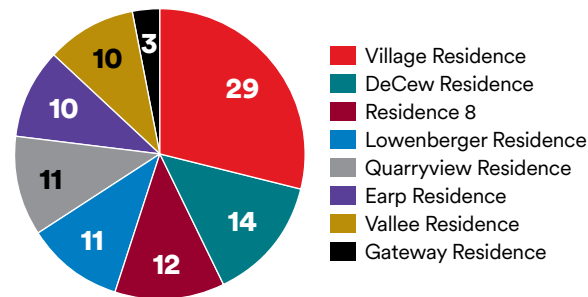
Based on expected enrolment targets, Housing Services includes a budget of 97 per cent occupancy for 2026-27.

Over the spring and summer, when demand for student housing is lower, Brock’s residence buildings provide short-term overnight accommodations and are employed in support of Conference Services.

For more information, visit brocku.ca/housing

Note: Operating costs include \$2.0 million (\$1.9 million in 2025-26) of annual lease payments; \$0.7 million (\$0.6 million in 2025-26) of direct utility costs and \$1.7 million (\$1.6 million in 2025-26) of utility costs charged back to Housing Services; \$4.4 million (\$4.4 million in 2025-26) of debt payments; and \$1.9 million (\$1.5 million in 2025-26) of repairs and maintenance and capital replacement costs.

Figure 79-B: 2026-27 total revenue (%)



Shared services

Academic and Executive Offices

Figure 80

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	50		194
Personnel costs	(5,860) 86.7%	(5,861) 86.7%	(5,865) 86.1%
Operating costs	(898) 13.3%	(902) 13.3%	(944) 13.9%
Total costs	(6,758) 100%	(6,763) 100%	(6,809) 100%
Net	(6,708)	(6,763)	(6,615)
FTE – staff ⁽¹⁾	31.5	32.1	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The Academic and Executive Offices budget reflects a decrease over the prior year. Included are the offices of: the President; the Vice-President, Administration; the Provost and Vice-President, Academic; the Vice-President, Research; the Vice-President, External; the Vice-Provost and Associate Vice-President, Academic; the Associate Vice-President, Students; and the Vice-Provost, Teaching and Learning.

Information Technology Services

Figure 81-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	1,029	479	460
Personnel costs	(6,618) 74.4%	(6,493) 74.7%	(6,227) 72.6%
Operating costs	(2,280) 25.6%	(2,199) 25.3%	(2,346) 27.4%
Total costs	(8,898) 100%	(8,692) 100%	(8,573) 100%
Net	(7,869)	(8,213)	(8,113)
FTE – staff ⁽¹⁾	59.0	58.8	

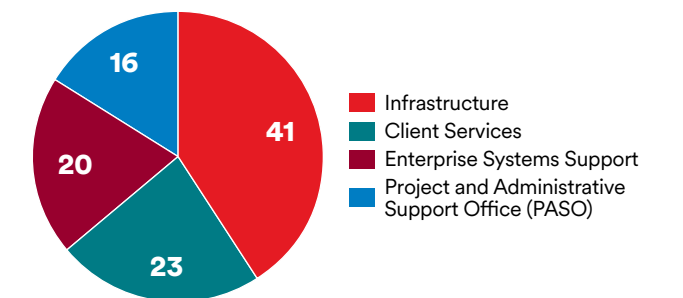
(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

Information Technology Services (ITS) is a trusted partner in the University’s teaching, learning, research and administrative initiatives and in the broader Niagara community. Our mission is to foster collaboration and trust, develop and enhance a reliable technology-rich environment, provide secure and accessible systems, and continue promoting a service-oriented culture within ITS to support the Brock community. ITS is comprised of three teams: Client Services, Infrastructure Services and Enterprise Solutions.

For more information on ITS, visit brocku.ca/information-technology

Note: Revenue includes \$0.4 million (\$0.4 million in 2025-26) of internal chargeback revenue related to the Residence Technology Fee and a one-time \$0.5 million settlement related to a class action lawsuit. Operating costs include \$1.5 million (\$1.5 million in 2025-26) of repairs and maintenance and capital replacement costs.

Figure 81-B: 2026-27 total costs (%)



In addition to the budget reported in the ITS responsibility centre, Information Technology Services’ capital projects are budgeted in the Capital responsibility centre. Details of these expenditures can be found starting on page 76.



Financial Services

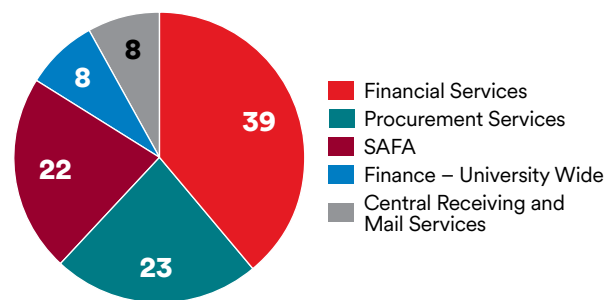
Figure 82-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	703	799	749
Personnel costs	(3,307) 87.4%	(3,130) 86.0%	(3,050) 84.4%
Operating costs	(477) 12.6%	(508) 14.0%	(565) 15.6%
Total costs	(3,784) 100%	(3,638) 100%	(3,615) 100%
Net	(3,081)	(2,839)	(2,866)
FTE – staff ⁽¹⁾	34.5	32.5	

(1) FTE – staff represents evaluated salaried staff positions and (both filled and unfilled).

Financial Services is responsible for the efficient control, and the reporting analytics of the financial activities of the University through development of financial reports and of the Fiscal Framework documents in support of the Institutional Strategic Plan. Financial Services also supports the Provost office in their duty to develop the funding budget. Financial Services also has shared responsibility for various operating units. Procurement Services, the Student Accounts and Financial Aid (SAFA) office, and Central Receiving and Mail Services are also part of Financial Services. For more information on Financial Services, visit brocku.ca/finance

Figure 82-B: 2026-27 total costs (%)



Office of People and Culture

Figure 83

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	381	517	368
Personnel costs	(4,393) 88.4%	(4,276) 87.7%	(3,763) 86.6%
Operating costs	(575) 11.6%	(599) 12.3%	(582) 13.4%
Total costs	(4,968) 100%	(4,875) 100%	(4,345) 100%
Net	(4,587)	(4,358)	(3,977)
FTE – staff ⁽¹⁾	39.4	39.0	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The Office of People and Culture (OPC) develops strategy and creates and administers programs, policies, and procedures to effectively manage the employee life cycle in the support of a sustainable, high-performing organization.

The team is organized in the portfolios of Talent Acquisition and People Development, Total Rewards and Payroll, Managerial Advising, Employee and Labour Relations, People Systems and Analytics, and Health, Safety and Wellness.

To support Brock's Institutional Strategic Plan, the OPC strategy is structured under the following four key pillars:

- Organizational Culture and Employee Experience
- Equity, Diversity, Inclusion and Accessibility
- Employee Development and Growth
- Office of People and Culture Supports and Services

Our goal is to recognize the unique needs of our changing and diverse workforce and understand what employees want to achieve out of their employment at Brock, ensuring employees are equipped to effectively perform their roles and support the University in meeting its goals and objectives.

To learn more about the Office of People and Culture and how they support faculty and staff, visit brocku.ca/human-resources

University Marketing and Communications

Figure 84

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue			
Personnel costs	(2,463) 75.7%	(2,403) 75.2%	(1,748) 69.8%
Operating costs	(791) 24.3%	(791) 24.8%	(756) 30.2%
Total costs	(3,254) 100%	(3,194) 100%	(2,504) 100%
Net	(3,254)	(3,194)	(2,504)
FTE – staff ⁽¹⁾	23.0	24.5	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

University Marketing and Communications (UMC) provides the strategic direction for Brock University's brand, marketing and communications efforts. As stewards of Brock's brand and reputation, UMC tells the Brock story to the University's many and varied audiences, including students, prospective students, staff and faculty, the community, industry, and the government. UMC's key responsibilities include brand management, integrated marketing and communications, media relations and public affairs, social media, web and digital content development, and community engagement. For information, visit brocku.ca/marketing-communications

Development and Alumni Relations

Figure 85-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	1,668	1,121	878
Personnel costs	(2,146) 76.4%	(2,080) 84.6%	(1,587) 82.1%
Operating costs	(663) 23.6%	(378) 15.4%	(347) 17.9%
Total costs	(2,809) 100%	(2,458) 100%	(1,934) 100%
Net	(1,141)	(1,337)	(1,056)
FTE – staff ⁽¹⁾	20.0	19.9	

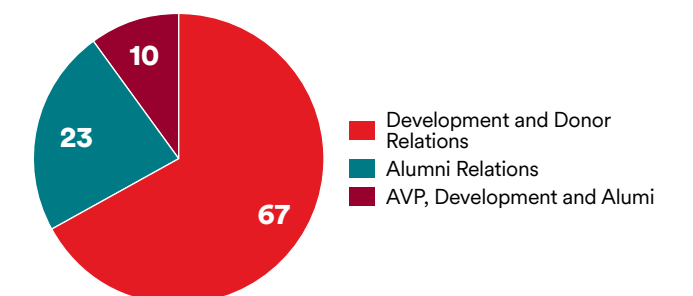
(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

Development and Donor Relations is responsible for Brock's philanthropic activity by working with donors who provide support for University priorities, including capital projects, teaching and learning, technology and student support. For more information, visit brocku.ca/development

Alumni Relations is responsible for alumni engagement and maintaining records for Brock's network of more than 125,000 alumni worldwide. The department is dedicated to fostering a strong and lasting connection with graduates. For more information, visit brocku.ca/alumni

Note: Revenue includes \$1.0 million (\$0.4 million in 2025-26) contributions from the endowment fund for endowment-related expenses. The majority of donation revenue – both cash and endowments – secured by Development and Donor Relations is not recognized as direct revenue within this unit, as the funds are restricted and recorded separately from the operating budget. Refer to Figure 23 for details of the historical donations.

Figure 85-B: 2026-27 total costs (%)



Printing Services

Figure 86

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	715	715	648
Personnel costs	(352) 36.9%	(372) 39.6%	(300) 33.2%
Operating costs	(603) 63.1%	(567) 60.4%	(604) 66.8%
Total costs	(955) 100%	(939) 100%	(904) 100%
Net	(240)	(224)	(256)
FTE – staff ⁽¹⁾	4.0	4.2	

(1) FTE – staff represents evaluated salaried staff positions and (both filled and unfilled).

Printing Services is managed through Ancillary Services and provides both internal printing and the management of the fleet of multifunction copiers across campus. This area provides a wide range of print materials to meet academic, administrative and student print requirements. For information, visit brocku.ca/printing

Note: Revenue includes \$0.6 million (\$0.6 million in 2025-26) of internal charges to other departments.

University Secretariat

Figure 87

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue			
Personnel costs	(642) 93.4%	(584) 92.8%	(622) 94.7%
Operating costs	(45) 6.6%	(45) 7.2%	(35) 5.3%
Total costs	(687) 100%	(629) 100%	(657) 100%
Net	(687)	(629)	(657)
FTE – staff ⁽¹⁾	5.0	5.0	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The University Secretariat supports the Institutional Strategic Plan by working to ensure the University's two governing bodies (Board of Trustees and Senate) and their committees operate effectively and efficiently by providing governance expertise, research and analysis, and general support. The Secretariat has accountability for the University's policy framework and processes. For the purposes of the 2026-27 Budget Report, the University Secretariat includes the operating costs of the Board of Trustees and the Senate.

For more information on the University Secretariat, visit brocku.ca/university-secretariat



EXPRESSION. BELONGING. RESISTANCE.

Brock University

Human Rights and Equity Services

Figure 88

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	770	685	676
Personnel costs	(1,392) 84.6%	(1,417) 87.3%	(1,268) 83.5%
Operating costs	(254) 15.4%	(207) 12.7%	(250) 16.5%
Total costs	(1,646) 100%	(1,624) 100%	(1,518) 100%
Net	(876)	(939)	(842)
FTE – staff ⁽¹⁾	11.5	11.0	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The Human Rights and Equity Office (HREO) supports the institution by providing members of the Brock community with information, education, programming, and complaint resolution support for concerns related to sexual violence, harassment, discrimination and human rights correlating to the Ontario Human Rights Code. For more information on Human Rights and Equity, visit brocku.ca/human-rights

Note: Revenue includes \$0.6 million (\$0.6 million in 2025-26) of student ancillary fees.

Institutional Planning and Data Governance

Figure 89

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	70	17	38
Personnel costs	(684) 93.3%	(726) 95.8%	(670) 92.5%
Operating costs	(49) 6.7%	(32) 4.2%	(54) 7.5%
Total costs	(733) 100%	(758) 100%	(724) 100%
Net	(663)	(741)	(686)
FTE – staff ⁽¹⁾	7.0	7.0	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

Institutional Planning and Data Governance (IPDG) strives to be recognized as a leader in higher education for developing innovative analytics, informing data-driven decision-making and having an unparalleled culture of data governance and accountability. Through the collection, evaluation and organization of enrolment, survey and other institutional data, we translate campus data into useful information for the government, the Brock community and the general public. IPDG also provides analytics to support Brock's leaders in their pursuit of improving institutional effectiveness and overall student success. For more information, please visit brocku.ca/ipap





Office of Government and Community Relations

Figure 90

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue			
Personnel costs	(589) 95.9%	(587) 95.9%	(541) 92.3%
Operating costs	(25) 4.1%	(25) 4.1%	(45) 7.7%
Total costs	(614) 100%	(612) 100%	(586) 100%
Net	(614)	(612)	(586)
FTE – staff ⁽¹⁾	5.0	5.0	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The Office of Government and Community Relations builds relationships across all levels of government and with community organizations to advance Brock University’s strategic priorities, and support the University Action Plan (UAP), identify and respond to community needs, and raise awareness about the University’s unique areas of strength by:

- Monitoring and providing advice on public policy and programs.
- Developing, building and broadening relationships with elected representatives, non-elected officials and community partners.
- Supporting Brock’s government advocacy.
- Acting as a liaison and central point of contact for government and community initiatives and outreach.
- Coordinating strategic communications and community engagement efforts.
- Facilitating government and community visits to campus.
- Engaging with sector associations, including Universities Canada and the Council of Ontario Universities (COU).
- Matching community needs with University expertise to build capacity.
- Partnering with community organizations across the Niagara Region and beyond to help solve problems, generate research solutions and co-create knowledge.
- Enhance the culture of community engagement at Brock University.
- Oversee Brock’s institutional partnerships with community organizations through Memorandum of Understanding (MOU).

For more information on the Office of Government and Community Relations, visit brocku.ca/government-relations

Internal Audit and University Risk Management

Figure 91

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue			
Personnel costs	(655) 86.2%	(718) 87.7%	(710) 90.1%
Operating costs	(105) 13.8%	(101) 12.3%	(78) 9.9%
Total costs	(760) 100%	(819) 100%	(788) 100%
Net	(760)	(819)	(781)
FTE – staff ⁽¹⁾	4.0	5.0	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

Internal Audit independently assesses the strength of the University’s risk-management and control processes. We support the achievement of the University’s guiding value of ensuring sustainable, accountable and transparent stewardship of public and private resources through traditional risk and control-based reviews, assurance and compliance audits, project oversight and support, and investigations. University Risk Management, which includes the management of Brock’s insurance portfolio, supports the management of risks through a framework that identifies, assesses, monitors and reports on the status of the University’s principal risks. For more information, visit brocku.ca/internal-audit

Legal, Compliance, and Privacy

Figure 92

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue			
Personnel costs	(795) 85.9%	(868) 94.2%	(727) 86.7%
Operating costs	(131) 14.1%	(53) 5.8%	(112) 13.3%
Total costs	(926) 100%	(921) 100%	(839) 100%
Net	(926)	(921)	(839)
FTE – staff ⁽¹⁾	6.0	6.9	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

The University’s Legal, Compliance, and Privacy unit provides legal advice and support to the University to advance the mission and strategic priorities of the University while mitigating legal risks and promoting compliance with all legal and regulatory requirements. As part of this mandate, the Legal, Compliance, and Privacy unit oversees the investigations office, which manages and conducts investigations into allegations of harassment, discrimination, and sexual violence. The Legal, Compliance, and Privacy unit also oversees the administration of the University’s Freedom of Information and Protection of Privacy Act responsibilities and manages the University’s records management program. For more information, visit brocku.ca/legal

Space

Facilities Management

Figure 93

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	2,426	2,321	1,845
Personnel costs	(12,846) 74.6%	(12,877) 75.1%	(12,142) 72.5%
Operating costs	(4,371) 25.4%	(4,266) 24.9%	(4,595) 27.5%
Total costs	(17,217) 100%	(17,143) 100%	(16,737) 100%
Net	(14,791)	(14,822)	(14,892)
FTE – staff ⁽¹⁾	133.0	133.5	

(1) FTE – staff represents evaluated salaried staff positions and ongoing CUPE 1295 positions (both filled and unfilled).

Facilities Management supports the Institutional Strategic Plan by providing clean, safe, accessible and well-maintained physical environment for the University community by planning and developing services that are sustainable and supportive of academic and research excellence, including the sustainable operation of our District Energy System; facility maintenance; ground maintenance; capital planning, design and construction; project management; code and bylaw compliance; and cleaning and non-hazardous waste management. For more information, visit brocku.ca/facilities-management

Note: Revenue includes \$0.7 million (\$0.7 million in 2025-26) of revenue related to internal charges to other departments within the University, mainly salary chargebacks. Operating costs include \$2.3 million (\$2.3 million in 2025-26) of repairs and maintenance and capital replacement costs and \$0.9 million (\$0.9 million in 2025-26) of contracted services and professional fees, including maintenance, custodial and grounds contracted services. Utilities costs are not included in the Facilities Management budget and are reported as part of the 'Utilities, Taxes and Insurance' responsibility centre on page 68.

In addition to the budget reported in the Facilities Management responsibility centre, Facilities Management capital projects are budgeted in the Capital responsibility centre. Details of these expenditures can be found starting on page 74.

Campus Safety Services

Figure 94

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	153	155	154
Personnel costs	(2,093) 64.6%	(2,173) 68.1%	(1,996) 63.5%
Operating costs	(1,145) 35.4%	(1,016) 31.9%	(1,145) 36.5%
Total costs	(3,238) 100%	(3,189) 100%	(3,141) 100%
Net	(3,085)	(3,034)	(2,987)
FTE – staff ⁽¹⁾	20.0	21.0	

(1) FTE – staff represents evaluated salaried staff positions (both filled and unfilled).

Campus Safety Services is a dedicated team of experienced and skilled professionals who ensure the safety and security of the Brock Community along with all of its campuses and properties. We align our goals and objectives with the Institutional Strategic Plan to ensure the campus experience is engaging and meets the needs of our students, faculty, staff and visitors. We provide individual personal safety planning, threat assessments, teaching and learning opportunities, mentorship and support to meet the needs of the entire Brock community. Campus Safety Services is closely connected and in partnership with all external emergency responders to our campus in order to train and respond together for emergency preparedness and awareness. Campus Safety Services continues to work closely with all emergency responders and the Niagara Region Public Health unit. For more information on our services, videos and safety applications, visit brocku.ca/campus-security

Note: Operating costs include \$1.0 million (\$0.9 million in 2025-26) of contracted security services.

Campus Development and Community Agreements

Figure 95

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	363	316	981
Personnel costs	0.0%	0.0%	(375) 13.4%
Operating costs	(1,295) 100%	(1,683) 100%	(2,429) 86.6%
Total costs	(1,295) 100%	(1,683) 100%	(2,804) 100%
Net	(932)	(1,367)	(1,823)

Campus Development includes the rental revenue and related expenses for Heritage Plaza, which houses McDonald's, Tim Hortons, The Campus Pharmacy and Medical Clinic, and other retailers. Also part of this portfolio is budget related to the proportionate consolidation and other expenses for Canada Games Park in which Brock University is one-quarter owner and one-third operator.



Utilities, Taxes and Insurance

Figure 96-A

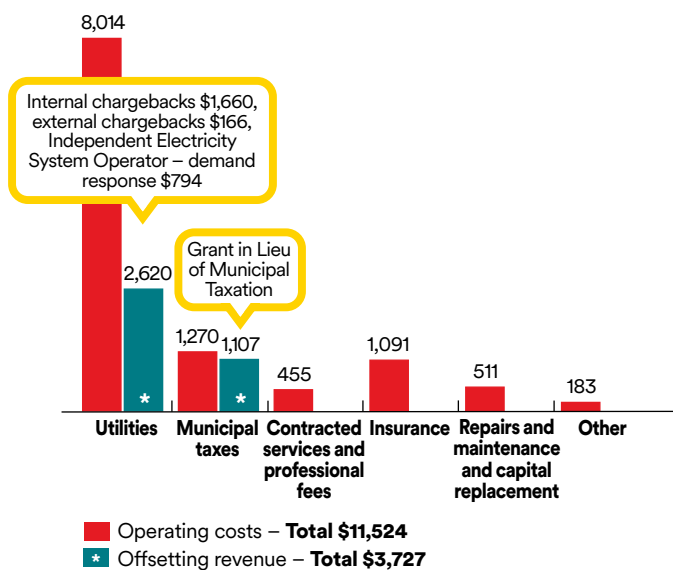
(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	3,727	3,064	3,070
Personnel costs	0.0%	0.0%	(39) 0.3%
Operating costs	(11,524) 100%	(10,211) 100%	(11,841) 99.7%
Total costs	(11,524) 100%	(10,211) 100%	(11,880) 100%
Net	(7,797)	(7,147)	(8,810)

The Utilities, Taxes and Insurance responsibility centre includes all centrally billed utility costs of \$8.0 million (\$6.7 million in 2025-26), including \$0.03 million (\$0.8 million in 2025-26) of federal carbon taxes.

This represents the majority of the University's total utility costs of \$8.7 million (\$7.3 million 2025-26). See Figure 55 on page 33 for details of utility costs. The remaining utility costs are billed directly to operating units. As detailed in Figure 96-B, offsetting these utility costs are chargebacks to Housing Services and external units to the University.

As further detailed in Figure 96-B, included in operating costs are municipal taxes (payment in lieu of property taxes), offset by the Grant in Lieu of Municipal Taxes. The remaining operating costs are made up of repairs and maintenance and capital replacement costs, the majority of which are related to the University's Central Utilities Building; insurance costs, contracted services and professional fees, and other operating costs.

Figure 96-B: 2026-27 operating costs vs offsetting revenue (\$000s)



Financing

Figure 97

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	4,978	4,967	4,988
Personnel costs	0.0%	0.0%	0.0%
Operating costs	(11,378) 100%	(11,406) 100%	(11,094) 100%
Total costs	(11,378) 100%	(11,406) 100%	(11,094) 100%
Net	(6,400)	(6,439)	(6,106)

The Financing responsibility centre includes the portion of the principal and interest payments of the University's external debt, that is not included in Housing Services or in Ancillary Services. The budget includes principal payments of \$2.6 million (\$2.6 million in 2025-26) related to debt for 3401 Schmon Parkway and the Scotia loan and interest of \$7.4 million (\$7.5 million in 2025-26) related to the debt for the 2045 \$93-million debenture (2005 bond), the 2060 \$125-million debenture (2020 bond), 3401 Schmon Parkway and the Scotia loan. Also included in this responsibility centre is contributions to the sinking fund for the 2020 bond and 2005 bond in the amounts of \$0.9 million and \$0.4 million, respectively (\$0.9 million and \$0.4 million in 2025-26, respectively).

For details on all interest and principal payments included in the budget, see Figure 56 on page 34. For a breakdown of the debt and more information on Brock's financing strategies and all debt outstanding, see page 79.

The revenue in the Financing responsibility centre in the 2026-27 budget represents a transfer of Ancillary and Housing Services revenue to fund \$5.0 million (\$5.0 million in 2025-26) of the University debt payments.

Global

Scholarships, Bursaries and Fellowships

Figure 98-A

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	4,140	3,752	3,656
Personnel costs	0.0%	0.0%	(1) 0.0%
Operating costs	(25,908) 100%	(22,556) 100%	(22,228) 100%
Total costs	(25,908) 100%	(22,556) 100%	(22,229) 100%
Net	(21,768)	(18,804)	(18,573)

The Scholarships, Bursaries and Fellowships budget represents the majority of Brock's undergraduate and graduate scholarships, bursaries and fellowships (SBFs). Of the total SBFs reported in this unit, \$17.0 million (\$14.0 million in 2025-26) relates to support for undergraduate students and \$8.6 million (\$8.5 million in 2025-26) relates to support for graduate students, including endowment-allocated scholarships and student awards.

Undergraduate

The undergraduate SBFs can be split into four main types: University-funded, those funded by government grants, student tuition waivers and those funded by endowments. Total budgeted undergraduate University-funded SBFs of \$13.1 million (\$10.3 million in 2025-26) are either merit-based or need-based.

- Merit-based awards are budgeted to be \$11.6 million (\$9.1 million in 2025-26). Merit-based awards include Brock Entrance Scholars Awards of \$5.5 million (\$3.0 million in 2025-26) and renewals of those scholarships of \$4.6 million (\$4.6 million in 2025-26) as well as a number of other awards, including the International Student Ambassador Award, the Specialist High Skills Major Awards, the Niagara Principal's Scholarship, Athletic Excellence Awards, etc.
- Need-based awards are budgeted to be \$1.5 million (\$1.3 million in 2025-26). These include funding related to the requirements of the Student Access Guarantee (SAG), an initiative that states that no qualified Ontario student should be prevented from attending post-secondary education because of a lack of financial support programs. The SAG requires all colleges and universities that receive public funding to provide enough financial aid to cover a student's assessed needs for expenses directly related to his or her program that are not fully met

by OSAP. Also included in need-based awards is Brock's bursary assistance of \$0.3 million (\$0.3 million in 2025-26) as well several other specialty awards, including the Student International Mobility Awards, Emergency Bursaries, etc.

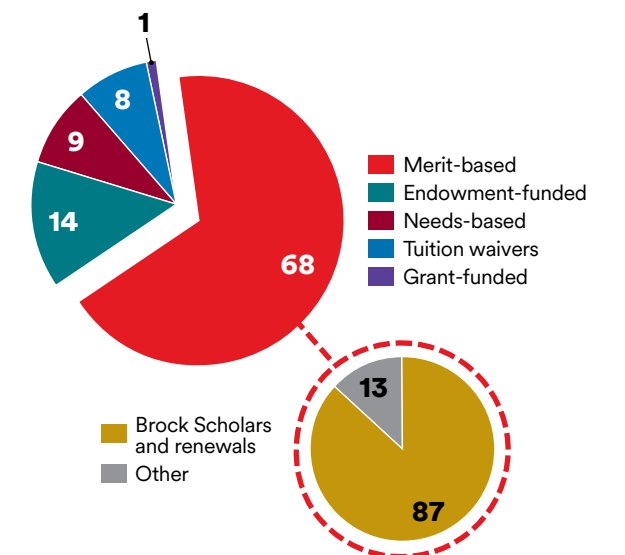
- Undergraduate student tuition waivers for Brock faculty and staff and their dependents are budgeted to be \$1.3 million (\$1.3 million in 2025-26).

Total grant-funded undergraduate SBFs for 2025-26 are budgeted to be \$0.2 million (\$0.3 million in 2025-26), which are directly offset with grant revenue.

The funding budget includes the endowment-allocated spend related to scholarships and student awards. The undergraduate portion for 2026-27 is \$2.4 million (\$2.1 million 2025-26). This support is shown in the budget as an inter-fund expense, with an offsetting inter-fund revenue of the same amount.

The following chart details the proportion of the total undergraduate SBFs (in this unit) by type – merit-based, need-based, tuition waivers, endowment-funded and grant-funded.

Figure 98-B: 2026-27 undergraduate scholarships, bursaries and student awards (%)



Graduate

The majority of graduate SBFs are in the form of University-funded fellowships of \$5.6 million (\$5.9 million in 2025-26). Other graduate SBFs of \$1.3 million (\$0.9 million in 2025-26) include University funded entrance scholarships and awards for excellence, research awards and bursaries. In addition, there are scholarships funded two-thirds by the MCURES in the amount of \$1.0 million (\$1.0 million in 2025-26) with an offsetting grant revenue of \$0.7 million (\$0.7 million in 2025-26). Also included in graduate SBFs are student tuition waivers for Brock faculty and their dependents and Brock staff, which are budgeted to be \$0.2 million (\$0.2 million in 2025-26).

As previously mentioned, the funding budget includes the endowment-allocated spend related to scholarships and student awards. The graduate portion for 2026-27 is \$0.7 million (\$0.6 million in 2025-26). This support is shown in the budget as an inter-fund expense, with an offsetting inter-fund revenue of the same amount.

Capital

Figure 99

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	9,557	8,303	8,305
Personnel costs	0.0%	0.0%	0.0%
Operating costs	(18,229) 100%	(9,700) 100%	(9,081) 100%
Total costs	(18,229) 100%	(9,700) 100%	(9,081) 100%
Net	(8,672)	(1,397)	(776)

The Capital responsibility centre represents the total funding of both the Facilities Management projects of \$9.1 million (\$4.6 million in 2025-26) and the Information Technology Services projects of \$9.1 million (\$5.1 million in 2025-26) in the capital and related project budget. Offsetting these costs is the contribution from Ancillary and Residence to the capital and related project budget of \$4.1 million (\$4.1 million in 2025-26) as well as a contribution from Brock's third-party foodservice provider, Aramark of \$1.0 million. Also included in revenue is Facilities Renewal Program Funds of \$4.5 million (\$4.2 million in 2025-26). See page 27 for a discussion of these funds. See pages 74 to 77 for details of the capital and related project budget.



University Global

Figure 100

(\$000s)	2026-27 Budget	2025-26 Budget	2024-25 Actual
Revenue	308,910	279,079	285,583
Personnel costs	(7,311) 41.8%	254 -7.0%	(1,928) 21.8%
Operating costs	(10,172) 58.2%	(3,890) 107.0%	(6,903) 78.2%
Total costs	(17,483) 100%	(3,636) 100%	(8,831) 100%
Net	291,427	275,443	276,752

University Global represents those costs and revenue that are University-wide and are not budgeted for by any Faculty or department, including the majority of student tuition, MCURES operating grants and anticipated salary increases that haven't yet been awarded. Full details of the University Global costs and revenue are described below.

- Revenue** for University Global includes the following:
- Tuition of \$167.0 million (\$164.4 million in 2025-26) as detailed in Figure 36 on page 20.
 - Grant revenue of \$134.5 million (\$107.8 million in 2025- 26) as detailed on pages 25 to 27.
 - Non-Tuition fee revenue of \$1.2 million (\$1.1 million in 2025-26) as follows:
 - International Student Recovery Fee of \$1.1 million (\$1.1 million in 2025-26), which offsets the ISR Grant as described on page 27.
 - Zone Expansion fee of \$0.1 million (\$0.0 million in 2025-26) which changed to a maintenance fee in 2026-27.
 - Interest on short-term investments of \$2.2 million (\$2.2 million in 2025-26).
 - Other revenue of \$4.0 million (\$3.6 million in 2025-26) which includes student interest income and an estimate of unclaimed student credit balances.

Personnel costs for University Global include salary and wage increases that are budgeted and available to be allocated/negotiated.

Operating costs for University Global include University memberships, allowances for uncollectable funds, payment to Niagara College related to its share of the GAME program and other University-wide expense items. Also included is \$4.2 million of strategic funding (\$0.0 million in 2025-26).





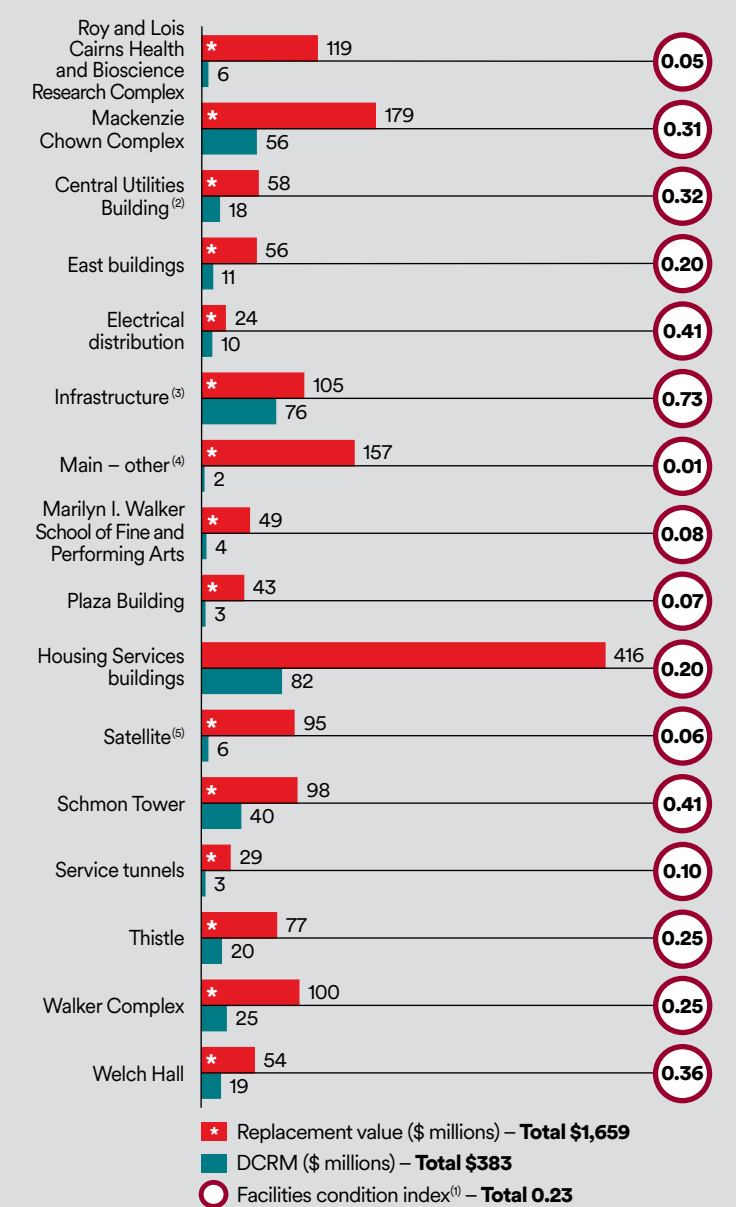
The following charts present two different ways of examining space at the University. Figure 101 details the space usage by category as of 2022, which was prepared for the Council of Ontario Universities' Survey of Physical Facilities, as well as an updated estimate for 2026. Only 70 per cent of the University's space is assignable to specific functions, while 30 per cent is non-assignable, meaning it relates to items such as utility plants, corridors and hallways. Figure 102 details the Deferred Capital Renewal and Maintenance (DCRM) backlog by asset type and compares this to the replacement value of those assets. This information was obtained from the condition assessment performed by SLAM Technologies Inc. (through Council of Ontario Universities) in May 2025, which determined Brock has \$383 million in DCRM requirements that have accumulated over a number of years. In addition, the chart details the Facility Condition Index (FCI) (DCRM divided by the current replacement value), which determines the relative condition of the asset. The lower the FCI, the better the condition of the asset. For example, MIWSFPA has a low FCI, while buildings with higher FCIs are generally older, such as the Schmon Tower and the Walker Complex. Brock's overall FCI is 0.23, while our goal is to maintain a FCI of 0.18.

Figure 101: Space usage

Category	Estimate 2026 ⁽¹⁾		Actual 2022 ⁽¹⁾	
	Metres ²	%	Metres ²	%
Classroom facilities	12,612	5%	13,765	6%
Laboratories – undergraduate	10,433	4%	10,918	4%
Research laboratory space	12,878	5%	12,464	5%
Academic departmental office and related	18,377	8%	18,561	8%
Library facilities and library study space	7,320	3%	7,183	3%
Athletic/recreation space	11,407	5%	10,152	4%
Food service	6,020	3%	6,094	2%
Bookstore and other merchandising facilities	1,044	0%	1,104	0%
Plant maintenance	1,973	1%	1,997	1%
Central administrative office and related	8,984	4%	9,367	4%
Non-library study space	3,295	1%	3,734	2%
Central services	2,923	1%	2,500	1%
Health service facilities	550	0%	609	0%
Common use and student activity space	2,010	1%	1,879	1%
Assembly and exhibition facilities	1,376	1%	1,644	1%
Residential space	55,374	23%	55,347	23%
Animal space	723	0%	701	0%
Other University facilities	10,925	5%	10,088	4%
Health science clinical facilities	675	0%	676	0%
Net non-assignable square metres (NNASM) ⁽²⁾	73,812	30%	75,496	31%
Total	242,711	100%	244,279	100%

(1) The 2022 data was prepared for submission to the Council of Ontario Universities Triennial report as of Nov 1, which takes place every 3 years. Due to the introduction of new COU space guidelines, the 2025 reporting has been delayed by one year. The estimate for 2026 is included as an updated comparison to the 2022 data.
 (2) NNASM includes items such as central utilities plants, corridors, stairwells, elevators, service tunnels and parking structures.

Figure 102: DCRM 2025



Source: SLAM Technologies Inc. Facility Asset Condition Database.
 (1) Facilities Condition Index (FCI): Represents DCRM backlog divided by replacement value.
 (2) Central Utilities Building: Mainly relates to the Cogeneration Facility and also includes Facilities Management offices.
 (3) Infrastructure: Includes many of the non-building assets, such as parking lots, storm sewers and roadways.
 (4) Main – other: All buildings on the main campus that are not specifically identified.
 (5) Satellite includes the Brock Research Innovation Centre and 3401 Schmon Parkway.

Capital and related projects budget

Background

The preliminary capital and related project budget was presented to the Board of Trustees for approval at the meeting on Nov. 27, 2025, after input gathering from across the Brock community. Approving the capital and related projects budget in late November or early December allows Facilities Management and Information Technology Services time to start planning the projects so, where possible, they can be accomplished in the spring and summer when the campus is less busy, as well as to ensure there is sufficient time to obtain competitive pricing.

The process to develop this capital and related project budget began in the summer of 2025, when Facilities Management and Information Technology Services first published proposed projects and sought input. Further discussions were held at committee levels, including the Senate Information Technology and Infrastructure Committee and the Senate Planning, Priorities and Budget Advisory Committee.

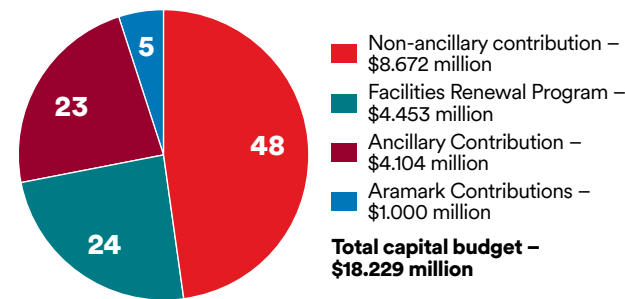
Information and updates on the 2025-26 capital and related projects can be found in the 2025-26 trimester reporting at brocku.ca/about/university-financials. A key feature of this capital and related project planning is that any unspent funds of the 2025-26 capital and related projects budget will be reserved at April 30, 2026, and be moved into fiscal 2026-27 so the projects can be completed.

Capital and related projects overview

The final 2026-27 capital and related projects budget (capital plan) is \$18.2 million (Information Technology Services Projects – \$9.1 million; Facilities Management Projects – \$9.1 million). The specific projects are detailed in Figures 105 and 106. Note: the preliminary budget approved by the Board of Trustees in November was \$13.2 million. The final capital and related projects budget was increased by \$5.0 million to provide initial funding for a Student Information System (SIS).

As shown in Figure 103, the funding of the capital plan is made up as follows: \$12.8 million is funded by the operating budget, Ancillary (\$4.1 million) and other global revenue contributions (\$8.7 million), \$4.5 million is funded from Facilities Renewal and, \$1.0 million is funded by a contribution from Brock's third-party foodservice provider, Aramark.

Figure 103: Capital Budget funding source (%)



It is important to note that the 2022-23 Fiscal Framework set out targeted capital plan funding of \$14.9 million for 2026-27. This has been exceeded to allow additional dollars to be added to the capital plan, specifically to support a new Student Information System (SIS), and as a result of a significant backlog in capital due to years of capital funding deferrals.

The 2026-27 capital and related projects budget identifies key areas of investment, Student information System investment (\$5.0 million), core subscriptions, PCI and security compliance and subscriptions, and Learning Management subscriptions (\$3.1 million), Teaching Learning and Research ITS upgrades (\$1.0 million), Sustainability, Performance, Adaptation, Renewal, Knowledge (SPARK) (\$3.6 million), Housing and Dining investments (\$2.0 million) and classroom

modernization and renewal (\$1.8 million). The capital plan includes \$7.1 million in deferred capital renewal and maintenance (DCRM) spending.

The primary driver informing much of the Facilities Management campus planning regarding DCRM has been the condition assessment currently performed by SLAM Technologies Inc. through the Council of Ontario Universities (COU), which maintains a common reporting tool to track facilities conditions across Ontario universities for DCRM reporting.

The condition assessment report (May 2025) by SLAM Technologies Inc. determined the University has \$383 million in DCRM requirements (including residences) that have accumulated over a number of years. Although this level of maintenance is not obviously apparent when walking the halls of the University, the reality is that much of the DCRM is related to HVAC, electrical, plumbing and accessibility. An important observation is that this DCRM figure does not include information technology. The specific classifications of areas of DCRM are included in Figure 104.

Figure 104: COU Facility Condition Data (as at May 2025)

	DCRM (\$000s)	Current replacement value (\$000s)	FCI
Academic and administrative			
Main campus	194,130	933,361	0.21
East campus	11,192	56,126	0.20
Satellite campuses ⁽¹⁾	5,895	95,175	0.06
Total academic and administrative	211,217	1,084,662	0.19
Site and utility infrastructure			
Roadways	7,824	12,597	0.62
Parking lots	15,183	22,604	0.67
Water supply mains	3,760	6,568	0.57
Storm sewer	9,612	11,540	0.83
Electrical distribution	9,851	24,109	0.41
Service tunnels	2,984	29,441	0.10
Other	39,877	51,823	0.77
Total site and utility infrastructure	89,091	158,682	0.56
Housing Services			
Total Housing Services	82,272	415,985	0.20
Total	382,580	1,659,329	0.23

Source: SLAM Technologies Inc. Facility Asset Condition Database.
⁽¹⁾ Satellite campuses: Includes Brock Research and Innovation Centre and the Marilyn I. Walker School of Fine and Performing Arts.

The Facility Condition Index (FCI) metric provides a methodology to determine the relative condition of a single building, group of buildings or total facilities and is calculated by dividing the DCRM backlog by the current replacement value. The lower the FCI, the better the condition. Brock's backlog of DCRM items, as described below, results in the FCI for Brock of 0.23, which translates to "Poor" (an FCI > 0.15).

Looking back over the past years, the turning point of the capital program really occurred when the Board of Trustees endorsed a motion to invest \$6 million in deferred maintenance (now termed DCRM) in the 2014-15 budget. The intent of the \$6-million contribution was to at least maintain DCRM and FCI at its current level. The 2022-23 Fiscal Framework re-established the commitment to fund DCRM of at least \$6 million annually. The 2026-27 budget was able to commit \$7.1 million of DCRM spending.

In addition to the 2026-27 capital and related projects budget, other units maintain significant capital replacement and repairs and maintenance budgets. The Facilities Management budget includes \$2.3 million, Housing Services has \$1.9 million, other Ancillary Operations have \$0.9 million, the Information Technology Services budget has \$1.5 million and other units across the University have a total of \$4.1 million included as part of their operating costs. These budgets support building, mechanical, electrical and ground maintenance projects ranging from elevator maintenance to door repairs to upgrades in equipment and technology as well as software, furniture and other equipment purchases.

Figure 105: Capital and related project budget – Information Technology Services projects

Project (\$000s)	Project type		Brock University values				Reporting criteria Deferred Capital Repair and Maintenance (DCRM)
	Facilities Renewal Program eligible	Facilities Renewal Program non-eligible	Student experience	Teaching and learning	Research Regulatory	Campus community	
New or flexible							
Teaching Learning and Research ITS upgrades		1,000	✓	✓	✓	✓	1,000
Total new or flexible	-	1,000					1,000
Core activities							
Core subscription fees		2,084	✓	✓	✓	✓	2,084
PCI and security compliance and subscriptions		505	✓		✓	✓	505
Learning Management System subscriptions		540	✓	✓	✓	✓	540
Student Information System (SIS)		5,000	✓	✓	✓	✓	5,000
Total core activities	-	8,129					8,129
Total – Information Technology Services projects	-	9,129					9,129



Figure 106: Capital and related project budget – Facilities Management Capital Renewal Plan

Project (\$000s)	Project type		Brock University values				Reporting criteria Deferred Capital Repair and Maintenance (DCRM)
	Facilities Renewal Program eligible	Facilities Renewal Program non-eligible	Student experience	Teaching and learning	Research Regulatory	Campus community	
University Deferred Capital Renewal & Maintenance (DCRM)							
Sustainability, Performance, Adaptation, Renewal, Knowledge (SPARK) initiative	1,000	2,619	✓	✓	✓	✓	3,619
Elevator modernization	110		✓	✓	✓		110
Water line replacement and upgrades	415		✓	✓	✓		415
Energy efficiency & compliance upgrades	250		✓			✓	250
Annual high voltage maintenance	170		✓		✓	✓	170
Exterior walkway upgrades	225		✓		✓	✓	225
Motor control centre upgrades	50		✓			✓	50
Flooring renewal	60		✓	✓	✓	✓	60
Interior & exterior door replacements	50		✓	✓	✓	✓	50
Painting of public spaces	50		✓	✓	✓	✓	50
Total University DCRM	2,380	2,619					4,999
Teaching and learning space renovation							
Classroom, academic, research modernization & renewal	1,800		✓	✓	✓	✓	1,800
Total teaching and learning space renovation	1,800	-					1,800
AODA⁽¹⁾ Accessible Built Environment (ABE)							
Annual AODA upgrades: washrooms, paths of travel, etc	273		✓	✓	✓	✓	273
Total AODA⁽¹⁾ Accessible Built Environment Audits and studies	273	-					273
Annual Facility Condition Audits (VFA Inc.)		70	✓			✓	70
Total audits and studies	-	70					70
Ancillary Services – Residence and Dining							
Residence Facility Condition Audit (VFA)		100	✓		✓		100
Decew residence infrastructure renewal		328	✓			✓	328
Residence 8 infrastructure renewal		530	✓			✓	530
Residence 8 dining hall (funding from Aramark)		1,000	✓			✓	1,000
Total Residence and dining	-	1,958					1,958
TOTAL – Facilities Management Capital Projects	4,453	4,647					7,072
TOTAL – Information Technology Services projects (Figure 109)	-	9,129					9,129
Total Capital and related projects	4,453	13,776					7,072

(1) AODA – Accessibility for Ontarians with Disabilities



Financing

Figure 107 details the current and projected external debt of the University. Maintaining the University's credit rating at A (high) or better is a strategic priority that remains in the Fiscal Framework. The impact on the University's credit rating will be considered for any new debt and will be supported by a complete repayment plan, including Board-approved assumptions for sinking fund strategies if required.

On Jan. 27, 2026, Brock University presented its financial results, strategic plan updates and financial forecast to Morningstar DBRS. On Feb. 20, 2026, Morningstar DBRS changed the trends on the Issuer Rating and Senior Unsecured Debentures credit rating of Brock University to Negative from Stable while maintaining the credit ratings at A (high). The Feb. 20, 2026 press release states "the trend change to Negative from Stable reflects the University's sustained operating deficits and a material new capital lease obligation which will increase Morningstar DBRS's measure of debt. Collectively, this points to further deterioration in financial risk assessment metrics, specifically debt-per-FTE and expendable resources-

to-debt, which weighs on the current credit ratings. Although the Province's recent funding announcement should support better fiscal performance at Brock, this is more than offset by the expected increase in debt. Brock's credit ratings remain underpinned by the University's position as a midsize comprehensive university in the Province of Ontario (rated AA with a Stable trend) and Brock's track record of strong fiscal management." Morningstar DBRS has recognized Brock's top three strengths including "Sound fiscal management and transparent financial reporting" with this specific strength consecutively recognized over the last ten years.

The existing sinking funds for the Series A Debenture issued in 2005 and the Series B Debenture issued in 2020 continue to grow ahead of schedule due to strong investment returns. The existing sinking funds include budget contributions of \$1.3 million for 2026-27. The operating budget contributions accelerate in 2028-29 with the debt cost for the Sunlife Residence Loan being repurposed into the sinking fund when it is fully repaid.

Figure 107: **Outstanding debt**

(\$000s) Unless otherwise noted	Actual							Forecast		
	April 30, 2019	April 30, 2020	April 30, 2021	April 30, 2022	April 30, 2023	April 30, 2024	April 30, 2025	April 30, 2026	April 30, 2027	April 30, 2028
2005 Bond	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000
Roy and Lois Cairns Health and Bioscience Research Complex	23,319	22,491	21,624	20,715						
3401 Schmon Parkway					14,208	12,658	11,108	9,558	8,008	6,458
Residence	13,385	12,366	11,271	10,095	8,831	7,474	6,015	4,448	2,764	955
Marilyn I. Walker School of Fine and Performing Arts (MIWSFPA)	14,520									
2020 Bond			125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Scotia Loan		14,400	14,400	14,400	14,400	14,400	24,167	23,167	22,167	21,167
Total debt	144,224	142,257	265,295	263,210	255,439	252,532	259,290	255,173	250,939	246,580
Total student FFTE⁽¹⁾	20,548	21,597	21,896	21,598	21,289	21,147	21,092	21,244	21,463	21,487
Total debt/FFTE (in dollars)⁽¹⁾	\$7,019	\$6,587	\$12,116	\$12,187	\$11,999	\$11,942	\$12,293	\$12,012	\$11,692	\$11,476
Debt reduction strategy										
Sinking fund – 2005 Bond	7,370	7,607	8,843	8,437	8,954	9,613	11,107	12,068	13,077	14,136
Sinking fund – 2020 Bond				1,532	3,136	4,876	7,831	10,675	12,127	13,660
Debt repayment reserve	6,753	384	1,884	3,153						
M. Walker donation – MIWSFPA	5,617									
Other donations – MIWSFPA	932									
Total assets for debt reduction	20,672	7,991	10,727	13,122	12,090	14,489	18,938	22,743	25,204	27,796
Net debt	123,552	134,266	254,568	250,088	243,349	238,043	240,352	232,430	225,735	218,784
Net debt/FFTE (in dollars)⁽¹⁾	\$6,013	\$6,217	\$11,626	\$11,579	\$11,431	\$11,257	\$11,395	\$10,941	\$10,517	\$10,182

(1) Fiscal full-time enrolment (FFTE). For a definition, refer to page 85.

Endowment summary

Brock's debt strategy is analyzed in Figure 108, which compares Brock's key debt metrics to that of other universities in our comprehensive category as well as the MCURES financial sustainability metric minimums.

Figure 108: **Financial health metrics**

	Brock		Median		MCU Minimums
	April 2025	April 2024	April 2025	April 2024	
Debt burden ratio	3.4%	3.1%	2.2%	2.9%	N/A
Interest burden %	2.7%	2.6%	1.5%	1.6%	5.0%
Interest coverage	1.75	1.84	3.39	4.42	N/A
Viability ratio	33.3%	39.4%	73.1%	65.0%	30.0%

(1) Calculated using financial information from 13 comprehensive universities. Certain 2024 metrics have been updated due to revisions in certain universities' financial statements.

Appendix G provides full definitions for each financial health metric.

The following details a high-level explanation of our debt metrics.

- The first two ratios describe how Brock utilizes a greater proportion of its annual operating expense to fund debt obligations.
- The interest coverage ratio measures the ability to fund interest charges from cash generated through operations. In 2025 it has dropped below the guidance of 2.00 set by the Board of Trustees and the ratio of 2.50 considered to be the standard by Morningstar DBRS for Brock's current credit rating of A (high).
- 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 all its debt with expendable resources, whereas Brock can only pay off 33 per cent and is therefore vulnerable to unplanned events.

The funding budget includes the full endowment-allocated spend related to undergraduate and graduate scholarships and student awards. This support is shown in the funding budget as a funding source (inter-fund revenue) with the offsetting expense (inter-fund expense). The endowment fund policy can be found at brocku.ca/policies

The full activity of the endowment for the past three years is shown in Figure 109. Figure 110 details the 2026-27 approved endowment spending of \$4.2 million, which includes both the student awards spending allocations as well as the operating and capital.

Figure 109

(\$000s)	Actual		
	2024-25	2023-24	2022-23
Opening Endowment	130,145	122,332	119,025
Spending	(3,675)	(3,523)	(4,281)
Investment Income and Unrealized (Loss)/Gain	4,648	10,926	6,498
New Endowments	893	410	1,090
Ending Endowment	132,011	130,145	122,332

Figure 110

Endowment	Approved spending (\$000s)	
	2026-27	2025-26
Undergraduate Scholarships	1,075	915
Undergraduate Bursaries	1,111	969
Undergraduate Prizes	242	212
Graduate Awards	706	610
Operating	417	361
Capital	679	590
Total	4,230	3,657

Includes the MIWSFPA endowment spending allocation, which can be used for both capital and operating.

Figure 111 details the Top 10 endowments as of April 30, 2025. Due to the timing of preparing and approving this budget, the information presented is as of April 30, 2025. This information will be updated for April 30, 2026 and incorporated into the University's 2025-26 Annual Report.

Figure 111: **Top 10 endowments (April 30, 2025)**

Market Value (\$000s)	Name	Purpose
21,289	Marilyn I. Walker SFPA Fund	Supports the MIWSFPA
9,278	The Harrison-Thompson Bursary Trust	Supports Undergraduate Awards
3,574	The Joyce Foundation Bursary	Supports Undergraduate Awards
3,473	Dr. Gerald B. Mitchell Fund in Experiential Learning	Supports Research, Student Experience and Programming
2,922	VP Research Discretionary Fund	VP Research Discretionary (internally endowed)
2,327	Dr. Raymond & Mrs. Sachi Moriyama Graduate Fellowships	Supports Graduate Awards
2,205	Bluma Appel Entrance Scholarship for Excellence	Supports Graduate Awards
1,795	Luigi and Amalia Setacci Award	Supports Undergraduate Awards
1,680	Provost Discretionary Enhancement Fund	Provost Discretionary
1,661	Williamson Memorial Fund	Supports Undergraduate Awards



Revenue and expense allocation model

The revenue and expense allocation model was developed through a consultative process with allocation methodologies approved by the Deans and the Provost. The model has three key functions to support academic and financial planning of the University:

1. Enhances the understanding of how revenues are generated and how costs are incurred and allocated at the Faculty level in a transparent manner.
2. Supports longer-term resource allocation decision-making for academic units.
3. Establishes an incentive mechanism to ensure year-end surplus funds are allocated to the Faculties and to support institutional strategic priorities.

The model has certainly improved understanding of University activities from a financial perspective and reinforces the interdependence of all Faculties and support units, building a culture of unity. Unspent funding is allocated back to Faculties in accordance with the terms of reference approved by the Provost and Deans. These allocations support strategic priorities of the Faculties consistent with the Institutional Strategic Plan.

Figure 112 is a visual representation of the 2026-27 budget using the details of the revenue and expense allocation model shown in Figure 113. This model reports the full operating budget and portrays expenses as a percentage of revenues allocated to each Faculty and in total. The model identifies three Faculties generating net positive contributions and three Faculties requiring additional funding from these positive contributions to support their operations. Through guidance from the Academic Leadership Team, this model reports all tuition allocated to the course students take and the Faculty the course belongs to, regardless of a student's home Faculty. Taking a student-centric approach, allocating tuition based on a 100 per cent students-in-seats model, facilitates the ongoing review of academic program requirements and supports increased flexibility in programs for students to take additional elective credits.

Going forward, the model will continue to be evaluated and adjustments to the model will be made, in consultation with the Academic Leadership Team, where appropriate to ensure the model is meeting its goals as well as supporting the Institutional Strategic Plan.

Figure 112: 2026-27 Budget costs as a percentage of total revenue

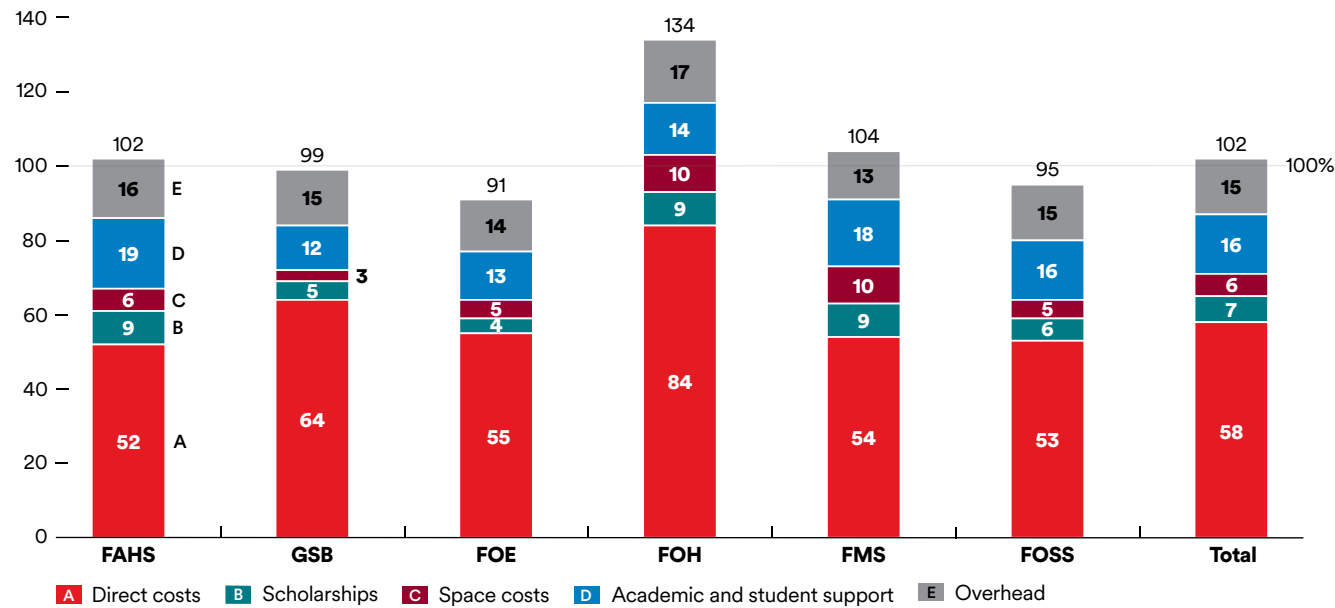


Figure 113: Full revenue and expense allocation model – 2026-27 Budget

	Faculty of Applied Health Sciences	Goodman School of Business	Faculty of Education	Faculty of Humanities	Faculty of Mathematics and Science	Faculty of Social Sciences	Total
Revenue							
Tuition by service teaching (undergraduate)	22,862	19,863	17,530	16,588	27,071	42,348	146,262
Tuition by service teaching (graduate)	4,072	9,857	1,089	599	2,153	2,954	20,724
Direct revenue	805	708	530	1,079	2,834	601	6,557
Grant	38,994	15,466	15,963	12,658	16,411	35,892	135,384
Research Support Fund grant revenue	745	62	43	109	1,100	674	2,733
Total revenue	67,478	45,956	35,155	31,033	49,569	82,469	311,660
Contribution margins							
Direct ongoing personnel costs	27,909	26,399	13,520	21,451	21,466	36,582	147,327
Direct temporary personnel costs	6,205	1,513	5,176	3,761	3,811	6,179	26,645
Direct operating costs	941	1,432	550	885	1,411	925	6,144
Contribution margin (before scholarships and bursaries)	32,423	16,612	15,909	4,936	22,881	38,783	131,544
Scholarships, bursaries and fellowships	5,890	2,067	1,403	2,776	4,508	5,124	21,768
Contribution margin (after scholarships and bursaries)	26,533	14,545	14,506	2,160	18,373	33,659	109,776
Space costs (1)							
Space costs	4,131	1,592	1,769	3,015	5,118	4,008	19,633
Net contribution (after space costs)	22,402	12,953	12,737	(856)	13,255	29,651	90,143
Academic support and student specific units							
Research Enterprise, Technical Services and Science Stores (2)	2,209	163	112	284	4,108	1,802	8,678
Faculty of Graduate Studies and Postdoctoral Affairs	688	369	234	94	291	617	2,293
Library	3,923	2,087	1,765	1,637	1,906	4,353	15,671
Other Academic Support and Student Specific units (3)	5,792	3,045	2,599	2,366	2,786	6,383	22,971
Net contribution (before overhead allocations)	9,790	7,289	8,027	(5,236)	4,164	16,496	40,530
Overhead allocations							
Shared services (3)	7,638	4,787	3,511	3,934	4,302	8,533	32,705
Ancillary Operations and Housing Services contribution	(1,448)	(761)	(649)	(591)	(695)	(1,595)	(5,739)
Capital	2,169	1,154	977	906	1,066	2,400	8,672
University Global	2,583	1,804	1,134	1,181	1,329	2,912	10,943
Net contribution	(1,152)	305	3,054	(10,666)	(1,838)	4,246	(6,051)

(1) See page 39 for units included in Space Costs. Note: Space Costs are allocated directly to Faculties in this section. The space costs related to Academic Support, Student Support and Shared Services units are included in the respective lines in the allocation model.
 (2) Excludes Research Support Fund grant revenue as shown separately as part of revenue.
 (3) See pages 38 and 39 for details of units included in these categories.

Appendix A

Enrolment definitions

The following are measures of enrolment, as reported in this budget report.

- **All-in enrolment:** Includes degree-seeking, non-degree-seeking and certificate programs.
- **Degree-seeking:** A student seeking either a bachelor's degree, a first professional degree, or a graduate master's or PhD degree.
- **Non-degree-seeking undergraduate:** Those on a Letter of Permission, those auditing a course/program or someone enrolled in undergraduate courses but with no program declaration.
- **Full-time equivalent (FTE) enrolment:** One undergraduate fiscal FTE (FFTE) represents a student whose study load in the fiscal year is equal to the normal full-time study load for their program and level of registration in the academic year. Undergraduate student FFTEs are summed over all academic terms. One graduate FTE is based on the registration level, full time or part time, of a student for an academic term; full time = 1.000 FTEs, part-time = 0.300 FTEs. Graduate student FTEs are summed over Fall and Summer academic terms. This methodology aligns with the student-based FTEs reported to the Ministry and ensures that a single student, whether undergraduate or graduate, is treated equally as a full-time equivalent. Undergraduate FFTEs and graduate FTEs, when considered in combination, are termed FTEs. Note: Certain new-entry Winter registrations were also added to FTEs to more accurately reflect actual and budgeted tuition.
- **Fiscal full-time equivalent (FFTE) enrolment:** Graduate FFTEs are equal to graduate FTEs; however, they are summed over all academic terms. Undergraduate FFTEs and graduate FFTEs, when considered in combination, are termed FFTEs.
- **Eligible FTEs:** Those that are associated with programs or students that are approved by the Ontario government for funding purposes. Certain categories of students are ineligible (international, additional qualification and co-op on work term being the three largest groups).
- **Headcount enrolment:** A snapshot of the number of individuals who are attending the University at a particular point in time, usually Nov. 1 of each Academic Year, and the response to the commonly asked question: "How many students does Brock have?"
- **Weighted grant units (WGUs):** WGUs are used in reporting enrolment to the Ontario government for funding purposes and represent a weighted enrolment measure. The WGUs for Brock University range from 1.0 for General Arts to 3.2 for PhD students.

Appendix B

Summary of budget adjustments

As a result of certain changes in preparing the 2026-27 budget as well as changes that occurred during the 2025-26 year, reclassifications were made to the 2025-26 budget as reported in the 2025-26 Budget Report for comparison purposes when the overall funding budget was not impacted. Figures 114 and 115 detail these reclassifications by function and by responsibility centre with the most notable reclassifications highlighted with explanations. Faculty and staff full-time equivalent (FTE) impacts related to the adjustments are also shown in Figure 115.

Reclassifications by function

- During 2025-26, transfers between PCS, Goodman Group and CCOVI were moved from Student Fees to Internal Chargebacks in the amount of \$0.3 million.
- During 2025-26, the Indigenous Plus donation moved from interfund revenue to other revenue.
- During 2025-26, budgets for two positions of \$0.12 million were established. These positions were funded from course fees and the pension fund.
- During 2025-26, expenses related to Athletic teams were reclassified from inter-fund expenses to other operating costs.

Figure 114: **Reclassifications by function**

(\$000s)	2025-26 approved budget ⁽¹⁾	Reclass.	2025-26 adjusted budget
Revenue			
Student fees	178,402	(60)	178,342
Grant revenue	118,989		118,989
Internal chargebacks	13,410	300	13,710
Inter-fund revenue	8,855	(25)	8,830
Other revenue	60,218	146	60,364
Total revenues	379,874	361	380,235
Operating costs			
Personnel costs	(270,370)	(134)	(270,504)
Inter-fund expense	(19,574)		(19,574)
Other operating costs	(103,566)	(227)	(103,793)
Total operating costs	(393,510)	(361)	(393,871)
Mitigation target	13,636		13,636
Funding deficit	-	-	-

(1) Agrees to the 2025-26 Budget Report.

Reclassifications by responsibility centre

- During 2025-26, \$3.5 million of personnel rate increases were allocated from the University Global responsibility centre to other units as these specific amounts were not known at the time of preparing the 2025-26 budget. This total related to salary increases to administrative/professional, OSSTF, CUPE 1295, CUPE 4207 Unit 1, CUPE 4207 Unit 2, Non-union Instructors and SAC staff.



Figure 115: Reclassifications by responsibility centre

(\$000s)	2025-26 approved budget ⁽¹⁾	Salary rate increases & other reclasses	2025-26 adjusted budget	2025-26 FTE changes
Teaching Faculties				
Faculty of Applied Health Sciences	(34,149)	(214)	(34,363)	
Goodman School of Business	(29,955)	(77)	(30,032)	(0.7)
Faculty of Education	(17,999)	(122)	(18,121)	2.0
Faculty of Humanities	(25,130)	(177)	(25,307)	
Faculty of Mathematics and Science	(25,637)	(269)	(25,906)	
Faculty of Social Sciences	(42,946)	(287)	(43,233)	
Total Teaching Faculties	(175,816)	(1,146)	(176,962)	
Academic Support				
Faculty of Graduate Studies and Postdoctoral Affairs	(1,930)	(63)	(1,993)	
Library	(13,042)	(88)	(13,130)	
Research Enterprise	(3,375)	(84)	(3,459)	
Centre for Pedagogical Innovation	(1,284)	(127)	(1,411)	0.8
Professional and Continuing Studies	166	(45)	121	0.4
English as a Subsequent Language (ESL)	230	5	235	(0.4)
Total Academic Support	(19,235)	(402)	(19,637)	
Student Specific				
Office of the Registrar & Enrolment Services	(6,599)	2,037	(4,562)	
Student Wellness and Accessibility	(1,957)	(119)	(2,076)	
Student Life and Success	(1,851)	(54)	(1,905)	
Brock International	(1,461)	(2,326)	(3,787)	0.7
Indigenous Engagement	-	(337)	(337)	2.6
Co-op, Career and Experiential Education	(1,748)	(134)	(1,882)	(1.0)
Brock Sports and Recreation	(1,337)	(133)	(1,470)	
Total Student Specific	(14,953)	(1,066)	(16,019)	
Ancillary				
Ancillary Operations	5,331	(73)	5,258	
Housing Services	2,998	(118)	2,880	
Total Ancillary	8,329	(191)	8,138	

(1) Agrees to the 2025-26 Budget Report.
(2) Detail of what is included in this on Figure 58.

- During 2025-26, for reporting purposes the Vice-Provost Indigenous Engagement office moved from Academic and Executive Offices to Indigenous Engagement in the amount of \$0.3 million.
- During 2025-26, international recruitment moved from the Registrar's Office to Brock International in the amount of \$2.2 million.
- During 2025-26, academic integrity moved from the Vice-Provost & Associate Vice-President, Academic & Deputy Provost Office to the Centre for Pedagogical Innovation in the amount of \$0.09 million.

Figure 115: Reclassifications by responsibility centre (cont'd)

(\$000s)	2025-26 approved budget ⁽¹⁾	Salary rate increases & other reclasses	2025-26 adjusted budget	2025-26 FTE changes
Shared Services				
Academic and Executive Offices ⁽²⁾	(7,207)	444	(6,763)	(4.3)
Information Technology Services	(8,059)	(154)	(8,213)	0.3
Financial Services	(2,735)	(104)	(2,839)	
Office of People and Culture	(4,151)	(207)	(4,358)	1.6
Marketing and Communications	(3,140)	(54)	(3,194)	
Development and Alumni Relations	(1,291)	(46)	(1,337)	
Printing Services	(215)	(9)	(224)	
University Secretariat	(614)	(15)	(629)	
Human Rights and Equity Services	(911)	(28)	(939)	
Office of Government and Community Relations	(594)	(18)	(612)	
Institutional Planning, and Data Governance	(720)	(21)	(741)	
Internal Audit and University Risk Management	(800)	(19)	(819)	
Legal, Compliance and Privacy	(908)	(13)	(921)	
Total Shared Services	(31,345)	(244)	(31,589)	
Space				
Facilities Management	(14,479)	(343)	(14,822)	
Campus Safety Services	(2,965)	(69)	(3,034)	
Campus Development and Community Agreements	(1,367)		(1,367)	
Utilities, Taxes and Insurance	(7,147)		(7,147)	
Financing	(6,439)		(6,439)	
Total Space	(32,397)	(412)	(32,809)	
Global				
Scholarships, Bursaries and Fellowships	(18,804)		(18,804)	
Capital	(1,397)		(1,397)	
University Global	271,982	3,461	275,443	
Total Global	251,781	3,461	255,242	
Total University	(13,636)	-	(13,636)	2.0

- During 2025-26, positions moved from Professional and Continuing Studies to English as a Secondary Language in the amount of \$0.03 million; the Goodman School of Business to Brock International in the amount of \$0.05 million; and from the Provost Office to the Office of People and Culture in the amount of \$0.1 million.
- During 2025-26, the Indigenous Plus program moved from Co-op, Career and Experiential Education to the Vice-Provost Indigenous Engagement Office in the amount of \$0.01 million.

Appendix C

Reconciliation of funding budget to financial statements

The University's funding budget is prepared on a funding basis, which represents committed cash. The funding basis should not be confused with the audited Financial Statements, which are prepared in accordance with accounting standards for not-for-profits (NFPS). To allow for comparison to the annual Financial Statements, the budget has also been prepared based on the NFPS. To accomplish this task, certain accounting entries and reclassifications are required to be applied to the funding basis budget to correctly reflect the NFPS. Figures 116 and 117 detail these entries, with the following explanations. Assuming the mitigation target of \$6.1 million is achieved through expense reductions or revenue increases, the impact on the NFPS results would be favorable by the same amount, meaning the deficit would be \$14.6 million.

NFPS Adjustments

- 1. Course fee revenue** – Course fee revenue, along with the offsetting spending, is included as part of the NFPS Financial Statements. This revenue and spending is not recorded on a funding basis as it is externally restricted. An estimate of the 2026-27 course fee spending, along with the offsetting revenue, has been added to the funding basis.
- 2. Capital Grants and Contributions** – The Facilities Renewal Program Funds and the contribution from Brock's third-party provider, Aramark 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 items they funded. However, on a funding basis, they are recorded as revenue. The adjustment removes the 2026-27 budget for the Facilities Renewal Program Funds and the Aramark contribution.
- 3. Research, including fellowships** – Research grants for restricted purposes and the offsetting research expenses, including fellowships, have not been included as part of the funding budget; however, they are included as part of the NFPS Financial Statements. An estimate has been added as part of the NFPS adjustments based on the average of the prior two years' actual figures (2023-24 and 2024-25).
- 4. Amortization** – Amortization is a non-cash expense and is therefore not included in the funding basis. For NFPS purposes, capital asset amortization is recorded to reflect the usage of capital assets, and amortization of deferred capital contributions (restricted external donations and grants) is amortized over the useful life of the assets they have funded. The 2026-27 forecasted amortization figures are added as part of the adjustments.

- 5. 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. This spending is not recorded as part of operating expenses on a funding basis (with the exception of inter-fund transactions). The approved endowment spending for 2026-27 and an estimate of the 2026-27 trust spending have been added as part of the adjustments.
- 6. Principal payments** – Principal payments of long-term debt represent cash outflows and therefore are recorded as expenses on a funding basis. These payments are not considered expenses in the NFPS Financial Statements as they reduce a liability. The 2026-27 budgeted principal payments have been eliminated as part of the NFPS adjustments.
- 7. Capital purchases in operating** – Capital purchases made as part of operating spending are recorded as an expense on a funding basis, while they are recorded as an asset in the Statement of Financial Position for NFPS purposes. The adjustment removes the operating purchases the University expects to capitalize as part of 2026-27.
- 8. Non-capital purchases in capital and related project fund** – Non-capital purchases (including personal costs) made in the capital and related project fund are reported as an expense in the NFPS Financial Statements but are not recorded in the funding basis as the expense would have been recognized upon funding the reserve. The adjustment adds the non-capital purchases estimated to be made in 2026-27.
- 9. Post-retirement benefits** – The adjustment represents an estimate of the actuarially determined 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.

Internal chargebacks

Internal chargeback revenue and the offsetting expenses of \$13.8 million are included in the funding basis; however, they are eliminated in the NFPS Financial Statements as they represent internal charges between departments.

Inter-fund transfers

Activity, including expenses and externally-funded revenue in the internally restricted funds, is recorded as part of the NFPS Financial Statements. For the purposes of the budget, the net change in these reserves are assumed to be negligible. However, the transfers to and from these funds are reported on a funding basis as they represent committed cash transactions. The budgeted inter-fund revenue of \$10.6 million and inter-fund expenses of \$31.5 million are eliminated as part of NFPS Financial Statements as they only represent internal movement of funds. Refer to pages 28 and 35 for explanations of these transfers.

Figure 116

(\$000s)	2026-27 Funding Budget	NFPS adjustments	Notes – see Figure 117	Eliminate inter-fund transfers	Eliminate internal chargebacks	2026-27 NFPS budget
Revenue						
Student fees	182,185	1,334	1			183,519
Grant revenue	146,172	(4,453)	2			141,719
Internal chargebacks	13,827				(13,827)	-
Inter-fund revenue	10,595			(10,595)		-
Research revenue		16,716	3			16,716
Other revenue	65,493	16,803	2, 4-5			82,296
Total revenue	418,272	30,400		(10,595)	(13,827)	424,250
Operating costs						
Personnel costs	(279,235)	(4,602)	3,9			(283,837)
Inter-fund expense	(28,816)	(2,721)	1,3,5	31,537		-
Other operating costs	(116,272)	(59,585)	1,3-8		13,827	(162,030)
Total costs	(424,323)	(66,908)		31,537	13,827	(445,867)
Funding deficit (before mitigation plan)	(6,051)	(36,508)		20,942	-	(21,617)

Figure 117

Notes	Reconciliation of NFPS adjustments (\$000s)
1	Course fee revenue 1,334
2	Capital grants and contributions (5,453)
3	Research, including fellowships 16,716
4	Amortization of deferred capital contributions 12,778
5	Endowment and trust spending 5,025
	Total revenue adjustments 30,400
1	Course fee spending (1,334)
3	Research spending – personnel (3,921)
3	Research spending – operating costs (12,795)
4	Amortization of capital assets (37,279)
5	Endowment and trust spending (5,025)
6	Principal payments 4,234
7	Capital purchases in operating 1,795
8	Capital and infrastructure project reserves spending – operating (11,902)
9	Post-retirement benefits (681)
	Total costs adjustments (66,908)

Appendix D

Tuition fee policy, government-funded programs

On February 12, 2026, the MCURES released a memo titled “New University Funding Model and Changes to Tuition Framework and OSAP”. The memo set out the following:

1. Effective September 2026 institutions may apply modest tuition increase of up to two per cent annually for three years.
2. After this three-year period institutions will be allowed to increase tuition up to an automatic three-year rolling average of the Consumer Price Index (CPI) or two per cent, whichever is lower.

Brock University will increase the tuition fees for undergraduate and graduate domestic students by 2.0 per cent for all programs not subject to tuition anomalies. Brock will also increase the tuition fees for undergraduate domestic out-of-province students by 5.0 per cent; however, this increase will not be implemented for graduate students. Programs subject to tuition anomalies will increase tuition by up to 7.5 per cent for the 2026-27 incoming students and continuing students that started in 2023-24 and after. The fee changes for the 2026-27 academic year are detailed in Figure 118.

Figure 118: 2026-27 Tuition rates for Government-funded programs

MCURES tuition guidelines	Change for 2026-27
Tuition anomalies	7.5% Yr 1-4 – up to approved rate
Undergraduate Programs – out-of-province students (all applicable years)	Up to 5.0%
Undergraduate Programs – remaining	Up to 2.0%
Graduate Programs – out-of-province students (all applicable years)	Up to 5.0%
Graduate Programs – remaining	Up to 2.0%

Brock University Board-approved 2026-27 rates	Change for 2026-27
Tuition anomalies	7.5% Yr 1-4 – up to approved rate
Undergraduate Programs – out-of-province students (all applicable years)	5.00%
Undergraduate Programs – remaining	2.00%
Graduate Programs	2.00%

Tuition fee policy, non-government-funded programs

International students in undergraduate and graduate programs and cost-recovery programs are not eligible for provincial government funding and therefore universities are not governed by the government’s tuition policy in setting tuition rates for this student group. For 2026-27 all undergraduate and graduate international program tuition rates are being held flat to help with international recruitment. Figure 119 details the 2026-27 non-government-funded program rates that were proposed to and approved by the Board of Trustees in December 2025.

Figure 119: 2026-27 Board approved rate increases – non-government funded programs

International program types	Tuition increase
Undergraduate international students	0.0%
Graduate international students	0.0%

Appendix E

Multi-year financial results on a funding basis

Figure 120

(\$000s)	2024-25 Actual	2025-26 Budget	2025-26 Forecast	2026-27 Budget
Revenue				
Student fees	180,964	178,342	180,497	182,185
Grant revenue	116,468	118,989	121,902	146,172
Internal chargebacks	13,762	13,710	13,810	13,827
Inter-fund revenue	7,284	8,830	11,182	10,595
Other revenue	73,478	60,364	67,873	65,493
Total revenue	391,956	380,235	395,264	418,272
Operating costs				
Personnel costs	(259,952)	(270,504)	(266,378)	(279,235)
Inter-fund expenses	(18,275)	(19,574)	(19,779)	(28,816)
Other operating costs	(113,676)	(103,793)	(112,758)	(116,272)
Total operating costs	(391,903)	(393,871)	(398,915)	(424,323)
Funding deficit before mitigation	53	(13,636)	(3,651)	(6,051)
Mitigation plan		13,636	3,651	6,051
Funding balance after mitigation plan	53	-	-	-

Appendix F

Multi-year Forecast Scenarios

This forecast demonstrates the future possibilities of Brock's fiscal position with a possibility of returning to a balanced budget by fiscal 2029-30.

The University sector and Brock continue to operate in a structural deficit. Grants are not indexed to inflation and tuition rates (now increasing at 2 per cent) fall short of matching the minimum 3 per cent inflation on operating costs. Brock also faces several upcoming budgetary pressures, including the exhaustion of reserves currently funding engineering costs by the end of fiscal 2026-27, the need to reinvest in the capital program to modernize classrooms and technology, and the need to operate with a sustainable level of funding to maintain facilities.

With status quo enrolment and no change in our operations, Brock will see a return to unsustainable deficits within the next three years.

The University Action Plan (UAP) provides possibilities to return to a sustainable financial model. For example, the work on degree architecture has the capacity to increase grant funding by \$3.4 million per year. Enrolment targets established as part of the UAP will also increase tuition and grant revenue and if the UAP enrolment target is fully achieved this represents almost \$40 million in additional funding per year by fiscal 2029-30.

There is a sustainable fiscal solution for Brock and the key to this future is through our people and their commitment to a timely, academic led implementation of degree architecture and UAP.

Figure 121

(\$000s)	2025-26 Forecast	2026-27 Budget	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast
Revenue					
Student fees	180,497	182,185	183,529	188,223	193,592
Grant revenue	121,902	146,172	145,893	146,364	146,528
Internal chargebacks	13,810	13,827	14,104	14,386	14,674
Inter-fund revenue	11,182	10,595	7,607	7,858	7,151
Other revenue	67,873	65,493	66,891	68,331	69,796
Total revenues	395,264	418,272	418,024	425,162	431,741
Operating costs					
Personnel costs	(266,378)	(279,235)	(290,404)	(302,021)	(314,101)
Inter-fund expenses	(19,779)	(28,816)	(28,006)	(29,176)	(30,341)
Other operating costs	(112,758)	(116,272)	(121,607)	(123,101)	(126,966)
Total operating costs	(398,915)	(424,323)	(440,017)	(454,298)	(471,408)
Funding deficit	(3,651)	(6,051)	(21,993)	(29,136)	(39,667)
Academic-Led Strategies – Additional Contribution					
Degree architecture impact				3,365	3,365
University Action Plan (UAP) enrolment impact – Tuition			8,345	16,317	25,889
University Action Plan (UAP) enrolment impact – Grant			2,878	7,343	13,053
Funding balance after mitigation plan	(3,651)	(6,051)	(10,770)	(2,111)	2,640

Figure 122: Multi-Year Forecast Scenarios – Headcount enrolment ⁽¹⁾

(\$000s)	2025-26 Actual	2026-27 Budget	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast
Base Enrolment Forecast	19,266	19,225	19,219	19,274	19,323
UAP enrolment impact Tuition			971	1,927	3,008
Total Enrolment	19,266	19,225	20,190	21,201	22,331

(1) 'All-in' enrolment includes letter of permission, non-degree students, auditors, and certificates.

Appendix G

Financial health metrics definitions

Figure 123

Metric	Definition	Formula
Primary reserve ratio	<p>The primary reserve ratio compares expendable net assets to total expenses and provides an indication of an institution's financial strength and flexibility by determining how long the institution could function using its expendable reserves without relying on additional net assets generated by operations.</p> <p>Expendable Net Assets include unrestricted surplus (deficit), internally restricted net assets and internally restricted endowments, adjusted for the non-cash component of employee future benefits.</p>	$\text{Primary reserve ratio} = \frac{\text{expendable net assets}}{\text{total expenses}}$
Debt burden ratio (Non-cash basis)	<p>The debt burden ratio measures how an institution utilizes a greater portion of its annual expenditures to fund debt obligations. The ratio is calculated by dividing total current debt obligations, which include interest expenses and principal payments, by operating expenses.</p>	$\text{Debt burden ratio} = \frac{\text{interest expense} + \text{principal payments}}{\text{total expenses}}$
Interest burden %	<p>The Interest burden ratio compares the level of current debt service with the institution's total expenses. It is an indicator of debt affordability as it examines the percentage of total expenses used to cover an institution's cost of servicing its debt. The ratio is calculated as interest expense over total expenses (adjusted for amortization of capital assets).</p>	$\text{Interest burden ratio} = \frac{\text{interest expense}}{\text{total expenses} - \text{amortization}}$
Interest coverage ratio	<p>Interest coverage ratio measures how many times an institution could pay its current interest payment with its available earnings. The ratio is calculated by dividing earnings before interest, depreciation and amortization (EBIDA) during a given period by the amount an institution must pay in interest on its debts during the same period.</p>	$\text{Interest coverage ratio} = \frac{\text{EBIDA}}{\text{interest expense}}$
Viability ratio	<p>The viability ratio is a basic determinant of an institution's financial health as it provides an indication of the funds on hand to settle its long-term obligations. It is calculated as expendable net assets over long-term debt.</p> <p>Expendable net assets include unrestricted surplus (deficit), internally restricted net assets and internally restricted endowments, adjusted for the non-cash component of employee future benefits.</p> <p>Long-term debt is total external long-term debt as disclosed in the institution's financial statements without adding the current portion that may be included in accounts payable.</p>	$\text{Viability ratio} = \frac{\text{expendable net assets}}{\text{long-term debt}}$
Net operating revenues ratio	<p>The net operating revenues ratio provides an indication of the extent to which institutions are generating positive cash flows in the long run to be financially sustainable. The ratio is calculated as cash flow from operating activities over total revenues.</p>	$\text{Net operating revenues ratio} = \frac{\text{cash flow from operating activities}}{\text{total revenues}}$



Brock University

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

905 688 5550
budgetreport@brocku.ca

brocku.ca/finance

Institutional Strategic Plan – Directions & Priorities



Shape tomorrow
through research,
discovery
and knowledge



Build
sustainable
futures



Realize
you
matter



Bring the world
to Brock, and
Brock to the
world

