

# Transforming people, reimagining the future

Institutional Strategic Plan • 2025-2030

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**University Action Plan (UAP)**



# University Action Plan (UAP)

Following consultation with the Brock community, the Brock University Action Plan has distilled the University's institutional strategic plan into measurable University-wide indicators of success. The indicators of success represent a measure of performance and/or success over time to achieve a specific objective. These indicators provide targets to enable the University to gauge progress and move forward on the University's strategic priorities.

## University-wide indicators of success

These indicators are directional, actionable, and measurable. They are the primary indicators that reflect the University's priorities:





- **Academic Revitalization**
- **Strategic Enrolment**
- **Future-Ready Learners**
- **Research Scholarship & Creative Activity**
- **University Advancement**
- **Dynamic and Inclusive Culture**
- **Financial Health**
- **Sustainability**
- **Reputational Strength**
- **Community Impact & Global Reach**

Each indicator of success has an identified baseline, 2030 target and additional supporting indicators that will be reported on annually.

\* indicates a SMA4 metric

Learn more: [brocku.ca/strategic-plan](https://brocku.ca/strategic-plan)

## Strategic plan directions

-  Shape tomorrow through research, discovery and knowledge
-  Build sustainable futures
-  Realize you matter
-  Bring Brock to the world, and the world to Brock

# Academic Revitalization

Program and curricular degree architecture that facilitates the development of accessible, flexible, customizable, and market relevant program offerings.

## Strategic plan direction(s):



## Lead(s):

Provost & Vice-President, Academic

## Primary:

Indicator	Baseline	2030 Target	Data source
Number of first choice applicants	5,773 UG	7,129 UG	Power BI - OUAC Program Choice
Number of 1st, 2nd, 3rd choice undergraduate applicants as a proportion of all applications	22.2% 1st choice 18.1% 2nd choice 17.0% 3rd choice	27.2% 1st choice 23.1% 2nd choice 19.5% 3rd choice	Power BI Admissions
Number of undergraduate programs with the highest volume of first choice applicants	11/118	25/118	Power BI Admissions
Percentage of graduates that complete their program on time (or in less time) in relation to their program length	UG: 71%; Masters: 38%; PhD: 18%	UG: 80%; Masters: 60%; PhD: 50%	MCURES Grad File

## Supporting:

Indicator	Baseline	2030 Target	Data source
New registration entry points (Summer Term)	25 programs (UG+GR)	50 programs (UG+GR)	PFIS ministry submissions
Drop, fail, withdraw rate	14%	10%	Power BI - grade distribution
Number of undergraduate programs with low enrolment	43/102 (excl. certificates)	20/100 (excl. certificates)	9 Year Power BI report
Proportion of courses with flexible modes of delivery	Establish baseline	Increase	Class Statistics - Brock DB
Program revitalization (CDI)	3	30	Office of the Provost
Number of stackable micro-credentials/micro-certificates	96	110	Destiny One

# Strategic Enrolment

Optimal enrolment mix, undergraduate and graduate enrolments (domestic and international), student retention, and student progression to graduation.

## Strategic plan direction(s):



## Lead(s):

Provost & Vice-President, Academic

## Primary:

Indicator	Baseline	2030 Target	Data source
Total number of students	18,912	22,331	PFIS-USER
Number of undergraduate students	17,189	20,277	PFIS-USER
Number of graduate students	1,723	2,054	PFIS-USER

## Supporting:

Indicator	Baseline	2030 Target	Data source
Undergrad intake - domestic	3,578	4,300	Power BI/PFIS
Undergrad intake - international	155	400	Power BI/PFIS
Graduate intake - domestic	476	600	Power BI Admissions
Graduate intake - international	333	425	Power BI Admissions
Number of total applications - undergraduate	25,200	32,000	Power BI - Cycle Year Comparison
Undergraduate first choice applications conversion rate	36%	41%	Power BI - Cycle Year Comparison
Retention year 1 to 2*	88.3%	90%	PFIS ministry submissions
Retention year 2 to 3	90.2%	92%	PFIS ministry submissions
Retention year 3 to 4	92.5%	95%	PFIS ministry submissions

# Future-Ready Learners

Educational experiences that provide students the learning outcomes that enable them to be academically prepared, digitally fluent, and career ready.

## Strategic plan direction(s):



## Lead(s):

Provost & Vice-President, Academic

## Primary:

Indicator	Baseline	2030 Target	Data source
Graduate employment rate in a related field*; 2 years out	89.3%	92%	SMA; OUGS
Graduation rate*	73.9%	76%	SMA; Degrees Awarded (Graduation) file
Number of non-credit PCS learners	1,900	2,250	Destiny One

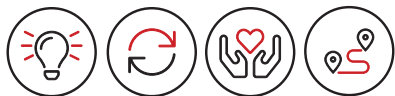
## Supporting:

Indicator	Baseline	2030 Target	Data source
Proportion of graduates of undergraduate programs who participated in at least one course with required experiential learning component(s)*	49.3%	Increase	PFIS ministry submissions
Number of students in co-op	2,936 (UG+GR)	3,233 (UG+GR)	PFIS ministry submissions
Number of students engaged in the Campus-Wide Co-Curriculum	15,695	17,328	SLS
Grad student career readiness	20 students per year	30 students per year	FGSPA
High impact practices	Senior year 'plan to' or 'have done' response- 31%	Senior year 'plan to' or 'have done' response- 41%	NSSE reports
Reflective and integrative learning	Senior year 'often' and 'very often' response- 74%	Senior year 'often' and 'very often' response- 84%	NSSE reports
Professional skills opportunities for grad students	20	20	FGSPA
Plus program enrolment	250	300	CCEE
Enrolment in non-credit courses	1,900	2,250	Destiny One
Number of entrepreneurs supported by LINC programs	269	295	Brock LINC
Student/learner enrolment in Indigenous minor/major and certifications	43	Increase	IPAP - PFIS files
International student work integrated learning readiness for post-grad employment	'Yes' response- 69.6%	'Yes' response- 75%	CBIE International Student Survey

# Research Scholarship & Creative Activity

Increased research activity from inception to mobilization, fostering our pursuit of a better tomorrow.

## Strategic plan direction(s):



## Lead(s):

Vice-President, Research

## Primary:

Indicator	Baseline	2030 Target	Data source
Total research revenue (3 year rolling aggregate)	\$52.2M	10% growth	COFO Table 2
Research revenue from private sources* (3 year rolling aggregate)	\$7.9M	20% growth	COFO Table 11

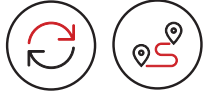
## Supporting:

Indicator	Baseline	2030 Target	Data source
Number of Brock-led external research funding applications (Note: outcome may follow in subsequent fiscal year)	247	271	ORS
Number of successful Brock-led external research funding applications	96	105	ORS
Number of Brock research publications	863	949	Library
Total number of Open Access research publications	396	435	Library
Number of post-doctoral scholars	25	30	FGSPA
Number of graduate students scholarship applications	420	530	FGSPA
Number of research commercialization activities	Establish baseline	Increase trend line	Brock LINC
International research impacts	Establish baseline	Increase trend line	Brock International

# University Advancement

Total revenue from philanthropic contributions to the University and activities that engage and develop relationships with prospects, donors and other partners for funding opportunities.

## Strategic plan direction(s):



## Lead(s):

Vice-President, External

## Primary:

Indicator	Baseline	2030 Target	Data source
Total impact of philanthropy in a fiscal year	\$5.1M	\$23.3M Total cumulative impact target of \$80.5M	Raiser's Edge
Alumni Engagement Index	27.8%	31.8%	Raiser's Edge

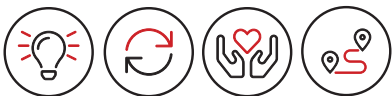
## Supporting:

Indicator	Baseline	2030 Target	Data source
Realized and gift-in-kind revenue	\$3.5M	\$9.1M	Raiser's Edge
New pledge expectancies	\$0.5M	\$12.0M	Raiser's Edge
New planned gift expectancies	\$1.1M	\$2.2M	Raiser's Edge
Number of unique alumni	120,539	145,636	IPAP
Number of legally contactable alumni	75.7%	78.6%	Raiser's Edge
Number of unique donors	1,052	2,000	Raiser's Edge
Total percentage of unique constituents with touchpoints across the donor cycle	14%	30%	Raiser's Edge

# Dynamic and Inclusive Culture

How students, faculty, and staff experience the campus environment, including their perceptions of engagement, equity, decolonization, and inclusion, which is created and influenced by the efforts and resources invested, and by interactions both with the University and amongst the diverse members of the Brock community.

## Strategic plan direction(s):



## Lead(s):

Vice-President, Administration & Services  
 Provost & Vice-President, Academic  
 Associate Vice-President, Equity, Diversity, and Inclusion  
 Vice-Provost, Indigenous Engagement

## Primary:

Indicator	Baseline	2030 Target	Data source
Student Engagement Survey results	82% satisfaction	85% satisfaction	NSSE; USES; OUGS; CUSC; CGPSS, GSE, IQAP, Residence, Ancillary
Employee Engagement Survey results	Baseline to be established following survey launch	Establish target	Internal Brock Survey
Number of EDI learning sessions, events, and programming offered, and number of attendees	130 occasions 7,715 attendees	150 occasions 8,000 attendees	Human Rights and Equity Office
Number of Indigenous learning sessions, events, and programming offered and number of attendees	76 occasions 4,152 attendees	100 occasions 4,300 attendees	FNMISC
Equity Census results and response rates	12% of students 57% of employees	35% of students 65% of employees	Equity Census

## Supporting:

Indicator	Baseline	2030 Target	Data source
Equity Census	Demographic trends will be monitored and reported	Demographic trends will be monitored and reported	OPC, IPAP
NSSE conversation with diverse others	'Yes' response- 66%	'Yes' response- 70%	NSSE reports
Ancillary Services annual satisfaction survey	84.5% satisfaction	87.5% satisfaction	Ancillary Services, IPAP
Residence occupancy rate - Fall	97%	98.5%	Ancillary Services
Student Health and Wellbeing	Baseline to be established following survey launch	Establish target	IPAP/SWAC/CCWS
Number of Indigenous faculty, staff and students	Establish baseline	Trends will be monitored and reported on	Equity Census, OPC, FNMISC
Employee turnover	4.83%	3.5%	OPC
Employee retention rate	69%	73%	OPC

# Financial Health

Balanced budget with optimal resource allocations to meet the diverse demands of the University.

## Strategic plan direction(s):



## Lead(s):

Provost, Vice-President, Academic  
CFO

## Primary:

Indicator	Baseline	2030 Target	Data source
Viability ratio (Expendable Net Assets/Long-term Debt)	35.3%	61% or more	Annual audited financial statements
Morningstar DBRS Rating	A (high) with stable trend	A (high) or better	Morningstar DBRS Issuer Rating and Senior Unsecured Debentures credit rating
Funding budget net surplus/deficit	\$13.6M deficit	Balanced	Board-approved Budget Report

## Supporting:

Indicator	Baseline	2030 Target	Data source
Primary Reserve	77 days	91 days or more (represents 'low threshold' in the MCURES University Financial Accountability Framework)	Annual audited financial statements
Net income/loss ratio	(3.9%)	1.5% or higher (represents 'low threshold' in the MCURES University Financial Accountability Framework)	Morningstar DBRS Issuer Rating and Senior Unsecured Debentures credit rating
Interest coverage ratio	1.75	2.0 or more	Annual audited financial statements
Growth in revenue vs. growth in expenses	Decline of 0.4% vs. increase of 0.5% (budget)	Matched	Board-approved Budget Report

# Sustainability

Advancing sustainability across all dimensions — academic, research, and operational — by aligning with the social, environmental, and economic pillars of sustainable development.

## Strategic plan direction(s):



## Lead(s):

Vice-President, Administration & Services  
Provost & Vice-President, Academic

## Primary:

Indicator	Baseline	2030 Target	Data source
Annual performance in third-party Sustainability rankings for higher education - STARS	STARS Silver	STARS Gold	stars.aashe.org
Annual performance in THE Sustainability Impact Ratings	301-400	101-200	THE portal data
Reduction in annual scope 1 carbon emissions	24,660 tCO <sub>2</sub>	6,165 tCO <sub>2</sub>	Third party verification report
Number of sustainability-related courses	72	Increase	STARS submission

## Supporting:

Indicator	Baseline	2030 Target	Data source
Annual purchased energy consumption	507,614 GJ	456,853 GJ	Annual reports to Federal and Provincial agencies
Annual Facility Condition Index	0.23	0.25 (instead of the projected 0.33)	Sector-wide asset database
Campus-as-a-Living Lab initiatives	7	10	ExperienceBU, The Brock News, Sustainability at Brock

# Reputational Strength

The perception and standing of Brock University in the minds of key audience groups.

## Strategic plan direction(s):



## Lead(s):

Vice-President, External  
Provost & Vice-President, Academic  
Vice-President, Research

## Primary:

Indicator	Baseline	2030 Target	Data source
Favorability rating as part of awareness and perception survey	Baseline to be established following survey launch	Establish target	Internal Brock Survey
QS World University Subject Matter Ranking (Sports-related subjects) - Ranking in Canada	101-150 Sport Related	Top 10 in the World; Sport Related	QS Subjects Nominations Portal
QS World University Subject Matter Ranking (5 year aggregate academic nomination count)	92	2,000	QS Academic Nominations Portal

## Supporting:

Indicator	Baseline	2030 Target	Data source
QS World University Subject Matter Ranking (Total ranked subject areas)	2	8	QS Subject release
THE Impact Ranking (Times Higher Ed)	401-600	101-200	THE Impact release
Total volume of national media placements	Establish baseline	Increase	MarComm
Total volume of international media placements	Establish baseline	Increase	MarComm
Total social media engagements	346,400	350,000	MarComm
Additional metrics collected via awareness and perceptions survey(s) (i.e. public knowledge of research strengths, etc.)	Establish baseline	Increase	MarComm
Total unique website visitors from MarComm led marketing campaigns	Establish baseline	Increase	MarComm

# Community Impact & Global Reach

Advancing partnerships across both our local and global communities that foster the reciprocal exchange of knowledge, resources and experiences driving meaningful impact and mutually beneficial partnerships.

## Strategic plan direction(s):



## Lead(s):

Vice-President, External  
Provost & Vice-President, Academic

## Primary:

Indicator	Baseline	2030 Target	Data source
Number of community MOU partnerships	15	19	Community Relations
Economic Impact	\$2.7B	\$3.5B	IPAP
Number of contactable internationally located alumni	2,584	4,000	IPAP
Number of Brock students studying abroad	435	522	Brock International
Number of International academic pathway partnerships	6	12	Brock International

## Supporting:

Indicator	Baseline	2030 Target	Data source
Number of community MOU activities	Establish baseline	Increase	Community Relations
Canadian Carnegie classification status	Member of the Canadian Carnegie steering committee	Canadian Carnegie Classified institution designation	Community Relations
Number of Indigenous partnerships	Establish baseline	Increase	FNMISC
Number of non-credit training partnerships	6	Increase	PCS
Number of inbound visiting students selecting Brock as their study abroad destination	113	130	Brock International
Number of English as a subsequent language learners	298	300	Brock DB
Number of countries with active partnerships	40	43	Brock International
Brock as a preferred study destination - respondents who would promote Brock	37.9%	45%	Brock International

# Glossary

<b>B</b>	Billions
<b>CBIE</b>	Canadian Bureau of International Education
<b>CCEE</b>	Co-op Career and Experiential Education
<b>CCWS</b>	Canadian Campus Wellbeing Survey
<b>CDI</b>	Curriculum Delivery Initiative
<b>CGPSS</b>	Canadian Graduate and Professional Student Survey
<b>COFO Table 2</b>	Council of Ontario Finance Officers portal data
<b>COFO Table 11</b>	Council of Ontario Finance Officers portal data
<b>CUSC</b>	Canadian University Survey Consortium
<b>DBRS</b>	Dominion Bond Rating Service
<b>EDI</b>	Equity, Diversity, and Inclusion
<b>FGSPA</b>	Faculty of Graduate Studies and Post Doctoral Affairs
<b>FNMISC</b>	Hadiya'dagéhahs First Nations, Métis and Inuit Student Centre
<b>GJ</b>	Gigajoules
<b>GR</b>	Graduate
<b>GSE</b>	Graduate Student Experience
<b>IPAP</b>	Institutional Planning Analysis and Performance
<b>IPAP - PFIS files</b>	Postsecondary Financial Information System-University Statistical Enrolment Report submitted by Institutional Planning Analysis and Performance
<b>IQAP</b>	Institutional Quality Assurance Processes
<b>M</b>	Millions
<b>MarComm</b>	Marketing and Communications
<b>MCURES Grad File</b>	Ministry of Colleges, Universities, Research Excellence and Security Graduation File submitted by Institutional Planning Analysis and Performance
<b>MOU</b>	Memorandum of Understanding
<b>NSSE</b>	National Survey of Student Engagement
<b>OPC</b>	Office of People and Culture
<b>ORS</b>	Office of Research Services
<b>OUGS</b>	Ontario University Graduate Survey
<b>OVPR</b>	Office of the Vice-President Research
<b>PCS</b>	Professional and Continuing Studies
<b>PhD</b>	Doctor of Philosophy
<b>PFIS ministry submissions</b>	Postsecondary Financial Information System-University Statistical Enrolment Report submitted by Institutional Planning Analysis and Performance
<b>PFIS-USER</b>	Postsecondary Financial Information System-University Statistical Enrolment Report submitted by Institutional Planning Analysis and Performance
<b>Power BI/PFIS</b>	Power BI Admission Cube - Internal Tool
<b>Power BI Admissions</b>	Power BI Admission Cube - Internal Tool
<b>Power BI - Cycle Year Comparison</b>	Power BI Admission Cube - Internal Tool
<b>Power BI - grade distribution</b>	Power BI Enrolment Cube - Internal Tool
<b>Power BI - OUAC Program Choice</b>	Power BI - Ontario University Application Centre

# Glossary (continue)

<b>QS</b> .....	Quacquarelli Symonds
<b>SLS</b> .....	Student Life and Success
<b>SMA</b> .....	Strategic Mandate Agreement
<b>STARS</b> .....	The Sustainability, Tracking, Assessment and Rating System
<b>SWAC</b> .....	Student Wellness and Accessibility Centre
<b>THE Impact release</b> .....	Times Higher Education World University Rankings Impact release
<b>THE portal data</b> .....	Times Higher Education World University Rankings portal data
<b>UG</b> .....	Undergraduate
<b>USES</b> .....	Undergraduate Student Experience Survey
<b>9 Year Power BI report</b> .....	Power BI Custom Report - Internal tool built by Institutional Planning Analysis and Performance