



SPECIAL MEETING OF

SENATE

WEDNESDAY, SEPTEMBER 20, 2017

3:00 PM – 4:30 PM

SANKEY CHAMBER, MACKENZIE CHOWN COMPLEX

A G E N D A

1. Call to Order
2. Approval of the Agenda
3. Strategic Planning Framework & process: consultation with Senate
 - Strategic Plan Steering Committee Terms of Reference
4. Other Business
5. Adjournment

Brock University

Strategic Planning Framework

Developed by Dr. Gervan Fearon
President

September 2017

Aim of Institutional Strategic Planning

To establish a shared strategic direction and alignment of the University's programs, services, capacity and structure for the achievement of an agreed-upon strategic profile and positioning of the University, through consultation with the university community and stakeholders, for the consideration by Senate and approval by the Board of Trustees.

Brock University Act

Purpose and objects

The objects and purposes of the University are,

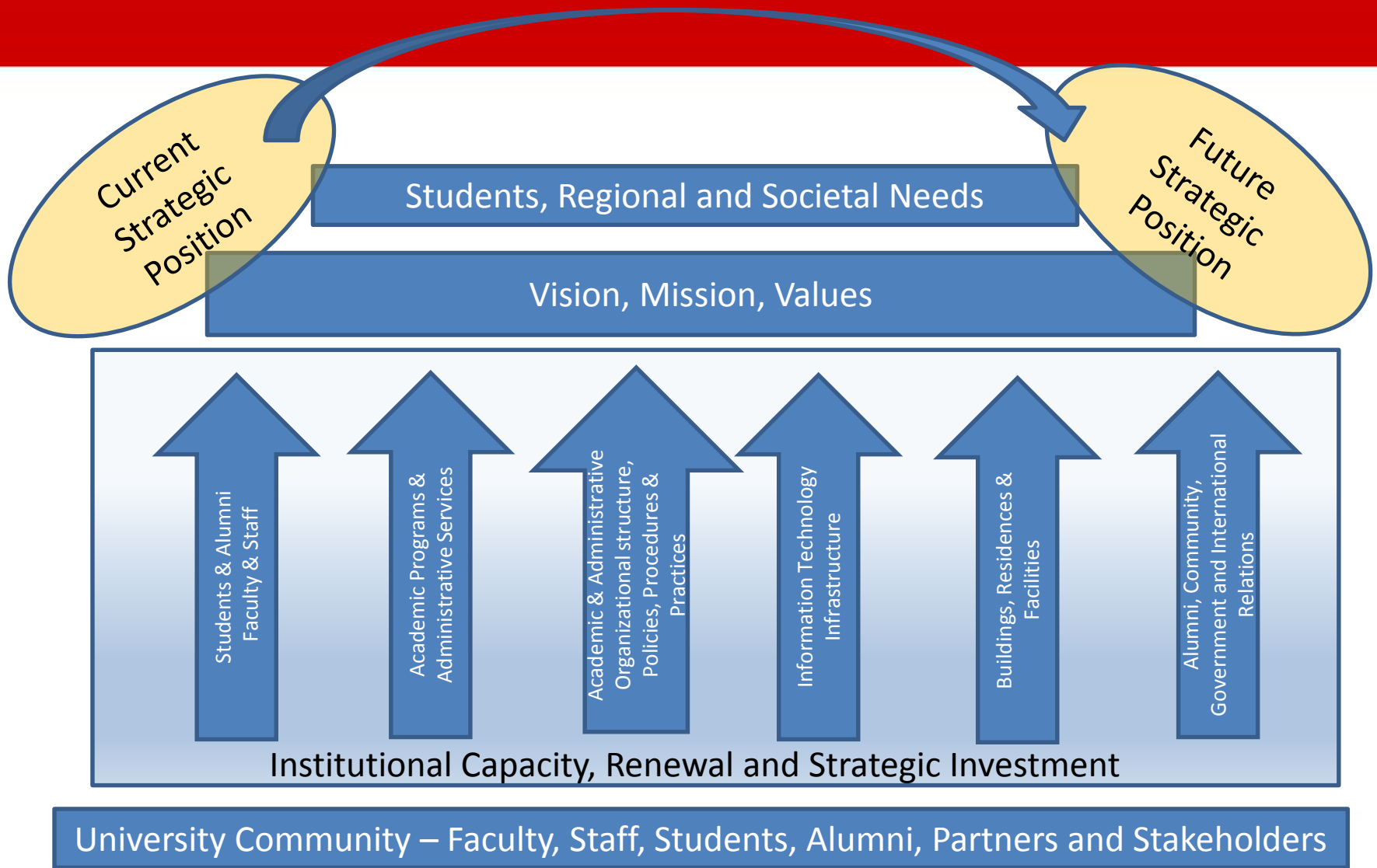
- a. the advancement of learning and the dissemination of knowledge;
and
- b. the intellectual, social, moral and physical development of its members and the betterment of society.

Source: Section 3 of the Brock University Act, 1964.

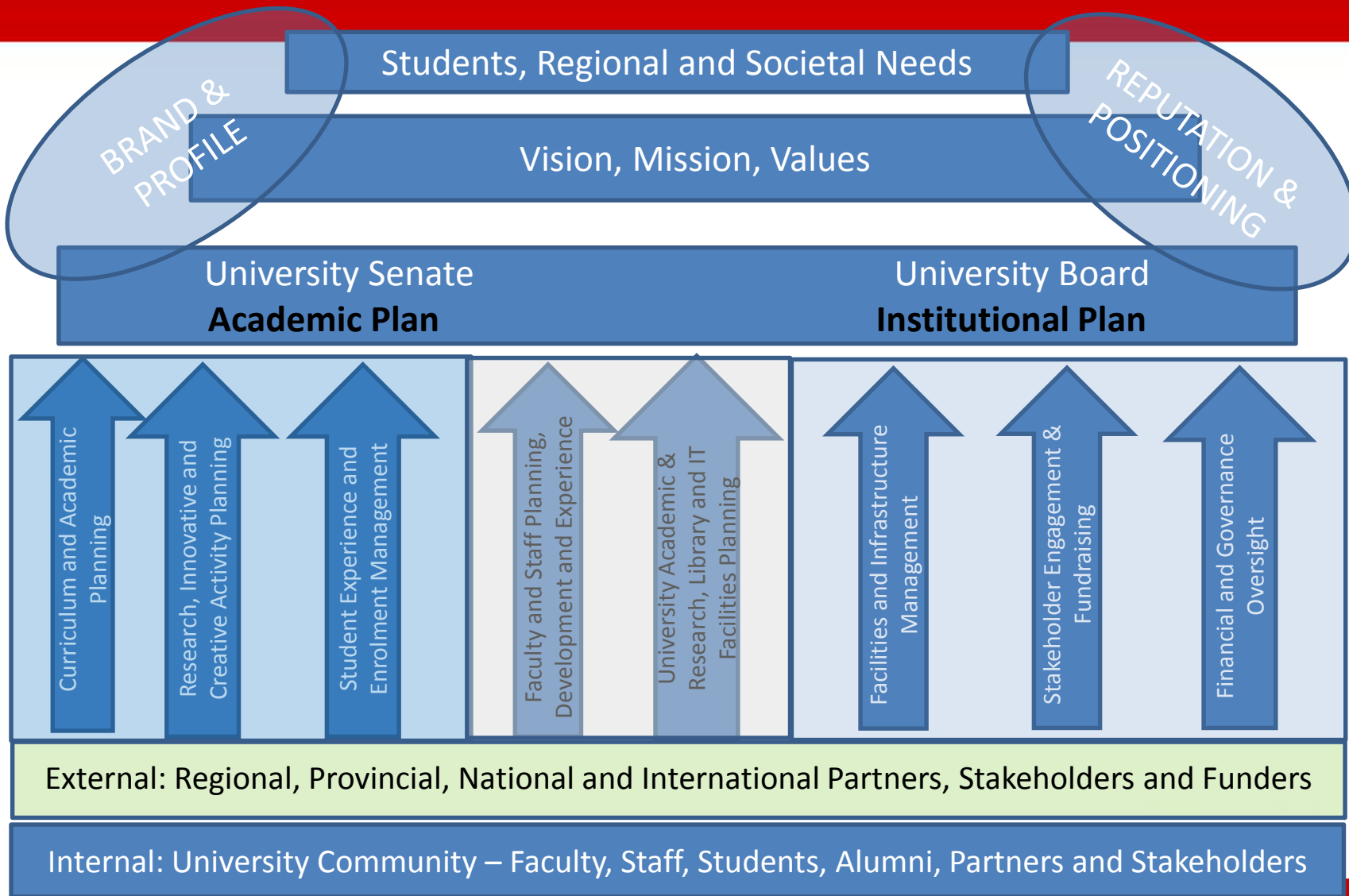
University Governance

- Bicameral
 - Board of Trustees
 - Senate

Academic Governance and Institutional Flowchart



Academic and Institutional Governance Flowchart



University Strategic Profile

Strategic Profile

Current (2017)

Potential Future (2023 – 2028)

Comprehensive University, Primarily Liberal Arts/Science Programs, Co-op & Experiential & Some Professional Programs, most full-time

Comprehensive University, Balanced Liberal Arts/Science Programs, Co-op & Experiential, Professional, Entrepreneurial, Full-time, Part-time, On-line, Flexible Learning Offerings

Primarily Undergraduate with some Graduate student enrollments with internationalization (10 percent)

Undergraduate and enhanced Graduate student enrollments with growth in Internationalization (e.g., 15 percent)

Indigenous Education and Enrolment

Indigenous Education and Enrolment growth

Primary teaching and learning with some research leadership university

Strong teaching and learning as well as research intensive leadership university

Student centred, regional university with single primary campus along with downtown and other campuses

Student centred, regional University-Community Engaged with regional multi-campus and national prominence

Steady State Enrolment (19,000 for 2017)

Growing Enrolment (19,200 for 2018 and potential 25,000 by 2028)

University Academic Profile

	Ph.D.								
Graduate	Masters								
	Professional Masters Diploma								
Undergraduate									
	Certificates								
		Liberal Arts & Science	Co-op Experiential	Entrepreneurial learning	Professional	Applied Part-time On-line			

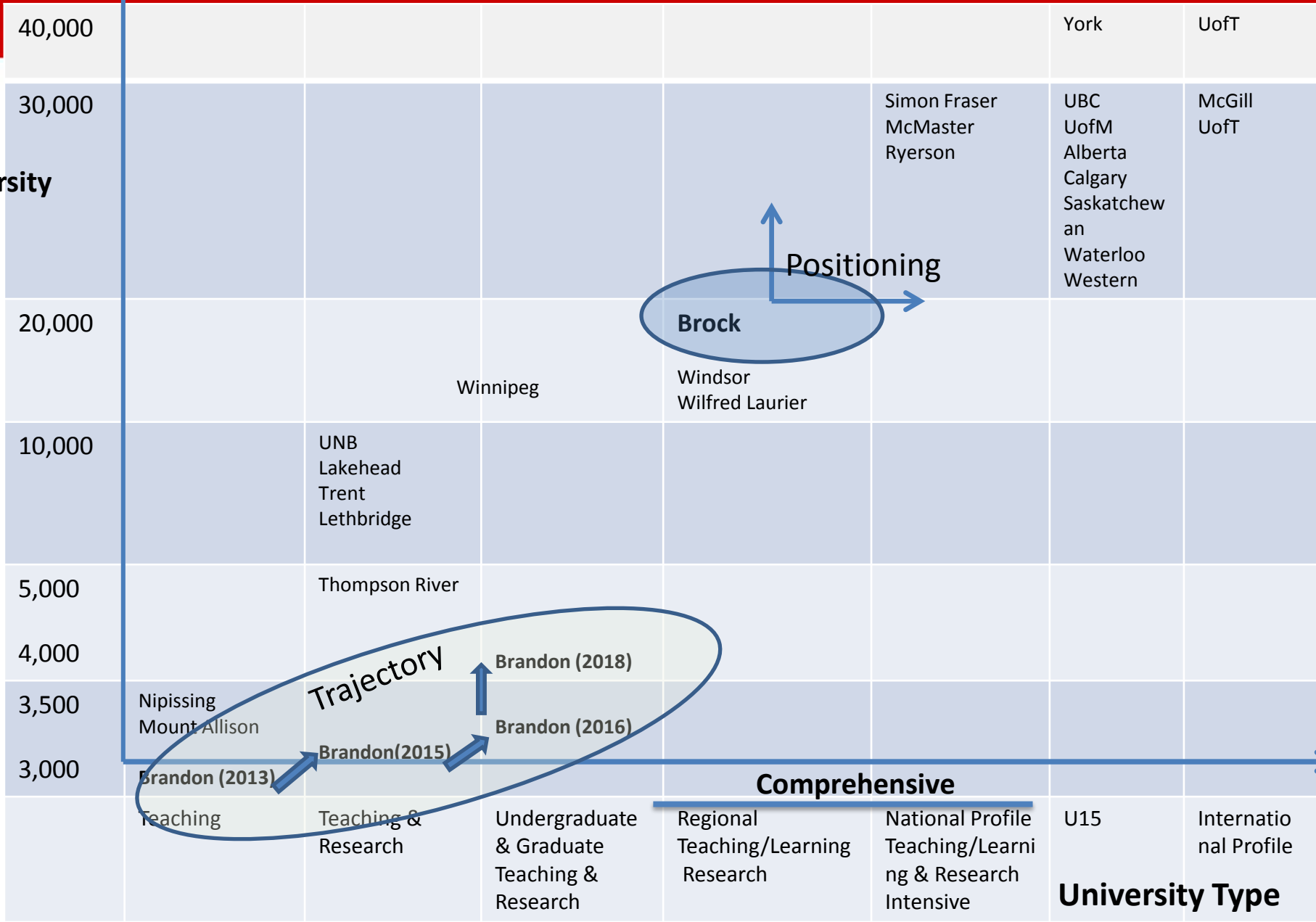
University Enrolment Profile - 2018 - 2023/28

- ▶ Sept 15, 2017 enrolments at XXX at XX% from last year

	<u>2018</u>	<u>2023/28</u>
▶ First-year or first-time at BU	XXX	XXX
▶ Indigenous students (Self-declared)	XXX	XXX
▶ Graduate students	XXX	XXX
▶ Part-time students	XXX	XXX
▶ Full-time students	XXX	XXX
▶ Applications	XXX	XXX
▶ Residence Occupancy	XXX	XXX

University Positioning and Trajectory

University
Size



Brock

Positioning

Trajectory

Brandon (2013)

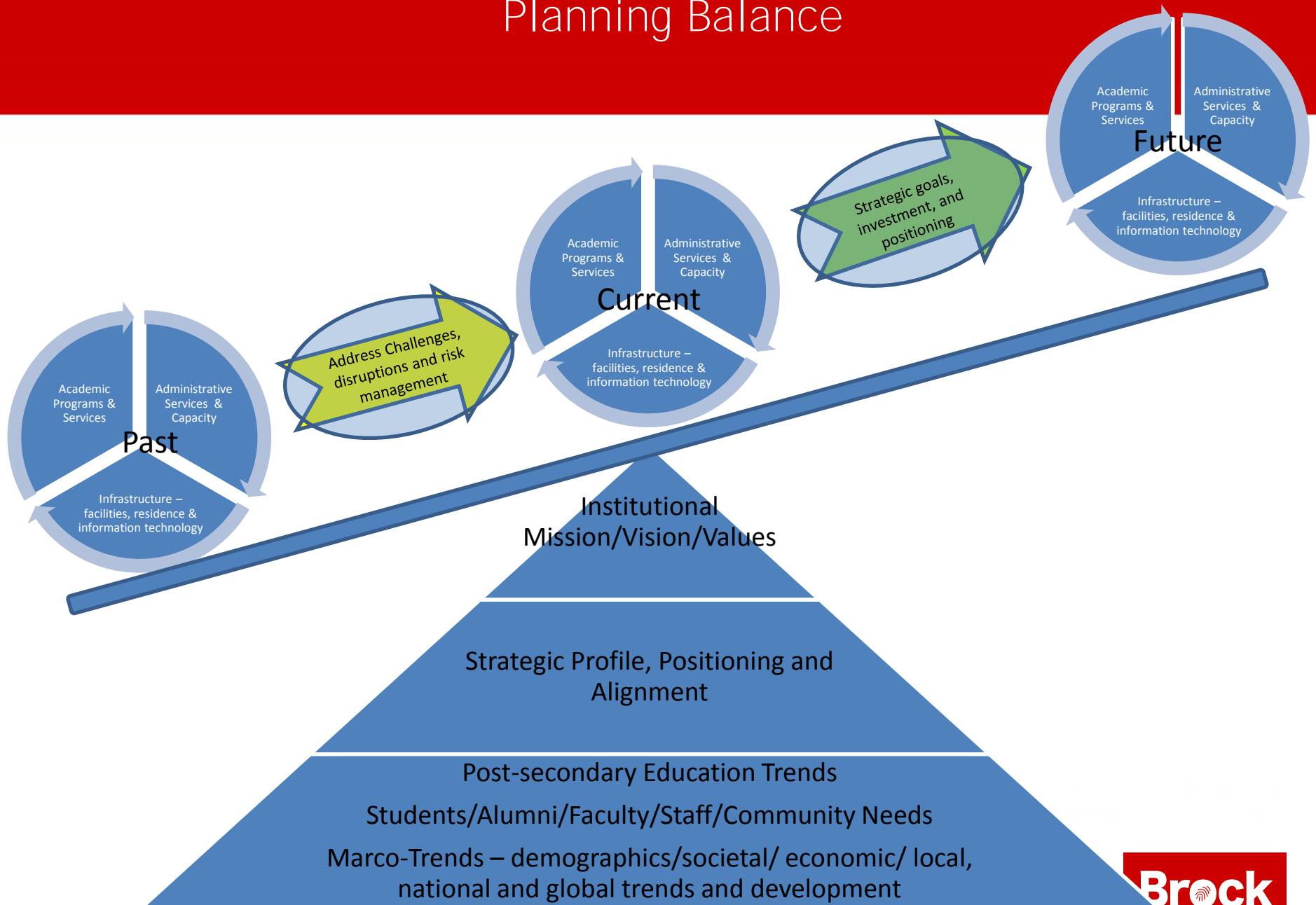
Brandon (2015)

Brandon (2016)

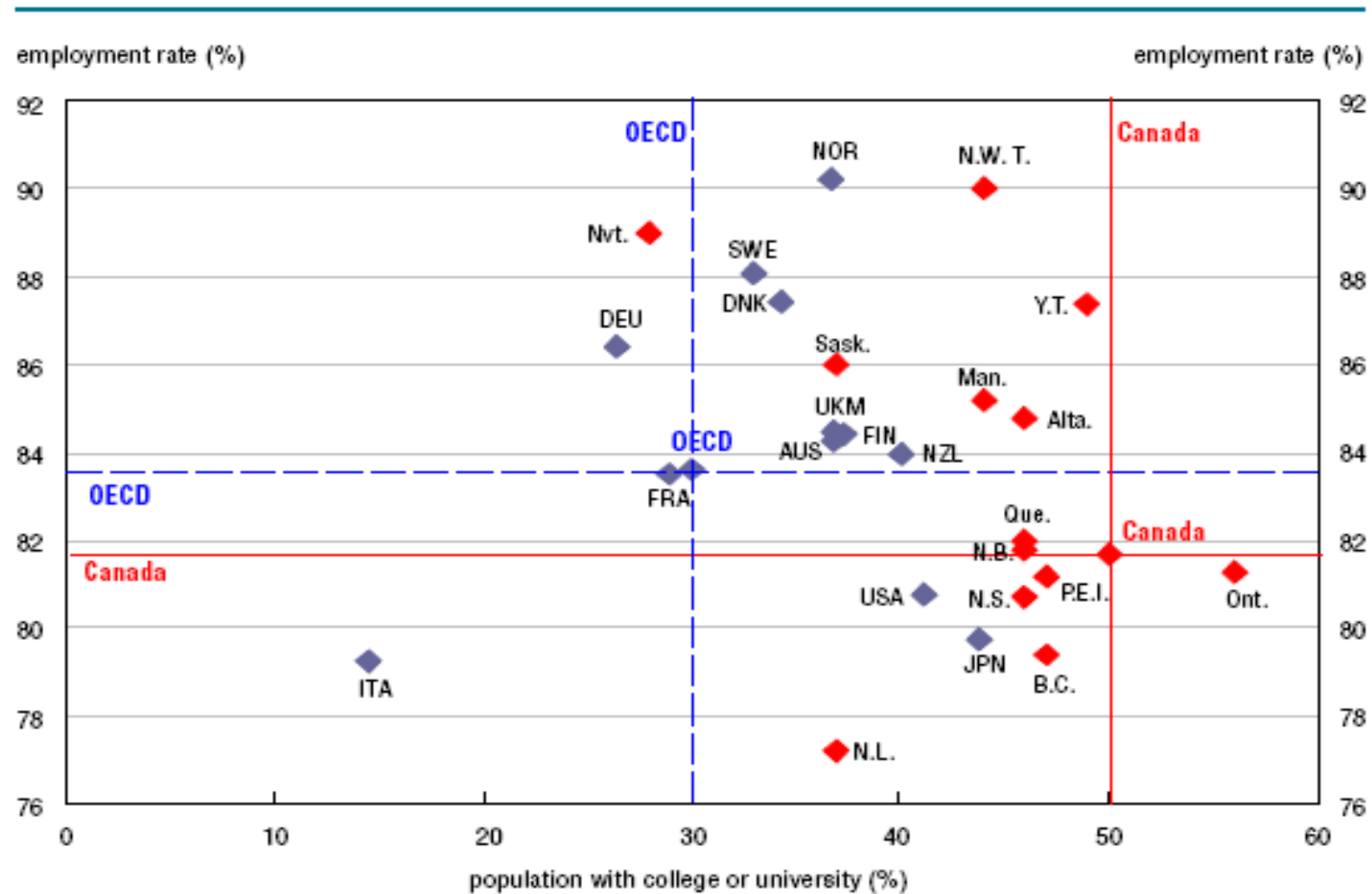
Brandon (2018)

University Type

Planning Balance

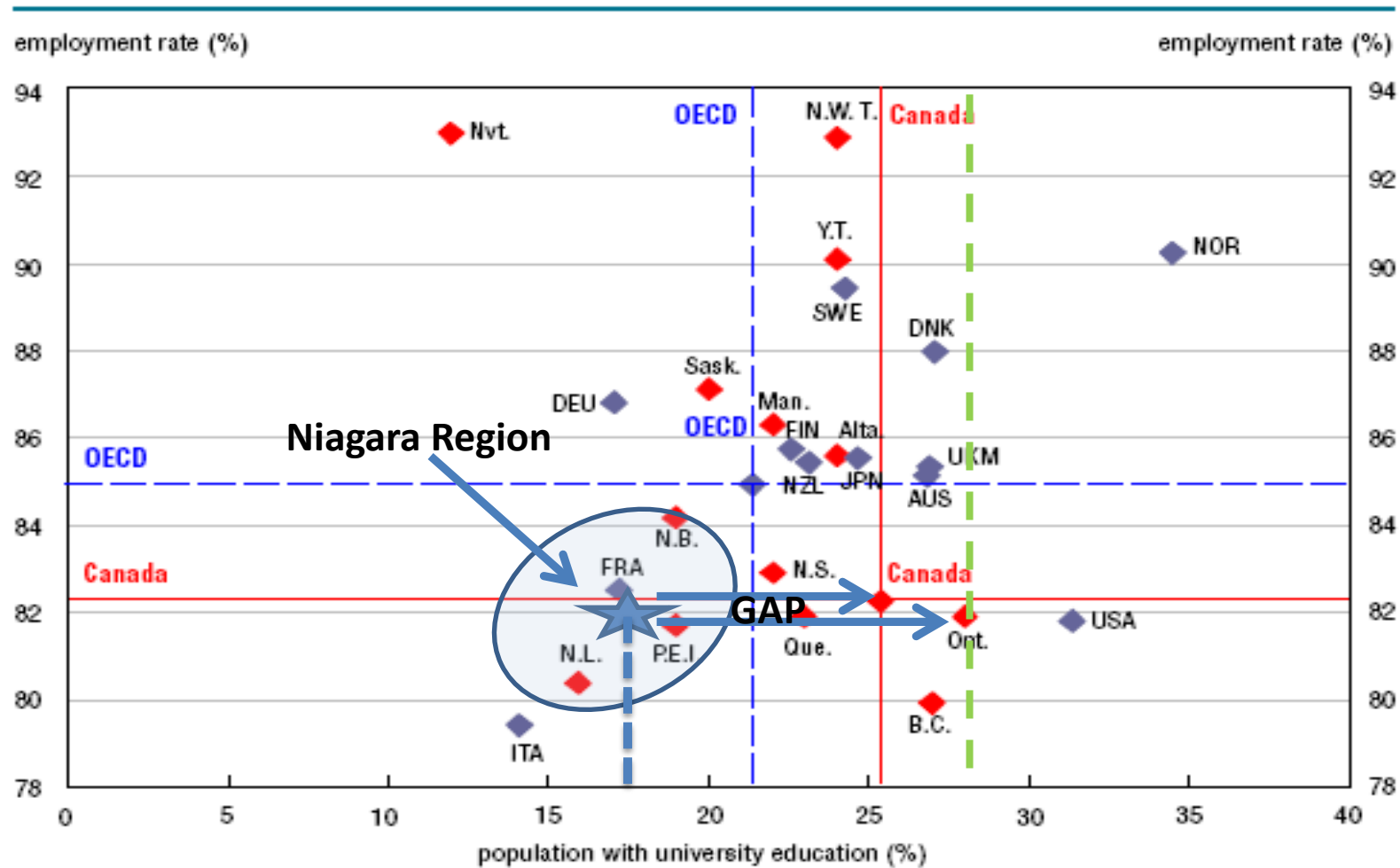


Employment Rate and College/University Rate



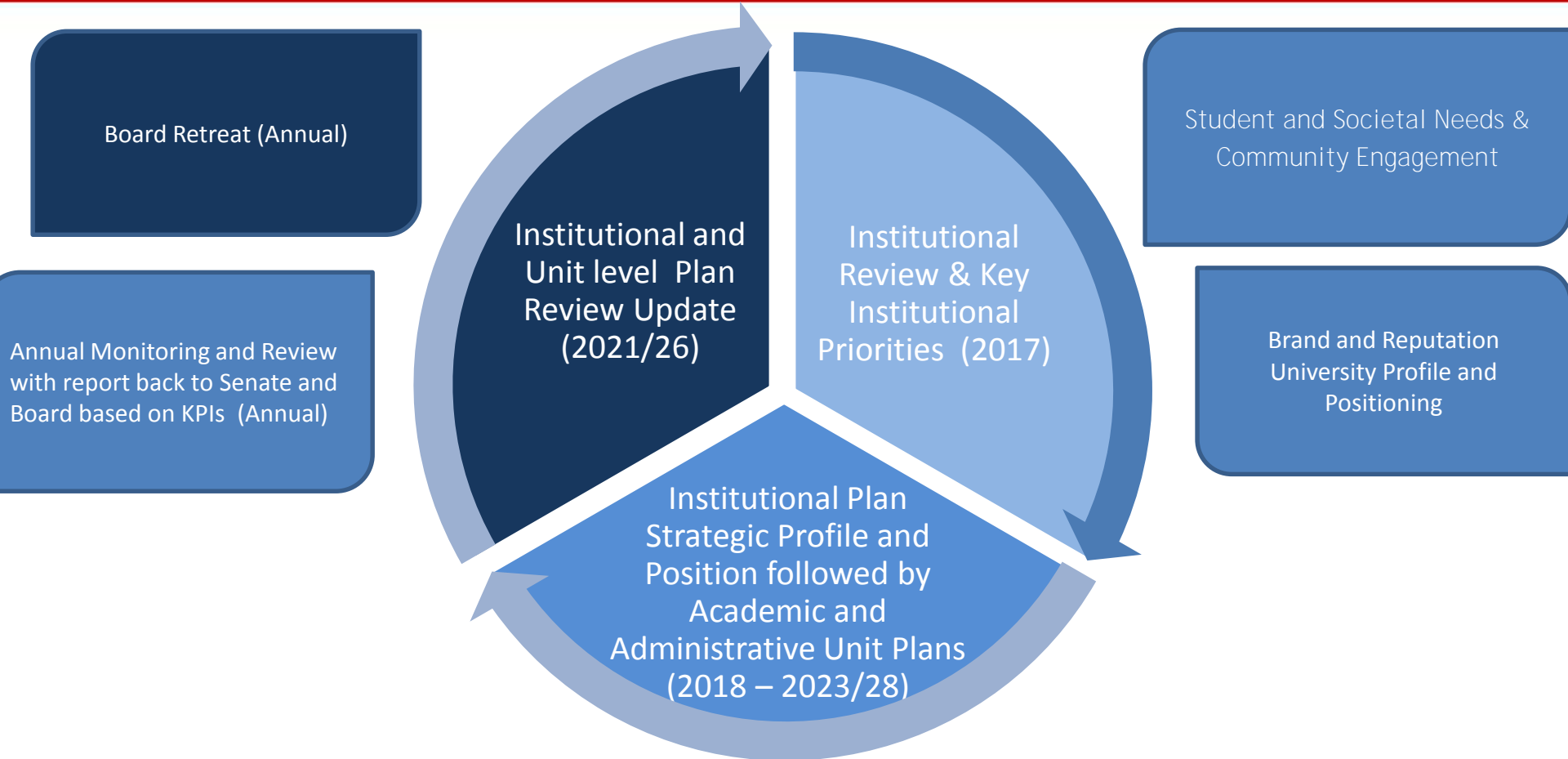
Source: <http://www.statcan.gc.ca/pub/81-599-x/2012008/c-g/c-g001-eng.htm>

Employment Rate and University Rate



Source: <http://www.statcan.gc.ca/pub/81-599-x/2012008/c-g/c-g002-eng.htm>

Institutional Planning Cycle



Institutional Philosophy

BRAND & PROFILE

REPUTATION & POSITIONING

Students, Regional and Societal Needs

Vision, Mission, Values

University as a Mechanism

University as a Community

Faculty, staff, financial capacity, technology, infrastructure
(Input Mechanism)

Students, faculty, staff, alumni, community, region, province, beyond
(Stakeholder Community)

Academic & Administrative Planning - Processes

Graduation rates, researching funding, teaching evaluation, class size, space utilization, commercialization, financial ratios, donations, and number of local, national and international partnerships agreements

Student, Alumni, Faculty and Staff development and engagement, Diversity, Retention rate, research and innovation, knowledge dissemination, HTP, community development & engagement, regional economic growth, provincial & national prosperity, and global context

Measure the temperature

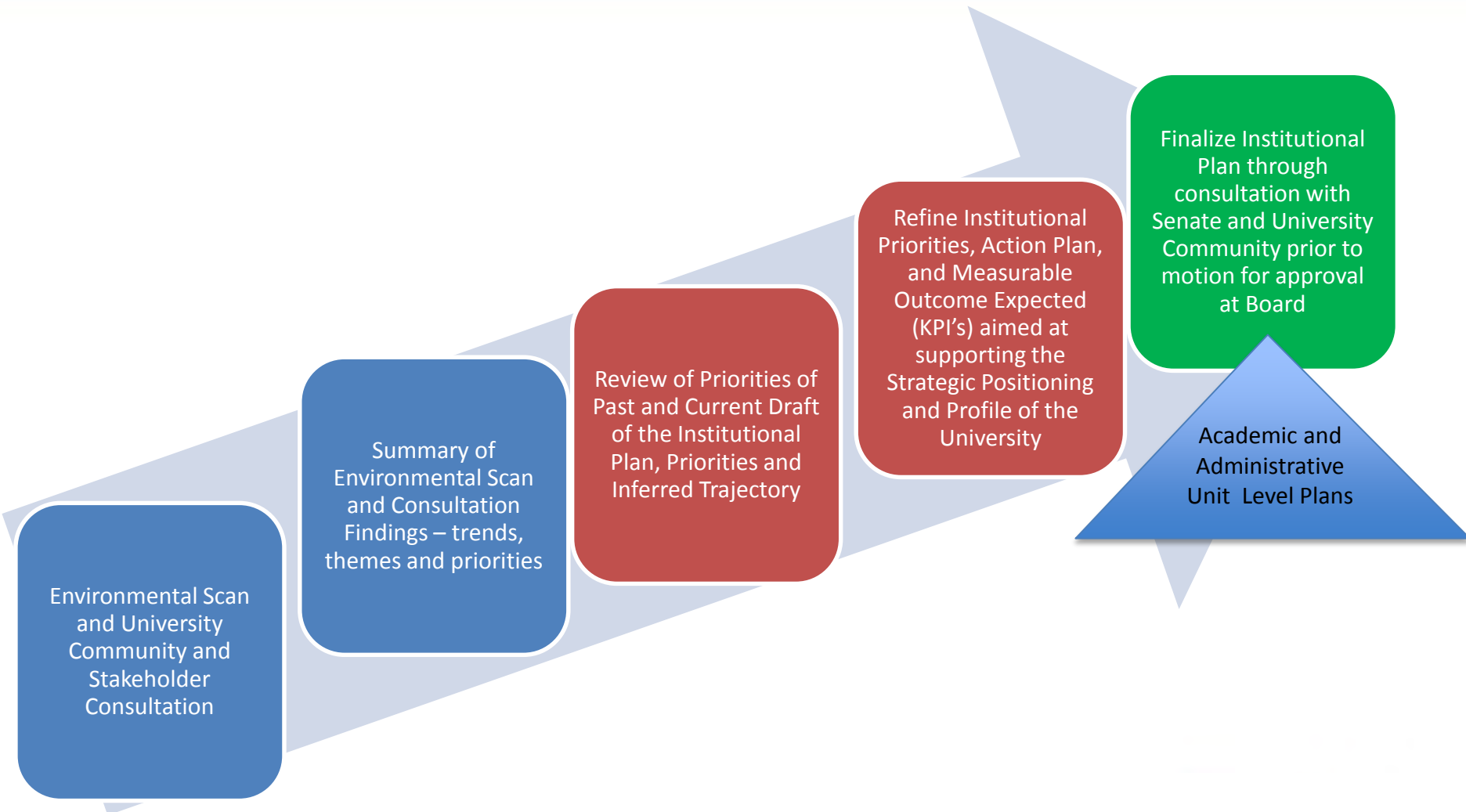
Strategy

KPI

Measure the Climate

Culture

Institutional Planning From Here to There



Strategic Plan Steering Committee
Terms of Reference
September 2017

Purpose

To support the development of an integrated strategic plan and shared academic priorities for consideration for approval by the Board of Trustees that advances the mission, vision and values of Brock University as a comprehensive university through consultation with Senate, Board, Faculties, and Academic Service and Administrative Units as well as engagement across the university community, including students, faculty, staff, alumni, donors, regional partners and other stakeholders.

Roles and Responsibilities

The roles and responsibilities of the Steering Committee will include the following:

1. To provide context and guidance on the review and findings of the existing strategic positioning of the university, including the strengths, opportunities, and challenges of the university; the emerging trends and developments affecting post-secondary educational institutions; and a broad environmental scan, situational analysis and benchmarking of the current setting and trends shaping post-secondary education and comprehensive universities at the provincial, national and international levels;
2. To present the findings of the environmental scan and situational analysis to faculty, staff, students, alumni, stakeholders and partners and to solicit their views on the current university profile and positioning and its potential future profile and positioning based on their identification of its strengths and opportunities as well as the priorities that would have to be pursued to transform the university from its current state to the potential future state;
3. To determine the refinements and augmentation needed in the themes and priorities of the current draft Strategic Plan to further reflect the findings determined through the environmental scan, situational analysis, and consultation process in order to draft a new consolidated Strategic Plan along with the supportive action items and measurable outcomes for the transition of the university from its current to future desired situation;
4. To consult with Senate, the Board, and, through town halls, the university community (on and off-campus) on the priorities, strategic direction and future strategic positioning and profile implied by the new draft consolidated Strategic Plan and to take into account the comments and suggestions in developing a finalized Plan;

5. To consult with Senate on the finalized consolidated Strategic Plan and to take into account the comments of Senate prior to the final Strategic Plan being presented to the Board for consideration of a motion for approval.

Expected Outcome

The expected outcome of the activities of the Steering Committee is as follows:

1. The development of a broad report on the current strategic profile and positioning of the university and the trends developing in the post-secondary education sector affecting the current and future development, strengths, opportunities and direction of the university. This work will form an early chapter on the Current Development and Trends in the University's Strategic Plan;
2. Develop a report on the key findings from the consultation across the university community informed by the information and findings associated with the Current Development and Trends document as well as the presentation of the institutional priorities identified in the current draft of the strategic plan;
3. Identify key priorities emerging from the consultation process as well as make suggestions on potential modifications and additions needed to the current draft of the strategic plan;
4. Development of a new draft strategic plan that support the development of a shared mission and vision of the university's strategic profile and positioning for the next 5 to 10 year period based on consultation and consensus building across the university community;
5. Review and comment on the final draft of the Strategic Plan to be presented to Senate for comments prior to being presented to Senate and submitted to the Board of Trustees for consideration for approval.

Governance

The Steering Committee will be chaired by the University President with members selected to reflect a broad cross-section of the university community and stakeholders.

Proposed Steering Committee Membership

1. For the Board, the chairs of the Board sub-committees for Strategic Planning, Governance & Nomination, and Financial Planning and Investment. Three members.

2. For Senate, Chair and Vice-Chair of Senate, Chair of Senate Sub-committees for Planning, Priorities and Budget Advisory Committee, Undergraduate Program, and Graduate Studies. Five members.
3. For Students, President of Brock University Student University and President of Brock University Graduate Students Association. Two members.
4. For Alumni, President of the Brock University Alumni Association. One member,
5. For Faculty, three Deans and three faculty members ensuring all six faculties are fully represented as well as the University Librarian and a representative from Brock Athletics. Eight members.
6. For Indigenous Students and Communities, the Chair and Vice-Chair of Brock's Aboriginal Education Council, representative from Brock's Two Row Council, and the University Elder. Four members.
7. For Human Rights, Diversity and Inclusion, Chair of the Human Rights Task Force. One member.
8. For Community Organizations, CEO/Chair of the Niagara Region Chamber of Commerce, CEO/Chair of the YWCA, CEO/Chair of the United Way, CEO of Niagara Health; Four members.
9. Vice-President, Academic, Vice-President, Research, and Vice-President, Administration. Three members.
10. Vice-Provost, Teaching, Learning and Student Success, and Vice-Provost, Enrolment, Management and International, and University Registrar. Three members.
11. One member selected by the President. One member.
12. One member selected by the Chair of the Board of Trustees. One member.
13. Total number of members: 36 members plus the Chair (President) totaling 37 members.

Meetings

1. It is expected that there will be three meetings of the full committee for a duration of approximately three hours each; however, up to five meetings may be held depending on the time needed to develop a shared vision and priorities for the future strategic profile and positioning of the University.
2. It is expected that each member of the committee will attend at least 2 facilitated consultation meetings with stakeholders with each consultation session lasting approximately 2 hours each. Consultation sessions will include the following groups: students, faculty, staff, alumni, community members, economic development offices; City/town Council for each of the 12 municipal and Niagara

regional governments; local business; and local not-for-profit. Totalling appropriate 20 consultation session with Steering Committee members expected to attend at least two of these sections. Separate discussions will be held with Niagara College, School Boards, and institutional partners including McMaster University; and

3. It is anticipated that members will attend the presentations to Senate and to the Board.

Meeting Expectations

- It is anticipated that committee members will be expected to attend a total of approximately 30 hours of meetings between September 2017 and June 2018.