



Board of Trustees

University and Community Experience Committee

Cycle 1 - Wednesday, September 27, 2023

Start Time: 4:00 PM

Remote via MS TEAMS

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Phone Conference ID: 251 053 363#

Agenda

#	Item	By	Start Time	Length	Action
1.	Call to Order & Land Acknowledgement	AF	4:00	1	
2.	Declaration of Conflict of Interest	AF	4:01	1	
3.	Approval of Agenda (including consent items)	AF	4:02	2	Approval
4.	Business Arising from the Minutes	AF	4:04	1	Information
<u>KEY ITEMS</u>					
5.	<u>2023-24 University and Community Experience Committee Work Plan</u> (including the 2023-24 Committee Objectives) (including appendices 1-2)	LW/MR	4:05	10	<u>DECISION</u>
6.	<u>Campus Safety Services Annual Report</u> (including appendix1)	DM/SJ /JG	4:15	10	Information
7.	<u>Performance Indicators Report</u> (including appendix 1)	LW	4:25	10	Information
8.	<u>Next Steps on the Institutional Strategic Plan</u>	LR	4:35	5	Information
CONSENT ITEMS (IN CAMERA)			4:40	5 (minutes if needed)	
9.	IN CAMERA Record of Proceedings - Meeting #5 (2023-24) held on June 28, 2023 - (IN CAMERA)	AF			Approval
<u>CONSENT ITEMS</u>					
10.	<u>Minutes of Previous Meeting - Meeting #5 (2023-24) held on June 28, 2023</u>	AF			Approval
11.	<u>Enrolment Update</u>	LW/SC/ GJ			Information

#	Item	By	Start Time	Length	Action
12.	<u>Marketing and Communications report (including appendices 1-3)</u>	MT			Information
13.	Metrics - <u>Campus Security</u>	DM/GB			Information
14.	Other Business	AF	4:45	5	
14.	ADJOURNMENT	AF	4:50		

Agenda Legend

AF	Arti Freeman	LW	Lynn Wells
GB	George Bench	SC	Suzanne Curtin
GJ	Geraldine Jones	LR	Lesley Rigg
MT	Matt Terry	MR	Meaghan Rusnell
JG	Jennifer Guarasci	SJ	Scott Johnstone

ACCESSIBILITY: If you require this agenda in an accessible format or require the provision of communications supports for the meeting, please submit a request by email to universitysecretary@brocku.ca Please note, where meetings are held using Microsoft Teams, individual participants can access live captioning by following these instructions: [Live Captioning in Teams Meetings](#).



Board of Trustees

Report to the University Community and Experience Committee

DECISION ITEM

TOPIC: 2023-24 University Community and Experience Committee Work Plan

September 27, 2023

Lynn Wells, Provost & Vice-President, Academic

Meaghan Rusnell, Associate Vice-President, Government, Community and International Relationships

MOTION

THAT the University Community and Experience Committee approve the 2023-2024 Committee Work Plan as outlined in Appendix 1.

EXECUTIVE SUMMARY

1. Rationale

- The Board Bylaw (section 7.3.3) requires that each Committee of the Board have an annual work plan that must be reported to the Board at its inaugural meeting each year.
- The attached work plan was developed by the Committee Chair, the President and Vice-Chancellor and Vice-Presidents along with the University Secretary.
- **The work plan reflects the Committee's responsibilities in its Charter (attached as appendix 2), the strategic priorities of the University, the feedback provided from the annual board assessment and ongoing actions from the previous year.**

2. Key background

- The mandate of the University and Community Experience Committee includes **oversight of the implementation of the University's strategic plan**, external relations, advancement and alumni affairs, and aspects of the university experience such as campus safety.
- The work plan includes regular updates on government and community relations, as **well as on progress made in reaching Brock's advancement goals.**
- Each Committee Chair has recently been requested by the Chair of the Board to develop key objectives for their Committee for the 2023-24 year. The Chair of the University Community and Experience Committee has set the following key objectives:
 1. Work with the Board Chair and Leadership to ascertain the mandate of UCEC at this moment in time and review the charter, as relevant.
 2. Successfully implement DEI report recommendations, as it pertains to UCEC.
 3. **Support the strengthening of Brock's relationships** - community / government relations and Indigenous engagement initiatives.

4. Focus on the efforts of the University to ensure safety and wellbeing of the University community.
5. Support the utilization of impact reporting and an integrated lens to advancement, marketing and communications as it pertains to the **University's mandate.**

3. Implications

- Approval of the Committee work plan will provide administration with a guide regarding what reports to bring forward to the Committee and when; however, the work plan is flexible and amendable. Items may be added or deleted by the Committee lead in consultation with the Committee Chair as required.

4. Next steps

- Following approval by the Committee, the work plan will be presented to the Board at the September 28, 2023 meeting for its information.

5. Background material

Appendix 1 - 2023-24 University Community and Experience Committee Work Plan
(1 page)

Appendix 2 - University Community and Experience Committee Charter (3 pages)

2023-24 UNIVERSITY AND COMMUNITY EXPERIENCE COMMITTEE WORK PLAN



Board of Trustees

Board Committee Charter	UNIVERSITY AND COMMUNITY EXPERIENCE COMMITTEE
Approved by the Board of Trustees	October 3, 2013
Amendments approved by the Board of Trustees	February 13, 2014; April 10, 2014; June 23, 2016; September 27, 2018; June 27, 2019; October 1, 2020

1.	Mandate
	<p>The mandate of the University and Community Experience Committee ("Committee") is to assist the Board in reviewing and providing guidance regarding:</p> <ol style="list-style-type: none">the implementation and metrics of the University's strategic plans;the University's enrolment and retention strategy;the development and maintenance of sound internal and external relationships within the University community, with government and with community engagement at large;the university experience;fund raising and donor relations;alumni affairs; andbrand and marketing strategy.
2.	Composition
	<p>The Committee is appointed annually and consists of the following:</p> <ol style="list-style-type: none">the Chair of the Board, the Chair Elect (or, when there is no Chair-Elect, the Vice-Chair), and the President, ex officio;a minimum of four additional community Trustees one of whom shall serve as Chair;one faculty Trustee;one student Trustee;one staff Trustee.
3.	Responsibilities
	<p>In fulfilling its mandate, the Committee shall have the following responsibilities:</p>

3.1	<p><i>Strategic Plan</i></p> <p>The Committee shall support the University in fulfilling its strategic plan by:</p> <ol style="list-style-type: none"> reviewing the implementation of the University's strategic plan; ensuring that the University has established and is monitoring a set of key performance indicators (KPIs) that pertain to the achievement of its strategic goals; and assigning the strategic plan KPIs to the appropriate Board committee for monitoring, and monitoring those KPIs which do not have an appropriate Board committee.
3.2	<p><i>Internal and External Relations</i></p> <p>The Committee shall review the University's communication and engagement with internal and external stakeholders to support its academic and operational objectives and to ensure that its reputation is maintained and enhanced, including government relations, community relations, media relations and student relations.</p>
3.3	<p><i>University Experience</i></p> <p>The Committee shall review the University experience as it impacts the communities it serves and the University population, including the services and supports provided by the University on campus, such as campus security services, residence life and food services.</p>
3.4	<p><i>Fund Raising</i></p> <p>The Committee shall review the University's fund raising and advancement activities to ensure that the institution optimizes opportunities to fund, through donations and grants, its endowment as well as its operating and capital requirements.</p>
3.5	<p><i>Alumni Relations</i></p> <p>The Committee shall review the University's communication and engagement with alumni in order to ensure that alumni feel connected and are encouraged to support the institution's ongoing academic, operational, financial and reputational objectives.</p>
3.6	<p><i>Policies</i></p> <p>The Committee shall review and make recommendations to the Board regarding the approval, amendment or repeal of any University policy relating to its mandate.</p>
3.7	<p><i>Risk Management</i></p> <p>The Committee shall gain reasonable assurance that risks related to its mandate are being effectively managed and controlled by reviewing the University's strategies, policies and plans for addressing such risks.</p>

3.8	<p><i>Performance Indicators and Measurement</i></p> <p>The Committee shall regularly receive and review the key performance indicators related to its mandate.</p>
3.9	<p><i>Other Responsibilities</i></p> <p>The Committee may:</p> <ol style="list-style-type: none"> Request reports from management on any matters that, in the Committee's discretion, fall within the Committee's duties; and Make recommendations to the Board, Executive Committee, President and/or his/her delegate on any other related matter referred to the Committee.
4.	<p>Meetings</p>
	<ol style="list-style-type: none"> Meetings of the Committee are open to members of the public, with the exception of <i>in camera</i> sessions. Admission will be on a first-come, first-admitted basis subject to the limitations of available space as set out in the Framework for Open Meetings. Committee meetings shall normally be held four times a year at the call of the Chair. Meetings are held in accordance with the Board and Board Committee Meeting Procedures.



Board of Trustees

Report to the University and Community Experience Committee

INFORMATION ITEM

TOPIC: Brock University Campus Safety Services Annual Report

September 27, 2023

Donna Moody, Director, Campus Safety Services

Scott Johnstone, Associate Vice-President, Infrastructure and Operations

Jennifer Guarasci, Vice-President, Administration (Interim)

EXECUTIVE SUMMARY

1. Purpose of the Report

- Campus Safety Services (CSS) reports annually to the University and Community Experience Committee (UCEC) and publishes their annual report - see appendix 1.
- In the Memorandum of Understanding with the Regional Municipality of Niagara Police Services Board, CSS must also report information quarterly to this Board and annually through this report on statistics and criminal activity on Brock properties. This is also a requirement of our Special Constable status granted through the Police Services Board and the Ministry of the Solicitor General (Ontario).
- The annual report is a public document and posted on the Campus Safety Services website. The report provides an overview of our department, services, initiatives, and our involvement with both the Brock community and the broader communities of Niagara.

2. Key Background

- Brock University Campus Safety Services is a special constable service consisting of Brock University staff, complemented by contract security guards. We are in the third year of a three-year extension contract with GardaWorld security. Our organizational chart is displayed on page 11 of the annual report.
- This public report covers the period of the academic/fiscal year May 1, 2022, through to April 30, 2023. Our statistical information predicts trends and allows for a current analysis which is used to set safety and security initiatives for the academic term starting in September each year.
- Statistical information in the report demonstrates an increase in our calls for service which is consistent with the full return to campus of students, faculty, and staff at the beginning of our fall 2022 academic term.
- Over the past 12 months a review of CSS was conducted which resulted in the rebranding of our department name to Campus Safety Services better reflecting our primary commitment to safety of the Brock community. As a part of this review, our special constable staffing complement was increased to provide an enhanced level of service response.

- Training of CSS members continued throughout the year with a focus on mental health intervention and de-escalation along with learning initiatives promoting equity, diversity and inclusion with both internal and external community partners.
- Our work continues this fall as we welcome our new academic year and continue to provide a safe working environment for the Brock Community.

3. Background Materials

Appendix 1 -

 [UCEC Brock University Campus Security Services Annual Report App1 28Sept2023.pdf](#)



Campus Safety Services Annual Report 2022-23



Brock University acknowledges the land on which we gather is the traditional territory of the Haudenosaunee and Anishinaabe peoples, 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.

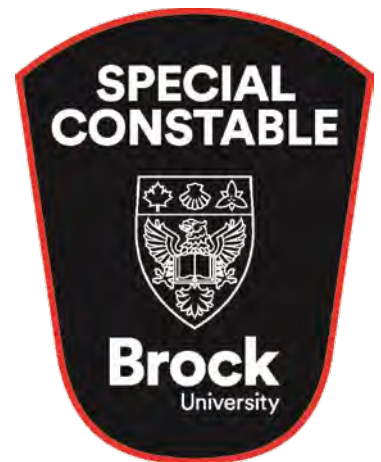
Today this gathering place is home to many First Nations, Métis and Inuit peoples and acknowledging reminds us that our great standard of living is directly related to the resources and friendship of Indigenous people.



Mission Statement

Brock University Campus Safety Services takes pride in our dedicated team of experienced professionals who provide a safe and welcoming environment for students, faculty, staff, and visitors. The safety of our Brock community is a priority for us along with promoting community-oriented services to all who live, work, and learn at Brock University.

Campus Safety Services stands in solidarity with the Brock University Institutional Strategic Plan to foster a culture of inclusivity, accessibility, reconciliation, and decolonization on our campuses. We look forward to focusing on a path of learning to recognize and integrate diversity, equity, and inclusion into our service as we advance and learn together with our Brock community.



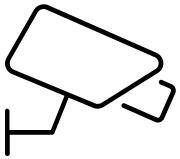


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A Message from the Directors

Brock University — Campus Safety Services (CSS) is a Special Constable Service with the #1 priority being to deliver a safe, inclusive, and welcoming environment to our students, staff, faculty, and visitors across our campuses.

In this past academic year, the level of activity on campus more closely aligned with our pre-pandemic experience. On campus residence facilities operated at near full capacity, while students enjoyed greater access to in-person academic programming as well as extra-curricular activities and social events. In some cases, due to the impact created by the pandemic, students who were in later years of their program were fully on campus for the first time. This was a welcome adjustment for all in our community, including Campus Safety Services (CSS), as we continued to adapt and prioritize efforts to support a safe, secure, supportive, welcoming, and inclusive environment for all in our community.

Our team has undertaken a review of our service delivery model, to ensure alignment with the changing needs of our students, staff, faculty, and visitors as they returned to our community, work and learning environment. Part of this review saw our department

rebranded as Campus Safety Services, to better reflect our ongoing and primary commitment to the safety of all. In early 2023, to better support this mission, the authorized strength of our department was increased by four Special Constables. As such, recruitment efforts, supported by our university partners, became a substantive focus.

A primary consideration of this recruitment drive was to ensure that our team better reflected the diversity of our community. The recruitment effort was extensive, reaching across the province to develop a pool of qualified applicants. As this report was written, the successful candidates were in the process of completing their initial training, which consists of a standardized course offered for Special Constables in Ontario, and one that is endorsed by the Ontario Association of Chiefs of Police. Our newest staff members will be ready to help welcome all back to campus for the Fall 2023 Term.

Focus also turned to the training available for our current members, specifically in relation to mental health crisis intervention and de-escalation. In partnership with the Niagara Regional Police Service, our frontline officers are to receive Crisis Intervention Training, offered by healthcare subject matter experts. In addition, training was also made available at the university in relation to gender and sexual violence, Anti-Ableism, Anti-Black Racism, Anti-Muslim and hate crimes. All members of Campus Safety Services are committed to continuous learning initiatives recognizing the importance of promoting inclusivity and condemning acts of violence against vulnerable individuals, members of the 2SLGBTQIA+ community and marginalized and/or racialized groups.

We continue to work with other campus partners (including but not limited to Campus Assessment, Response and Education) to address concerns that may be identified in relation to student. This cooperative and collaborative approach is in place to ensure that a students encountering difficult

circumstances may get access to the appropriate assistance or support required.

Through the past months, our team has also continued to evaluate and enhance our capacity to support an emergency response on campus. This effort has included the use of technology to support prompt notification of our community should there be an emergency on campus. In addition, practical full-scale training exercises have been conducted in partnership with local emergency services, to ensure the response to any incident on campus is as efficient and effective as possible.

This report will highlight our recent rebranding, new staff complement and provide statistical information in relation to calls for service. Our team is eager to welcome all back to the University this fall and to promote a welcoming, inclusive, safe, and respectful working and learning environment where all can succeed.

“Surgite”



Donna Moody

Director,
Campus Safety Services



George Bench

Director,
Emergency Management and Life Safety



BROCK

A Special Constable Service

Through a hybrid model, services are provided by 13 Special Constables supported by 21 contracted security guards.

This staffing complement provides service to our campuses in St. Catharines and Hamilton, as well as the Marilyn I. Walker School of Fine and Performing Arts. We are open and responding 24 hours a day, 365 days a year. Special Constable status is granted by the Ministry of the Solicitor General and governed by a memorandum of understanding between Brock University and the Regional Municipality of Niagara Police Services Board.

Campus Safety Services works closely with Emergency Management and Preparedness at Brock University, which manages the Central Communications and Monitoring Centre (CCMC). The CCMC is staffed with four full-time civilian dispatchers who monitor nearly 200 emergency phones located across campus and more than 800 video surveillance cameras which cover interior and exterior public areas.





Emergency Preparedness at Brock

At Brock University, the Emergency Management Plan is based upon the Ontario Incident Management System (IMS) and serves as an “all hazards” response and management tool, that may be applied proactively or reactively, in wide ranging circumstances.

As outlined in the plan, the response to any major incident can be guided and/or supported through the activation of an Emergency Operations Centre (EOC). When required, an EOC will be staffed to ensure that the core functions of Coordination and Command, Operations, Planning, Logistics as well as Finance and Administration are fulfilled. This approach offers a great deal of flexibility in that it is scalable in nature, meaning only required functions need be activated. An incident with limited impact may could result in a partial activation, where fewer resources are required to fulfill select functional roles within an EOC. In contrast, a major incident may lead to a full activation where all roles are staffed, and where necessary, additional support may be obtained by subject matter experts and include representation from other areas of the University.

Training exercises are a major factor when it comes to emergency preparedness programs. Designed not only to identify potential issues in relation to response capacities, exercises also ensure that staff are familiar with their roles and expectations should an actual emergency occur. In May 2023, the Niagara Regional Police Emergency Task Unit, conducted practical training exercises on our main campus. The scenario challenged officers, supported by Campus Safety Services staff, with an active shooter and hostage taking incident in a residence facility. In addition to satisfying police training requirements, the scenario provided an opportunity to examine how Campus Safety Services could best

work with police to ensure the response to such an incident were as effective as possible.

On the following day, University staff participated in a tabletop exercise based upon the same scenario. Staff were called to establish an Emergency Operations Centre and lead Brock’s response. The exercise focused on priorities identified at the time of the event as well as actions that could be anticipated in the days that followed. Our thanks are extended to the Niagara Regional Police Service members from the Corporate Communications and Emergency Services sections for their support and participation with this exercise.

On May 10, 2023, during Emergency Preparedness week, the University conducted a large-scale test of its mass notification system (MNS). Communication is critical in every emergency and our MNS has the capability of sending messages to the University community as a whole or to select groups or locations as appropriate. Messaging may be sent simultaneously across many platforms, including smart phones via the Brock Safety App, to email accounts, office telephone extensions and voicemail accounts, social media platforms, broadcast over internal speakers (where available), displayed on digital message boards located throughout campus, and/or all registered Brock University computer display screens (including those assigned to lecture halls and study areas). Everyone in the Brock community is encouraged to support emergency preparedness efforts and download the Brock Safety App.

Campus Safety Communications

The Brock Safety app is a robust safety communication and information tool that has become a vital resource to the Brock community and beyond.

One of the easiest ways to connect with Campus Safety Services, 24 hours a day, 7 days a week is via the Brock Safety app. This user-friendly app can connect directly to a dispatcher in our Central Monitoring Communications Centre while also providing quick links to resources including Student Wellness & Accessibility, Crisis Information & Counseling, Report-a-Crime online, and information on lost and found property.

The Brock Safety app also plays a key role in our mass notification system. In the event an incident or situation may impact the Brock community, staff from our Central Communications and Monitoring Centre (CCMC) are able to alert subscribers through messaging broadcast on the app. In the event of an emergency, this communication may be supplemented with synchronized messaging campus-wide and online. In addition to alerts received on the Brock Safety app, the mass notification system can broadcast messaging in relation to more critical situations within seconds to all Brock desk phones, Brock emails, social media platforms, network computers, digital clocks/speakers, network digital display monitors and audible announcement via the PA system (where available).

CSS has a combined total of over 30,000 Brock Safety app subscribers and social media followers. Throughout the year, CSS will post educational and crime prevention content on social media.



The Brock Safety app is available on IOS or Android operating systems and is completely free to download in your app store.



Connect with us:

@BrockSafety

BrockSpecialConstableService

Marilyn I. Walker School of Fine and Performing Arts



CSS has been in operation at the Marilyn I. Walker School of Fine and Performing Arts since May 2015.

Members of Campus Safety Services remain committed to providing a safe and welcoming environment at the Marilyn I. Walker School of Fine and Performing Arts, located in downtown St. Catharines. In this effort, our team of security guards, with the support and leadership from a Brock Special Constable Supervisor, strive to prevent issues wherever possible by working proactively with students, faculty, staff, and community members to help create an atmosphere where all can thrive.

Campus Safety Services has established effective lines of communication with the City of St. Catharines, the Niagara Regional Police Service, and community

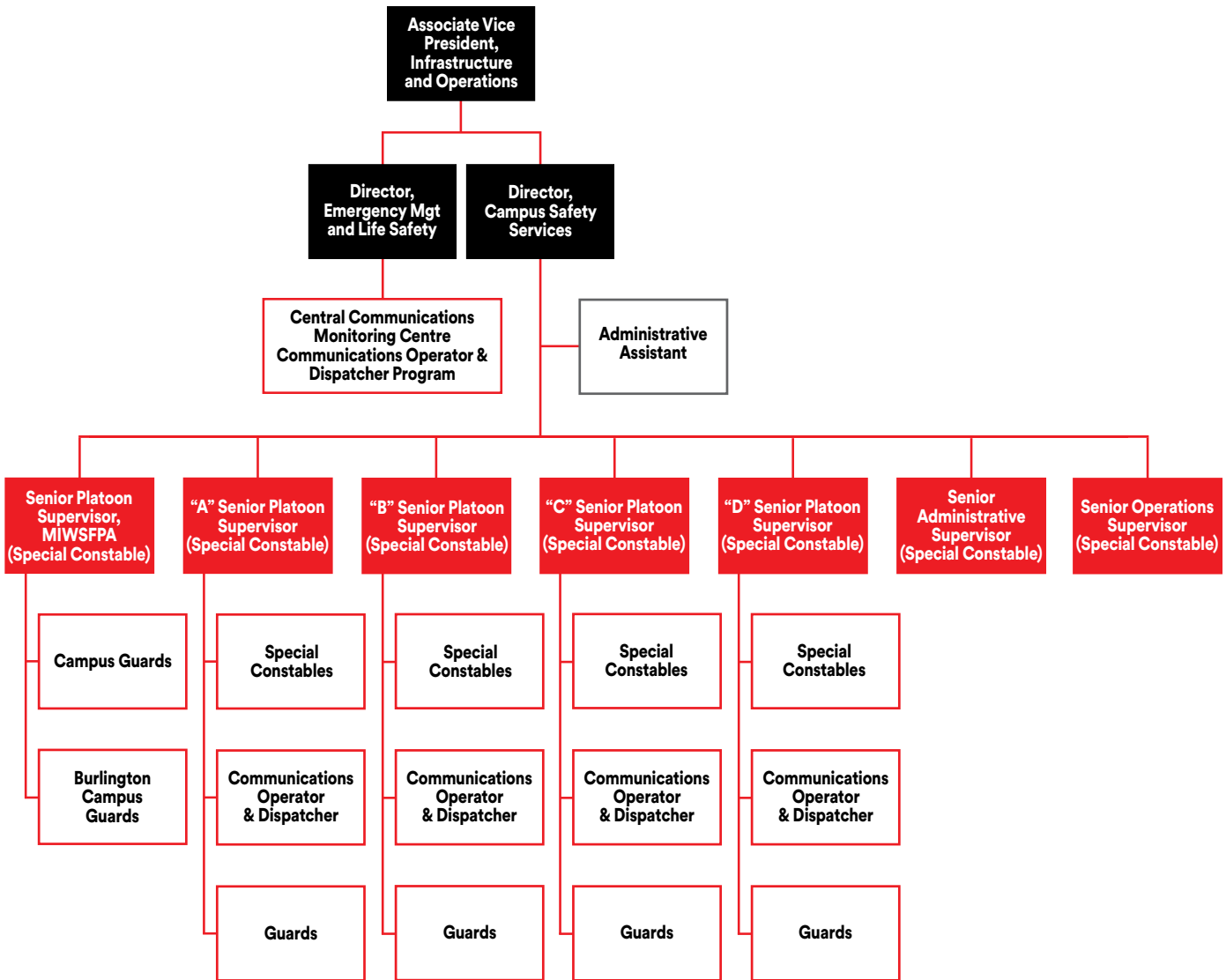
partners, to ensure an effective, prompt, and efficient response to issues as they arise. This response may include referrals to support programs available in the community. Through collaboration, we strive to foster a safe environment not only for our students, faculty and staff but the broader community as well.

Similar to operations at the Marilyn I. Walker School of Fine and Performing Arts, Campus Safety Services has also maintained a presence at the Hamilton Campus. Our operations will relocate to the temporary Burlington site and focus on ensuring a safe, secure and inclusive atmosphere as we welcome students, faculty and staff to this facility.



CSS Organizational Chart

Campus Safety Services and Emergency Management each report to the Senior Associate Vice-President of Infrastructure and Operations. Campus Safety Services strives to provide a safe and welcoming environment for students, faculty, staff and visitors. Services are delivered through a community-oriented, platoon-based model. Each platoon is managed by a Senior Platoon Supervisor and staffed by additional Special Constables as well as contracted Security Guards from GardaWorld.



Reporting Requirements

In accordance with the Police Services Act, R.S.O. 1990, c. P. 15, Campus Safety Services reports all actions taken in relation to the exercise of the powers granted to the University Special Constables to the Regional Municipality of Niagara Police Services Board.

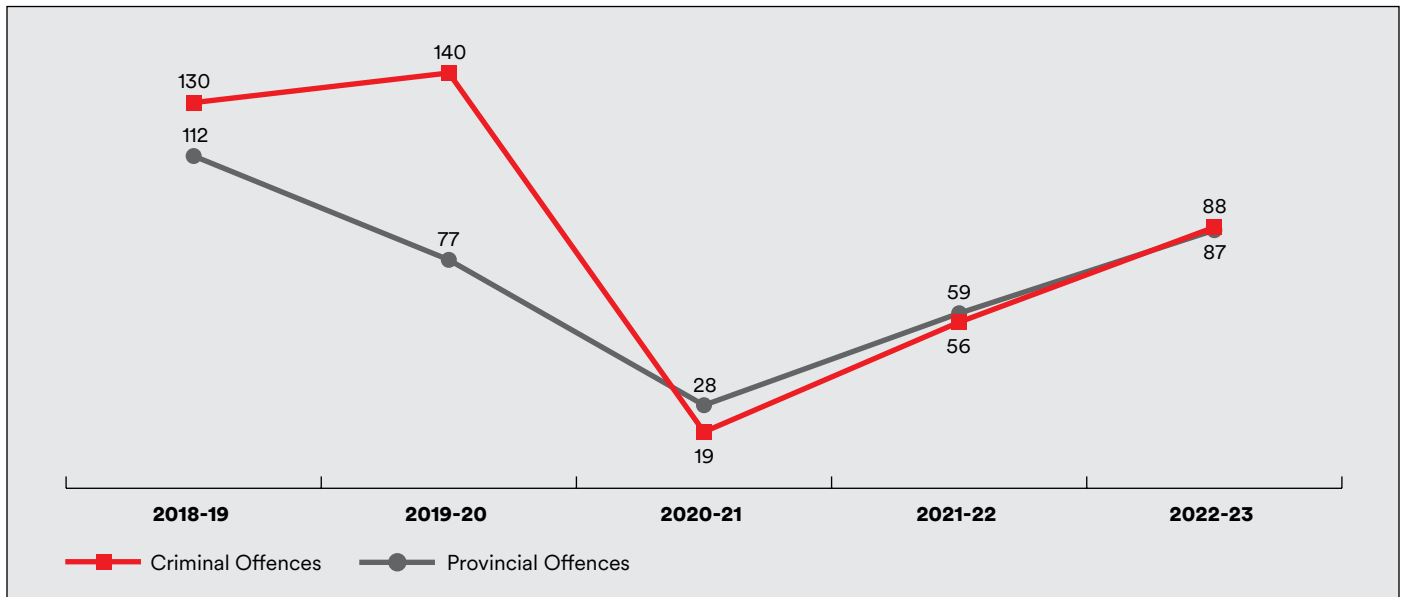
As a requirement of that accountability, the agreement between Brock University and the Board sets out that the University will provide an Annual Report with statistical information including amongst other requirements, enforcement activity.

Service calls do not always require an incident report. The total calls for service for the 2022/23 academic year was 4719 an increase from 7.3% in 2021/22. The table below outlines a breakdown of the reports created from 2020/21, 2021/22, and 2022/23 for various reported offences.

Reporting Requirements	2020/21	2021/22	2022/23
Contravention of University Policy			
Contravention of University Policy	45	72	83
Criminal Offences			
Assaults (Common, Bodily Harm)	1	5	8
Bomb Threat	0	0	0
Breaking and Entering	0	3	1
Criminal Harassment	0	1	3
Extortion by libel	0	0	1
Fail to Stop at an Accident	0	0	0
Forgery	0	3	2
Fraud/Attempted	1	5	13
Harassment by Telephone	0	0	2
Hate Propaganda	0	1	0
Impaired Operation of a Vehicle	1	0	0
Mailing Obscene Matter	1	3	0
Mischief (over \$5000/under \$5000, University Property/Other)	3	5	7
Other Criminal Code	0	1	1
Possession of a Control Substance	0	0	0
Possession of a Prohibited Weapon	0	0	1
Possession of Stolen Goods	1	0	0
Public Mischief	0	0	0
Robbery/Attempt	0	0	0
Sexual Assault/Harassment	1	3	0
Sexual Offences	1	0	1
Theft/Attempted	5	21	45
Uttering Counterfeit Currency	0	0	0
Uttering a Forged Document	1	6	1
Uttering Threats	1	2	1

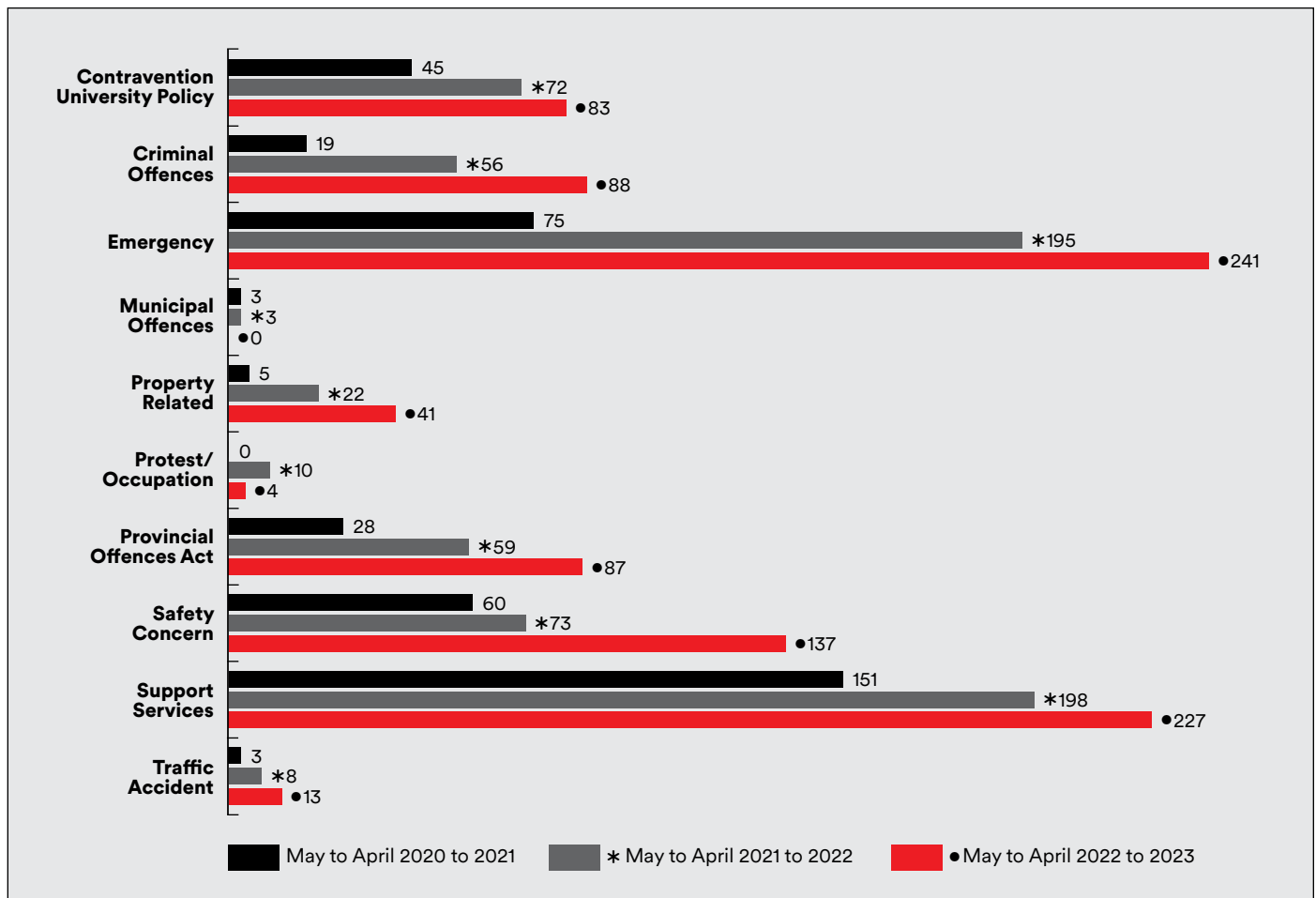
Reporting Requirements	2020/21	2021/22	2022/23
EMERGENCY			
Buildings (Elevator Entrapments, Fire Panels, Floods)	4	15	13
Fire Alarms	37	65	68
Medical Calls	22	114	154
Municipal Offences			
Mark or Apply Graffiti	1	0	0
Public Nuisance By-law	1	0	0
Property			
Property Damage	5	20	18
Recovered Stolen Property	0	2	2
Property claimed from property room	10	238	215
Property turned in to property room	106	738	1259
Protests/Occupation			
Occupation/Demonstrations	0	10	1
Provincial Offences			
Cannabis Act	1	0	2
Highway Traffic Act	1	1	2
Liquor Licence & Control Act	0	19	23
Mental Health Act	5	6	28
Safe Streets Act	0	0	0
Trespass to Property Act	21	33	32
Safety Concern			
Missing Person	2	0	1
Personal Safety Concerns	9	19	31
Safety Hazard	12	5	8
Suspicious Person or Vehicle	26	23	46
Support Services			
Assistance	151	197	226
Escorts (Person/Currency)	0	1	1
Vehicle Boosts	0	0	0
Alarms (Intrusion, Panic Button, Motions, Equipment Theft, Other)			
Traffic Accident			
Traffic Collision Parking lot	1	6	6
Traffic Collision Roadway	2	2	7

Criminal and provincial offences yearly comparison (May to April 2018-19 to 2022-23)



	2018/19	2019/20	2020/21	2021/22	2022/23
Criminal Offences	130	140	19	56	88
Provincial Offences	112	77	28	59	87

Incident report comparison (May to April 2021 vs. 2022 vs. 2023)





Niagara 2022 Canada Summer Games

Held every two years, alternating between winter and summer, the Canada Games are the country's marquee event for amateur sport representing the highest level of national competition for thousands of up-and-coming Canadian athletes. As the best in their age group, these young competitors come to the Games to be among those chosen to represent their respective province or territory.

Between August 6 and 21, 2022, the Niagara Region welcomed nearly 5,000 participants (including athletes, coaches, and support staff) to compete in the Niagara 2022 Canada Summer Games. The competition featured 18 different sports, including an inaugural rugby sevens competition (women's only) and the return of lacrosse.

At an early stage, Brock University's Board of Trustees voted to provide land at the south-west corner of Sir Isaac Brock Way and Merrittville Highway to support the development of Canada Games Park. A legacy facility, named the Walker Sports and Abilities Centre, was constructed on this site. The facility is home to a sports performance centre, twin ice rinks, a 200-metre indoor track, gymnasiums, an outdoor track, athletic field, and volleyball courts. This served as an ideal venue for

competition across 12 sports, in addition to various track events. Jointly owned by Brock University, St. Catharines, Thorold, and the Regional Municipality of Niagara, the facility continues to support the needs of community members.

For the duration of games, our main campus residence facilities became an "Athlete's Village," providing accommodation for competitors and coaching staff. In addition to providing accommodation, Brock University also served as a venue to host swimming, diving, rugby sevens and a criterium road cycling event.

Hosting an event of this scale called for a full team effort and involved staff and faculty from departments across the University. In our role, members of Campus Safety Services worked closely with Canada Summer Games staff, contract security and countless volunteers to ensure a safe, welcoming and supportive environment for all athletes, coaches, spectators and guests. The Niagara 2022 Canada Summer Games were a tremendous success, and our team remains grateful for having had the opportunity to contribute toward the positive experience had by all.



Campus Safety Services

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Report to the University and Community Experience Committee

INFORMATION ITEM

TOPIC: Performance and Overview Indicators report

September 27, 2023

Lynn Wells, Provost & Vice-President, Academic

EXECUTIVE SUMMARY

1. Purpose of the Report

- The Performance and Overview Indicators report template is used annually to report on progress made in achieving the objectives set forth in the Institutional Strategic Plan and to provide a framework for shaping and reporting on the activities in the year ahead.
- This is the fourth annual iteration of the report, which is presented to the Board and to Senate in September each year for information before being released to the public.

2. Key Background

- **Brock's Institutional Strategic Plan, titled "Brock University: Niagara Roots – Global Reach,"** was approved in December 2018. The seven-year plan, from 2018-2025, focuses **on identifying and achieving the University's academic, cultural and** community objectives, defined by growth into a dynamic, next-generation university with enhanced areas of strength, increased experiential and work-integrated learning opportunities, advanced research activity, and active community partnerships.
- A set of overview and performance indicators was **developed to measure Brock's** success in achieving the objectives set out in the Institutional Strategic Plan. These indicators would be made public annually and reported to both the Board and Senate.
- A draft report template was presented to Senate in May 2020 and to UCEC and Board in cycle 5 of 2019-20. Endorsement of the report template was obtained from all three bodies.
- The current version of the report builds on the report template to include available data from July 2022-June 2023. These data can be divided roughly into three categories:
 - Institutional data already available to the University (e.g., enrolment data; budget data);
 - Data **collected as part of the University's engagement with government** regarding SMA3. Note that these data have been defined in conjunction with government. These data are clearly identified in the report tables as also being part of SMA3 reporting.

- New metrics that the University has not yet begun reporting.
- Some highlights of the 2022-23 report include:
 - **A summary of the University's active role in planning and delivering the Canada Summer Games in August 2022, including the Games' legacy impact on the University;**
 - **Important milestones in the University's development of academic programming in the area of Engineering;**
 - A significant increase in research revenue for the third year in a row;
 - **A significant increase in the University's economic impact on the local region;**
 - A large increase in enrolment of students who identify as Indigenous.
- Work remains to be done in the next year to define a number of indicators related to the inclusivity, accessibility, reconciliation and decolonization priority.
 - In the last year, a project team was struck to launch a demographic census that would, among other things, collect the EDI data required.
 - The project team issued public requests for proposals to recruit a contractor with expertise in the area. Although the initial RFP failed to attract a suitable contractor, a successful RFP was issued last spring, with MNP identified as the successful bidder. Work has been underway since then to develop the survey. MNP is currently consulting with the University community and some initial progress has been made in designing the census.
 - The Ontario University Application Centre will be implementing changes to the demographic questions it poses to all Ontario high school students applying to a university in the province. Many of these changes will yield new data related to under-representation. Most of these questions will also overlap with the categories identified as performance indicators, yielding **an initial picture of Brock's incoming student body.**

3. Next Steps

- Data will be reported annually in September using the report template, as previously agreed.
- Work is underway to develop the successor to the current Institutional Strategic Plan.

4. Background Materials

Appendix 1 - Performance and Overview Indicators (September 2023) (36 pages)

Brock University

**Performance and Overview Indicators
September 2023**



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Brock at a Glance

Vision

Brock University is a dynamic, comprehensive university that makes a positive difference in the lives of individuals in our Brock community, the Niagara Region, Canada and the world through leadership, innovation and excellence in learning, teaching, research, scholarship and creativity across disciplines.

Mission

Brock flourishes through the scholarly, creative and professional achievements of our students, faculty and staff. Although we share a common purpose, we recognize and honour knowledge pursued through diverse perspectives and approaches. Our academic mission is to nurture and support our students and faculty in the discovery of knowledge through exemplary scholarship, teaching and service.

Values

- Integrity and respect
- A unique student experience
- Freedom of thought and expression coupled with academic responsibility
- The generation and mobilization of knowledge
- Innovation through disciplinary and transdisciplinary scholarly activities
- Inclusivity, diversity and equity
- Reconciliation and decolonization
- Sustainable, accountable and transparent stewardship



Overview

The University's Institutional Strategic Plan was approved by the Brock Board of Trustees and the Senate, reflecting the collaborative and consultative process involved in its development and the shared strategic priorities established. The Strategic Plan process and the development of associated indicators for success mirror efforts undertaken by a number of other peer universities in recent years.

Brock's strategic priorities for 2018 – 2025 are as follows:

- **Offer a transformational and accessible academic and university experience;**
- **Build research capacity across the University;**
- **Enhance the life and vitality of our local region and beyond; and**
- **Foster a culture of inclusivity, accessibility, reconciliation and decolonization.**

The Strategic Plan states that the realization of the strategic priorities would lead to enhancement in teaching and learning, research, scholarly and creative activities; community engagement aimed at advancing Brock as a comprehensive university of choice for students, faculty and staff as well as alumni, partners and other stakeholders; advanced improvements in students' academic and university experience; growth in the quantity, quality and impact of inquiry, knowledge and originality; and expanded and intensified bonds with local and global partners to increase Brock's reputation.

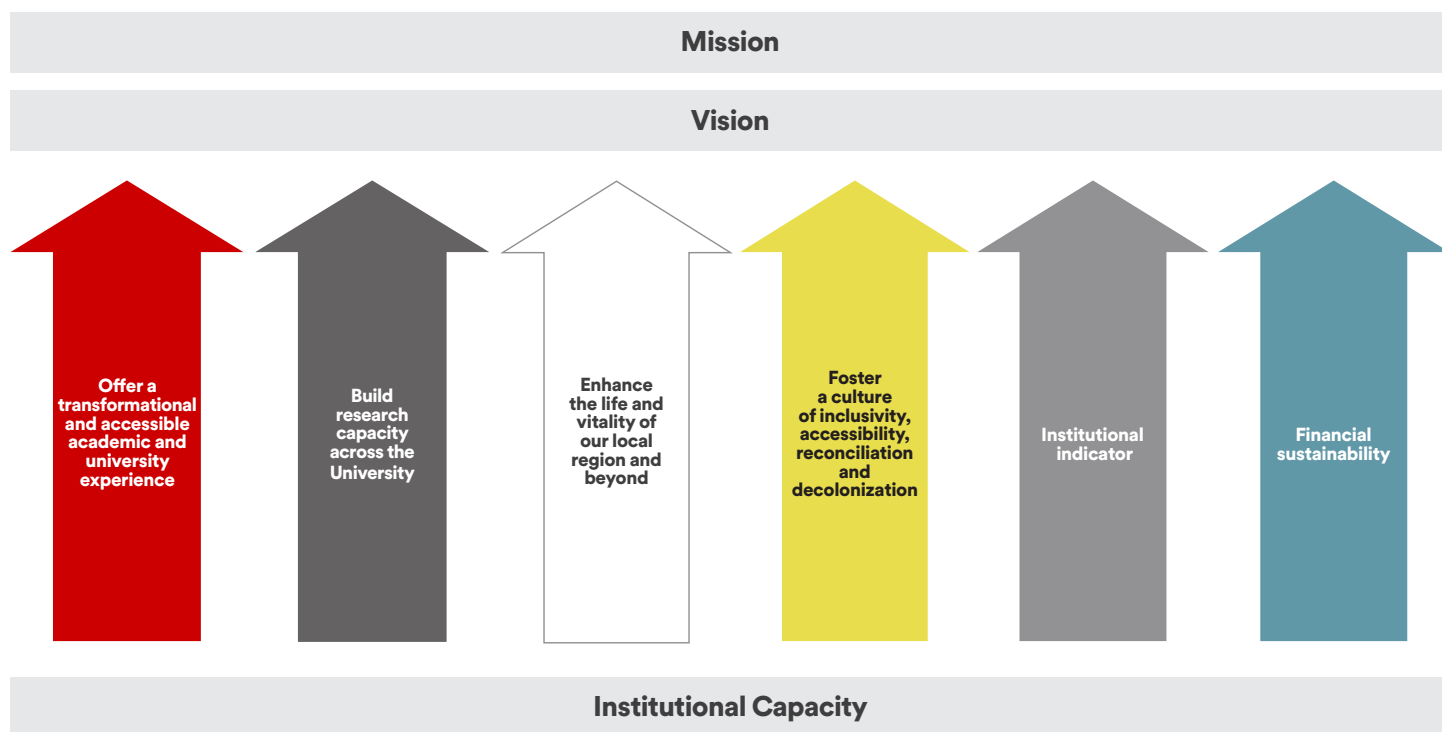
Furthermore, the Strategic Plan states that these developments will be reflected in Brock's enrolments. Specifically, Brock aims to increase its degree-seeking enrolment from its 2017/18 level of 18,017 to 21,282 by 2024/25, representing an average 2.4 percent annual growth over the seven-year period of the Strategic Plan. International student enrolment will increase from the 2017/18 level of 10 percent to 17 percent of total Brock enrolment levels by 2024/25. While the COVID-19 pandemic has impacted Brock's enrolments, especially at the international level, Brock will continue to pursue enrolment prospects to the greatest extent possible given the evolving context in the sector.

Indicators were developed for annual reporting on progress made in support of the strategic priorities. The first iteration of the annual performance indicators report was released in September 2020. This is the fourth edition. The annual performance indicators were also supplemented by an interim review of progress made in attaining the objectives identified in the Strategic Plan. This midterm report was released in December 2022.



This current report provides annual data covering the period from July 1, 2022 to June 30, 2023 for the performance indicators tied to the Strategic Plan. These indicators were developed in collaboration with and approved by the Senate and Board of Trustees.

The current dynamics of the post-secondary environment in Ontario introduce several factors that are highly influenced by government, such as tuition levels and government grant funding. As such, they can be dynamic and even volatile. The additional impacts of the pandemic have made them even more so. For instance, in order to respect the public health measures required to help control the COVID-19 pandemic Brock offered instruction primarily online from March 2020 until September 2021. As the province paused to respect government stay-at-home orders, most faculty members and staff worked from home. Certain types of research were slowed down or required to interrupt their work briefly, which had impacts on student academic progression and faculty productivity. While necessary, and despite the best attempts at mitigation, COVID has impacted the University's ability to pursue its strategic objectives. The indicators and metrics outlined in this report therefore take into account the post-secondary environment as well as the Strategic Plan and its priorities.



The mapping framework informing the structure of the Strategic Plan and indicators is reflected above. The information in this report aims to provide an overview of the University's performance. The indicators and metrics this report contains are divided into two primary groups: 'Institutional Performance Indicators' and 'Institutional Reporting Indicators'. The performance indicators tend to be broader in scope and attach specific targets or goals to be achieved for each academic year (e.g., enrolment), while the reporting indicators aim to provide informative data about the University, recognizing that they could be affected by forces outside its control (e.g., graduate earnings, which are determined by the broad labour market and by student choice as much as by the actions of the University).



Institutional Performance Indicators: Definitions

Priority	Indicator	Definition	Lead
Providing a transformational and accessible academic and student experience	Enrolment	Total student population, including domestic and international undergraduate and graduate students	Provost
Increasing the University's research capacity	Research revenue	All revenue from government grants, institutions, foundations and the private sector for research purposes	Vice-President, Research
Enhancing the life and vitality of communities across Niagara region and beyond	Economic impact	Brock University's effect on the Ontario economy	Chief Financial Officer AVP, GR
Fostering a culture of inclusivity, accessibility, reconciliation and decolonization	Self-identified Indigenous students	Self-identified Indigenous students, including First Nations, Inuit, and Métis students, as reported to Brock's Aboriginal Student Services office	President
	% of programs that include Indigenous context, culture, history and/or thought	To be collected from departments in 2022 based on Senate-approved Indigenous learning outcomes, which are currently under development	Provost Vice-Provost, Indigenous Engagement
	% of programs that include content related to equity, diversity and/or inclusion	To be collected from departments in 2022	
External indicator	Maclean's rankings	Brock's performance in Maclean's University Rankings, specifically in the Comprehensive category	Provost
Financial sustainability	Revenues/Expenses	University's funding budget	Chief Financial Officer
	Donations	All donations to the University	President VP, Advancement
	Dominion Bond rating	Independent audit of Brock's credit rating	Chief Financial Officer

Priority	2020-21	2021-22	2022-2023
Provide a transformational and accessible academic and student experience	Enrolment 19,723	Enrolment 19,513	Enrolment 19,189
Increase the University's research capacity	Research Revenue \$11,778,000	Research Revenue \$13,173,000	Research Revenue \$13,973,000
Enhance the life and vitality of communities across Niagara region and beyond	Economic Impact \$2,404,893,623	Economic Impact \$2,380,454,120	Economic Impact \$ 2,702,180,690
Foster a culture of inclusivity, accessibility, reconciliation and decolonization	Self-identified Indigenous students 321	Self-identified Indigenous students 322	Self-identified Indigenous students 362
	% of programs that include Indigenous context, culture, history and/or thought N/A	% of programs that include Indigenous context, culture, history and/or thought N/A	% of programs that include Indigenous context, culture, history and/or thought N/A
	% of programs that include content related to equity, diversity and/or inclusion N/A	% of programs that include content related to equity, diversity and/or inclusion N/A	% of programs that include content related to equity, diversity and/or inclusion N/A
Institutional indicator	Maclean's rankings Overall: 13 Satisfaction: 2	Maclean's rankings Overall: 12 Satisfaction: 3	Maclean's rankings Overall: 13 Satisfaction: 3
Financial sustainability	Revenues \$328,996,000	Revenues \$351,389,000	Revenues \$373,056,000
	Expenses \$316,102,000	Expenses \$347,492,000	Expenses \$369,018,000
	Net \$12,894,000	Net \$3,897,000	Net \$4,038,000
	Donations Cash received: \$4,397,000 Recognized audited financial statement: \$3,987,000	Donations Cash received: \$2,901,000 Recognized audited financial statement: \$4,938,000	Donations Cash received: \$3,495,000 Recognized audited financial statement: \$5,083,000
	Dominion Bond rating A (High)	Dominion Bond rating A (High)	Dominion Bond rating A (High)

Overall Strategic Trajectory

Priority	2022-23	2024-25
Provide a transformational and accessible academic and student experience	Enrolment 19,189	Enrolment 21,282*
Increase the University's research capacity	Research Revenue \$13,973,000	Research Revenue Improved
Enhance the life and vitality of communities across Niagara region and beyond	Economic Impact \$ 2,702,180,690	Economic Impact Improved
Foster a culture of inclusivity, accessibility, reconciliation and decolonization	Self-identified Indigenous students 362	Self-identified Indigenous students Target 2-4% enrolment growth per year
	% of programs that include Indigenous context, culture, history and/or thought N/A	% of programs that include Indigenous context, culture, history and/or thought Improved
	% of programs that include content related to equity, diversity and/or inclusion N/A	% of programs that include content related to equity, diversity and/or inclusion Improved
Institutional indicator	Maclean's rankings Overall: 13 Satisfaction: 3	Maclean's rankings Overall: 12-13 Satisfaction: Top 4
Financial sustainability	Revenues \$373,056,000	Revenues \$403,988,000*
	Expenses \$369,018,000	Expenses \$403,988,000*
	Net \$4,038,000	Net \$0
	Donations \$5,083,000	Donations \$10,000,000
	Dominion Bond rating A (High)	Dominion Bond rating A (High)

Risk Management

Indicator	Risk	Mitigation
Enrolment	Low - Persistence of COVID-19, especially if it continues to limit international travel; low population growth rate in the key 101 demographic; increased competition from other universities	Full brand review; increase advertisement and outreach within Ontario; increased recruitment effort for Indigenous and international students; development of new programs and courses that are highly attractive to students (e.g., engineering)
	High - Strong rebound from COVID. Greater outreach to Indigenous community may result in increase in these related numbers	
Research Revenue	Low - Changes in federal or provincial funding framework adversely affecting research; failure to establish research and academic capacity in priority areas determined by government (e.g., STEAM)	Establishment of incentive initiatives and research service capacity to support University members developing proposals, especially in federal and provincial research priority areas
	High - Continued advancement in the research culture and capacity of Brock result in increases in funding applications as well as success rates.	
Economic Impact	Low - The impacts of the pandemic, reduced government funding and/or persistent lower enrolments require that the University reduce the scale of its activities	Lobbying to government on the importance of universities for their local communities and the role universities can play in economic development
	High - A strong economic recovery and/or an activist government provide the University with new opportunities for growth	
Self-identified Indigenous Students	Low - A slow economic recovery from COVID-19, with slow student return to in-person courses	Getting early information from the Registrar's Office on enrolment levels to assist with service planning
	High - Strong engagement with Indigenous communities and awareness of Brock University programs and services could require added investment in Indigenous student services	
% of programs that include Indigenous context, culture, history and/or thought	Low - Inability to attract or retain qualified faculty members; consensus definition may be difficult to achieve; inability to incentivize program creation, which can be a long and onerous process	Early collaboration with Senate and strong central support for faculty members, departments and Faculties that wish to develop programs in priority areas
	High - Rapid proliferation of programs in this area allows the University to rethink their place in the curriculum	
% of programs that include content related to equity, diversity and/or inclusion	Low - Consensus definition may be difficult to achieve; inability to incentivize program creation, which can be a long and onerous process	
	High - Rapid proliferation of programs in this area allows the University to rethink their place in the curriculum	

Risk Management

Indicator	Risk	Mitigation
Expenses	Low - The new realities after the pandemic minimize or eliminate common types of expenses (e.g., travel)	Fiscal discipline and focus on the priorities laid out in the strategic plan
	High - Adjustment to the teaching online and other changes brought about by the pandemic require investment in new areas	
Donations - Cash received	Low - Philanthropic giving is reduced during challenging economic times following the pandemic	Continued engagement with alumni and potential donors; carefully crafted campaign; adjustment to philanthropic realities post-COVID
	High - A strong campaign and engagement with new major donors leads to significant gifts	
Dominion Bond Rating	Low - The University is forced to assume further debt to make up for reduced funding and/or lower enrolments as the pandemic persists	Fiscal discipline and continued attempts to identify new markets and increase enrolment
	High - The University continued to perform well financially despite the challenges of the pandemic	



Institutional Reporting Indicators

PRIORITY:

Offer a transformational and accessible academic and university experience

Brock Nursing experiencing unprecedented growth

For more than two decades, Brock University has been educating future health-care workers through its renowned Nursing program. With demand soaring, Brock increased undergraduate intake from 80 to 180 students starting Fall 2022.

The increase in enrolment led to the addition of 11 full- and part-time faculty and staff positions, as well as 23 part-time clinical instructors to help teach students. A third Nursing simulation lab was also recently constructed.

CCOVI offers Ontario's first micro-credentials in winemaking and cider production

Brock University launched Ontario's first winemaking and cider production micro-credentials. Brock's Cool Climate Oenology and Viticulture Institute (CCOVI) received approval from the Ministry of Colleges and Universities for two continuing education offerings that will be eligible for Ontario Student Assistance Program (OSAP). These represent the first OSAP-eligible micro-credentials at Brock.

Brock mainstage production puts climate crisis in spotlight

Brock University's Department of Dramatic Arts (DART) invited the community to experience *AnthropoScene*, the fall mainstage production that explores how the alienation that results from humans' supremacist behaviour towards one another contributes to the climate crisis, as well as engages the ethics of theatricalizing the present climate emergency.

The production involved one of the largest groups of students, faculty and staff in recent years. Twelve DART students performed, and 30 others assisted in creative and backstage roles. This original work was written and directed by David Fancy, designed by David Vivian, and choreographed by Trevor Copp and Colin Anthes, with live music performed by Devon Fornelli.

Brock University's Department of Dramatic Arts explores a variety of complex topics in *AnthropoScene*.



Brock welcomes its seventh President

On November 1, Professor Lesley Rigg officially began her term as Brock's seventh President & Vice-Chancellor. The forest ecologist and biogeographer previously led the research enterprise at Western University as the institution's Vice-President, Research. Prior to arriving at Western, she served as Dean of the Faculty of Science and Professor, Biological Sciences at the University of Calgary, where she led one of the largest Faculties on campus spanning six departments and five multidisciplinary programs.

Her experience also includes significant leadership at Northern Illinois University. There, she served as Vice-President for Research and Innovation Partnerships and other roles including Associate Dean Research and Graduate Affairs in the College of Liberal Arts and Sciences.

She is a Fellow of the Royal Canadian Geographical Society, was an executive committee member of the Ontario Council on University Research (OCUR), and the recipient of many honours, including the Alberta SHEInnovator Award and the Women of Inspiration, Vision Builder Award for Western Canada.

Rigg earned her bachelor's degree in geography and environmental studies from York University in Toronto, her master's degree in geography from the University of Colorado and her PhD in geography and environmental studies at Australia's University of Melbourne. Her teaching career began as an Assistant Professor at Northern Illinois University, where she taught for over 17 years.

Master of Education program launches one-year online cohort

Brock University's Faculty of Education launched a full-time online cohort of the Master of Education (MEd) program that will run for the 2023-24 academic year and focus on adult and post-secondary education. The new cohort offers an opportunity for those pursuing careers in adult or post-secondary education settings to enhance their credentials with a graduate degree no matter where they are in the world, with courses offered synchronously online and primarily in the evenings.

The program will take approximately one year to complete and was developed based on interest from potential students and lessons learned during the COVID-19 pandemic.

Goodman students win top prize at national MBA Games

For the first time in the event's 33-year history, the MBA Games Queen's Cup went to Brock University. A team of 16 graduate students representing the Goodman School of Business brought home the top honour at what is considered the largest Master of Business Administration competition in Canada. The team finished third overall in both the academic case competition and athletic events. They finished first overall in the spirit category, which included a team video, dance performance, and social media challenge.

Featuring 14 leading business schools, the MBA Games competition includes academic cases, philanthropy activities and sport, dance, and spirit challenges. The event brings together partners from academia, industry, and community.

New grant program to support faculty adoption of open educational resources

A new open educational resources (OER) adoption grant program will support Brock University faculty who wish to replace expensive commercial textbooks with free open learning materials that are more accessible and affordable to students.

The OER adoption grant program is funded by the Brock University Students' Union (BUSU) and was available to faculty as early as April 2023, with the intention that OERs could be implemented for the Fall 2023 term. It is estimated that funding could support at least 20 grants, which translates to an estimated overall savings for students of about \$250,000 in textbook fees every year.

Brock sport-related programs again ranked among world's best

For the third consecutive year, Brock has been ranked among the top 100 universities in the world for its sport-related programs. The prestigious QS World University Rankings placed Brock's sport-related programs at ninth in Canada.

Brock is also ranked among the top universities in Canada for business and management studies.

The QS World University Rankings compare more than 15,000 academic programs offered by more than 1,500 institutions around the world in a variety of categories and rank them based on criteria such as academic reputation, employer reputation, and research citations per paper.



Kai-Yu Wang awarded 2023 3M National Teaching Fellowship

Brock University Marketing Professor Kai-Yu Wang has been awarded a 2023 3M National Teaching Fellowship. With only 10 given out nation-wide each year, the award is considered one of Canada's most prestigious post-secondary teaching excellence awards.

The fellowship is sponsored by both 3M Canada and the Society for Teaching and Learning in Higher Education and honours exceptional contributions to teaching, learning, and leadership at the post-secondary level. The national recognition, of which Wang is the 13th Brock recipient, speaks to the high calibre of teaching excellence taking place at the University.

Wang's efforts in the classroom and contributions to his field have seen him recognized with several honours in recent years: the 2020 Brock University Award for Distinguished Teaching, the 2021 Goodman Faculty Excellence in Teaching Award, and the 2022 Society for Marketing Advances Distinguished Teaching Award. He was also named Goodman's Distinguished Researcher for 2022.

Brock Badgers medal at Canada Summer Games

Brock University's student-athletes captured a boatload of medals during the Niagara 2022 Canada Summer Games. Rowers from the Brock Badgers claimed a total of 12 medals, with Stephen Harris of the men's rowing team leading the way as the only rower to win three gold medals.

Brock men's volleyball head coach Matt Ragogna, a member of Team Ontario's coaching staff, won a bronze medal alongside incoming Badger Devin Cooney.

Brock women's rugby commits Jordan Smith and Taylor Pate won a bronze for Team Ontario in the Women's rugby sevens alongside Brock assistant coaches Amanda Andres and Ian Fitzgerald.

Brock Sports put up another banner year

Back in action for the 2022-23 season, the Brock Badgers captured another five championship banners with men's rowing, women's volleyball, and women's wrestling all earning provincial titles, while men's wrestling doubled up with both provincial and national championships.

In addition, the Badgers saw 46 student-athletes honoured as provincial all-stars, 13 national All-Canadians, 6 major award winners, and 4 coach of the year recognitions.

Women's and Men's Hockey Brock Badgers also made a new permanent home at the Canada Games Park and Abilities Centre in September 2022 – a game changer for both programs that now have dedicated team room, therapy, and office spaces.

Professor Shahryar Rahnamayan, Chair of Brock University's Yousef Haj-Ahmad Department of Engineering.



Engineering welcomes new Chair as program development continues

This year, work continued to bring the vision for Brock University's Yousef Haj-Ahmad Department of Engineering to life.

In the months following Senate's approval, the Department of Engineering hired its first faculty members and staff: Assistant Professor Jasneet Kaur, who is cross-appointed to the Department of Physics; Associate Professor Shengrong Bu, Engineering's first primary hire; Assistant Professor Glaucio Haroldo Silva de Carvalho, who is cross-appointed with Computer Science; and Administrative Assistant Josie Zhao.

These efforts were led by the department's Founding and Interim Chair, Professor Beatrice Ombuki-Berman, who passed the leadership reins after a year overseeing hiring and curriculum development. This included the hiring of the Department's new Chair, Professor Shahryar Rahnamayan, and two new faculty members — Associate Professor Amir Mofidi and Assistant Professor Alonzo Zavafer (cross-appointed with Biology) — all whom began at Brock July 1, 2022.

Rahnamayan is an award-winning scholar who brings more than 18 years of research experience from the University of Waterloo, Michigan State University, Simon Fraser University, and Ontario Tech University. Rahnamayan earned his Bachelor of Science and Master of Science in software engineering, and his PhD in systems design engineering. He has published more than 200 papers in areas of machine learning, optimization and medical image processing, and was ranked in the top two per cent of artificial intelligence researchers worldwide in 2020 and 2021. Rahnamayan was recognized with both teaching and research awards during his time at Ontario Tech University.

In May 2023, Senate approved the proposal for an undergraduate program in integrated engineering – Brock's first full-length engineering program. The proposal will now make its way to the Ministry of Colleges and Universities for government approval – the final step in the approval process before the program can begin enrolling students.

PRIORITY:

Offer a transformational and accessible academic and university experience

To be a destination of choice for undergraduate, graduate and part-time students, we must ensure an academic and university experience that positively transforms our students' abilities, understanding, and impact on the world. We teach future-ready students and equip lifelong learners with a zest for knowledge, as well as skills and competencies that will enable them to achieve their full academic, professional, career and life potential. Core to our student experience is the development of engaged citizens who are resilient, involved, career-ready and versatile.

GOAL:

Deliver high-quality programs that meet the interests and needs of students, and support them to achieve their potential in life.

Actions:

- Review and renew academic programs regularly and expeditiously to ensure that they reflect students' interests and animate their desire to expand and challenge their abilities and perspectives.
- Increase and enhance programming that leverages the distinct cultures, geography, economic composition and demographic profile of our region.
- Develop programs that meet labour market and societal needs by tailoring them to provide students with the skills required for current and potential areas of growth.
- Map learning outcomes with career and life skills and competencies to facilitate academic program renewal and development and facilitate existing and future academic pathways.
- Increase experiential learning and high-impact practices across all academic programs.
- Improve and enhance pedagogical support and development opportunities for faculty and staff.

GOAL:

Expand Brock's lifelong learning opportunities for our students and members of the community.

Actions:

- Adopt flexible and inclusive courses and program delivery formats, including a tri-semester schedule, to better meet the needs of a broader demographic.
- Expand and formalize responsibilities for lifelong learning such as part-time degree offerings and professional development opportunities.

- Create initiatives that lead from certificate or diploma programs to an undergraduate or graduate credential, further skills for working professionals (micro credentialing) and offer learning opportunities for older adults.

GOAL:

Provide an engaging campus experience that meets students' needs and provides social, cultural and recreational opportunities for all students.

Actions:

- Ensure that students receive timely and proactive support services.
- Continue to build capacity in ExperienceBU and the co-curriculum.
- Continue to improve effective and well-integrated student services in order to meet the needs of an increasingly diverse student body.
- Enhance and improve recruitment and other supports to ensure personal and academic success for Indigenous, international, and first-generation students.

GOAL:

Offer globally-oriented learning and experience opportunities.

Actions:

- Attract world-leading scholars to Brock.
- Increase active partnerships with highly reputable international academic institutions and global organizations to facilitate opportunities for student and faculty engagement and collaboration.
- Encourage faculty and students to be actively engaged in research, scholarship and academic studies in other countries and bring their learning and perspectives back to Canada to share within local communities.

Priority	Outcomes	Indicator	Included in SMA	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23
Offer a transformational and accessible academic and university experience	The programs and experiences Brock offer attract an increasing number of students	Enrolment*	No	19,796	19,723	19,513	19,189
	Institutional strength/focus	Increase in programs of strength	Yes	51.0%	53.3%	54.9%	55.9%
		Programs with explicit learning outcomes	No	N/A	100%	100%	100%
	Students graduate with a Brock degree	Undergraduate retention to graduation	Yes	73.9%	74.5%	76.2%	72.55%
	Students are prepared for life after Brock	Graduate employment rate (two-year)	No	95.9%	94.2%	96.37%	
		Skills and competencies	Yes	N/A	N/A	N/A	New in SMA3
		Experiential learning as defined by Ministry	Yes	37.9.1%	37.1%	43.2%	42.3%
	Students succeed in their studies	Undergraduate retention rate (year 1 to year 2)	No	86.7%	87.7%	88.1%	87.8%
		Graduate degree time to completion (in terms)	No	Master's: 4.9 PhD: 16.9	Master's: 4.7 PhD: 14.8	Master's: 5.4 PhD: 14.7	Master's: 5.2 PhD: 14.7

* Institutional Performance Indicator

PRIORITY:

Building research capacity across the University

Patterson receives Banting Research Foundation Discovery Award

Professor Ian Patterson has been awarded the Banting Research Foundation Discovery Award. The Assistant Professor in Brock University's Department of Biological Sciences was one of six recipients nationwide to receive the grant, which recognizes innovative health and biomedical research projects by outstanding new investigators at universities and research institutes in Canada.

Up to \$30,000 is awarded to each recipient for a one-year term. The intent is to provide seed funding so researchers can gather pilot data and enhance their competitiveness for other sources of funding. Patterson and his research team will be using the grant to investigate how a group of viruses that only infects insects can be used to block the infection of Zika virus.

35 Brock researchers make global list of top scientists

More than three dozen Brock University researchers appear on Stanford University's updated list of the world's top two per cent of scientists with the most citations. First created in 2019, the list rates scientists globally on metrics that measure the types and numbers of citations they have.

The latest update to this list includes a career-long database containing 195,605 researchers globally, or about two per cent of researchers worldwide. Though billed as a list of scientists, the ranking includes social sciences and humanities scholars. Thirty-eight of these researchers are from Brock University.

Brock's representation in the Stanford University list has grown substantially from the original 2019 list.

Brock professor's appointment as UNESCO Chair renewed

Brock University Biological Sciences Professor Liette Vasseur's appointment as UNESCO Chair on Community Sustainability: From Local to Global has been renewed for four years. There are currently 900 UNESCO Chairs worldwide.

Vasseur travelled to France for the 30th anniversary of the UNESCO Chairs Network to speak about the role Chairs play in biosphere reserves. Her role, in particular, is meant to help build capacity in sustainability science research and its practical transfer to society.



Canada-Caribbean Research Symposium builds scholarly connections

The global impact of Brock University's research was showcased on the world stage during the Canada-Caribbean Institute's (CCI) second annual research symposium. Held at the University of the West Indies (UWI) in Barbados, the Canada-Caribbean Research Symposium brought together scholars from multiple institutions to discuss a variety of topics, such as Indigenous research, physical activity, economic growth and trade, and gender diversity.

The theme of this year's event — Decoloniality: Past, Present and Future Directions — was inspired by the secession of Barbados from the British Commonwealth in 2021 and focused on exploring opportunities and challenges for decolonizing knowledge and practices.

Founded by Brock and UWI, the CCI's mission is to connect scholars from across Canada and the Caribbean to collaborate on vital economic, environmental, and social issues that affect both regions. What started as a bilateral relationship between the two universities has grown into a network of researchers and colleagues from multiple institutions who come together and explore mutual interests.



Liette Vasseur (centre)

Brock scores highly for federal research funding in national report

Brock was among the top five universities in its category for research income originating from the federal government's three major research granting agencies, according to a national company that tracks Canada's research and development performance.

Research Infosource's latest report, Canada's Top 50 Research Universities 2022, saw Brock ranked second out of 19 full-service undergraduate universities for research income from the Social Sciences and Humanities Research Council of Canada for fiscal years 2017 to 2021. The report says support from SSHRC totalled more than \$14.4 million over that five-year period.

For income from the Natural Sciences and Engineering Research Council of Canada and the Canadian Institutes of Health Research, Brock took fifth place. Support totalled more than \$17.1 million from NSERC and \$4 million from CIHR during that five-year period, says the report.

Researchers working with Indigenous communities to better deliver heart-health information

Michelle Bomberry, Research Assistant in the Heart Innovation Research Program and current PhD student at Brock University, has teamed up with Associate Professor of Nursing Sheila O'Keefe-McCarthy on their research project "Early Warning Signs of Heart Disease: An Indigenous Research Creation."

Funded by Brock University's Indigenous Research Grant, Bomberry and O'Keefe-McCarthy are working with Six Nations to develop, design, and deliver heart health informational resources based on Indigenous ways of knowing. The educational materials focus on describing early warning signs of heart disease, as well as acute signs of severe heart disease.

Brock's first EDI advisor guides research policies, practices

Syna Thakur has been appointed as Brock's first EDI in Research Advisor, a new role housed in the Office of the Vice-President, Research. Thakur's role is threefold.

In addition to guiding how Brock University abides by the EDI requirements of the Canada Research Chairs Program, Thakur provides EDI training on subjects such as unconscious bias and the advertising, recruitment, and retention of CRC holders, among other tasks. Secondly, Thakur also advises researchers applying for institutional grants, such as offering inclusive practices in the hiring and training of highly qualified personnel. Thirdly, Thakur is creating resources and programs to educate researchers on how to incorporate into their research EDI principles and practices in areas such as reflexivity, decolonization, and anti-racism.

MIDDLE: Brock Research Assistant and PhD student Michelle Bomberry (left) and Associate Professor of Nursing Sheila O'Keefe-McCarthy.

BOTTOM: Syna Thakur, Brock University's first Equity, Diversity, and Inclusion (EDI) in Research Advisor.



Brock project aims to remember historic Black community in Niagara-on-the-Lake

Through a collaborative Brock project, work is underway to share the lived experiences and community contributions of African descendants in Niagara-on-the-Lake and across the Niagara region. Brock University Professor Lissa Paul, artist Quentin VerCetty, and PhD candidate Hyacinth Campbell have been working to memorialize those buried in Niagara-on-the-Lake's historic Niagara Baptist Church Burial Ground and to restore the memory of Niagara's African diaspora community to the landscape.

The project, "Memorializing the people of the fugitive slave ads: Barbados and Niagara," has been underway since 2020 and includes a website and proposal for a physical memorial at the Mississauga Street burial ground, where the former Niagara Baptist Church, formed in 1930, once stood. The research reflects the experiences of many individuals who arrived in Niagara through the Underground Railroad.



Second round of Indigenous Research Grant projects announced

The Office of the Vice-President, Research and the Office of the Vice-Provost, Indigenous Engagement announced the 2022 recipients of the grants, which support research or creative activities in any discipline and on any topic that relates to Indigenous Peoples.

The recipients are:

- **Maureen Connolly, Professor of Kinesiology, Faculty of Applied Health Sciences,**
"Decolonizing experiential learning on the Brock University campus: A case study"
- **Liam Midzain-Gobin, Assistant Professor of Political Science, Faculty of Social Sciences,**
"Indigenous Affordable Housing in Niagara"
- **Constance Schumacher, Assistant Professor of Nursing, Faculty of Applied Health Sciences,**
"Defining a Good Life: Community Partnerships and interRAI Data"
- **Kevin Turner, Associate Professor of Geography and Tourism Studies, Faculty of Social Sciences,**
"The sky is the limit for community monitoring of climate change impacts in Old Crow, Yukon"

Launched last year, the Indigenous Research Grants program aims to achieve several goals:

- Supporting Indigenous researchers and Indigenous-focused research at Brock University.
- Enabling researchers to hire students at any level to participate in their project (with preference toward students who self-identify as First Nations, Inuit, Métis, and/or another Indigenous group.)
- Supporting and advancing interest and expertise in Indigenous research areas.

The grant of up to \$7,500 aims to help researchers develop their research programs and creative activities so they can apply to external granting agencies such as the Social Sciences and Humanities Research Council of Canada, the Natural Sciences and Engineering Research Council of Canada, and the Canadian Institutes of Health Research for funding, among others.



PRIORITY:

Build research capacity across the university

Our research focus is central to our identity. Brock will invest in building a world-leading research institution, grounded in scholarly excellence and strong graduate and post-graduate programs. We will leverage our strengths within and across disciplines to enhance research impact.

GOAL:

Nurture a culture of research and creative excellence.

Actions:

- Integrate research, knowledge and creative values and processes into policy, governance and administration, and create a culture aimed at output, uptake and impact.
- Grow application rates, success rates and overall income for grant applications.
- Enhance recruitment of excellent graduate students, post-doctoral researchers and visiting scholars within Canada and internationally.
- Connect research and scholarly activities conducted by members of the Brock community to global issues.
- Explore expanded undergraduate research and creativity opportunities.

GOAL:

Invest in research infrastructure and support to ensure sustainable and accessible research services for the Brock scholarly community.

Actions:

- Identify and invest in strategic initiatives with the greatest potential to enhance Brock's research intensity.
- Integrate research and experiential education, in part by developing Brock LINC's capacity to enhance student innovation, entrepreneurship, research and commercialization.
- Invest strategically in major research tools and associated infrastructure.
- Increase internal research funding supports and small grants.

GOAL:

Enhance transdisciplinary research and high-impact research practices.

Actions:

- Support collaborative research activity across disciplines and academic institutions, as well as non-academic partners.
- Build on Brock's institutional experiences of transdisciplinary research.
- Enhance and promote awareness of transdisciplinary, impact-focused and problems-based research.
- Develop and promote areas of strategic focus on research, balancing specialization with diversity in strategic research development.

GOAL:

Build awareness of Brock University as a centre of research excellence.

Actions:

- Promote awareness of Brock as a research, training and mentorship destination for excellent graduate students and postdoctoral researchers.
- Enhance international research activity and partnerships.
- Create strategies and practices for the celebration and recognition of scholarly accomplishments of research faculty, students, visiting researchers and staff.
- Facilitate global knowledge exchange by participating in and hosting international symposia.
- Highlight the global impact of research and scholarly activities conducted by members of the Brock community.

Priority	Outcomes	Indicator	Included in SMA	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23
Build research capacity across the university	Production of high-quality research	Research revenue audited financial statements*	No	\$11.715M	\$11.778M	\$13.173M	\$13.973M
		Federal Tri-Agency funding secured	Yes	\$7.865M	\$10.213M	\$9.588M	\$9.424M
		Total number of external research grants held	No	557	498	501	589
		Proportion of tenure-stream researchers holding external grants	No	253/623	242/622	253/622	285/640
		Total overhead received	No	\$2.326M	\$2.398M	\$2.556M	\$2.833M
	Research is mobilized through external partnerships	Research funding attracted from private sector sources	Yes	\$2.390M	\$2.216M	\$2.593M	\$2.989M
		Number of new research partnerships	No	15	26	44	41

* Institutional Performance Indicator

**PRIORITY:**

Enhance the life and vitality of our local region and beyond

Niagara Parks Commission collaboration supports regional environmental stewardship and conservation efforts

Brock University has collaborated with the Niagara Parks Commission (NPC) on an Excellence in Environmental Stewardship Initiative (EESI) that uses the expertise and resources of both organizations to increase environmental stewardship by collaborating closely in developing knowledge and practices to protect the environment. This includes public events and - in the case of students - co-op opportunities, course work and research. Collaborating on the EESI has led to achievements including the development of an Environmental Stewardship Plan that will guide the NPC over the next decade, an Environmental Stewardship Speaker Series that mobilized knowledge around stewardship efforts currently underway in the NPC and elsewhere, and a Climate Readiness Plan realized following consultations across the NPC.

New agriculture network to share research, tools with Niagara municipalities

Agriculture is a major economic driver in Ontario's Greenbelt, yet less than five per cent of the area's 66 municipalities have reached out to research institutions for information or advice. Brock University's Niagara Community Observatory (NCO) is aiming to bridge that gap locally through a project called Enhancing Municipal Capacity to Promote and Support Agriculture in the Niagara Region.

With funding from the Ontario Ministry of Agriculture, Food and Rural Affairs, the NCO research team is setting up the Niagara Agriculture Municipal Learning Network, which among other things will provide a series of briefing notes and infographics to municipal staff and elected officials on specific agricultural issues. Also included will be summaries of Brock University's agricultural studies.



Brock working to strengthen manufacturing and healthcare industries through partnership

Brock University has combined forces with community partners to enhance the skills of workers in the Canadian manufacturing and healthcare sectors. Professional and Continuing Studies has worked with MTechHub, a Burlington-based organization that supports digital transformation for Canadian manufacturing, to develop educational opportunities for manufacturing workers to enhance their skills.

PCS has also worked with the Niagara Folk Arts Multicultural Centre, a Niagara-based organization supporting the ethnocultural and newcomer community, on the Healthcare Navigator Training Program for Internationally Educated Healthcare Professionals (IEHPs). This program will create a pool of trained professionals who can assist and advocate for newcomers to Canada when they access healthcare in Ontario. The project will assist healthcare employers in the delivery of newcomer healthcare, help newcomers learn to navigate Ontario's complex healthcare services, and assist IEHPs to overcome the significant barriers to workforce entry they experience.

Brock takes next steps in transitioning to Burlington campus

Brock University recently made strides in its plans to transition to more modern facilities in the Hamilton-Burlington-Oakville corridor. As the University prepares to relocate its Hamilton Campus to Burlington in July 2023, it will temporarily operate out of the former Lester B. Pearson High School site for the duration of the 2023-24 academic year. This was made possible through an agreement with the Halton District School Board.

The University continued operating in Hamilton until the end of the 2022-23 academic year in April.

Brock faculty member serving as special advisor to Office of the Prime Minister

Brock University researcher Kate Bezanson has been seconded to serve as a special advisor on gender, rights, and social, economic and legal issues to the Office of the Prime Minister of Canada. Bezanson took leave from her role as Associate Dean, Undergraduate Studies in the Faculty of Social Sciences and Professor of Sociology to complete the secondment.

Over the past few years, Bezanson has engaged in frequent public discussion of her policy research, some of which was accelerated by the COVID-19 pandemic and initially outlined in the 2020 report, "From Stabilization to Stimulus and Beyond: A Roadmap to Social and Economic Recovery." Since the report's release, national and international outlets have frequently sought Bezanson's commentary and insight on the evolving policy landscape around gender, public policy, federalism, and care work.

Bezanson, who holds a PhD from York University and an LLM from Osgoode Hall Law School, has previously served as an appointee of the Attorney General of Canada to the federal Judicial Advisory Committee for Ontario South and West and has provided policy advice to governments at all levels, striving to bridge the gap between academic research and practicable policy approaches.

Brock named Official University Partner of Niagara 2022 Canada Summer Games

Brock University was named the Official University Partner of the Niagara 2022 Canada Summer Games, which took place Aug. 6 to 21 across the Niagara region. Brock hosted several sporting events on campus and served as the Athletes Village for the Games, housing more than 5,000 participants over the event's two weeks.

The partnership builds on Brock's longstanding support for the 2022 Canada Games, which began with helping to support the original bid and includes contributing a parcel of land for Canada Games Park and the Walker Sports and Abilities Centre, \$3.5 million in in-kind support through the use of University facilities during the Games, a \$500,000 financial contribution, and a wide range of academic programming taking place before and during the event.

Brock, the Niagara Region, the City of St. Catharines, and the City of Thorold now jointly own and operate Canada Games Park following the conclusion of the Games.

An example of the legacy of the Canada Summer Games is the Brock Functional Inclusive Training (Bfit) Centre's new home in the Walker Sports and Abilities Centre at Canada Games Park. Formerly known as the Brock-Niagara Centre for Health and Well-Being, Bfit pursues innovative, multi-disciplinary research and provides supervised community exercise programs to improve health and quality of life in older adults, cardiac patients and individuals with spinal cord injury, multiple sclerosis and Parkinson's disease, as well as amputees. Members benefit from greater accessibility to Bfit in its new location. Bfit use has grown from 527 members in 2019 to 708 members in 2023.

Brock-YWCA research addresses affordable housing barriers faced by women, gender-diverse people

A partnership between Brock's Niagara Community Observatory (NCO) and the YMCA Niagara Region has led to a research brief that investigates how the lack of affordable, safe housing in Niagara affects women and gender-diverse people, as well as the barriers they experience trying to access affordable housing.

To produce the brief, researchers with the NCO partnered with the YMCA Niagara Region to form a Housing Advisory Council consisting of women and gender-diverse people who experienced homelessness, members of organizations who represent people with lived expertise of homelessness, and YWCA officials. Through focus groups, researchers interviewed residents at the YWCA shelter and women in transitional housing to share their experiences.

The brief puts forth recommendations to the federal, provincial, and Niagara Region governments.

Bourgeois named to provincial Domestic Violence Death Review Committee

Brock University's Vice-Provost, Indigenous Engagement Robyn Bourgeois has been appointed to the Province of Ontario's Domestic Violence Death Review Committee (DVDRC), a multi-disciplinary review committee of experts established in 2003 in response to jury recommendations made in two major inquests into the deaths of women killed by their intimate partners.

The DVDRC, which reports to the Chief Coroner for Ontario, reviews the circumstances of the deaths associated with intimate partner violence (IPV) and analyzes issues and identifies risk factors and possible points of intervention. The committee will investigate ways to impact effective change regarding the issue of IPV and its impact on individuals and communities, taking the opportunity to address the need to be more efficient and impactful with recommendations.

Inclusive education initiatives in the Caribbean highlight global impact of Brock expertise

Brock's faculty expertise in teacher education is gaining global recognition through an ongoing series of professional development initiatives centred around inclusive education in the Caribbean. The series continues with a partnership agreement between the University and the Government of St. Vincent and the Grenadines. A World Bank-funded pilot project on the island of Bequia, which began in late 2022, expects to see all students on the island studying together in mainstream schools for the 2023-24 school year.

The success of Brock's similar projects in Canada, the United Kingdom, Europe, and the Caribbean inspired the agreement with the University to lead this project. When completed, the project will implement inclusive teaching practices and physical accommodations at all primary and secondary schools on Bequia, allowing students from segregated schools to reintegrate into the mainstream school system with their peers.



Brock Assistant Professor of Political Science Joanne Heritz shares preliminary results of the research project she headed with the Niagara Community Observatory.



The Province of Ontario has appointed Brock's Vice Provost, Indigenous Engagement Robyn Bourgeois to the Domestic Violence Death Review Committee.

PRIORITY:

Enhance the life and vitality of our local region and beyond

Brock is committed to working with the communities in Niagara, Ontario, Canada and the world. Through local and global connections, we increase opportunities for the residents of Niagara. By responding to the needs of society and supporting its growth and development, we strengthen community vitality and vibrancy.

GOAL:

Increase and enhance enriching opportunities for our students, alumni, faculty and staff to engage with the community.

Actions:

- Establish a mechanism to create and sustain long-term, mutually beneficial community partnerships that will:
 - Expand knowledge mobilization and application through collaborations, both on and off campus.
 - Develop Brock-Niagara community-based accessible programming and resources.
 - Support celebration events that acknowledge our community connections.
 - Encourage active participation in student life, ranging from volunteer and employment opportunities to clubs, intramurals and Brock Sports.
- Encourage and enhance community use of University services and facilities by:
 - Continuing to make Brock resources more accessible to the community.
 - Creating purposeful opportunities for the community to visit Brock.
 - Supporting the development and maintenance of facilities where people learn and live.
 - Ensuring communications and marketing efforts are reaching and understood by the wider community.

GOAL:

Support regional economic, social and cultural vitality.

Actions:

- Support entrepreneurship, commercialization and innovation by:
 - Encouraging entrepreneurially-minded students, faculty and community members to start businesses by providing knowledge, resources and space through Brock LINC programming;
 - Fostering creativity and curiosity through engagement with technology and new digital methods through Brock's Makerspace and Digital Scholarship Lab; and
 - Increasing the volume, diversity and impact of commercialized IP and innovation.

- Increase access to programs that are in high demand by students and by society that will increase the employability of graduates.
- In partnership with our communities, anticipate and respond to societal needs through the co-creation of knowledge of local and global opportunities and challenges.

GOAL:

Enhance engagement with Indigenous communities in the spirit of reconciliation.

Actions:

- Continue to build a welcoming and respectful environment on and off campus.
- Promote two-way dialogue between Indigenous and non-Indigenous people.
- Enhance programming, courses, research and creative activities that promote the understanding of Indigenous pedagogies, systems of knowledge, cultures and histories.

GOAL:

Cultivate outstanding relationships with our alumni starting with their earliest interactions with the University.

Actions:

- Enable graduating students to transition to active alumni status through new initiatives and communication strategies.
- Enhance outreach to alumni and develop additional ways to be involved and recognized in campus life.
- Celebrate the accomplishments and significance of our graduates.
- Build experiential learning, research and community engagement partnerships with alumni.

Priority	Outcomes	Indicator	Included in SMA	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23
Enhance the life and vitality of our local region and beyond	Economic impact*	Economic impact in Ontario	Yes	\$652.566M	\$2.405B	\$2.380B	\$2.702B
	Local engagement	Institutional enrolment as share of the Niagara population	Yes	21.41%	20.99%	21.01%	20.38%
		Strategic university partnerships (MOUs)	No	9	16	18	16
		Percentage of Brock students from the Niagara region	No	N/A	N/A	N/A	N/A
	Global engagement	Number of international agent agreements	No	234	185	165	155
		Number of international partnerships	No	28	162	140	135
	Engagement with alumni	Number of contactable alumni vs. aggregate alumni population	No	74.4%	74.0%	74.0%	74.7%

* Institutional Performance Indicator



PRIORITY:

Foster a culture of inclusivity, accessibility, reconciliation and decolonization

Birthing ceremony transforms Brock teaching lodge into sacred space

A traditional structure at Brock University has undergone a ceremonial transformation into a sacred space. A birthing ceremony was held for the Brock University teaching lodge, calling into being the new sacred space and grounding it in spirit and its purpose.

Thanks to a gift from the Niagara Peninsula Aboriginal Area Management Board (NPAAMB), the teaching lodge was built in 2021 in an open area behind Schmon Tower on the edge of the Niagara Escarpment by a team of youth from NPAAMB's Naabidisiwin program (an Anishnabek word, which means 'I have a purpose').

The birthing ceremony was led by Grandmother Renee Thomas Hill from Six Nations, with the assistance of youth who built the lodge, and involved the burning and laying of medicines, prayers, drumming and food offerings.



Brock's Acting Vice-Provost, Indigenous Engagement Robyn Bourgeois with the University's teaching lodge.



Pride crosswalk unveiled adjacent to campus

Niagara Region has unveiled a new Pride crosswalk adjacent to Brock University. The painted crossing, at the intersection of Schmon Parkway and Sir Isaac Brock Way, features the all-inclusive Pride flag developed by Brock in collaboration with local 2SLGBTQQIA+ communities. The all-inclusive flag design consists of the familiar rainbow flag with the addition of black, brown, light blue, pink and white stripes.

The black and brown represent 2SLGBTQQIA+ community members who are racialized and have historically and continue to experience marginalization within our communities; the light blue, pink and white represent transgender community members; the last purple chevron intersects with the white to remind the community of the Two Row Wampum agreement. These colours represent the Indigenous land we walk on and our responsibility to the land and to each other.

Charton Hobbs, Moët Hennessy advancing opportunities for women studying beverage alcohol industry at Brock

With the help of partners such as Charton Hobbs and Moët Hennessy, Brock University's opportunities for diverse women looking to enter, advance and thrive in the beverage alcohol industry are growing at a competitive rate.

Building on the Liquor Control Board of Ontario's (LCBO) Spirit of Inclusion initiative, which was announced last October to increase representation and foster inclusion within the beverage alcohol industry, Charton Hobbs and Moët Hennessy are also committed to the important initiative in support of students and research of the industry at Brock's Goodman School of Business.

A generous gift of \$70,000 from Charton Hobbs and Moët Hennessy to the University has created three new opportunities for diverse women studying at Brock's Goodman School.

BIPOC Study Hall enhances academic resources and supports

A new study hall service at Brock University is enhancing academic resources for students. On Tuesday and Wednesday evenings, students who identify as Black, Indigenous and People of Colour (BIPOC) are invited to join Learning Services' BIPOC Study Hall. The free resource features tutoring from fourth-year students who can assist participants with study habits and questions they might have as they tackle their assignments. The space will also serve as a welcoming environment for those looking for a supportive venue to finish their work.

The twice-weekly gatherings are part of many ongoing efforts by Brock to address inequity in post-secondary learning, and were developed in collaboration with the University's Hadiya'dagénhahs First Nations, Métis and Inuit Student Centre, and BIPOC Caucus.

Along with tutoring and providing study space, the study hall will also welcome various on-campus units to provide more tailored resources during specific weeks, as well as partners to donate snacks and refreshments.

Brock named one of Hamilton-Niagara's Top Employers for fifth time

Brock University has been recognized as one of Hamilton-Niagara's Top Employers for 2023. The annual competition, now in its 16th year, is organized by the editors of Canada's Top 100 Employers. The award honours organizations that demonstrate industry leadership in offering an exceptional place to work through progressive and forward-thinking programs.

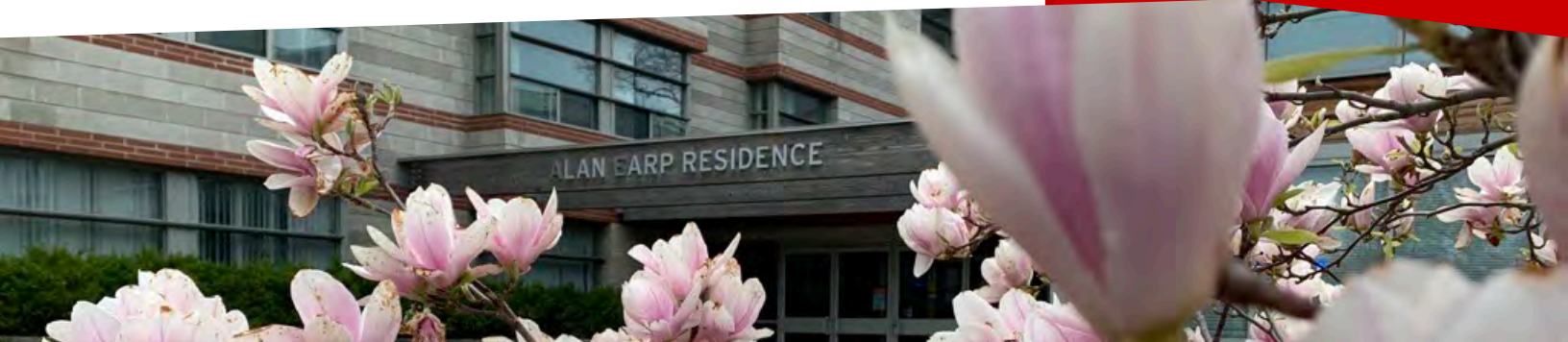
This is the fifth time Brock University has received the designation, having been selected in every year it has applied: 2017, 2018, 2021, 2022 and 2023.



New name for centre serving First Nations, Métis and Inuit students on campus

A welcoming home on campus for First Nations, Métis and Inuit students at Brock University has received a new name. The unit formally known as Aboriginal Student Services has been renamed as Hadiya'dagénhahs First Nations, Métis and Inuit Student Centre.

Hadiya'dagénhahs (pronounced "Ha-dee-ya-da-gen-hahs") is a Cayuga word that means "they are helpers." It was selected in consultation with Indigenous knowledge carriers and Assistant Professor of Education Stanley 'Bobby' Henry, a Cayuga language pedagogy researcher. Once the name was chosen, consultation was completed with the Aboriginal Education Council (AEC) as well as with the Two Row Council.





Sheila Cote-Meek appointed Director of Indigenous Educational Studies Programs

Brock's Faculty of Education has appointed Sheila Cote-Meek as the new Director of Indigenous Educational Studies Programs. Cote-Meek is a leader in Indigenous education and comes to Brock with an extensive background in advancing equity and inclusion in post-secondary institutions. She will begin her new role on August 1.

Cote-Meek is currently the Vice-President Equity, People and Culture at York University, where she has spent the past three years building a new division dedicated to creating an inclusive and equitable environment for all members of the university community. She led a number of new initiatives, including York's first Framework and Action Plan on Black Inclusion and the development of York's first university-wide Decolonizing, Equity, Diversity and Inclusion Strategy, which will be released later this semester. She also created a new portfolio at York: the Associate Vice-President, Indigenous Initiatives.

Prior to joining York University, Cote-Meek spent a decade serving as the Associate Vice-President, Academic and Indigenous Programs at Laurentian University, where she led a number of initiatives related to equity and decolonization. At Laurentian, Cote-Meek oversaw support services for Indigenous students, advanced Indigenous academic initiatives and led the development of the university's Indigenous Sharing and Learning Centre.

Cote-Meek is from northeastern Ontario and is a member of the Teme-Augama Anishnabai.



PRIORITY:

Foster a culture of inclusivity, accessibility, reconciliation and decolonization

At Brock, we believe that a diverse and welcoming learning community is built upon the foundation of exceptional students, faculty, staff and alumni. This requires that Brock be attractive and welcoming to people of all identities, and accepting of the unique histories and experiences of Indigenous people within the Canadian state.

GOAL:

Strengthen relationships of trust with Indigenous communities and partners across all sectors and activities of the University.

Actions:

- Enhance and improve recruitment, retention, and learning, as well as other supports for Indigenous, international and first-generation students, including the creation of a dedicated web portal for students from under-represented groups outlining the services and resources available to them.
- Improve data capabilities to track and assess institutional success in recruiting and retaining students from under-represented groups, including Indigenous students.
- Actively recruit outstanding students from Niagara, as well as from diverse regions and backgrounds from around the world.
- Enhance programming for under-represented or marginalized groups that introduces them to the University.
- Increase the visibility of Indigenous culture on campus, such as Indigenous art, and create a dedicated space for Indigenous students on campus.
- Raise awareness of equity-oriented research conducted on campus, including research involving Indigenous groups.
- Expand advancement strategies to increase philanthropic funding for Indigenous and other equity-oriented initiatives

GOAL:

Promote effective human resource practices and philosophies that improve inclusivity, accessibility, reconciliation and decolonization.

Actions:

- Ensure that university-wide structures best serve the values and strategic priorities of the University.
- Provide training and support for search committees on the principles of equity, diversity, inclusion and cultural competency.
- Broaden the scope of training programs for new and continuing Chairs and Directors.
- Continue to implement the recommendations from the report of the Brock University Human Rights Task Force, including a workplace climate survey and equity census.
- Communicate the efforts and impacts of the President's Advisory Committee on Human Rights, Equity and Decolonization across the campus on a regular basis.
- Foster internationalization across the campus so that students from all parts of the world feel welcomed and supported in achieving their academic goals.
- Recruit and retain a diverse group of outstanding staff by providing rewarding and fulfilling careers.
- Develop ongoing training and expand programs for professional development.
- Continue to provide competitive offers of employment, compensation and benefits to ensure a quality work life.

GOAL:

Further celebrate the success of our faculty, staff, students and alumni.

Actions:

- Provide better communication, as well as career and recognition opportunities for faculty, staff, students, alumni and sessional instructors.
- Increase scholarship and award opportunities for exceptional students who have demonstrated excellence academically, socially, culturally and/or athletically.
- Ensure that reporting mechanisms and communication with external university ranking organizations reflect the strengths of the University as a post-secondary institution and the accomplishments of faculty, staff, students and alumni.

Priority	Outcomes	Indicator	Included in SMA	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23
Foster a culture of inclusivity, accessibility, reconciliation and decolonization	University admissions include under-represented groups	Number of self-identified Indigenous students*	No	303	321	322	362
		Number of self-identified first-generation students	No	N/A	N/A	N/A	N/A
		Number of self-identified racialized students	No	N/A	N/A	N/A	N/A
		Number of self-identified students with disabilities	No	N/A	N/A	N/A	N/A
		Number of self-identified 2SLGBTQ+ students	No	N/A	N/A	N/A	N/A
		Number of students receiving OSAP support	No	9,491 FT	9,678 FT 558 PT	9,678 FT, 526 PT	8,928 FT, 588 PT
		Number of self-identified scholars from under-represented categories	No	N/A	N/A	N/A	N/A
	Course delivery and curriculum	Indigenous major courses developed and delivered	No	N/A	N/A	N/A	N/A
		Self-identified Indigenous instructors and staff	No	N/A	N/A	N/A	N/A
		% of programs that include Indigenous context, culture, history and/or thought	No	N/A	N/A	N/A	N/A
		% of programs that include content related to equity, diversity and/or inclusion	No	N/A	N/A	N/A	N/A

* Institutional Performance Indicator

PRIORITY:

Institutional ranking and financial sustainability

The 'Institutional ranking' metric reports on Brock's performance in externally motivated and administered assessments. These include the annual Macleans ranking of Canadian universities, as well as several accountability assessments required by Ontario's Ministry of Colleges and Universities.

Brock has a mandate to maintain balanced budgets while pursuing and protecting the academic mission of the University. Its ability to do so is assessed in the 'Financial sustainability' metric.



Donation to strengthen Brock's student mental health supports

The Children's Educational Foundation of Canada (CEFOC) has contributed more than \$387,000 to the University in support of student mental health. The funding will enhance supports and services, and increase the magnitude in which Brock is able to deliver them to students.

For four consecutive years, *Maclean's* magazine has ranked Brock first among all comprehensive universities in Canada for mental health supports for students. The University relies on generous donations such as this one to assist in maintaining that high standard.

CEFOC's gift will allow the University to increase access to mental health supports by delivering flexible and innovative services. Brock students will benefit from increased personal counselling services and access to 24-7 support through the My SSP mobile app, as well as from suicide prevention training and capacity building for Brock partners and staff.

Also made possible through the funding was the creation of a quiet room on the fourth floor of the Schmon Tower for students facing mental health challenges. The room is intended as a safe, calming space for students who find themselves in distress when accessing academic accommodations or personal counselling services.

Brock launches refreshed University brand

Brock University has rolled out its refreshed and refined brand with the launch of its fall recruitment advertising campaign and the installation of new banners along campus roads and buildings. The new brand positioning and visual identity — which emphasize the ability to “break through” at Brock — is the result of more than a year of community consultation and is aimed at enhancing the University's reputation across Canada and around the world. The refreshed brand is anchored by the promise that anyone, from any walk of life, can break through personal, professional, and societal barriers at Brock.

The project includes a range of updates to the University's visual identity guidelines, including the removal of the thumbprint from Brock's logo (which an overwhelming number of campus community members called for) and the use of a fresh new font.

The project was guided by a steering committee, which included 25 faculty members, students and staff representing a diverse cross-section of the Brock community.

Brock maintains top national rankings for student support

Long recognized for its commitment to student excellence and experience, Brock continues to be ranked highly among its peers in the 2023 *Maclean's* magazine rankings. Brock is ranked among the top 10 comprehensive institutions in the country in a range of categories, including its commitment to providing scholarships and bursaries (6th) and student services (7th). Brock also continues to climb the reputational rankings overall, moving to 27th from 29th in the nation, an improvement of 11 spots in the past three years.

The Goodman School of Business also made the top-20 rankings of Canada's best business programs for the first time at 18th in the country overall and 17th in reputation.



Brock's MIWSFPA achieves Gold LEED certification

The Marilyn I. Walker School of Fine and Performing Arts (MIWSFPA) recently joined Brock University's list of Leadership in Energy and Environmental Design (LEED)-certified buildings.

As a globally recognized symbol of sustainability achievement and leadership, LEED provides a framework for healthy, efficient, carbon- and cost-saving green buildings. LEED projects earn points by adhering to prerequisites and credits across nine measurements for building excellence, from integrative design to human health to material use.

Construction of the downtown St. Catharines arts school, completed in 2015, included the redevelopment of the former Canada Hair Cloth Building, which dates back to the 19th century. The MIWSFPA now provides state-of-the-art studios, exhibition spaces, performance venues, digital classrooms and learning commons for students in fine and performing arts programs. Modern features have been added to the building, while still retaining as much of the character and original structure as possible.

Archives donation paints picture of local union's rich community history

A donation of historical materials from Unifor Local 199 to Brock's Archives and Special Collections is now available for students and researchers to explore in the James A. Gibson Library. The fonds of Unifor Local 199, which was previously the Canadian Auto Workers Local 199 and, before that, the United Auto Workers Local 199, includes records and ephemera dating back to 1937. From documents and photographs to hockey jerseys and bumper stickers, the collection offers a multi-faceted look at the history of the organization.

Among the collection are pins and buttons dating back to 1937.

Metroland Media selects Brock to house nearly 100 years of local history

Brock University Library is the new home of nearly 100 years of Niagara history as documented by the *St. Catharines Standard* and *Niagara Falls Review* newspapers. Metroland Media Group selected the Brock Library for its expertise in archival preservation and stewardship, gifting the Library its extensive collection of clippings, photo prints and negatives, microfilm, files, notes and more. Some materials in the collection date back to the early 1900s, but the most significant portion covers local history from the 1960s to the dawn of the new millennium.

Housing the collection at Brock will ensure continued public and researcher access to the files, which offer an invaluable look at both local history as well as how news was gathered and produced in the 20th century.

Brock receives \$2.9M to support low-carbon goals

Brock University's continued efforts to create a sustainable campus recently made strides with the help of \$2.9 million in federal funding.

Environment and Climate Change Canada provided the support to Brock in January through its Low Carbon Economy Challenge, Champions Stream. With a total of \$200 million provided to public and private sector organizations, as well as government bodies, the program supports innovation, reduction of energy bills and the creation of jobs for Canadians.

At Brock, the funding, which is paired with the University's own \$3.1-million contribution, will allow for the District Energy System (DES) electrification project to move forward. The project includes installation of an electric boiler in Welch Hall and a heat pump in the Roy and Lois Cairns Health and Bioscience Research Complex; recovery of waste heat from the Cairns steam boiler; piping retrofits at Schmon Tower, DeCew Residence, Welch Hall, Thistle Complex and Student-Alumni Centre; optimization of control sequences for DES and satellite assets; and work on the DES distribution system and auxiliary equipment to enable the project's other measures.

The electrification project will significantly reduce Brock's carbon emissions by diversifying campus heat sources and reducing the use of natural gas in the DES.

Brock's HR office rebrands as the Office of People & Culture

Brock University's Department of Human Resources has undergone a name change to better reflect its renewed focus. Reimagined as the Office of People and Culture, the unit is moving forward focused on progressive and adaptive strategic human resources management practices that concentrate on Brock's people, culture and work environment.

The name change and renewed focus will build on Brock's efforts that have seen the University recognized as one of Hamilton-Niagara's Top Employers for 2023, and named earlier this year among the annual list of Canada's Best Employers compiled by *Forbes* and market research firm Statista.



Financial Sustainability

Institutional Indicators	Outcomes	Indicator	Included in SMA	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual
	Students have a positive experience	Maclean's student experience ranking*	No	4/15	2/15	3/15	3/15
		Maclean's overall ranking*	No	14/15	13/15	12/15	13/15
		Graduate employment earnings (two years after graduation)	Yes	\$40,494	\$43,084	\$45,776	\$44,807
		Graduate employment rate in a related field	Yes	89.6%	89.8%	88.6%	
		National Survey of Student Satisfaction (NSSE) [Overall experience as "Excellent" or "Good"; 1st year and 4th year student populations]	No	N/A	1st: 80% 4th: 81%	N/A	N/A

* Institutional Performance Indicator

Financial sustainability	Outcomes	Indicator	Included in SMA	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual
	Foster financial sustainability and prominence of the University	Total revenues*	No	\$346.977M	\$328.996M	\$351.389M	\$373.056M
		Total expenditures*	No	\$339.319M	\$316.102M	\$347.492M	\$369.018M
		Deficit/surplus	No	\$7.658M	\$12.894M	\$3.897M	\$4.038M
		University endowment	No	\$103.896M	\$123.810M	\$119.025M	\$122.332M
		Dominion bond rating*	No	A (high)	A (high)	A (high)	A (high)
		Donations – Cash received*	No	\$3.773M	\$4.397M	\$2.901M	\$3.495M
		Donations – Revenue recognized audited financial statements	No	\$4.224M	\$3.987M	\$4.938M	\$5.083M

* Institutional Performance Indicator

Brock University

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

brocku.ca



Board of Trustees

Report to the University and Community Experience Committee

INFORMATION ITEM

TOPIC: Next Steps on the Institutional Strategic Plan

September 27, 2023

Lesley Rigg, President and Vice-Chancellor

EXECUTIVE SUMMARY

1. Purpose of the Report

- The purpose of this report is to provide an update on next steps for the development of a new institutional strategic plan as we near the end of the current plan in 2025.

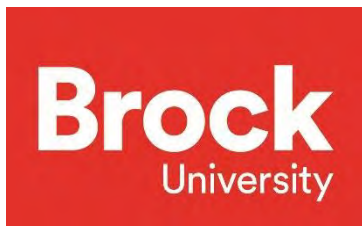
2. Key Background

- Brock University's current Institutional Strategic Plan, titled "Brock University: Niagara Roots - Global Reach", is a seven-year plan from 2018-2025.
- The current Institutional Strategic Plan describes Brock University's history and its current environment, including challenges and opportunities that this entails. The University's mission, vision and guiding values are outlined, as well as four strategic priorities, each with goals and actions, to be achieved over the next seven years:
 - Offer a transformational and accessible academic and university experience
 - Build research capacity across the University
 - Enhance the life and vitality of our local region and beyond
 - Foster a culture of inclusivity, accessibility, reconciliation and decolonization
- On an annual basis in Cycle 1, an update is provided to the Board and Senate to report on progress made in achieving the objectives set forth and to provide a framework for shaping and reporting on the activities in the year ahead.
- Given that the current plan is set to expire in 2025, we have engaged in planning for the next plan.
 - In June 2023, we issued an RFP for the next Institutional Strategic Plan.
 - In July 2023, a shortlist of proponents were prepared and the top three consultants were invited for presentations to the Selection Committee.
 - In August 2023, the top proponent was identified and the contract negotiations were finalized.
 - The contract is now being reviewed internally and signed to ensure that it is fully executed with the successful proponent, MacPhie Consulting.



3. Next Steps

- Once the contract is fully executed, the Brock Executive Team will meet with MacPhie to kick-off the project.
- The approach to developing the draft plan is set out in five steps, including: planning, learning, analyzing, deciding, and implementation.
- A progress update will be provided to the Committee in Cycle 3, and we aim to have a draft plan available for presentation to the Committee in Cycle 5.



MINUTES OF MEETING #4 - CYCLE 5 (2022-2023)

UNIVERSITY AND COMMUNITY EXPERIENCE COMMITTEE

WEDNESDAY, JUNE 28, 2023, 2:00 PM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Arti Freeman (Committee Chair), Stephanie Thompson (Committee Vice-Chair), Réjeanne Aimey, Mark Arthur, Jonathan Davey, Mary De Sousa, Nyarayi Kapisavanhu, Dan Malleck, James Maxwell-Barillas, Lesley Rigg

INVITED

TRUSTEE: Hilary Pearson

REGRETS: Rob Welch

RESOURCE

PERSONNEL: Vice-Presidents: Jennifer Guarasci, Tim Kenyon, Lynn Wells
Executive Director, Development & Alumni Relations: Sonia Dupte
Secretariat: Simon Burke, Stacey Duncan, Margaret Thompson

ALSO

PRESENT: Invited staff members during specific agenda items and other members of the Brock community

1. Call to Order

The Committee Chair welcomed members and staff, called the meeting to order, provided opening remarks, and a land acknowledgement.

2. Declaration of Conflict of Interest

There were no conflicts of interest declared to any matter on the Agenda.

3. Approval of the Agenda

The Committee Chair referred members to the Agenda and confirmed that there were no items to be lifted from the consent portion.

On a motion by Trustee Arthur, seconded by Trustee Kapisavanhu and carried, it was

RESOLVED that the Agenda, including consent items, be approved.

4. Business Arising from the Minutes - None

5. Review of 2022-23 UCEC Workplan Status
[An Information Item *TOPIC: Review of 2022-23 UCEC Workplan Status* dated June 28, 2023 had been posted with the meeting materials together with Appendix 1 - Committee Charter and Appendix 2 - Committee 2022-23 Workplan.]

The Committee reviewed the Report provided to assist members in the end of year review of the 2022-23 Workplan. The Chair noted that one of her objectives set out in September for the Committee was to **provide input on and support the review of the UCEC Charter. It was confirmed that the review will be incorporated within the governance review currently underway.**

6. Campus Security Services - Oral Update

The Director of Emergency Management, Campus Security Services provided an oral update on current and ongoing campus security and safety measures which included information regarding the rebranding to Campus Safety Services.

7. Emergency Management Plan and Preparedness Report
[An Information Item *TOPIC: Emergency Management Plan and Preparedness Report* dated June 28, 2023 had been posted with the meeting materials.]

The Committee reviewed the Report that provided information on the Emergency Management program and its application over this reporting period.

8. University Advancement and External Relations Year-End Report
[An Information Item *TOPIC: University Advancement and External Relations Year-End Report* dated June 28, 2023 had been posted with the meeting materials together with Appendix 1 - Development and Alumni Relations Target and Metrics Report and Appendix 2 - Marketing and Communications Target and Metrics Report.]

The Executive Director, Development and Alumni Relations, provided an overview of the Report that provided a year-end overview of the activities and results of the Advancement and External Relations team for the period May 1, 2022 - April 30, 2023. During review, the Executive Director received feedback and responded to questions raised regarding specified areas within the Report.

9. Indigenous Engagement
[An Information Item *TOPIC: Indigenous Engagement* dated June 28, 2023 had been posted with the meeting materials.]

The Vice-Provost, Indigenous Engagement presented the Report and expanded on several areas for the information of the Committee.

10. Generative Discussion: AI
[An Information Item *TOPIC: Artificial Intelligence* dated June 28, 2023 had been posted with the meeting materials together with Appendix 1 - Exploring Artificial Intelligence Applications at Brock University and Appendix 2 - Generative AI and Higher Education: Perspectives for college and university leaders.]

The Vice-Provost, Teaching and Learning referred members to the Report that provided background information about some potential applications of artificial intelligence (AI) in higher education to **inform the Committee's generative discussion.**

A generative discussion ensued during which the following matters were considered: : AI and critical thinking, essential human elements of education, potential efficiencies of AI, appropriate areas of use, provision of information to academic faculty and staff, reputation and optics, and AI in the larger context of change readiness and adaptation in higher education.

The Chair noted that a motion was required to move *in camera* to consider the following confidential items:

- 11. Campaign Readiness Program Status - *In camera*
- 12. Government Relations Update - *In camera*

On a motion by Trustee Malleck, seconded by Trustee Arthur and carried, the Committee moved *in camera* at 3:08 p.m.

[During closed session, confidential Reports were reviewed by the Committee.]

The Committee resumed open session at 3:42 p.m.

- 13. *In camera* Record of Proceedings
[The *In camera* Record of proceedings of the previous meeting had been posted with the meeting materials.]

The *In camera* Record of proceedings of the previous meeting held on March 1, 2023 had been approved by consent.

- 14. Minutes of Previous Meeting
[The Minutes of the previous meeting had been posted with the meeting materials.]

The Minutes of Meeting the meeting held on March 1, 2023 were approved by consent.

- 15. Enrolment and Admissions Update
[An Information Item *TOPIC: Enrolment and Admissions Update* dated June 29, 2023 had been posted with the meeting materials.]

The Report was received for information by consent.

- 16. Metrics
[Metrics related to Campus Security Services had been posted with the meeting materials.]

The Metrics were received for information by consent.

- 17. Other Business - None

18. Adjournment

The meeting adjourned at 3:43 p.m.



Board of Trustees

Report to the Board of Trustees

INFORMATION ITEM

TOPIC: Enrolment Update

September 27/28, 2024

Lynn Wells, Provost and Vice-President, Academic

Geraldine Jones, University Registrar and Associate Vice-President, Enrolment Management

Suzanne Curtin, Vice-Provost and Dean, Faculty of Graduate Studies and Postdoctoral Affairs

EXECUTIVE SUMMARY

1. Purpose of the Report

- To provide an update on Brock University's enrolment and admissions status as of September 13, 2023.
- Current registration remains in flux until after the withdrawal period (early October for Fall and mid-January for Winter).
- A final official count will occur after November 1, in line with government reporting dates.
- Current enrolment forecasting for this year is predicting undergraduate and graduate headcount to be on par with previous year, but slightly below budget forecast due to student mix, which is skewing more toward domestic than international registrations.
- Overall (both new and returning) UG domestic degree-seeking enrolment is up over the same time in the previous year.

Despite increased undergraduate applications for this academic year, conversion and registration rates have not resulted in a material gain in numbers, especially given continued pressures in international recruitment and a slight decrease from anticipated international returning student registrations.

2. Key Background

2023 Fall term enrolment:

STUDENT POPULATION	Current Enrolment (Fall/Winter)	FW same time last year (2023 over 2022)	% change from 2022	1-Nov-22	% change from Nov 1, 2022
	Enrolment Headcount	Enrolment Headcount		Enrolment Headcount	
UG	15,868	15,701	1.1%	16,308	-2.7%
PreService	1,115	1,026	8.7%	1,021	9.2%
GR	1,819	1,775	2.5%	1,723	5.6%
Total	18,802	18,502	1.6%	19,052	-1.3%

- As of September 13, 2023, there are a total of 18,802 degree-seeking students (headcount, undergraduate, graduate and pre-service combined) registered in one or more courses.
- This is **comparable to last year's numbers**, but down slightly from the budget forecast due to the shift towards domestic enrollment over international.

		Current Enrolment (Fall/Winter)	FW same time last year (2023 ovr 2022)	T1 Forecast 2023	% change from T1 Forecast 2022	Budget 2023	% change from Budget 2022
UG	New Intake - Domestic	3,438	3,400			3,366	2.1%
	Returning Domestic	10,827	10,639			12,284	-2.8%
	Total Domestic	14,265	14,039	14,483	-1.5%	15,650	-1.7%
	New Intake - International	255	198			276	-7.6%
	Returning International	1,348	1,464			1,554	-13.3%
	Total International	1,603	1,662	1,744	-8.1%	1,830	-12.4%
PreService	Concurrent	777	560				
	Consecutive	309	463				
	Total Pre Service	1,115	1,026	1,027	8.6%		
	Total UG	16,983	16,727	17,254	-1.6%	17,480	-2.8%
Grad	New Intake - Domestic	463	405			511	-9.4%
	Returning Domestic	724	735			620	16.8%
	Total Domestic	1,187	1,140	1,120	6.0%	1,131	5.0%
	New Intake - International	153	128			173	-11.6%
	Returning International	479	507			439	9.1%
	Total International	632	635	636	-0.6%	612	3.3%
	Total Grad	1,819	1,775	1,756	3.6%	1,743	4.4%
TOTAL ENROLMENT		18,802	18,502	19,010	-1.1%	19,223	-2.2%
The current Trimester 1 forecasted fall degree-seeking headcount enrolment is 19,010 (17,254 UG, 1,756 GR).							
This represents a decrease of -10.2% for 2023-24 from the Strategic Plan degree-seeking headcount objectives (-9.3% UG, -18.2% Grad).							

Strategic enrolment considerations:

- Post-pandemic behaviour continues to have a negative impact on enrolment patterns.
- We observed a decrease in anticipated returning student registrations, especially pronounced in international student populations, accordingly student retention initiatives will be an area of focus going forward.
- The current Trimester 1 forecasted Fall degree-seeking headcount enrolment is 19,010.
 - Flow-through from 2020 (i.e., the pandemic period) onwards, current program mix, and ongoing challenges for international students are the main drivers of the deviation from budgeted targets.
 - There continues to be additional downside risk in the projections, especially for international enrolment due to sector-wide vulnerabilities that include geopolitical uncertainties, and increasing competition from both universities, colleges, and private enterprises.

3. Next Steps

- **The focus of staff in the Registrar's Office** and Enrolment Services (ORES) and the Faculty of Graduate Studies and Postdoctoral Affairs (FGSPA) is now on retention, supporting registration stability, and recruiting for future intakes.
- The ORES is responding to a high volume of inquiries related to the start of term, and has launched some new initiatives specifically in support of student retention.
 - A new queuing software was launched over the summer to better facilitate student client service needs; have extended services hours in September;

- managing approx. 170 in person appointments, 100 phone, 150 chat, and 450+ email inquiries daily
 - AskMe Booths (Recruitment) provides inquiry and registration support at booths until mid-September
 - Also partnered with Brock International, Central Academic Advising and Student Accounts & Financial Aid to service students in person in Brock Central for September
 - Launched new student survey (approx. 4,800 students) to determine high-risk students for follow-up support
 - Launched returning student survey (targeting students who did not register) for follow-up support
 - Launched Student Success Navigators team, 10 peer mentors who will engage in outreach to students at high risk to leave
 - Developing Early Alert program to flag students earlier who pose retention risk based on lack of academic engagement
 - Launched follow-up campaign for students admitted in the final week of August through September for additional transition support
- The FGSPA is actively working to provide a positive student experience for new and current graduate students. Over the Fall term, students have access to:
 - 1-on-1 support from Graduate Student Ambassadors
 - Workshops and socials hosted by Graduate Ambassadors on graduate student wellbeing and mental health
 - GRADvantage Week, a week of workshops aimed to help students transition to graduate school and provide introduction to University service partners
 - Winter clothing drive for International students, provided in partnership with Brock International and Faith and Life Centre
 - Workshops supporting applications for external research awards
 - Supervisor supports - we have created a range of supports to guide students through their relationship with supervisor including planning resources, conflict management tools and more
- ORES and FGSPA are providing campus partners (Deans, Student Life, department leaders, Academic Advisors, etc.) with student enrolment information needed to support the critical retention activities they employ at the beginning of the academic term.
- ORES and FGSPA teams are working to support Winter 2024 recruitment and beyond:
 - FGSPA
 - Currently signed up to attend 13 graduate fairs at Universities in Ontario and New York
 - Planning fall info sessions with Graduate Program Directors
 - On-campus recruitment events planned for September including application workshops, table talks, hallway takeover, classroom visits and webinars
 - Attending QS International Fair in Toronto in September
 - Participating in the Ontario University Fair and Fall Open House
 - Digital advertising campaigns for graduate programs launching in October
 - Working on website overhaul in partnership with MarCom
 - ORES
 - In-person international recruitment events continued through the summer, including collaborative travel with the Goodman School of Business and Professional and Continuing Studies through Vietnam, the Philippines, and China.

- Digital and print campaigns (with Marketing and Communications), designed to target relevant audiences domestically and internationally with a major focus placed on geotargeting, though many other platforms, strategies and channels are in use
- September sees the launch of full in-person offerings, returning to (or exceeding) 2019 levels of activity, this includes Canadian secondary school visits, global recruitment strategy implementation, Fall Preview Day (Nov. 5), Ontario Universities Fair (Oct 21 & 22), campus visit and school group program, etc.
- 2022 saw shifts in student/applicant behaviour, with significantly more applications per student being submitted which resulted in **higher applications numbers, and stiffer competition to ‘convert’** into registered students; Student Recruitment and Admissions are working to review and reimagine the conversion communication flow with an aim to improve our conversion rates.

4. Background Materials - N/A

Report to the University and Community Experience Committee

INFORMATION ITEM

TOPIC: Marketing and Communications report

September 27, 2023

Matt Terry, Executive Director, Marketing, Brand and Communications

EXECUTIVE SUMMARY

1. Purpose of the Report

- To report on the operational metrics related to marketing, communications and reputation enhancement.

2. Key Background

- Marketing and Communications has refined and updated its reporting to better demonstrate the strategic value of its activities. The attached report focuses on three key areas of our operation, and also includes reporting on two significant projects.

Owned media

- We continue to successfully use a variety of social media tools to highlight engaging, brand-supporting digital content. By using an aggregate engagement index (post engagements divided by number of posts divided by audience size) we can determine that engagement levels are approximately in line with those seen across the sector.
- We drove nearly 300,000 pageviews of the Brock News this period, producing a wide range of content in support of the University's strategic priorities. Significant content development supported fall Convocation activities, including the installation of a new President, stories of student success, and the awarding of honorary degrees

Earned media

- This was a very successful period for our media relations work, with a significant increase in media placements over the same period last year. This was driven in large part by our strategy for promoting Brock's research project at Crawford Lake and our support for Convocation/the installation of a new President.
- Crawford Lake research: On July 11, the Anthropocene Working Group announced its choice of Halton's Crawford Lake as the location that best shows the boundary of the proposed Anthropocene. Earth Sciences Professors Francine McCarthy and Martin Head lead a team that has been studying the geology at the lake for many years.

Marketing and Communications leveraged this announcement to build significant brand awareness for the University and raise the research profile of the institution across the country and around the world with a multi-faceted strategy. This included the launch of a dedicated multimedia hub, strategic media relations outreach, paid advertising and social media.

This story earned significant national and international coverage, in such media outlets as The New York Times, Time, BBC, the Globe and Mail, ABC News, CBC, CNN and many more.

- Convocation: Marketing and Communications leveraged Fall Convocation activities to enhance reputation and foster strong connections between graduates and the institution. In addition to highlighting a number of stories of student success, the installation of a new President garnered media attention, as did the University's honorary degree recipients – in particular Pittsburgh Penguins President of Hockey Operations Kyle Dubas, whose speech to graduands attracted widespread media pickup

Marketing

- The focus of the last quarter's recruitment marketing work was on retaining those who have accepted their offers of admission and encouraging those who haven't to do so. We are now preparing to launch the upcoming recruitment marketing campaign, building on the success of last year's work with:
 - Increased program-specific advertising
 - Increased geo-targeting of key recruitment events
 - Highlighting availability of on-campus housing
- During this period we also leveraged the QS World University Rankings in Sport-Related Subjects with a successful social media marketing campaign which generated 640,000 impressions and drove additional traffic to our announcement
- A series of billboard ads strategically placed throughout the region helped to increase local brand awareness

3. Next Steps

- The 2023/2024 student recruitment marketing campaign begins in September, with digital, social and traditional advertising targeting prospective students in key markets and support for Brock's presence at the Ontario Universities Fair
- We continue to leverage the Crawford Lake research project with further media placements and advertising opportunities
- Billboard advertising is rolling out in Burlington, raising awareness of and celebrating Brock's move to the area

4. Background Materials

Appendix 1 – Marketing and Communications metrics report (3 pages)

Appendix 2 – Convocation report (5 pages)

Appendix 3 – Crawford Lake report (4 pages)

OWNED MEDIA

Brock uses a variety of owned communications channels to reach key audiences with stories that help build institutional brand.

SOCIAL MEDIA ENGAGEMENT INDEX*

BROCK UNIVERSITY

INDUSTRY AVERAGE

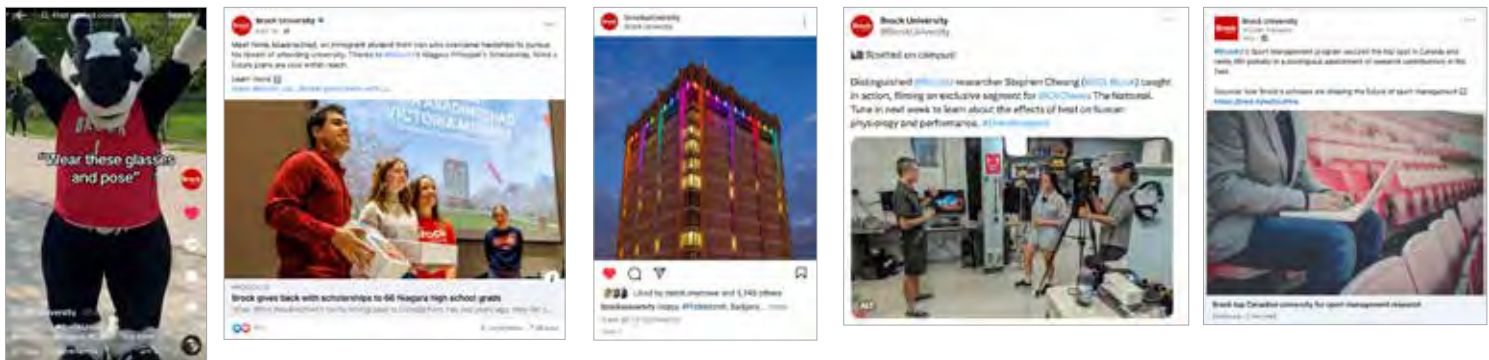
4.24

4.44

* Engagement index is an aggregate value derived from performance on each active platform (Facebook, Twitter/X, Instagram, LinkedIn, TikTok).

2023 industry average sources: RivalIQ, SocialInsider.

HIGHLIGHTS



THE BROCK NEWS

PAGEVIEWS

May 1 to Aug. 28, 2023

298,387

TOP STORIES

Kyle Dubas urges Brock grads to find a job they love - even on the most difficult days

Hockey executive, Indigenous entrepreneur and corporate governance champion to be honoured at Convocation

NHL playoff teams brimming with Brock alumni



EARNED MEDIA

Placing stories, expert commentary and op-eds in the media helps to amplify Brock's storytelling and build reputation.

	TOTAL	NATIONAL	INTERNATIONAL
May 1 to Aug. 28, 2023	9,240	5,230	4,010
May 1 to Aug. 28, 2022	4,790	3,460	1,330

HIGHLIGHTS



Canadian prof digs ancient rocks in Scotland so scientists can learn how to handle Mars samples: Earth Sciences Professor Mariek Schmidt spoke with CBC, CHCH, Newstalk 610 CKTB and CHML 900 about recent work that took place to excavate rocks on the Isle of Rum in Scotland, which will be used to help understand rock samples from Mars.



New book features Isle of Man's 'forgotten' kingdom: Brock University History Professor Andrew McDonald's new book, *A Visitor's Guide To The Medieval Kingdoms Of Man And The Isles, 1066-1275*, was the focus of an article by the BBC.



Too many cannabis shops, too much production: the industry's perennial problem: Brock University Associate Professor of Operations Research Michael Armstrong wrote a piece recently published in *The Globe and Mail* about what has caused the issues being experienced by the cannabis industry.



Residents in the Northwest Territories and British Columbia forced to flee homes due to wildfires: In separate interviews with Newstalk 610 CKTB, Geography and Tourism Studies Professor Michael Pisaric and Associate Professor Julia Baird in Brock's Environmental Sustainability Research Centre spoke about the environmental and logistical impacts of wildfires in the Northwest Territories, which have caused thousands of residents to evacuate their homes. Baird also co-authored a piece published in *The Conversation* about strategies to tackle Canadian wildfires.



Teachers draw envy and ire over their two-month 'vacations.' But do they really get the summer off?: Associate Professor of Educational Studies Hilary Brown spoke to the *Toronto Star* about the various ways teachers choose to spend their two months away from the classroom during the summer months.



How hot is too hot for the human body? Research shows rising humidity poses the greatest risk: Professor of Kinesiology Stephen Cheung welcomed Global News and CBC's *The National* into his lab to discuss heat and humidity's impact on the body. Cheung also spoke to the *Toronto Star*, CBC and Newstalk 610 CKTB about how rising temperatures are affecting people.

MARKETING

Brock's marketing program leverages a wide array of paid advertising opportunities – digital and traditional – to build institutional brand and support the recruitment of domestic and international students.

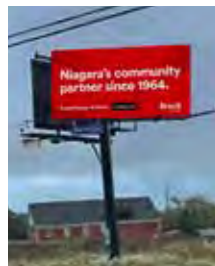
STRENGTHENING BROCK'S BRAND



RAISING AWARENESS OF QS WORLD UNIVERSITY RANKINGS

In-market tactics:

- Facebook targeted ads
- Marketing and Communications leveraged Brock's QS World University Rankings in sports-related subjects with a social media campaign aimed at the Canadian public. The campaign generated more than 640,000 impressions and 265 clicks to The Brock News article 'Brock sport-related programs again ranked among world's best.'



STRENGTHENING LOCAL REPUTATION

- Strategically located billboard ads placed across the region highlighting Brock's long history of community partnership
- Outfield advertising for 2023 season of Intercounty Baseball League's Welland Jackfish

BURLINGTON CAMPUS

- Strategically located billboards in Burlington promoting community partnership

STUDENT RECRUITMENT

Q1	Q2	Q3	Q4
GOAL	GOAL	GOAL	GOAL
Summer retention	Prospect recruitment	Prospect recruitment	Applicant conversion
Ongoing conversion			



APPLICATION DEADLINE

In-market ads:

- Spotify
- Facebook
- Instagram
- Youtube
- TikTok
- Snapchat
- Google
- Digital and traditional billboards/transit shelter ads

Digital ads:

1,707,861 impressions

Social media ads:

3,333,787 impressions

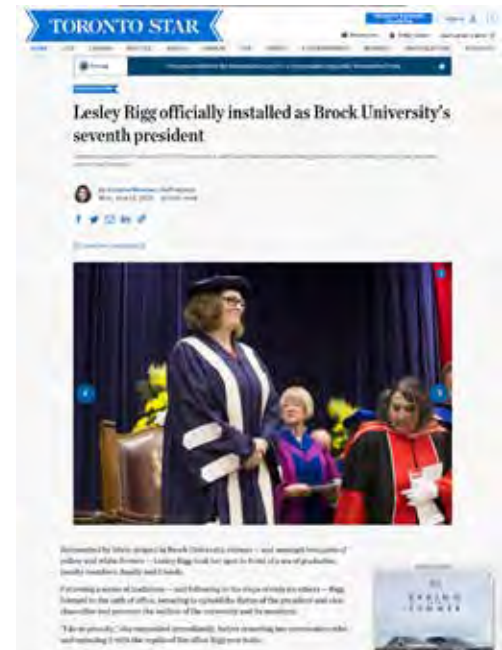
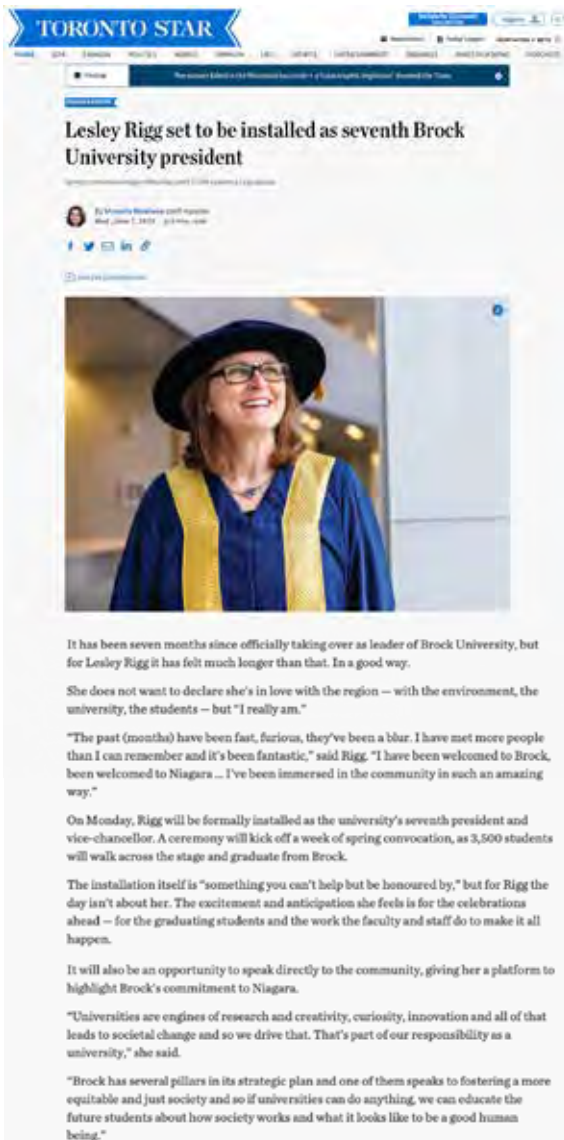
Undergraduate campaign landing page (choosebrocku.ca):

23,867 pageviews

Convocation earned and owned media report

Spring 2023

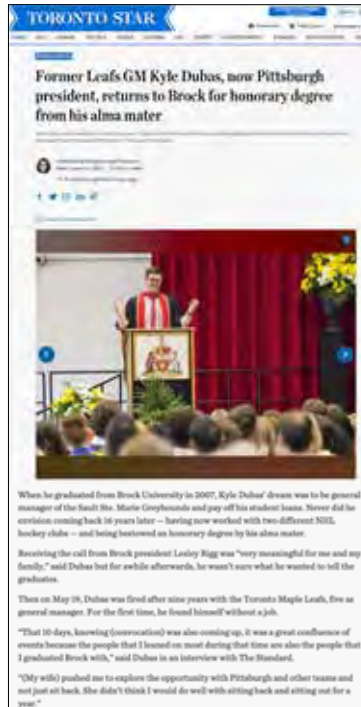
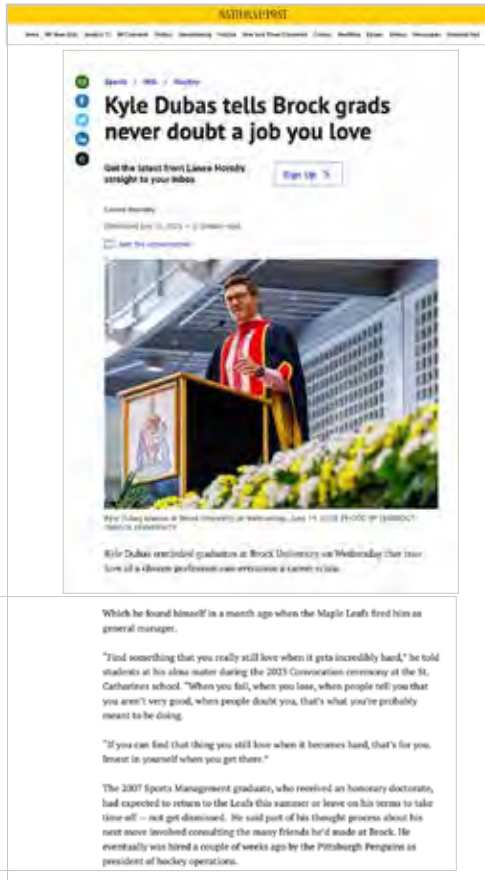
EARNED MEDIA
PRESIDENT RIGG INSTALLATION



Lesley Rigg set to be installed as seventh Brock University President

Brock University President and Vice-Chancellor Lesley Rigg spoke to the Toronto Star, YourTV Niagara and Newstalk 610 CKTB about Brock's upcoming Spring Convocation celebrations and her formal installation as the University's seventh President.

EARNED MEDIA
KYLE DUBAS HONORARY DEGREE



Kyle Dubas tells Brock grads never doubt a job you love

The presentation of an honorary doctorate to Pittsburgh Penguins President of Hockey Operations Kyle Dubas (BSM '07) at Brock University's 113th Convocation was the subject of articles from:

CTV
The National Post
TSN
Toronto Star
CHCH
Daily Hive

Yardbarker
Burlington Gazette
YourTV Niagara
St. Catharines Standard
The Hockey News
RDS (in French)



SOCIAL MEDIA

208

Total posts

2,029,208

Total impressions

53,498

Total engagements

14,497

Total post clicks

1.2M

Views of branded animated GIFs

60,901

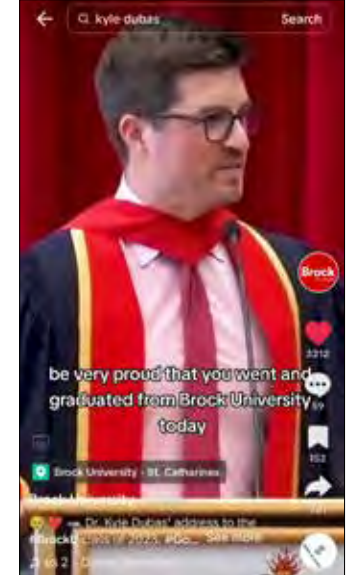
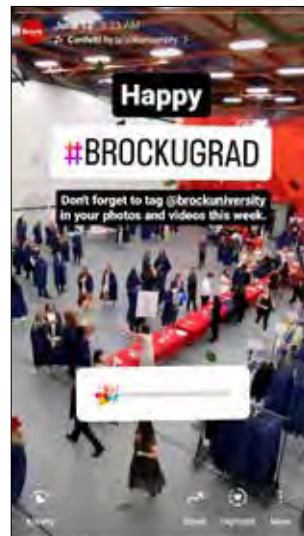
Augmented reality filter impressions

Instagram

Most engaged platform

Instagram

Most impressions





Facebook
6,483
Engagement
300,114
Impressions

SOCIAL MEDIA

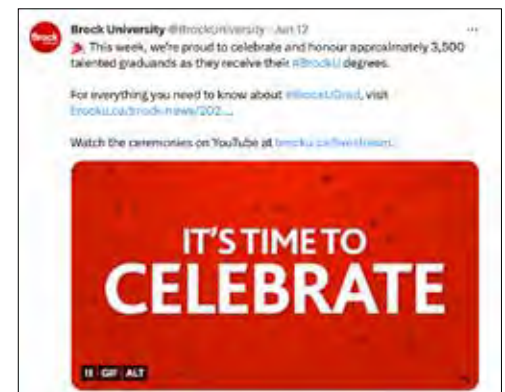
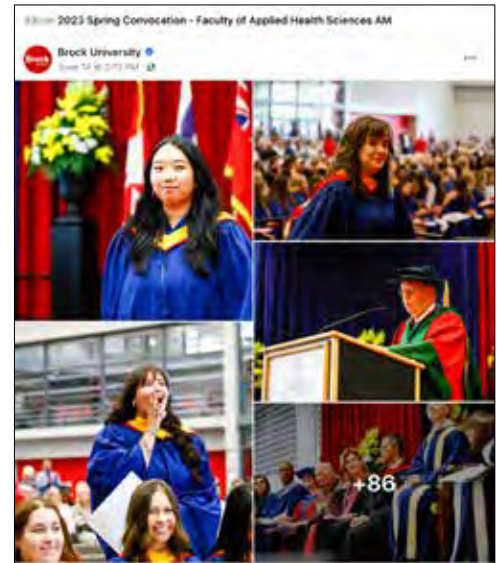
Instagram
26,622
Engagement
328,258
Impressions

Instagram Story
4,178
Engagement
510,559
Impressions

LinkedIn
9,597
Engagement
158,988
Impressions

TikTok
3,948
Engagement
79,317
Impressions

Twitter
2,670
Engagement
651,972
Impressions





THE BROCK NEWS & MEDIA

35

Total stories

18,567

Pageviews

65

Total countries

2:38

Avg. time spent
reading a story

5

Total media
releases

198

Total media
hits

TOP 5 BROCK NEWS STORIES

[GALLERY: Kyle Dubas urges Brock grads to find a job they love — even on the most difficult days](#)

[Hockey executive, Indigenous entrepreneur and corporate governance champion to be honoured at Brock's Convocation](#)

[Spring Convocation begins Monday, what you need to know](#)

[Lesley Rigg to be installed as Brock's seventh President at Spring Convocation](#)

[Mom of four finds fresh start](#)



Crawford Lake report

June – July 2023



SOCIAL MEDIA
JUNE 20 – JULY 23

ORGANIC (UN-PAID)

17 **266,170** **12,114**
Total posts Total impressions Total engagements

517 **15,804** **Facebook**
Total link clicks Total video views Most engaged platform



PAID

\$3,745 **575,399** **38,374**
Budget Total impressions Total video views



SOCIAL MEDIA IMPACT
Mentions on non-Brock accounts

214,044 **24** **52**
Total reach Total posts Countries reached





WEB

JUNE 20 – JULY 26

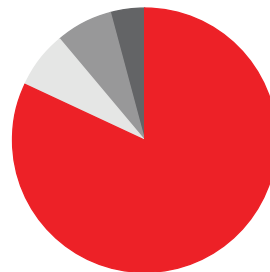


brocku.ca/crawford

11,501
Views

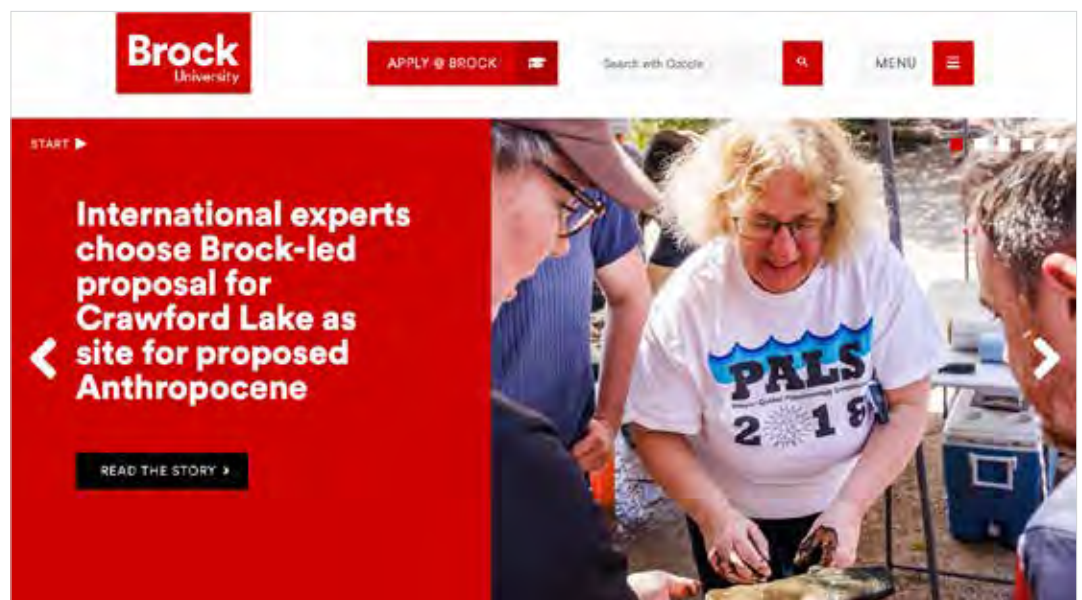
10,096
Users

5:01
Average time
spent on page



Traffic sources

- Website (The Brock News / homepage)
- Direct/other
- Google
- Facebook



VIDEO
JUNE 20 – JULY 26



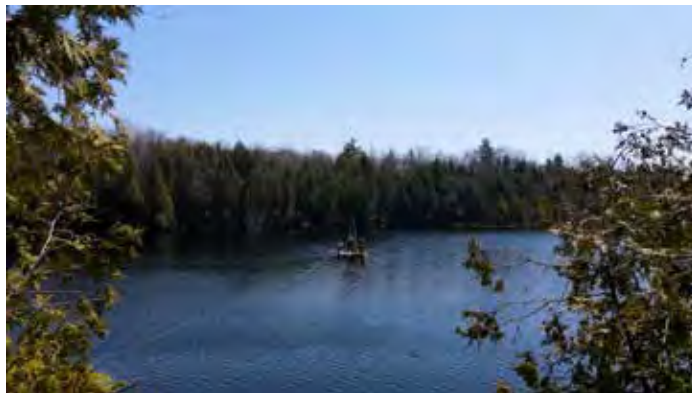
VIEWS

4,208
YouTube

15,804
Organic social

38,374
Paid social

58,386
Total



3,030

Total media hits

Top media hits:

BBC

Globe and Mail

NPR

The Associated Press,
with stories in outlets
across the U.S., including
Time magazine and ABC
News

**The story was also featured in a variety of
other outlets around the world, including:**

Belfast Telegraph/The Independent

Canadian Geographic

CBC News

CHCH

CNN

CTV

Daily Mail

Der Spiegel

Forbes

Global News

The Guardian

Jerusalem Post

Le Monde

Nature

New York Times

Newstalk 610 CKTB

Radio France

Reuters

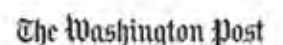
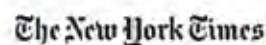
Science

South China Morning Post

Toronto Star

Vox

Washington Post



Criminal and provincial offences yearly comparison (May - August 2019 thru 2023)



Incident report comparison (May – August 2022 vs. 2023)



Calls for Service (May - August 2022 vs. 2023)

