



Board of Trustees

## University and Community Experience Committee

Cycle 2 - Wednesday, December 6, 2023

Start Time: **3:00 PM**

Remote via MS TEAMS

[Click here to join the meeting](#)

Or call in (audio only)

[\(888\) 862-4985, 544074408#](#) Canada (Toll-free)

Phone Conference ID: 544 074 408#

### Agenda

#	Item	By	Start Time	Length	Action
1.	Call to Order & Land Acknowledgement	AF	<b>3:00</b>	1	
2.	Declaration of Conflict of Interest	AF	<b>3:01</b>	1	
3.	Approval of Agenda (including consent items)	AF	<b>3:02</b>	2	Approval
4.	Business Arising from the Minutes	AF	<b>3:04</b>	1	Information
<u>KEY ITEMS</u>					
5.	<u>Government Relations Report (including appendices 1-2)</u>	MR/DG	<b>3:05</b>	10	Information
6.	<u>Development &amp; Alumni Update (including appendices 1-3)</u>	MR	<b>3:15</b>	10	Information
7.	<u>Marketing &amp; Communications Report</u>	MT	<b>3:25</b>	10	Information
8.	<u>60<sup>th</sup> Anniversary (including appendix 1)</u>	BC	<b>3:35</b>	10	Information
9.	<u>Update on the Institutional Strategic Plan (including appendix 1)</u>	LR	<b>3:45</b>	10	Information
<u>CONSENT ITEMS</u>			<b>3:55</b>	5 (minutes if needed)	
10.	<u>Minutes of Previous Meeting - Meeting #1 (2023-24) held on September 27, 2023</u>	AF			Approval
11.	<u>Updated 2023-24 University Experience Committee Work Plan</u>	MR			Information
12.	Metrics - <u>Campus Security</u>	DM			Information
13.	Other Business	AF	<b>4:00</b>	5	

#	Item	By	Start Time	Length	Action
14.	ADJOURNMENT	AF	4:05		

Agenda Legend

AF	Arti Freeman	LW	Lynn Wells
MR	Meagan Rusnell	DC	Daniel Grubb
BC	Brad Clarke	LR	Lesley Rigg
AC	Amelia Canto	MT	Matt Terry

**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](mailto: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.](#)

## **Report to the University and Community Experience Committee**

### **INFORMATION ITEM**

TOPIC: Government Relations - Report

December 6, 2023

Meaghan Rusnell, Interim VP External

Daniel Grubb, Director of Government & Community Relations

### **EXECUTIVE SUMMARY**

#### **1. Purpose of the Report**

- This report provides an update on the government relations portfolio at Brock University.

#### **2. Key Background**

- Federal
  - Minister Filomena Tassi visit
    - On August 30, 2023, Brock hosted Filomena Tassi, Minister Responsible for the Federal Economic Development Agency for Southern Ontario, along with MPs Chris Bittle and Vance Badawey, and local municipal officials and economic development stakeholders.
    - The roundtable was to bring economic development stakeholders together and discuss opportunities to collaborate. We will be following up with continued engagement with our local stakeholders on opportunities to support economic development in Niagara.
  - Presidential Trip to Ottawa
    - From October 3-5, President Dr. Lesley Rigg led a Brock delegation to Ottawa.
    - Meetings were held with numerous Ministers' offices, departments, embassies, stakeholders, as well as an engagement with Prime Minister Justin Trudeau (full list included in Appendix A).
    - The President also hosted an alumni reception that was attended by Brock alum Jenna Sudds who is now the current Minister of Families, Children and Social Development and Member of Parliament for Kanata-Carleton.
    - Advocacy priorities in Ottawa included international students, housing, research and science funding, cybersecurity, and promoting Brock's expertise in industry-led research through CCOVI and VPMI.
  - Housing and International Students
    - Brock has been actively engaged with federal government representatives on the housing crisis.
    - Meetings have been held with the Privy Council Office, Immigration, Refugees and Citizenship Canada and the Minister of Housing Infrastructure and Communities' office.

- Advocacy priorities have been to emphasize the importance of Brock's international students, the efforts we have made to provide residence spaces and support purpose-built rental housing, and to highlight Niagara's housing situation.
  - Brock has also been advocating for our inclusion in the proposed Trusted Institutions Framework, which is a proposed metrics system that will set a higher standard for services, support and outcomes for international students. Institutions under the framework will benefit from the priority processing of study permits for applicants who plan to attend their school.
- VPMI Grand-Opening
  - On October 11, we celebrated the grand opening of the Validation, Prototyping and Manufacturing Institute (VPMI) with federal government representatives Members of Parliament Chris Bittle, Vance Badawey, and Tony Baldinelli.
  - The VPMI has received federal funding twice - an initial \$5 million and additional \$1 million - from FedDev Ontario, the Federal Economic Development Agency for Southern Ontario.
- Provincial
  - Blue Ribbon Panel
    - Brock has been stressing our challenges around financial sustainability with the province. This was raised as a significant challenge for Brock in meetings held on campus with Jill Dunlop, Minister of Colleges and Universities, on August 15 and David Wai, Deputy Minister of Colleges and Universities, on September 25.
    - Brock had made a submission to the Blue Ribbon Panel with our challenges that was shared with the Board of Trustees earlier this year.
    - The report from the Blue Ribbon Panel was released on November 15, 2023.
  - Engineering Advocacy
    - Brock has been advocating for approval of our engineering program as well as an allocation funded spaces.
    - Brock submitted a formal business case to the Ministry of Colleges and Universities in August 2023 with our request.
    - This priority has been raised directly with both the Minister and Deputy Minister of Colleges and Universities.
  - Fall Economic Statement
    - On November 2, the Province of Ontario released their Fall Economic Statement titled "Building a Strong Ontario Together." The province is projecting a \$5.6 billion deficit for 2023-24 which is a significant increase from the \$1.3 billion deficit forecast in this year's budget back in March. The government is also projecting a \$5.3 billion deficit in 2024-2025 and a surplus of \$500 million in 2025-2026.
    - The Fall Economic Statement contained few measures for the postsecondary sector.
    - Postsecondary Education Sector expense is projected to increase from \$12.1 billion in 2023–24 to \$13.0 billion in 2025–26. This is mainly due to:
      - Higher college sector spending due to increasing enrolment; and
      - Investments of over \$428 million to support Health Human Resources initiatives, including the expansion of medical school seats and the Ontario Learn and Stay Grant where students in targeted nursing, paramedic and medical laboratory technologist programs study and work in underserved communities.

- The Fall Economic Statement also included \$3 million for GO Transit fare and service integration, including co-fare discounts and increased PRESTO discounts for youth and postsecondary students.
- Local/Municipal
  - On September 22, Brock hosted local politicians at the Steel Blade Classic.
  - Brock has been actively engaging with our municipalities on the challenges around housing. We will be hosting Niagara Region in November for a consultation session as part of their housing strategy.
  - Local and municipal politicians and officials attended the Indigenous continuing education programming launch on October 12<sup>th</sup>. In attendance were MPP Jennie Stevens, City of St. Catharines CAO David Oakes, and local councillors.
  - Brock has hosted numerous local Mayors and municipal staff over the last year to tour our research and campus facilities.

### **3. Next Steps**

- The Office of Government and Community Relations will continue to advocate with government officials on our institutional priorities. These include financial sustainability, increases in enrolment for in-demand programs such as engineering, nursing, and teachers' education, solutions to ease the housing crisis, inclusion in the federal Trusted Institutions Framework, and other funding opportunities.
- Brock will follow-up on the Blue Ribbon Panel recommendations and advocate with Ministry officials in support of those that are aligned with institutional priorities.

### **4. Background Materials**

- Appendix 1 – List of Meetings Held in Ottawa, October 3-5 (1 page)
- Appendix 2 - Government Relations Board Report (16 pages)

**Appendix 1 – List of Meetings Held in Ottawa, October 3-5**

- Office of the Minister of Innovation, Science and Economic Development
- Department of Innovation, Science and Economic Development
- Office of the Minister of Immigration, Refugees and Citizenship Canada
- Department of Immigration, Refugees and Citizenship Canada
- Universities Canada
- Embassy of the Philippines
- Senator Rebecca Patterson
- MP Vance Badawey
- Office of the Minister of International Trade
- Wine Growers Canada
- Office of the Minister responsible for the Federal Economic Development Agency for Southern Ontario
- MP Chris Bittle
- Department of Agriculture and Agri-Food Canada
- Carleton University International Department
- Office of the Minister of Employment, Workforce Development and Official Languages
- Privy Council Office

# Government Relations Board Report

December 2023





# Federal Government



FEDERAL GOVERNMENT

## Minister Tassi Visit



**The Honourable Filomena Tassi, Minister responsible for the Federal Economic Development Agency for Southern Ontario (FedDev), visited Brock in August.**

- Roundtable discussion with President and Vice-Chancellor Lesley Rigg, local MPs and economic leaders
- Discussion led by Tim Kenyon, Vice-President, Research

FEDERAL GOVERNMENT

## Presidential Ottawa Trip



**President Rigg led a delegation to Ottawa from October 3 to 5.**



FEDERAL GOVERNMENT

## Presidential Ottawa Trip

**Brock alum Jenna Sudds,  
Minister of Families, Children  
and Social Development and  
Member of Parliament for  
Kanata-Carleton **attended  
Brock's Ottawa alumni  
reception on October 4.****



FEDERAL GOVERNMENT

## Housing & International Students



**Brock has been actively engaged with federal representatives on the housing crisis and international students.**

- Meetings have been held with:
  - The Privy Council Office
  - Immigration, Refugees and Citizenship Canada
  - Minister of Housing Infrastructure and Communities' office



FEDERAL GOVERNMENT  
**VPMI Grand Opening**

**The official grand opening celebration and ribbon-cutting for the Brock-Niagara Validation, Prototyping and Manufacturing Institute (VPMI) took place on October 11.**



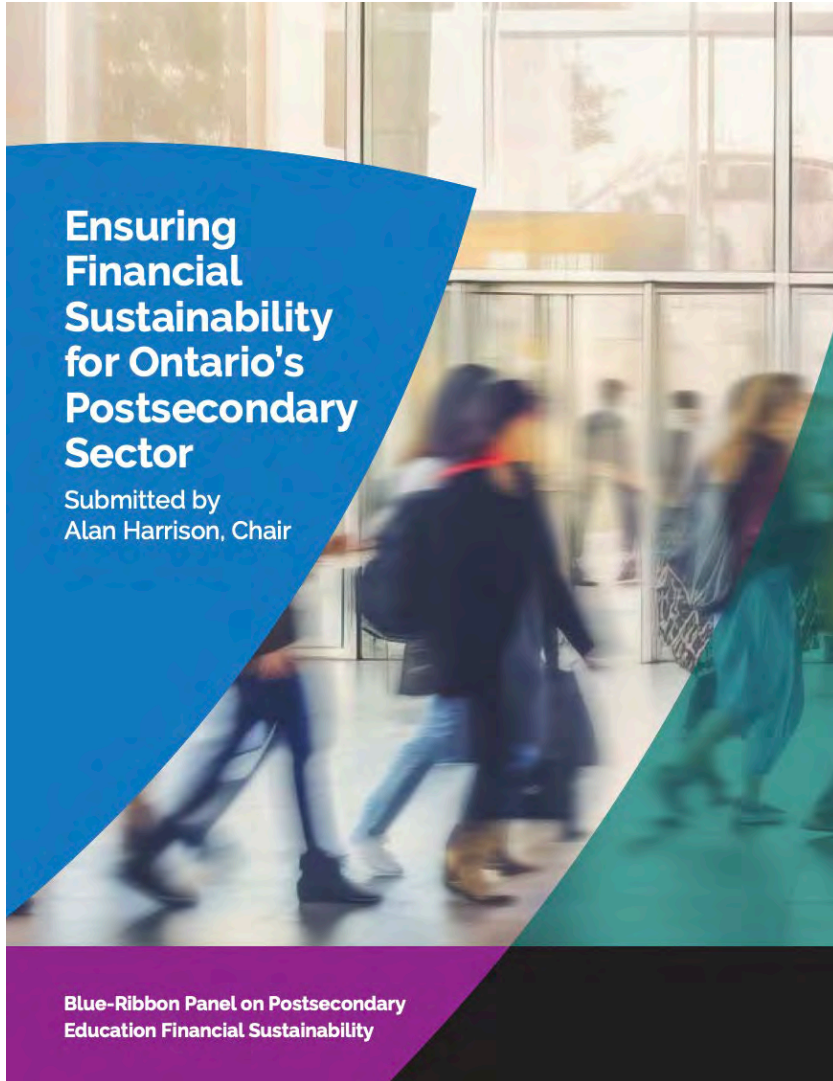


# Provincial Government



PROVINCIAL GOVERNMENT

## Blue Ribbon Panel



## The Blue Ribbon Panel report was released on November 15, 2023.

- Brock has reviewed the recommendations of the report.
- Brock issued an **Update to the Community** on November 16.
- We will be increasing advocacy in support of the government addressing financial sustainability.

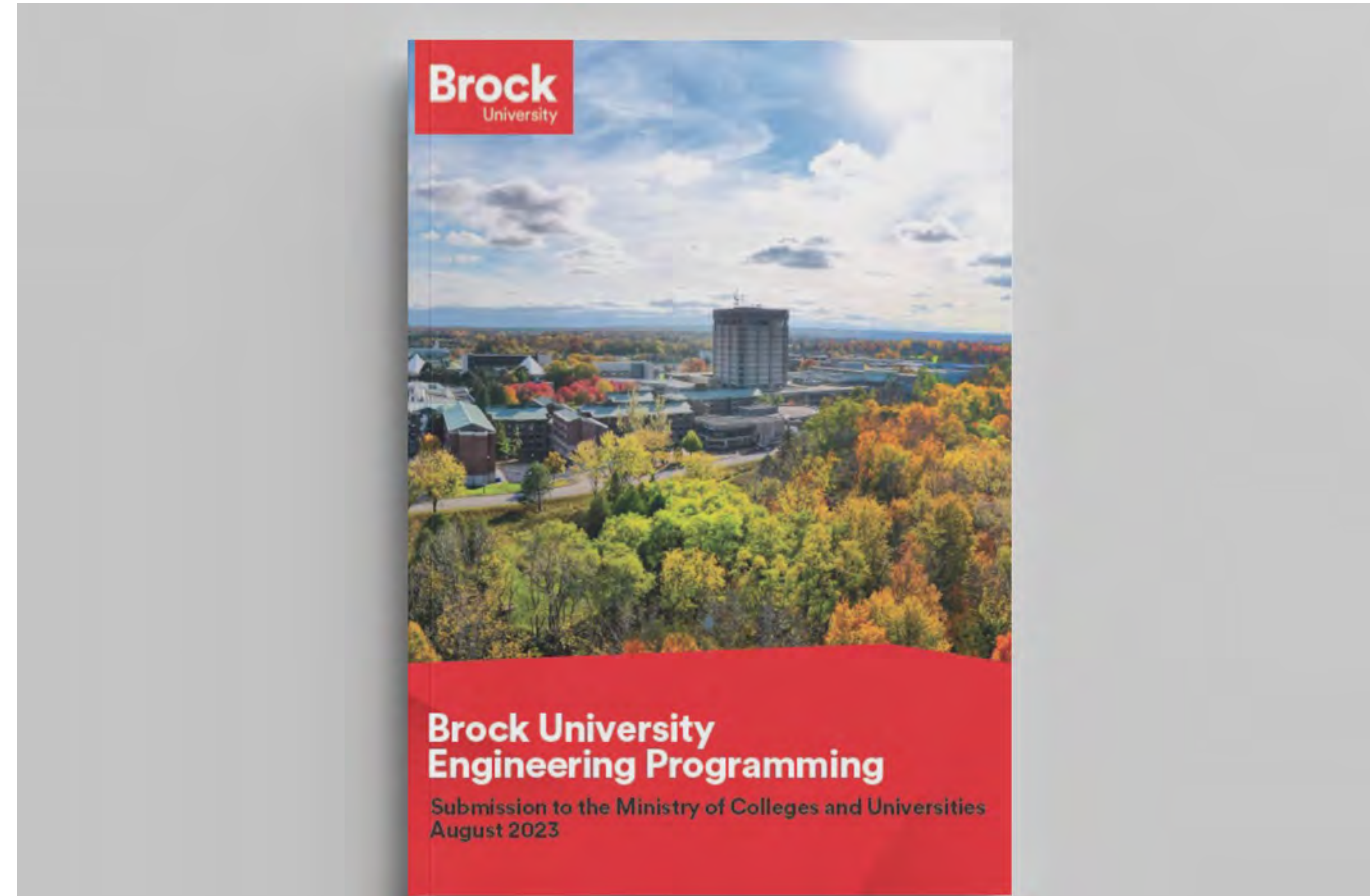


PROVINCIAL GOVERNMENT

# Engineering Advocacy

**Brock submitted a formal business case to the Ministry of Colleges and Universities in August with our request.**

- This priority has been raised directly with both the Minister and Deputy Minister of Colleges and Universities.



PROVINCIAL GOVERNMENT  
**Fall Economic Statement**



**Released on November 2, 2023, the Province of Ontario's Fall Economic Statement "Building a Strong Ontario Together" contained few measures for the postsecondary sector.**



# Municipal Government





- Numerous visitors to campus this fall.
- Brock is engaged with our local municipalities on housing issues.



# Opportunities



## OPPORTUNITIES

# What can we advocate for



- Blue Ribbon Panel
- Engineering
- Nursing
- Teachers Education
- Housing
- Agriculture funding

# Questions?



## **Report to the University and Community Experience Committee**

### **INFORMATION ITEM**

TOPIC: Development and Alumni Update

December 6, 2023

Meaghan Rusnell, Interim VP External

### **EXECUTIVE SUMMARY**

#### **1. Purpose of the Report**

- This report provides an update on the offices of Development and Alumni departments.

#### **2. Key Background**

##### **Development**

The Office of Development is in the process of rebuilding. When the office is at full capacity it has 13.5 individuals. Brock currently has 3.5 existing staff with 2 new individuals recently hired. Of note, Brock hired an Executive Director, Development and Donor Relations, Amelia Canto, a seasoned development professional who brings a wealth of knowledge to the portfolio. Brock continues to hire key development staff with the hopes that the office will be fully staffed by the end of the first quarter of 2024.

Although the office has been severely short-staffed, it has seen some recent successes. Brock has been successful in obtaining over \$900,000 from foundations in the last few months. As contracts are signed, this will then be reflected in our next financials. Year to date, Brock is down significantly from previous years, where typically around half of the fundraising goals would have been met by October 31. The Board had been told previously that the fundraising goal for 2023-24 was \$8 million, double the total gifts received in 2022-23. At this point in the year, excluding \$675,000 that has been awarded but contracts not signed at writing of this report, Brock has recorded \$1,081,330 gifts received and \$361,449 gifts pledged. This is from 325 unique donors, down from the average of 542. The full report can be found in Appendix 1.

Although the board was told that Brock was working towards a campaign in the next year, there is significant rebuilding needed prior to starting the soft launch of a campaign. In addition to staffing, it is essential to our campaign success that we build a pipeline of prospects who have the affinity and capacity to contribute, particularly at the top levels. As detailed in Appendix 2, currently we have not identified prospects at the transformational level and have few at the major gifts level. These prospects will be a key determinant of the campaign goal and our ability to attain it.

##### **Alumni**

The Office of Alumni Relations is currently understaffed with 4 vacant positions and a staff

member on leave, and continues under the leadership of an Interim Director. Hiring will move forward for two Alumni Relations Officers, and a Marketing and Communications Specialist. The process of hiring a Director is also underway. We look forward to recruiting and moving forward with a full complement of staff in the early months of 2024.

Despite the small team, Alumni Relations experienced great successes over the past months with scheduled events resulting in strong alumni engagement and recognition. Highlights include over nine-hundred unique registrations for Homecoming and successful celebratory events for Distinguished Alumni Award Winner and alumni celebrating their twenty-five and fiftieth anniversaries. In addition, a sold-out alumni section took in the Badgers at the Steelblade Classic and we hosted more than 1,000 attendees at the inaugural Badger Bazaar that also collaborated with 10 Brock campus partners.

Travel to Ottawa provided an opportunity to meet with Alumni and host an event that had strong attendance of more than 40 people including The Honourable Jenna Sudds (BA '01) Minister of Families, Children and Social Development and Member of Parliament for Kanata—Carleton). Engagement with attendees was strong with an aptitude for additional opportunities to remain connected with Brock.

Alumni Relations was also pleased to host the New Alumni Celebration in Rankin Family Pavilion following the fall convocation ceremonies and hosted almost 400 guests following the morning ceremony and just over 300 following the afternoon ceremony. Positive feedback about the event and experience was provided from a number of attendees.

### **3. Next Steps**

#### **Development**

Although Brock is not in a position to move forward with a campaign currently, there is a lot of momentum, especially around Brock's 60<sup>th</sup> anniversary that we will take advantage of.

- Hire a full complement of staff
- Re-engage the broader external community and showcase ways of supporting Brock
- Identify and target key audiences with greater capacity for engagement and support
- Get people back on campus and see the great work Brock is doing
- Elevate Brock's profile and highlight how our researchers, alumni and partnerships contribute to life in the region and beyond
- Deploy ambassadors and influencers to carry Brock's strategic messaging further into the community
- Create ways to involve potential members of future campaign committees
- Increase Brock's pipeline

#### **Alumni**

Focus will be on building a strong team to lead engagement efforts and support initiatives surrounding the 60<sup>th</sup> anniversary, as well as to support fundraising goals.

- Hire staff
- Plan for upcoming programming and activities that encourages alumni participation
- Promote and celebrate alumni success
- Collaborate with campus partners
- Implement enhanced engagement opportunities for students, young alumni, and capitalize on regional and affinity opportunities

#### **4. Background Materials**

Appendix 1 - Performance History (1 page)

Appendix 2 - Pipeline (1 page)

Appendix 3 - Update on Development and Alumni Relations (14 pages)

## Appendix 1 – Performance History

Board Reports as of October 31, 2023						
Five Year Comparison by Fiscal Year to Date (May 1 to October 31)						
	2018-19 YTD	2019-20 YTD	2020-21 YTD	2021-22 YTD	2022-23 YTD	2023-24 YTD
Gifts Received	\$ 2,412,770	\$ 2,338,755	\$ 2,849,728	\$ 1,760,371	\$ 3,067,136	\$ 1,081,330
Gifts Pledged	\$ 136,285	\$ 485,861	\$ 85,337	\$ 516,774	\$ 1,240,300	\$ 361,449
Number of Unique Donors	906	663	376	367	401	325
Five Year Comparison by Fiscal Year (May 1 to April 30)						
Fiscal Year	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24 YTD
Total Gifts Received	\$ 5,657,113	\$ 4,930,485	\$ 5,107,833	\$ 4,223,732	\$ 4,689,139	\$ 1,081,330
Number of Unique Donors	2,045	1,963	695	1,327	1,122	325

**Appendix 2 - Pipeline**

<b>PIPELINE</b>							
<b>Status</b>	<b>Total Number</b>	<b>Transformational</b>	<b>Principal</b>	<b>Major</b>	<b>Leadership</b>	<b>Planned</b>	
Identified	84	0	1	25	58	0	
Cultivation	58	0	4	37	13	4	
Solicitation	29	1	3	18	6	1	
Stewardship	322	3	6	149	154	10	
	<b>493</b>						
<b>DEFINITIONS</b>							
Transformational Giving	>\$1,000,000						
Principal Giving	\$250,000-\$999,999						
Major Giving	\$25,000-\$249,999						
Leadership Giving	\$1,000-\$24,999						
Identified	needs qualification and research						
Cultivation	building relationship						
Solicitation	asked for donation						
Stewardship	donation made, thanking stage						

# Update on Development and Alumni Relations

December 2023

# Alumni Successes



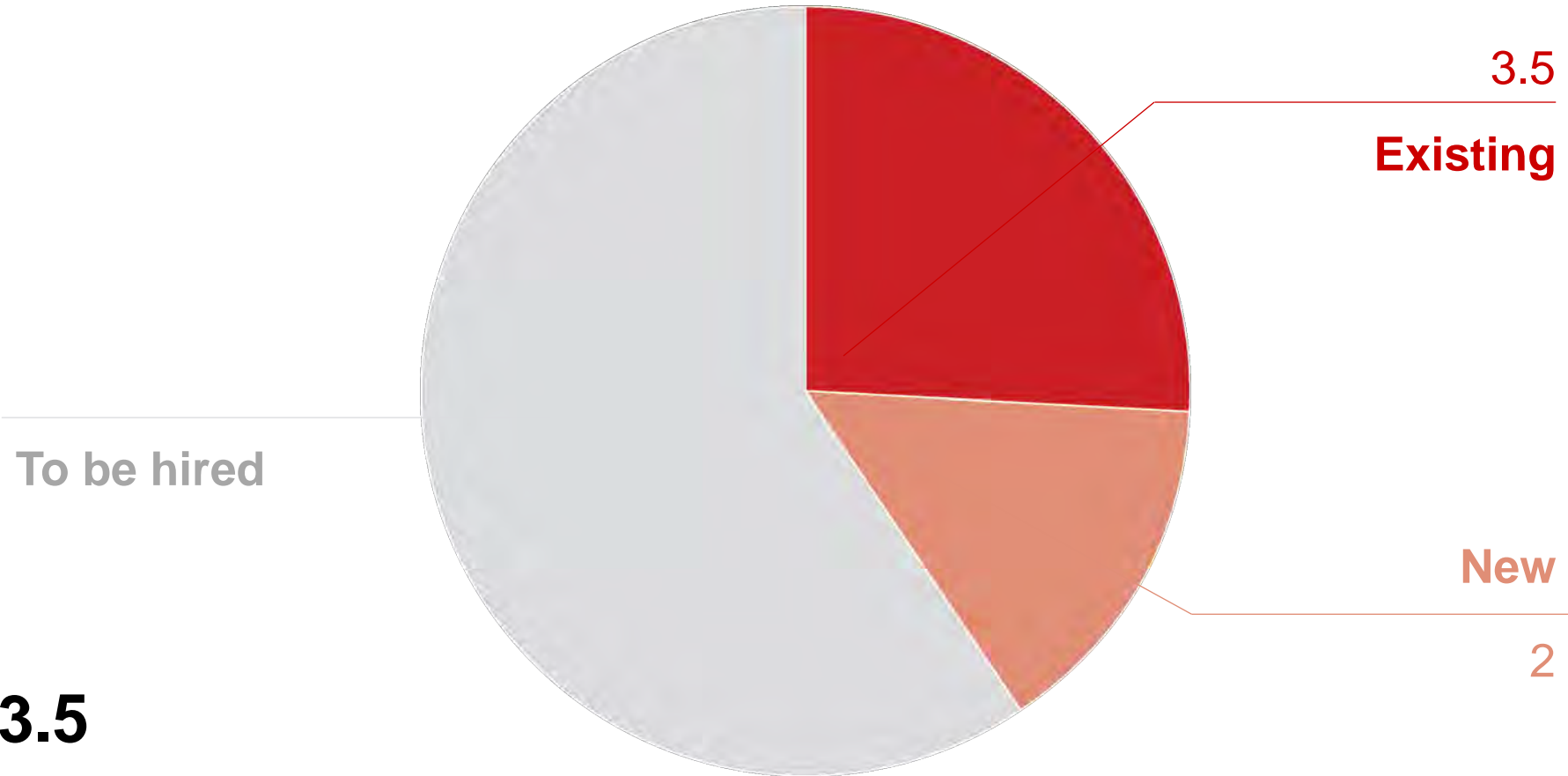




# Development Successes

# Office

DEVELOPMENT

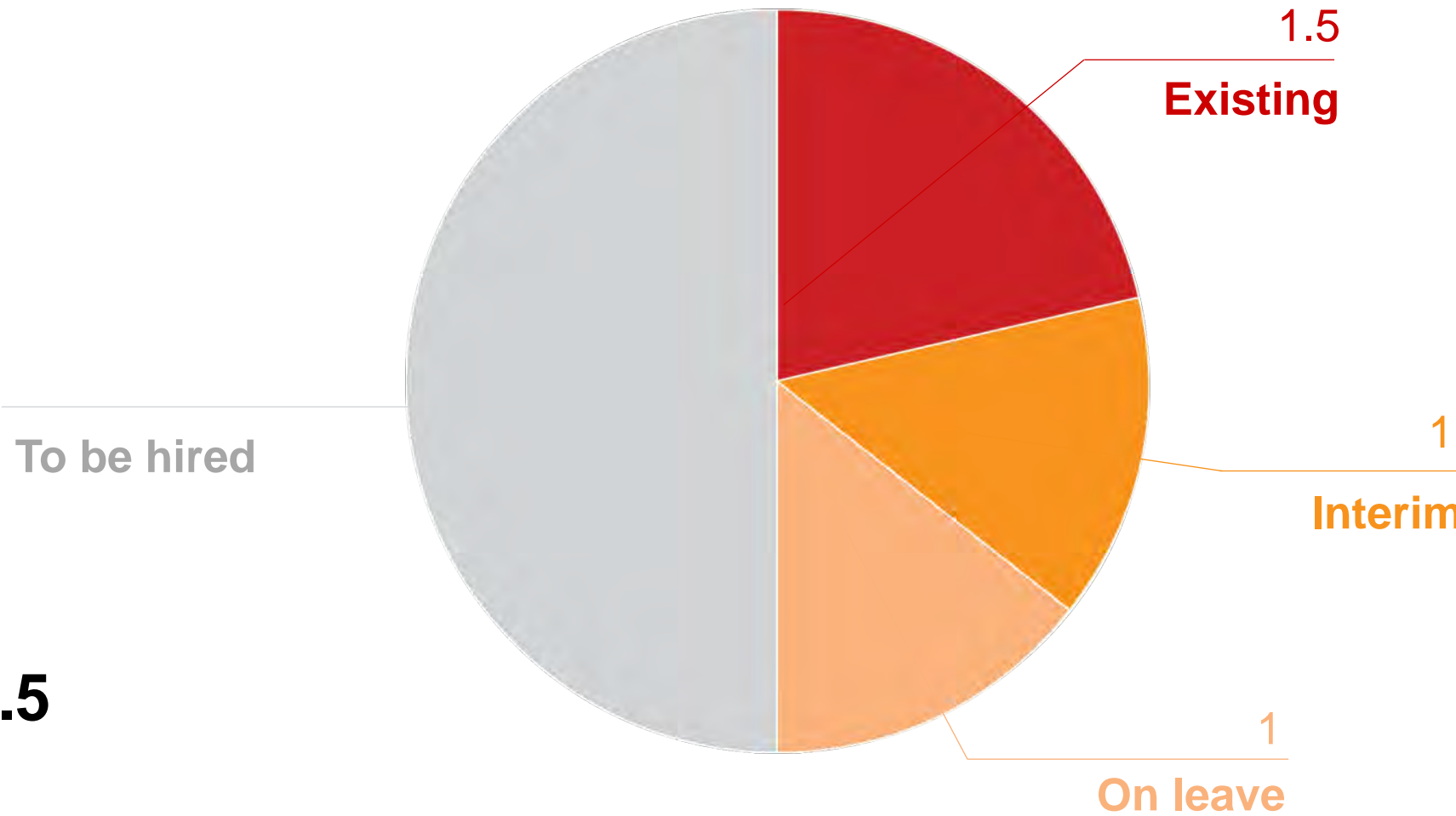


**Total 13.5**

\*Of these, 6 seek donation.

# Office

ALUMNI

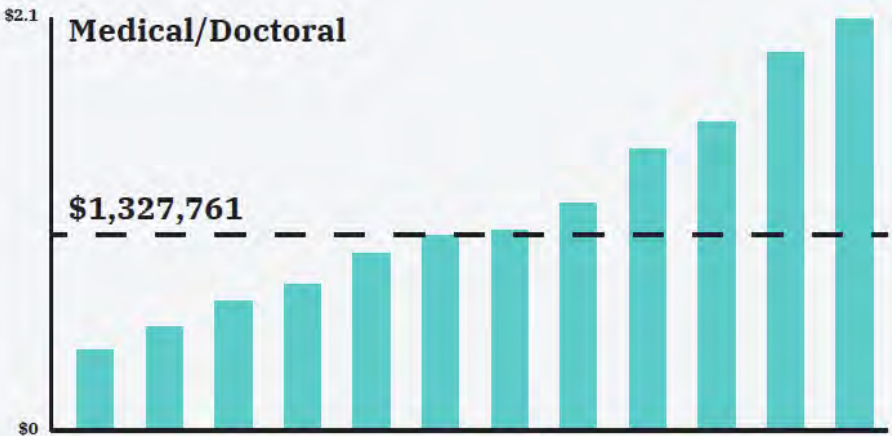
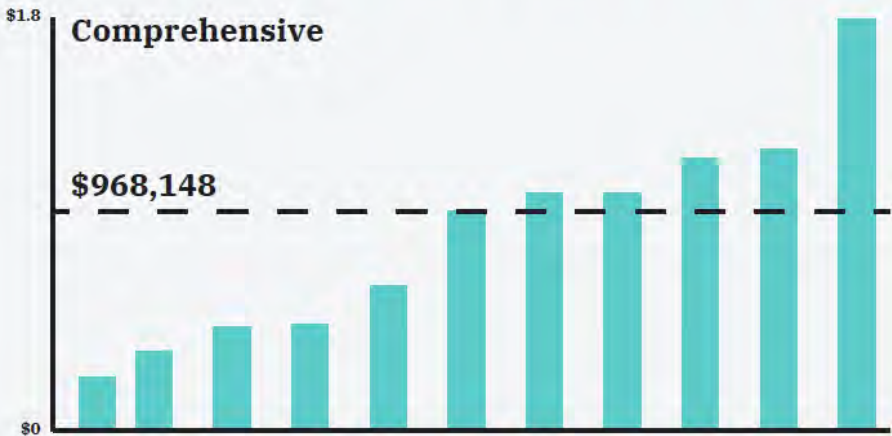
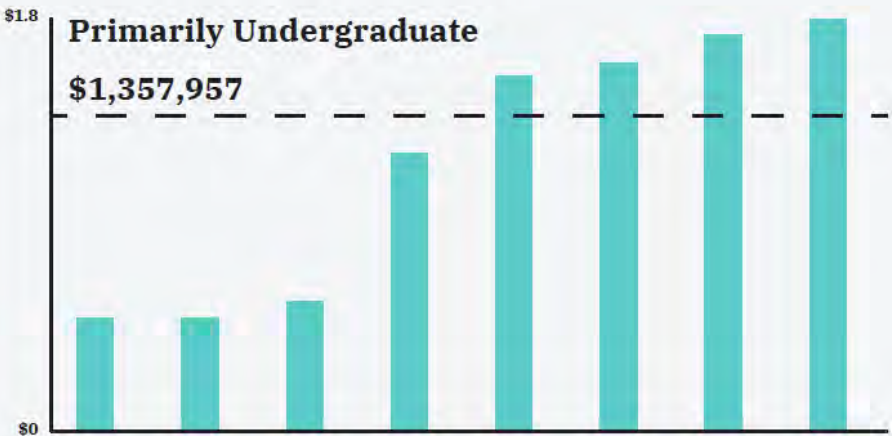
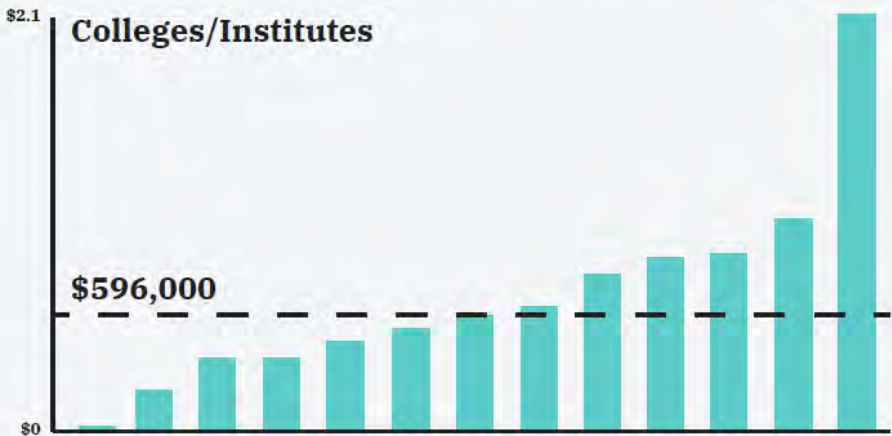


**Total 6.5**

FUNDS SECURED BY FUNDRAISING STAFF FTE (DOLLARS IN MILLIONS)

Based on a 2020 CASE-CCAE survey, average funds raised per FTE ranged between just under \$1M to \$1.4M annually.

2019 New Funds Secured per Fundraising Staff FTE (Dollars in Millions)



n = 44

Showing median values

What is the total Full-Time Equivalent (FTE) count of institution employees responsible for fundraising, regardless of where they report in the institution?  
B.1. What was the total value of new funds secured by your institution in the survey year?



# Fundraising Campaign?

“A fundraising campaign is fundraising that happens over an extended period of time and highlights a specific, predetermined goal. Nonprofits use fundraising campaigns to raise awareness about their missions, and more specifically, the program or initiative for which they are currently soliciting donations.”

# Where can we get to?

- 2023-24 fundraising goal reviewed and confirmed
- Campaign and annual goals to be determined when fully staffed and a pipeline is developed
- Increased and sustainable fundraising revenues
- Enhanced alumni engagement and elevated Brock pride
- A culture of Philanthropy among students, faculty and staff, donors and alumni

# How do we get there?

- Increase Brock University's visibility and awareness of opportunities for partnership and support.
- Reconnect with the Brock community and invite them back on campus.
- Increase alumni connections and involvement.
- Exploit opportunities within Brock Sport to engage our broader audiences.
- Tell the stories of Brock alumni.
- Increase our cultivation pipeline.
- Identify synergies within the External Relations organizational structure
- “Thank you campaign” for previous donors.
- Staff and faculty campaign.
- Board role in supporting development.



# Questions?

## Report to the University and Community Experience Committee

### INFORMATION ITEM

TOPIC: Marketing and Communications report

December 6, 2023

Matt Terry, Executive Director, Marketing, Brand and Communications

#### EXECUTIVE SUMMARY

##### 1. Purpose of the Report

To report on the activities of University Marketing and Communications in support of brand-building, reputation enhancement, student recruitment and Brock's strategic priorities.

##### 2. Key Background

University Marketing and Communications is providing updates on some key successes and projects critical to Brock's brand and reputation:

#### National and international media placements

Brock faculty continue to provide expert analysis for national and international media. A selection from this period includes:

- Michael Armstrong (Goodman School of Business), who commented on missile defence systems for the ***New York Times***, ***USA Today***, ***ABC Australia***, the ***Telegraph***, and wrote about legalized cannabis for the Danish publication ***Berlingske***
- Larry Savage (Social Sciences), who spoke about collective bargaining in the auto sector to the ***Globe and Mail***, ***Toronto Star***, ***Canadian Press***, ***CTV***, and ***Detroit News***
- Jessica Blythe (Environmental Sustainability Research Centre) spoke to top science podcast ***The Naked Scientists (Cambridge University)*** about coastal communities and marine decision-making
- Nicole Chimera (Applied Health Sciences) spoke to the ***BBC*** about the risks of injuries caused by hockey skate blades
- Dan Malleck (Applied Health Sciences) spoke about alcohol regulation with the ***CBC***
- Francine McCarthy and Martin Head (Math and Science) were interviewed about the Anthropocene by France's ***Usbek and Rica*** and Japan's ***Nikkei***
- Paul Dunn (Goodman School of Business) wrote about business leaders commenting on social issues for the ***Globe and Mail***

- Rahul Kumar (Faculty of Education) discussed AI's impact on academic assessment in an op-ed for ***Maclean's magazine***

## Marketing

In collaboration with Student Recruitment, University Marketing and Communications kicked off this year's recruitment marketing campaign in September. The goal of this phase of the campaign is to drive attendance at key events, such as the Ontario Universities Fair, campus tours and Fall Preview Day, and to encourage applications from qualified students. Ads leverage Brock's brand strength by featuring students and student life, emphasizing co-op and career opportunities and housing availability.

The undergraduate recruitment marketing campaign - primarily aimed at high school students in Ontario - uses a mix of online tools, including digital ads and a variety of social media platforms, as well as traditional advertising such as paper and digital billboards, transit shelter ads, and in-school poster advertising in strategic locations across the GTA, Hamilton and Niagara.

The international recruitment marketing campaign uses a mix of digital advertising tools and runs in target global markets as determined by Student Recruitment, supporting in-person recruitment activities.

Billboard advertising continues across the Niagara region, and we have renewed our sponsorship/rink board advertising with the Niagara Ice Dogs OHL hockey team, both of which contribute to enhancing Brock's reputation in the community.

Examples of advertising currently in market are attached as an appendix.

## Owned media

University Marketing and Communications' content marketing program uses a range of tools, including The Brock News website, social media, photography and videography to support storytelling in a number of strategic priority areas. Examples from this period include:

Offer a transformational and accessible academic and university experience

- [Student's gift business gets boost from Laura Sabia Entrepreneurial Award](#)
- [Geomatics minor helps students tackle environmental problems using tech](#)
- [Brock launches Ontario's first PhD in Applied Behavioural Analysis](#)

Build research capacity across the University

- [The opening of the Brock-Niagara Validation, Prototyping and Manufacturing Institute](#)
- [Dozens of Brock researchers included on global list of top scientists](#)
- [Brock model better predicts Indigenous people at risk of lung cancer in US](#)

Enhance the life and vitality of our local region and beyond

- [Brock's critical role in the community highlighted at Niagara Economic Summit](#)
- [Funding helps Brock expand online exercise classes for seniors](#)
- [Brock-led project to support Ontario veterans through innovative wellness program](#)

Foster a culture of inclusivity, accessibility, reconciliation and decolonization

- [The opening of the Black Student Success Centre](#)
- [Indigenous prof aims to build bridges through education](#)
- [New continuing education offerings aim to deepen understanding of Indigenous ways of knowing](#)

Student and alumni success

- [The 114<sup>th</sup> Convocation ceremonies](#)
- [Brock grad named one of Canada's most powerful women](#)
- [Education student receives prestigious Prime Minister's award](#)
- [OEVI grad celebrates first LCBO release](#)

#### Advancing web accessibility compliance

Together with partners across campus, University Marketing and Communications continues to play a key role in advancing the University's commitment to web accessibility and compliance with provincial accessibility legislation. Recent work includes:

- The development of a website and web content governance policy codifying website owners' obligation to ensure site compliance
- A social media policy, which includes the requirement to use accessibility tools built into social media platforms
- The hiring of a Web Accessibility Specialist position, which will assist in guiding website owners and content creators in ensuring website accessibility
- The development of tip sheets, checklists and resources to help website owners and content creators ensure their webpages are accessible
- Expanding compliance monitoring to the entire Brock website

### 3. Next Steps

- We are continuing to prioritize the placement of subject matter experts in national and international media, helping to advance and build the University's reputation
- The recruitment marketing campaign will continue, with advertising aimed at securing applications and highlighting key programs as determined by Student Recruitment
- In collaboration with partners across campus, we are in the process of developing a workplan for further advancing Brock's web accessibility compliance

### 4. Background Materials

Appendix 1 – Advertising creative examples (1 page)



**Brock University**

# Break down the past.

Break through at Brock.

[LEARN MORE >](#)



**Brock University**

# Break out of the classroom.

Break through at Brock. [LEARN MORE >](#)



**Brock University**

110+ countries  
96% graduate employment rate

[Break through here.](#)



Break through here.

0:14 / 0:24



**Brock University**

# Break records.

Break through at Brock. [LEARN MORE >](#)




**Brock University**

# Let's meet!

Ontario Universities' Fair  
October 28-29  
Metro Toronto Convention Centre

Fall Preview Day  
November 5  
Brock University

[LEARN MORE >](#)



**Brock University**

# Fall Preview Day

Sunday, Nov. 5  
11am - 4pm

[Sign up](#)



**Brock University**

# Fall Preview Day

Sunday, Nov. 5  
11am - 4pm

COME VISIT OUR CAMPUS!



**From Niagara to the world.**

You'll be...t chnpte,r stIIrts M Brock

[LEARN MORE >](#)



**Brock University**

# 96% graduate employment rate

two years after graduating

[APPLY NOW](#)



**Brock University**

# Brock graduates are career-ready.

Break through here. [APPLY NOW.](#)

**Brock graduates make career impact.**

[APPLY NOW](#) **Brock University**




**Brock University**

# Co-op students have worked in 130 cities across 5 countries.

[APPLY NOW >](#) **Brock University**



**Brock University**

# Brock graduates are career ready.

6,000+ jobs  
100% employment  
96% graduate employment rate

[LEARN MORE >](#)





Board of Trustees

## Report to the University and Community Experience Committee

### INFORMATION ITEM

TOPIC: 60<sup>th</sup> Anniversary

December 6, 2023

Brad Clarke, Associate Vice-President, Students

### EXECUTIVE SUMMARY

#### 1. Purpose of the Report

- The purpose of this report is to provide an update on the planning for Brock's 60th anniversary celebration, which will take place from September 2024 to June 2025.

#### 2. Key Background

- The 60th Anniversary presents many opportunities to celebrate Brock, institutional accomplishments, our people, the community, and to promote Brock more broadly. Opportunities include:
  - On and off-campus events for faculty, students, and staff, alumni, donors, and members of the community
  - Build on the foundation of the 2018 - 2025 Strategic Plan to advance the University's brand, reputation, and academic mission
  - Communicating Brock's history in Niagara and our contributions to the region
  - Furthering engagement with alumni and donors
  - Leveraging the significance of the anniversary to advance strategic outcomes
  - Awards and commemorations tied to the anniversary
  - Promoting Brock's institutional brand locally and beyond to be no longer a 'best kept secret'; and,
  - Engage internal and external communities in a dialogue about Brock's future
- A steering committee was established to provide leadership and support for Brock's 60th Anniversary celebration planning and operations. The steering committee will seek to maximize benefits for the institution by coordinating and aligning existing campus-wide signature events and activities under the 60th Anniversary banner; specific working groups will be formed to assist the steering committee's mandate (e.g. Recognition of Excellence, Signature Events and Special Initiatives, Community Outreach and Extension, Marketing and Branding).



### 3. Next Steps

- Develop events and/or special initiatives in support of the 60th Anniversary goals and objectives.
- Provide input on internal and external communication to keep Brock's community informed of and engaged in the planning process.
- Ensure alignment with existing institutional strategic plan priorities and the forthcoming strategic plan refresh.
- Activities will primarily rely on existing departmental budgets as part of the 2024/25 university budget development and approval processes.
- A fulsome update will be provided in Cycle 5.

### 4. Background Materials

Appendix 1 - Draft Official Plan (6 pages)

Considerations for 60th Anniversary Official Plan (WORKING DOCUMENT)

**Potential theme:** *Brock's impact: Celebrating 60 years of Breakthroughs*  
- *also reference focus on the future/next 60 years*

*Consider ways to incorporate '60' into the planning*

- *e.g., 60,000 Brock connections as an aspirational outcome of the 60<sup>th</sup> Anniversary-affiliated activities (i.e., cumulative total of official 60<sup>th</sup> anniversary events, event attendees, award recipients, graduates in the celebration year, other relevant metrics...)*

**Success measures:** *Increased Brock community spirit*

*Advancing the institutional and academic strategic plan*

*Brand health*

*Stewardship and fundraising 'pipelines'*

*Alumni engagement*

*Capacity-building and forward thinking (i.e., what can we test and learn from the 60<sup>th</sup> anniversary to support the 75<sup>th</sup> Anniversary milestone?)*

*Other success metrics and outcomes?*

Overview of planning approach:

- 60<sup>th</sup> Anniversary Celebration timeframe will span September 2024 to June 2025.
- Approach will largely center on reframing existing Brock activities to incorporate and acknowledge to 60<sup>th</sup> Anniversary.
- Activities will primarily rely on existing departmental budget as part of the 2024/25 university budget development and approval processes.
- The steering committee will establish a process for seeking/collating, vetting, and promoting 60<sup>th</sup> Anniversary activities (e.g., 60<sup>th</sup> Anniversary website and events calendar with submission form)
- There will be several signature events and special initiatives occurring throughout the year, to be identified and brought forward by the steering committee to the President for consideration.
- Volunteers will be identified, recruited, and coordinated by the activity/event organizers with potential involvement from the Brock University Volunteer Assoc., Brock University Retirees Assoc., relevant student clubs, campus, and community affinity groups, etc.
- Keep in mind that outcomes need to be in scale with 'resource investment'



## 60<sup>TH</sup> ANNIVERSARY WORKING GROUPS (4)

### Recognition of Excellence

#### Goals:

- Celebrate accomplishments of the Brock community (students, staff, faculty, alumni, community partners)
- Amplify and reinforce our strategic priorities and brand
- Learning from our past (e.g., historical; how could the 2022 Canada Games academic endeavors serve as an approach for 60<sup>th</sup> Anniversary academic and research engagement)?
- Others?

Working group lead(s): TBD- selected from work group members

#### Working group members:

Alumni Relations, Brock University Alumni Association (BUAA), Brock Sports, key community partner(s), People and Culture, Research Services, Secretariat's Office, Student Life and Success, Others?

#### Ideas to illustrate:

- 60<sup>th</sup> Anniversary recognition award(s) similar to the "30 From the Past 30" awards
- Alignment of existing alumni awards, teaching and research awards, student experience awards, etc.
- Ways to recognize and profile Brock trailblazers and current and future leaders
- 60 years of excellence and break throughs in research
- 60 Alumni leaders
- Honorary Degree Recipient engagement/celebration
- Brock Sports titles/Hall of Fame/Excellence
- Others?

#### Example success measures:

- How many alumni are engaging with event/website links, etc.
- Event attendees
- Interactions with Social Media Posts/Communications
- Number of referrals for leaders to recognize
- Others?

## Extension and Community Engagement

### Goals:

- Build on relationships with government and community partners
- Develop campus outreach activities to demonstrate our community connections
- Foster institutional pride and strengthen our brand reputation
- Present and Future oriented?
- Create more 'Friends of Brock'
- Others?

Working group lead(s): TBD- selected from work group members

### Working group members:

Brock Link, Brock Sports and Recreation, Community and Government Relations, Development and Donor Relations, Hadiya' dagénhahs, Marilyn I. Walker School of Fine and Performing Arts Professional, and Continuing Studies, Others?

### Ideas to illustrate:

- A '60' signature speakers' series (e.g., thematic expert lectures)
- A '60' signature performance series (e.g., MIWSFPA)
- A '60' signature learning series (e.g., Professional and Continuing Studies)
- President/Senior Admin 'road show' to community partners (e.g., municipal, and regional governments, local service organizations, Indigenous community) to profile Brock strategic priorities, 60<sup>th</sup> 'impacts' theme, etc.
- Activities related to the Burlington campus
- 60-year learning plan (PCS)
- Book with 60 stories from submissions (alumni, leaders, etc.)
- Others?

### Example success measures:

- Tracking attendance
- Tracking new referrals
- Ask for learning plans - learning goals, create learning community
- Submission of stories
- Others?

## Marketing, Brand, and Communications

### Goals:

- Facilitate and coordinate communication and awareness of 60<sup>th</sup> activities
- Ensure branding and theme consistency across activities
- Create centralized calendar for campus wide events/activities
- Maximize profile and outreach through social media, e-communications, print communications
- Provide and synchronize key messaging for public relations, brand, and marketing
- Others?

Working group lead(s): TBD- selected from work group members

### Working group members:

Aim to also include staff that extend beyond MarComm (e.g., Faculty representatives, Brock Sports and Recreation, ...)

### Ideas to illustrate:

- A central university website for 'all things 60<sup>th</sup> Anniversary' (e.g., events calendar, news, highlights, involvement opportunities, success measures, etc.)
- 60th Anniversary visual identifiers and brand toolkit (digital, social media print, collateral, etc.) for use by Brock community
- 60th Anniversary branded events
- A series of media opportunities that reinforce the 60<sup>th</sup> Anniversary 'impacts and breakthroughs' theme
- A series of Brock News stories that reinforce the 60<sup>th</sup> Anniversary 'impacts and breakthroughs' theme
- Create '60' Brock advantages (e.g., similar to the Brock advantage started in ESL)
- Others?

### Example success measures:

- Look at benchmark, where are measures today, are we accomplishing what we set out to do?
- Website traffic
- Implementation of messaging
- Media coverage
- Others?

## Signature Events and Special Initiatives

### Goals:

- Create fun and memorable events and activities to bring members of the Brock community together to celebrate the 60<sup>th</sup> Anniversary.
- Encourage and facilitate initiatives that 'mark' the 60<sup>th</sup> Anniversary milestone.
- Others?

Working group lead(s): TBD- selected from work group members

### Working group members:

Alumni Relations, Ancillary Services, Brock University Students' Union (BUSU), Brock University Alumni Association (BUAA), Graduate Students' Association (GSA), Professional and Continuing Studies, Strategic Events and Protocols, Student Life and Success, Others?

### Ideas to illustrate:

- a 60th Anniversary signature celebration event (ticketed) similar to the "Red Dinner" event held during the 50<sup>th</sup> Anniversary
- A 60th Anniversary time capsule
- A fundraising and/or 'class gift' towards a special project or priority strategic initiative
- A 60<sup>th</sup> anniversary arial photo similar to the 25<sup>th</sup> and 50<sup>th</sup> Anniversaries
- A historical exhibition to celebrate 60 years of Brock drawing on Special Collections and University archives
- Others?

### Example success measures:

- Event registration and attendance
- Tracking tickets sold
- Determine target numbers; how many community, faculty, and staff we intend to have participate?
- Others?

## RELATED CORE ACTIVITIES

### Homecoming:

- Rekindling alumni excitement to come back to campus
- Facilitate extended reunion activities and affinity-based networks in recognition of the 60<sup>th</sup> Anniversary
- Student engagement
- Virtual programming
- Events beyond Homecoming weekend to continue engagement

### Convocation:

- For Fall 2024 and Spring 2025 ceremonies, identify and promote honorary degree recipients that represent the 60<sup>th</sup> Anniversary 'impact and breakthrough' theme.

### Brock Sports and Recreation:

- Hosting of high-profile tournaments, provincial and national championships during the 60<sup>th</sup> Anniversary year.

### Other Core Activities?

## APPENDICES:





Board of Trustees

## Report to the University and Community Experience Committee

### INFORMATION ITEM

TOPIC: Update on the Institutional Strategic Plan

December 6, 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 progress for the revitalization of Brock's institutional strategic plan.

##### 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
- A report was provided to UCEC and the Board in Cycle 1 to provide an update on the selection of a consultant to help facilitate the process and next steps.
- Since Cycle 1, the following steps have been completed:
  - September 2023: President and Executive Director, Strategic Initiatives met with MacPhie to discuss the process and vision.
  - October 2023: Discussion and roll-out of selection for Strategic Plan Steering Committee. After various processes depending on the population, the following individuals were selected to sit on the Committee:
    - Lesley Rigg, President and Vice-Chancellor
    - Jennifer Guarasci, Interim Vice-President, Administration
    - Meaghan Rusnell, Interim Vice-President, External
    - Debbie O'Leary, Acting Associate Vice-President, Research
    - Rajiv Jhangiani, Vice-Provost, Teaching and Learning
    - Vanessa Dupuis, Executive Director, Strategic Initiatives

- Kate Dudley, Acting Executive Director, Strategic Initiatives
- Suzanne Curtin, Vice-Provost, Graduate Studies and Dean, Faculty of Graduate Studies
- Angela Book, Full Professor, Psychology Department
- Zaida Rahaman, Associate Professor, Department of Nursing and Acting Director, Canada-Caribbean Institute
- Melissa Krist, Executive Director, Brock Sports and Recreation
- Melissa Wilson, Director, Human Rights and Equity
- Kevin Magee, Board Member
- Anne McCourt, Vice-Chair, Chair of HRC, Board Member
- Rakha Zabin, President, Graduate Students' Association
- James Maxwell-Barillas, President, Brock Undergraduate Students' Union
- Stacey Sagriff, Administrative Assistant, Office of the President
- November 2023: Kick-Off Meeting with Strategic Plan Steering Committee
  - Kick-off meeting was held with the Strategic Plan Steering Committee, facilitated by MacPhie
  - The role of the steering committee is to ensure that this is the community's plan - through input on project materials, as a liaison with key stakeholders, and to drive excitement and engagement in the process
  - A presentation was provided to present the proposed approach and timeline, strategic plan elements, and to conduct exercises in visioning and to develop the initial consultation list
  - The Committee is anticipated to meet throughout the upcoming year, with a time commitment of approximately 16-20 hours total

### 3. Next Steps

- The approach to developing the draft plan is set out in five phases, including: plan, learn, analyze, decide, and implement.
- Currently, MacPhie is in the "plan" phase and will be moving into the "learn" phase, scheduled for December 2023 to February 2024, as they continue to facilitate the process by beginning to schedule stakeholder consultations and develop key Steering Committee milestones
- A progress update will be provided to UCEC in Cycle 3, and we aim to have a draft plan available for presentation to UCEC and the Board in Cycle 5

### 4. Background Information

- Appendix 1 - Strategic Planning (8 pages)



**Brock**  
University

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# Strategic Planning

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MacPhie

# Strategic Plan Overview



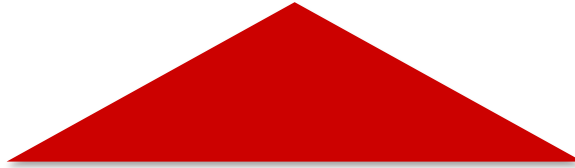


# Strategic Planning Framework

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We are working together to co-create:

**Purpose**



WHY an organization exists.

**Values**



How an organization performs its work.

**Strategic Directions**



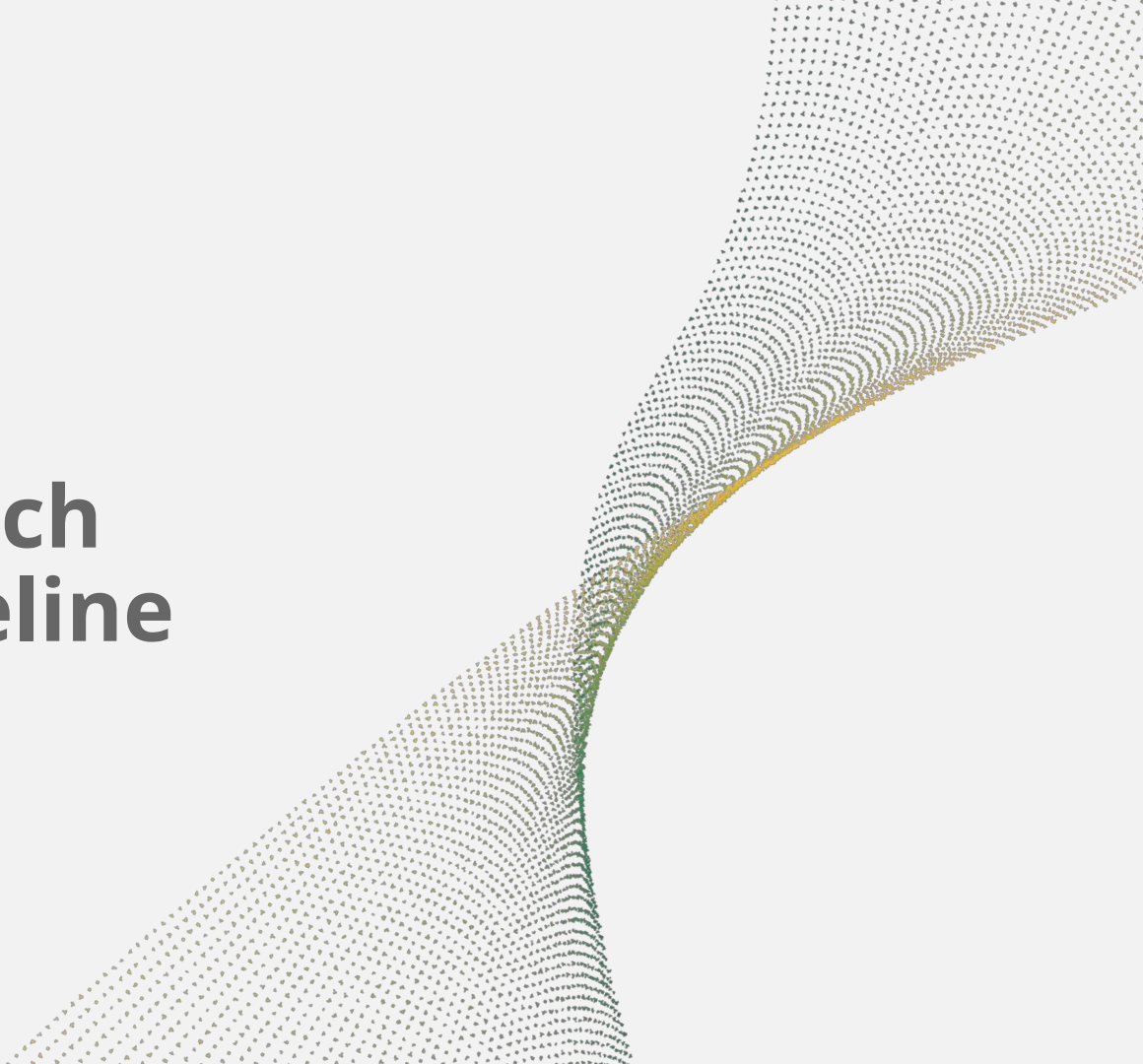
The broad areas in which we should be spending the majority of our efforts moving forward

**Priorities**



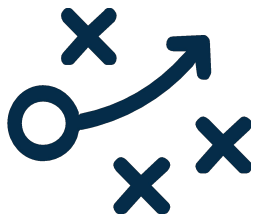
The roadmap describing what needs to be done to achieve our Strategic Directions

# Approach and Timeline



# Process Overview

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## Plan

Aug - Nov  
2023



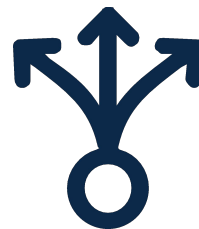
## Learn

Dec 2023 - Feb  
2024



## Analyze

Feb - Mar  
2024



## Decide

Apr - May  
2024

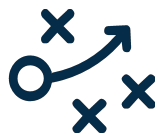


## Implement

May - June  
2024

# Process Overview

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## Plan

Aug - Nov 2023

Facilitate a kick-off meetings with the project sponsor Steering Committee

Produce a detailed outline of processes and product objectives.

Develop a detailed timeline/ engagement schedule and schedule all key meetings.



## Learn

Dec 2023 - Feb 2024

Conduct an environmental scan & SWOT analysis.

Circulate two surveys.

Conduct 12 interviews and 14 focus groups with key stakeholders.

Facilitate a half-day visioning session with full-time faculty to align upon the desired future state of Brock.



## Analyze

Feb - Mar 2024

Develop a comprehensive research report.

Present the research report to the project sponsor.



## Decide

Apr - May 2024

Facilitate multiple decision-making sessions to review the research and co-create our five year Strategic Plan.

Deliver a finalized Strategic Plan and creative brief outlining the graphically designed version of the plan.



## Implement

May - June 2024

Facilitate implementation planning sessions to develop and refine an Implementation Plan.

Present:

(1) the finalized Implementation Plan to be approved by the Board and (2) recommendations for an annual reporting process to the project sponsor.

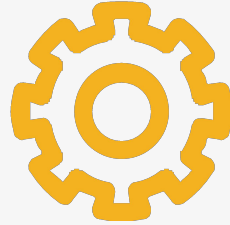


**Up Next:  
Learn Phase**



# Learn Phase Methodology

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## Learn Phase Consultations



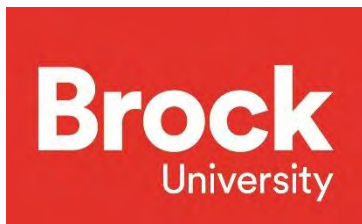
Focus Groups (14)



Interviews (12)



Surveys (2)



Board of Trustees

*(Circulated prior to approval)*

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

MINUTES OF MEETING #1 - CYCLE 1 (2023-2024)

UNIVERSITY AND COMMUNITY EXPERIENCE COMMITTEE

WEDNESDAY, SEPTEMBER 27, 2023, 4:00 PM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Arti Freeman (Committee Chair), Réjeanne Aimey (Committee Vice-Chair), Mark Arthur, Jonathan Davey, Laura Lane, Anne McCourt, Marleen McMaster, Dan Malleck, Lesley Rigg, Stephanie Thompson, Rakha Zabin

INVITED

TRUSTEE: Hilary Pearson

KEY

RESOURCE: Chabriol Colebatch, Stacey Duncan, Jennifer Guarasci, Tim Kenyon, Meaghan Rusnell, Margaret Thompson, Lynn Wells

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 and provided 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 Thompson, seconded by Trustee Davey and carried, it was

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

4. Business Arising from the Minutes - None

5. 2023-24 University and Community Experience Committee Work Plan  
[A Decision Item *TOPIC: 2023-24 University and Community Experience Committee Work Plan* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - 2023-24 University and Community Experience Work Plan and Appendix 2 - University and Community Experience Committee Charter.]

The Committee reviewed the 2023-24 Work Plan that **reflects the Committee's** responsibilities in its Charter, the strategic priorities of the University, the feedback provided from the annual Board assessment and ongoing actions from the previous year.

During discussion, it was suggested that reports on the development of a revised Strategic Plan and on fundraising/philanthropy be added to the Work Plan and be presented at each cycle of Board meetings. It was further suggested that **consideration be given to the Committee's role** this year in matters regarding **Brock's** 60<sup>th</sup> anniversary and on alumni engagement.

The following key objectives for the 2023-24 Committee, as developed by the Committee Chair, were also included in the Report:

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 the 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.

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

RESOLVED that the University and Community Experience Committee approve the 2023-24 Committee Work Plan as outlined in Appendix 1 of the Report and amended during the meeting.

The amended Work Plan will be brought back to the Committee for information at the next meeting.

6. Campus Safety Services Annual Report  
[An Information Item *TOPIC: Brock University Campus Safety Services Annual Report* dated September 27, 2023 had been posted with the meeting materials together with a link to Appendix 1 - UCEC Brock University Campus Security Services Annual Report.]

The Director, Campus Safety Services provided an overview of the Brock University Campus Safety Services Annual report that included information regarding the department, services, initiatives, and involvement with both the Brock community and the broader communities of Niagara.



During discussion, the Director clarified a matter raised regarding the roles and responsibilities of department staff and received feedback regarding the reporting of statistical data during the time when the campus was closed due to the pandemic.

7. Performance and Overview Indicators Report

[An Information Item *TOPIC: Performance and Overview Indicators Report* dated September 27, 2023 had been posted with the meeting materials together with Appendix 1 - Performance and Overview Indicators (September 2023).]

The Committee reviewed the Performance and Overview Indicators Report which reports on the progress made in achieving the objectives set forth in the Institutional Strategic Plan and provides a framework for shaping and reporting on the activities in the year ahead.

During discussion, the Provost and Vice-President, Academic responded to questions raised regarding the use of enrolment as an indicator, initiatives to attract more Indigenous students, and received a request to avoid the use of acronyms.

8. Next Steps on the Institutional Strategic Plan

[An Information Item *TOPIC: Next Steps on the Institutional Strategic Plan* dated September 27, 2023 had been posted with the meeting materials.]

The President and Vice-Chancellor referred members to the Report and provided an overview of the update on next steps for the development of a new institutional strategic plan as we near the end of the current plan in 2025.

During discussion, feedback was provided to the President regarding the plan and process for implementation, modernization of language and the use of indicators.

9. In Camera Record of Proceedings - Meeting #5 (2023-24) held on June 28, 2023 - *In camera*

[The *in camera* Record of Proceedings of the previous meeting had been posted with the meeting materials.]

The confidential Record of Proceedings from the previous meeting held on June 28, 2023 had been approved by consent.

10. Minutes of Previous Meeting

[The Minutes of the previous meeting had been posted with the meeting materials.]

The Minutes of Meeting #5 (2023-24) of the University and Community Experience Committee held on June 28, 2023 had been approved by consent.

11. Enrolment Update

[An Information Item *TOPIC: Enrolment Update* dated September 27, 2023 had been posted with the meeting materials.]

The Committee received the Report by consent.

12. Marketing and Communications Report  
[An Information Item *TOPIC: Marketing and Communications Report* dated September 27, 2023 had been posted with the meeting materials together with Appendices 1 - Marketing and Communications Metrics Report; 2 - Convocation Report; and 3 - Crawford Lake Report.]

The Committee received the Report by consent.

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

The Metrics had been received by consent.

14. Other Business - None

15. Adjournment

The meeting adjourned at 4:54 p.m.

2023-24 UNIVERSITY AND COMMUNITY EXPERIENCE COMMITTEE WORK PLAN									Academic & student experience	Research	Community engagement	Inclusivity, accessibility, reconciliation and decolonization	General institutional advancement	Financial sustainability
TITLE	LEAD	CYCLE	ACTION (Info, Rec or Dec)	TYPE (Key, Consent)	ATTENDING	BRIEF SUMMARY	OUTCOME SOUGHT	NOTES						
<b>FORESIGHT (based on people strategy (i.e. where are we headed, what is on the horizon))</b>														
Government Relations Update	M. Rusnell	2,5	Info	Key									x	
Community Engagement Update	M. Rusnell	3	Info	Key							x			
Strategic Planning	L. Rigg	2,3,5	Info	Key										
Development end of year report	M. Rusnell	5	Info	Key										
Development and Alumni Relations report	M. Rusnell	2	Info	Key							x			
International Strategic Plan	M. Rusnell	5	Info	Key					x		x			
<b>OVERSIGHT (current topic; reviewing topic to make things look good)</b>														
Maclean's ranking update	L. Wells	3	Info	Consent		Update on Brock's performance in annual Maclean's rankings	Information only						x	
Performance Indicators report	L. Wells	1	Info	Key		Presentation of the annual PI report related to the ISP	Information only						x	
University Advancement update	M. Rusnell	2	Info	Key		Update on the office of development and Alumni Engagement.							x	
Marketing Communications update and year end reports	M. Terry	2, 5	Info	Key		Update o Marketing Communications activities.								
2022-23 University Community and Experience Committee Work Plan	L. Wells & M. Rusnell	1	Dec	Key										
Updated 2023-24 University Community and Experience Committee Work Plan	M. Rusnell	2	Info	Consent		Updated workplan as discussed in cycle 1								
2023-24 University Community and Experience Committee Work Plan Status Update	L. Wells & M. Rusnell	5	Info	Key										
Brock's 60th	L. Rigg B. Clarke	2, 3, 5	Info	Key										
Metrics	L. Wells & M. Rusnell	1,2,3,5	Info	Consent										
Brock highlights for Board	M. Rusnell, M. Terry	3	Key	Key		Joint presentation on how the Board can support the University in the community								
Campus safety services annual report	D. Moody G. Bench	1	Info	Key										
Next Steps on the Institutional Strategic Plan	L. Rigg	1, 2, 3, 5	Info	Key										
<b>HINDSIGHT (historical reporting)</b>														
Indigenous Engagement Update	L. Wells; R.	3	Info	Key		An update on the	For information only					x		

