



Board of Trustees

MEETING #2 (2024-25) CYCLE 2
BOARD OF TRUSTEES
THURSDAY, DECEMBER 5, 2024
2:00 PM

IN PERSON SANKEY CHAMBER and/or
REMOTE PARTICIPATION - MS TEAMS

Dial in by phone
(888) 862-4985,23311509# Canada (Toll-free)
Phone conference ID: 233 115 09#

Approx. Time

2:00	1. Call to Order and Welcoming Remarks	
	• <u>Dashboard</u>	Information
	• <u>Meeting Roadmap</u>	Information
	2. Declaration of Conflict of Interest	
	3. Approval of the Agenda (including consent items)	<u>Approval</u>
	4. Business Arising from the Minutes	
2:05	5. Governance Review Update	Information
2:10	6. <u>Report of the Chair of the Board</u>	Information
2:15	7. <u>Report of the President and Vice-Chancellor</u>	Information
	7.1 <u>Performance and Overview Indicators Report</u>	Information
2:25	8. Report of the Provost and Vice-President, Academic	Information
	8.1 Enrolment, Admissions, and Retention Update	Information
2:35	9. <u>Report of the Vice-President, Research</u>	Information
	10. Reports of Standing Committees	
2:40	10.1. <i>Executive Committee</i>	
2:45	10.2 <i>Audit Committee</i>	
2:50	10.3. <i>Capital Infrastructure Committee</i>	
2:55	10.4. <i>Financial Planning and Investment Committee</i>	
	10.4.1 <u>2025-26 Preliminary Capital Plan and Related Project Budget</u>	<u>DECISION</u>
	10.4.2 <u>2025-26 Undergraduate Scholarships, Bursaries and Awards Budget</u>	<u>DECISION</u>
	10.4.3 <u>2025-26 Tuition Rates</u>	<u>DECISION</u>
	10.4.4 <u>Rogers Mobile Devices and Services Agreement</u>	<u>DECISION</u>
3:15	10.4. <i>Human Resources Committee</i>	
3:20	10.5. <i>External Relations Committee</i>	
3:25	10.6. <i>Governance/Nominating Committee</i>	
3:30	*****BOARD BREAK*****	
	11. IN CAMERA Session to consider Confidential Reports related to the following:	
3:40	11.1 KPMG Presentation (IN CAMERA)	Information
4:10	11.2 FPI/CIC Property Matter (IN CAMERA)	<u>DECISION</u>
4:20	11.3 CIC Deferred Capital Renewal Planning (IN CAMERA)	Information
4:45	11.4 GOV/NOM Policy on the Appointment and Reappointment of the President and Vice-Presidents (IN CAMERA)	<u>DECISION</u>

5:05 12. Other Business

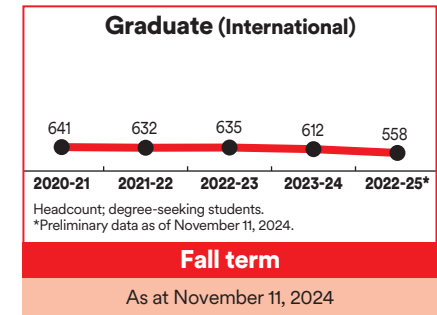
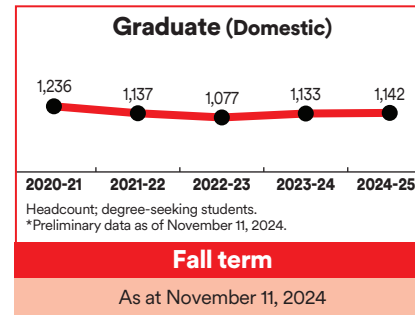
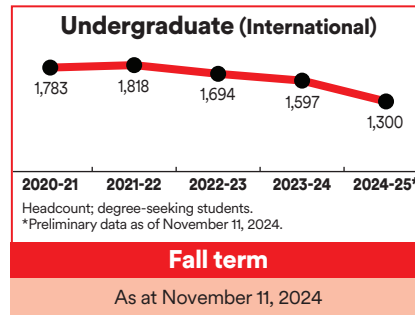
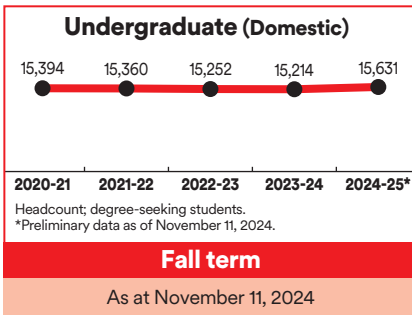
5:10 13. Adjournment

CONSENT ITEMS

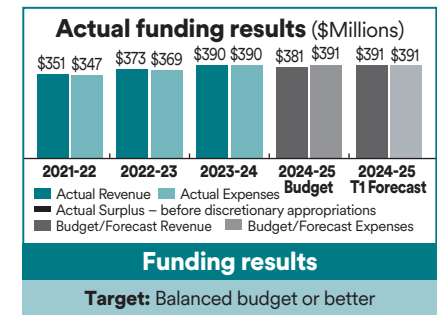
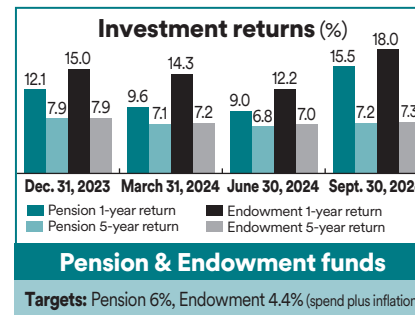
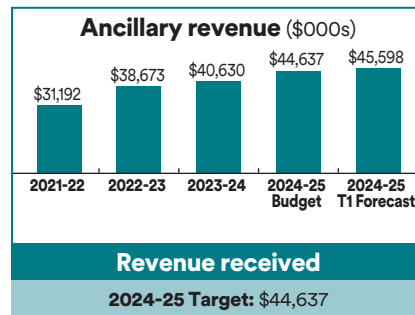
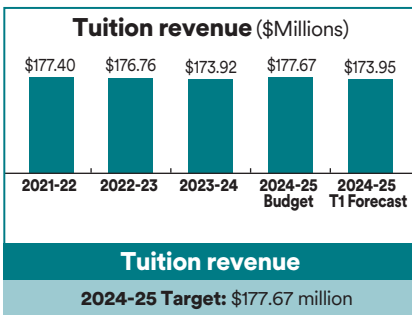
- | | | |
|--------|--|-------------|
| 14. | Approval of the Minutes of the Previous Meetings and Confidential Record of the In Camera Session | |
| 14.1 | <u>Minutes of Meeting #1 (2024-25) held on September 26, 2024</u> | Approval |
| 14.2 | Confidential Record of Proceedings from the IN CAMERA session of the Meeting #1 held September 26, 2024 | Approval |
| 15. | Reports of the Actions of the University Senate | |
| 15.1 | <u>723rd Meeting of Senate held October 11, 2024</u> | Information |
| 15.2 | <u>724th Meeting of Senate held November 13, 2024</u> | Information |
| 16. | Reports of Standing Committee | |
| 16.1 | Audit Committee | |
| 16.1.1 | <u>Minutes of Previous Meeting #2 (2024-25) held on September 25, 2024</u> | Information |
| 16.2 | Capital Infrastructure Committee | |
| 16.2.1 | <u>Minutes of Previous Meeting #1 (2023-24) held on September 25, 2024</u> | Information |
| 16.3 | External Relations Committee | |
| 16.3.1 | <u>Minutes of Previous Meeting #1 (2023-24) held on September 25, 2024</u> | Information |
| 16.4 | Financial Planning and Investment Committee | |
| 16.4.1 | <u>2025-26 Endowment Spending Rate Decision</u> | Information |
| 16.4.2 | <u>Minutes of Previous Meeting #1 (2023-24) held on September 25, 2024</u> | Information |
| 16.5 | Governance/Nominating Committee | |
| 16.5.1 | <u>Policy Approvals Update</u> | Information |
| 16.5.2 | <u>Minutes of Previous Meeting #2 (2023-24) held on September 26, 2024</u> | Information |
| 16.6 | Human Resources Committee | Information |
| 16.6.1 | <u>Minutes of Previous Meeting #1 (2023-24) held on September 26, 2024</u> | Information |

CYCLE 2 (2024-25): Brock University Board Dashboard

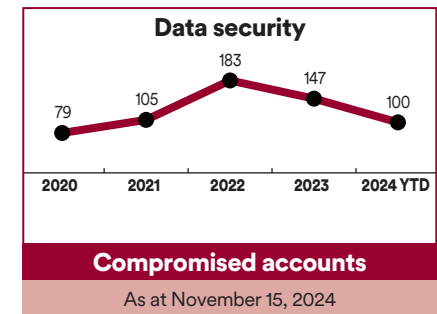
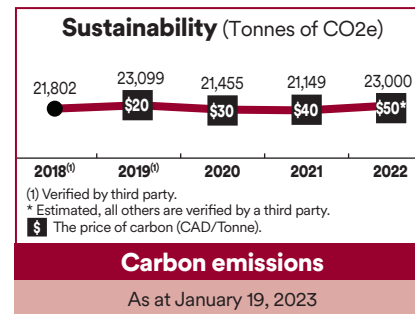
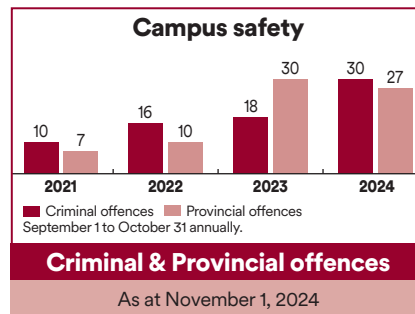
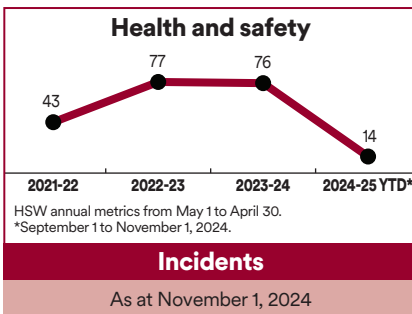
STUDENTS



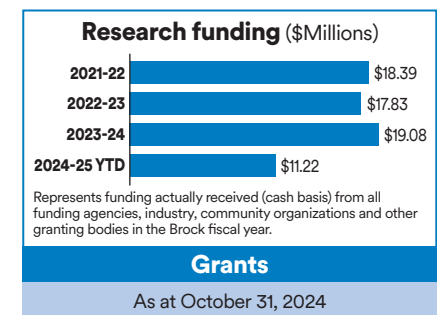
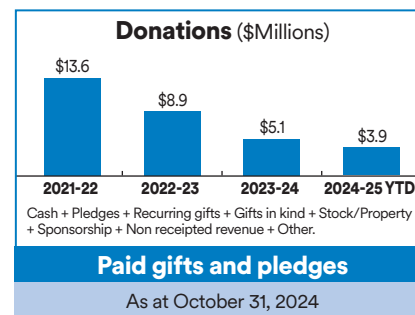
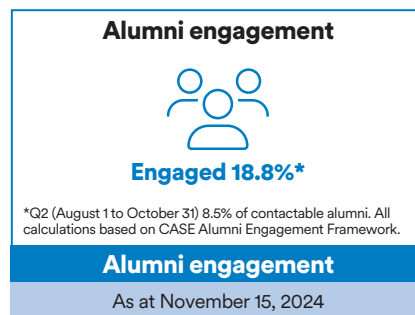
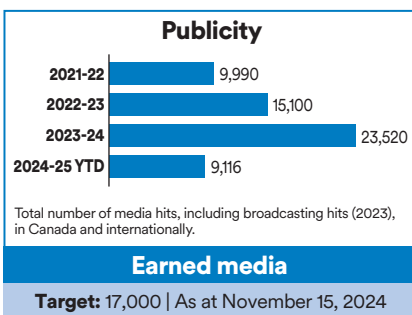
FINANCES



OPERATIONS



REPUTATION





Board of Trustees
Cycle 2 Board Meeting Roadmap - December 5, 2024

Executive Summary

Welcome to the second meeting of the Board of Trustees for the 2024-25 academic year.

As is customary during cycle 2, there are several timely decision items to be considered from the Financial Planning and Investment Committee with respect to funding for the 2025-26 capital and related projects plan, the 2025-26 budget for undergraduate scholarships, bursaries and awards, and the 2025-26 tuition rates. Also, a recommendation regarding the Rogers Mobile Devices and Services Agreement will be presented for consideration.

During the *in camera* session, decision items from the Financial Planning and Investment Committee and the Capital Infrastructure Committee regarding a property matter and from the Governance/Nominating Committee regarding revisions to the Policy on the Appointment and Reappointment of the President and Vice-Presidents will be presented for consideration of the Board. During closed session, the Board will also receive a presentation from KPMG and a report from the Capital Infrastructure Committee regarding deferred capital renewal planning.

Decision items

All decision items are subject to recommendation from the Committee designated. Any changes arising from the Committee’s deliberations will be reported orally at the Board meeting.

Agenda Item	Committee	Decision Being Sought	Details
10.3.1	Financial Planning & Investment	Approval of funding for 2025-26 Capital & Related Projects Plan	Subject to the Capital Infrastructure Committee approving the proposed Capital Plan for 2025-26, the Board will be asked to approve the funding for the plan.
10.3.2	Financial Planning & Investment	Approval of preliminary 2025-26 Undergraduate Scholarships, Bursaries and Awards Budget	Approval for the preliminary 2025-26 Undergraduate Scholarships, Bursaries and Awards budget is sought at this cycle for recruitment purposes. The complete 2025-26 Scholarships, Bursaries and Awards budget will be presented to the Board for

Agenda Item	Committee	Decision Being Sought	Details
			approval as part of the full 2025-26 operating budget in Cycle 4.
10.3.3	Financial Planning & Investment	Approval of 2025-26 Tuition Rates	Approval will be sought for the proposed 2025-26 tuition rates which have been calculated taking into account regulatory requirements, recruitment needs, financial sustainability, and other considerations set out in the report.
10.3.4	Financial Planning & Investment	Approval of Rogers Mobile Devices & Services Agreement	Approval is being sought to award Rogers as the primary vendor.
11.2 IN CAMERA	Capital Infrastructure & Financial Planning & Investment	Approval of property matter	Approval of a confidential property matter will be sought.
11.4 IN CAMERA	Governance/ Nominating	Approval of revisions to the Policy on the Appointment & Reappointment of the President & Vice-Presidents	Approval of a revised Policy on the Appointment & Reappointment of the President & Vice-Presidents will be sought.

Key Information Items

Agenda Item	Committee	Item	Details
11.1 IN CAMERA	Direct Report	KPMG Presentation	A confidential presentation will be provided by KPMG.
11.3 IN CAMERA	Capital Infrastructure	Deferred Capital Renewal Planning	The confidential Report provides information regarding deferred capital renewal planning.

**Report of the Chair of the Board of Trustees
December 5, 2024
Mark L. Arthur, Chair**

Welcome Trustees, staff, and guests to the second meeting of the 2024-25 Board. I want to thank Trustees and all members of the Brock community for your continuous efforts in providing the best possible experience for our students during challenging times.

During this December Board meeting, recommendations will be presented to the Board for consideration from the Financial Planning and Investment Committee with respect to the capital budget, undergraduate scholarships, bursaries and awards, and tuition rates, to name a few. The Governance/Nominating Committee will be presenting its recommendation to the Board regarding the approval of a revised Policy on President and Vice-President Appointments. I will note that there has been much communication and consultation regarding the proposed revisions which have been under review for over a year. Approximately twenty-five meetings have been held to discuss the changes. At request of the Senate Chair, I personally addressed Senate during their November 13 meeting to expand on the rationale for the changes during their requested generative discussion on the matter. I further offered Senate and faculty two weeks to provide to me, through the University Secretary, any additional written feedback, positive or negative, for consideration. The feedback received was carefully considered by the Governance/Nominating Committee and further changes have been incorporated.

As you are aware, the provincial government has given a number of universities, including Brock, a mandate to perform third-party efficiency reviews funded through an Efficiency and Accountability Fund. Together with KPMG, the third-party consultant retained by Brock to perform these reviews, much work is underway at the University and many consultations are being held to meet the required submission of a preliminary report to the Ministry of Colleges and Universities by January 31, 2025. With respect to the mandated review of university governance, Brock has engaged Cheryl Foy of Strategic Governance Consulting Services, Ltd., in collaboration with governance consultant Harriet Lewis, to conduct a review of the required focus area of university governance. Their governance review will be included as part of the KPMG report. Cheryl and Harriet will be in attendance to observe the December Board meeting and also have observed the November 13th meeting of Senate.

On other matters:

- Trustees are reminded that the Board's Education Session is scheduled to be held on Thursday, January 23, 2025 from approximately 9:00 a.m. to 3:30 p.m. Planning is underway and details will be provided in the near future.
- The Agenda for the December 5th Board meeting is quite full, and I refer you to the Board Meeting Roadmap included in the Board package which outlines the key decision and information items.

In closing, I wish you and your families much health, happiness, and peace during this holiday season and into 2025.

Sincerely



Mark L. Arthur, Chair, Brock University Board of Trustees



**Report to Board of Trustees of the President and Vice-Chancellor
December 5, 2024**

Dear Trustees,

As this is my last report to the Board of 2024, I want to express my sincere gratitude to all Board members for your time and dedication to Brock University. We are navigating some of the most challenging times in the history of the post-secondary sector and I am grateful for your support and partnership as we chart the path forward. Wishing you and your families a wonderful holiday season.

I am pleased to share my update on key strategic actions and engagements since my last report.

Key updates and highlights to report on:

- I want to extend a sincere thank you to those who attended the launch of the new institutional strategic plan. The Board was a place of great consultation and discussion, where thoughtful considerations and valued feedback was gathered. I very much enjoyed our collaboration on the development of the plan and look forward to continuing our work together on the implementation plan.
- Drafting of the implementation plan is well underway, with several meetings being held between the senior leadership team and their respective portfolios. Discussions have been focused on mapping deliverables and indicators of success to the strategic directions and priorities. As part of the development of the implementation plan, on December 6, there is a joint session of Board and Senate gathering input on indicators for success. Work will continue in the new year on the draft and reporting framework. Recommendations and metrics coming forward from the government mandated reviews in March will also be part of the dialogue as we map the next five years. I anticipate sharing the details of the implementation plan in the spring.
- I, alongside Vice-President, External Meaghan Rusnell and representatives from the Niagara Region, had the privilege of visiting Asahi Kasei's state-of-the-art plant in Kyoto and their head office in Tokyo. Asahi Kasei is making a significant investment of \$1.6 billion to establish a lithium-ion battery separator plant in Port Colborne. They recently celebrated the official groundbreaking, which I was pleased to attend. At Brock University, we are enthusiastic about partnering with Asahi Kasei on innovative research, professional and continuing education programs, ESL initiatives, and student placements. This collaboration will provide remarkable opportunities for our students, staff and researchers.
- In a meeting at Queen's Park, I had the opportunity to speak with Minister Quinn about Brock's impact in the region, advocate for funding and enrolment spaces and highlight the importance of international students to our campus community, among many other topics.
- I was delighted to join Chancellor Hilary Pearson at the [Chancellor's Reception](#) hosted in Burlington, for a conversation about the University's commitment to fostering community partnerships and contributing to the region's social and economic development, and the value of higher education.
- The Deputy Minister Champion Paul Halucha visited our campus recently and it was a pleasure to discuss the great things going on at Brock, some of the real challenges we face, and show him around our campus. We spoke about international students, housing, research funding and recent developments at Brock including engineering and the Brock Farm. His tour included a visit to CCOVI and VPML.
- Meaghan Rusnell, Vice President of External Relations, and I had the opportunity to visit both the University at Buffalo and Niagara University. The primary goal of these visits was to facilitate an introductory meeting between the Presidents of both institutions. During these discussions, we shared

updates on key initiatives at each university and highlighted potential areas for further collaborations. Our aim is to establish a strong foundation for future partnerships that will create valuable cross-border opportunities for students, enhancing academic and cultural exchanges between our institutions.

- As updated in [The Brock News](#), the advisory committee for the Vice-President, Administration & Services recruitment process has been assembled and the job posting is available. First round interviews are currently scheduled to take place prior to the end of the calendar year, with hopes of having a candidate selected by early February.

Working towards a financially sustainable future

Brock received approval to move forward with the government mandated third-party reviews on [October 17](#). The mandated areas of review are: university governance, administrative and student services, academic programming, physical assets and facilities, collaborative procurement opportunities, and revenue-generating opportunities. With the approval from the Ministry of Colleges and Universities, Brock has hired third-party consultant, KPMG, to perform these reviews, which are aimed at identifying actions institutions can take to increase long-term sustainability.

Given the significance and unique complexities of university bicameral governance, as part of the approved proposal, Brock has engaged Cheryl Foy of Strategic Governance Consulting Services Ltd., in collaboration with governance consultant Harriet Lewis, to conduct a review of the required focus area of university governance.

Brock is required to submit a preliminary report to the Ministry on January 31, 2025. The final report as well as a proposed implementation plan, that is to have input from the Board must be submitted by March 31, 2025. We will be joined by KPMG at the Cycle 2 meetings to receive an update on the project.

Information about the reviews can be found on the [sustainability reviews webpage](#)

Budget update to the community

In an open letter to the community, that was posted on November 28, we continue to communicate the challenges of the post-secondary sector including factors such as the lack of adjustment for inflation in the operating grant per full-time equivalent (FTE) student for nearly 20 years, international student recruitment issues due to government policies and geopolitical factors, rapidly increasing inflation, and the repercussions of the 10 percent tuition cut and subsequent freeze.

The letter outlined our need to continue to explore new areas for revenue generation through strategic investments and highlighted that effective enrollment management for growth will be crucial to supporting our future sustainability.

As we make important decisions in the coming years, it is particularly important that we align our limited resources with the priorities identified in our new strategic plan.

The executive team is working diligently to address the long-term challenges and put the University on a strong financial footing once again.

We are committed to navigating these financial challenges with transparency and resilience, and we will keep the Brock community informed of progress and efforts to ensure the continued success of Brock University.

Sincerely,



Lesley Rigg, PhD
President and Vice-Chancellor

Report to the **Board of Trustees**

INFORMATION ITEM

TOPIC: Performance and Overview Indicators report

December 5, 2024

Lesley Rigg, President & Vice-Chancellor

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, **titled “Brock University: Niagara Roots –Global Reach”**
- **With the new strategic plan now launched, this is the fifth and final report of Brock University: Niagara Roots –Global Reach**

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 2023-June 2024.

3. Next Steps

- **Work is underway to develop the Implementation Plan for the new strategic plan. As part of this work, measures of success and a refreshed reporting framework will be developed.**

4. Background Materials

Appendix 1 - Performance and Overview Indicators (2024) (30 pages)

Performance and Overview Indicators

2024

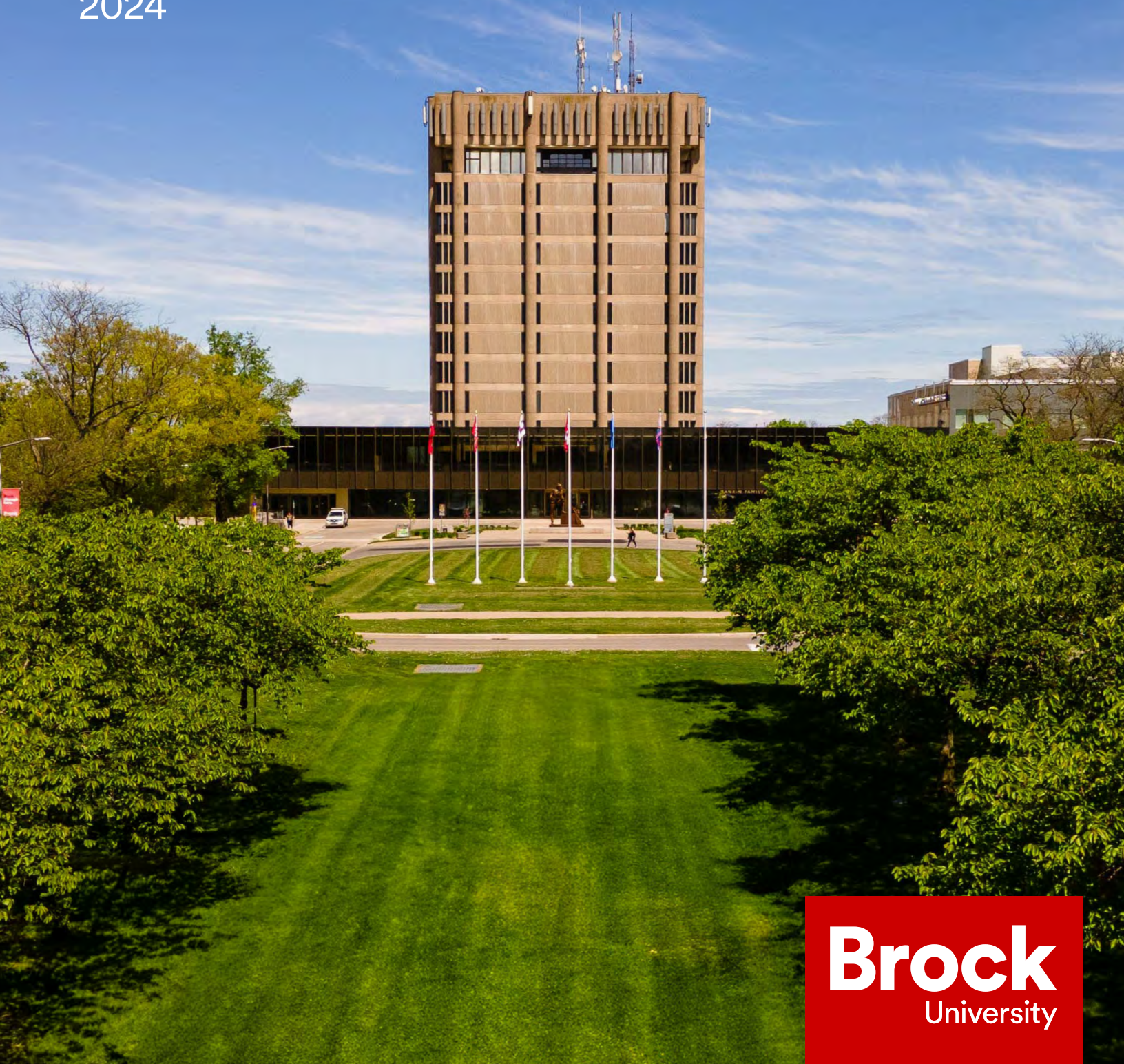


TABLE OF CONTENTS

Overview	3
Institutional Performance Indicators	9
Institutional Reporting Indicators	29



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. This is the fifth and final edition, as a new Institutional Strategic Plan has been approved. 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.



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

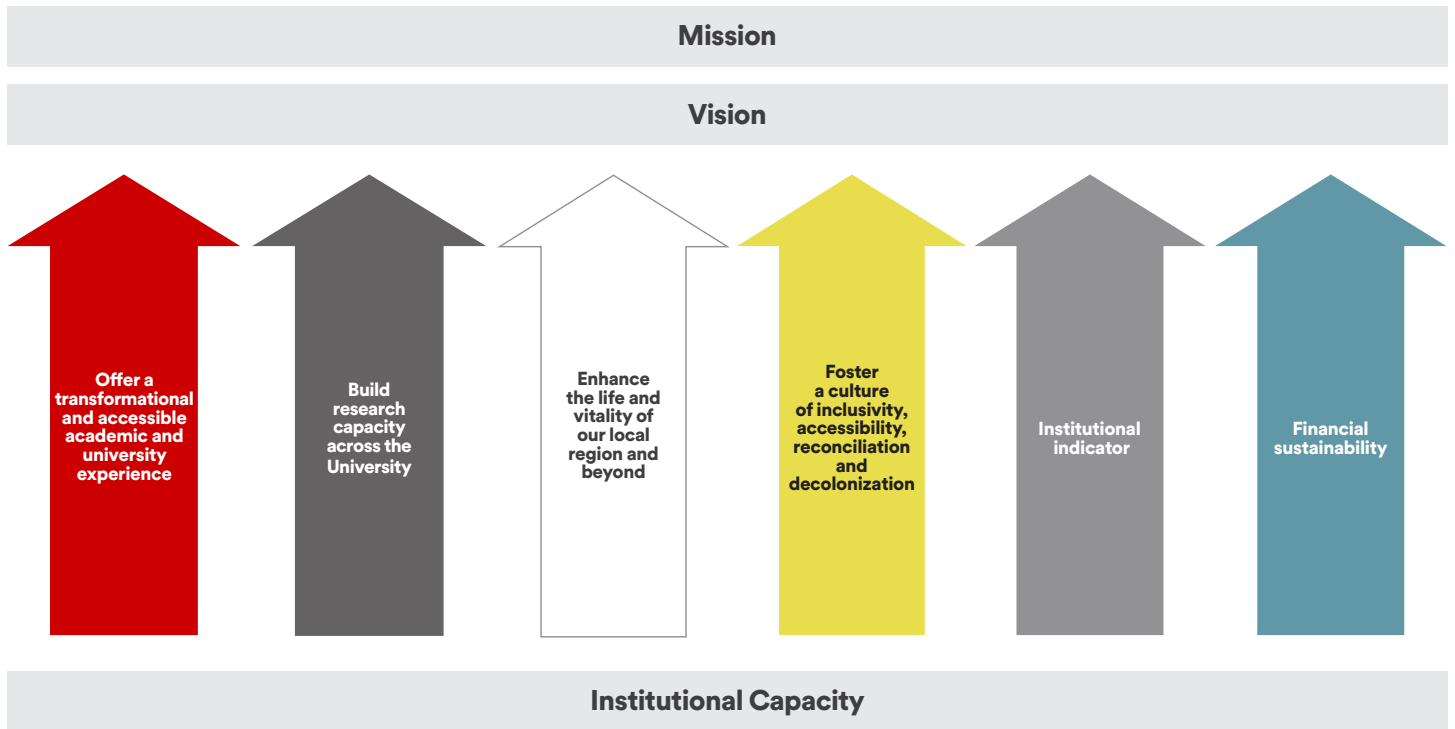
Brock flourishes through the scholarly, creative, and professional achievements of our students, faculty, and staff. Although we share a common purpose, we recognize and honour knowledge pursued through diverse perspectives and approaches. Our academic mission is to nurture and support our students and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

This current report provides annual data covering the period from July 1, 2023 to June 30, 2024 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 VP, External
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
	% of programs that include content related to equity, diversity and/or inclusion	To be collected from departments in 2022	Vice-Provost, Indigenous Engagement
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, External
	Dominion Bond rating	Independent audit of Brock's credit rating	Chief Financial Officer

Priority	2021-22	2022-23	2023-2024
Provide a transformational and accessible academic and student experience	Enrolment 19,513	Enrolment 19,189	Enrolment 19,168
Increase the University's research capacity	Research Revenue \$13,173,000	Research Revenue \$13,973,000	Research Revenue \$16,530,000
Enhance the life and vitality of communities across Niagara region and beyond	Economic Impact \$2,380,454,120	Economic Impact \$2,702,180,690	Economic Impact \$2,861,000,000
Foster a culture of inclusivity, accessibility, reconciliation and decolonization	Self-identified Indigenous students 322	Self-identified Indigenous students 362	Self-identified Indigenous students 417
	% 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: 12 Satisfaction: 3	Maclean's rankings Overall: 13 Satisfaction: 3	Maclean's rankings Overall: 13 Satisfaction: 3
Financial sustainability	Revenues \$351,389,000	Revenues \$373,056,000	Revenues \$389,585,000
	Expenses \$347,492,000	Expenses \$369,018,000	Expenses \$389,585,000
	Net \$3,897,000	Net \$4,038,000	Net \$0
	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	Donations Cash received: \$3,432,000 Recognized audited financial statement: \$5,451,000
	Dominion Bond rating A (High)	Dominion Bond rating A (High)	Dominion Bond rating A (High)

Risk Management

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

Institutional Reporting Indicators



PRIORITY:

Offer a transformational and accessible academic and university experience

Federal funding reduces barriers to participation in work-integrated learning

Brock received more than \$500,000 from the Government of Canada, distributed via Co-operative Education and Work-Integrated Learning (CEWIL) Canada's Innovation Hub, to support a University-wide bursary to reduce barriers to participation in work-integrated learning (WIL). The bursary will cover traditionally unpaid WIL experiences or approved fees associated with service learning, field placements, co-op, and other forms of WIL. Applications will prioritize students from equity-deserving backgrounds such as Indigenous students, 2SLGBTQ+ students, mature students, and students from refugee pathways.

Brock ranked as top Canadian university for sport management research

In an assessment of university sport management research contributions across the world, Brock University ranks No. 1 in Canada and ninth overall. Published annually by the University of North Texas' Sports Innovation Project, this year's ranking considered the number of research publications produced over the past decade within three of the world's flagship sport management journals: Journal of Sport Management, European Sport Management Quarterly, and Sport Management Review. Brock University Sport Management (SPMA) scholars produced 54 research publications within the three prominent journals, ranking Brock top in Canada and ninth overall out of the 62 universities worldwide that were included in the assessment.

Brock launches ESL incentive program for international students

A new initiative offers international students the chance to take ESL programming for free. Through the Brock Advantage program, eligible ESL students who go on to complete their undergraduate degree at Brock will be reimbursed for the cost of their ESL studies. The Brock Advantage aims to encourage the pursuit of post-secondary education by students who are academically qualified to study at Brock but do not meet the English language requirement. The free ESL program supports students focused on getting the skills required to excel at the university level in Canada. In addition to the financial incentive, Brock University offers a comprehensive support system to conditionally accepted students that extends beyond language instruction, ensuring that international ESL students have the tools and resources they need to enhance their abilities to thrive academically, socially, and culturally during their time at the University. With the Brock Advantage, Brock University reaffirms its commitment to providing a world-class education and fostering a welcoming and inclusive environment for students from all corners of the globe.

Education student receives prestigious Prime Minister's Award

Bachelor of Early Childhood Education student Ala Mohamed was recognized with the Prime Minister's Award for Excellence in Early Childhood Education, receiving a Certificate of Achievement for her work with YWCA Hamilton. The award honours Mohamed's deep commitment to inclusion for children with exceptional needs. In her role as Children's Services Manager at YWCA Hamilton, Mohamed works with the Ministry of Education, City of Hamilton and community partners to oversee various programs providing quality child care to the community.



Yousef Haj-Ahmad Department of Engineering to welcome first students

Brock will welcome the first class of undergraduate students into the innovative Yousef Haj-Ahmad Department of Engineering in September 2024, with the undergraduate program in Integrated Engineering having been approved by the Province. The Integrated Engineering program takes key concepts from traditional engineering fields and brings them together into a single program where students learn about each field and the connections between them. Brock is one of only three Canadian universities to offer this kind of engineering program at the undergraduate level.

Brock launches Ontario's first PhD in Applied Behaviour Analysis

With behaviour analysis set to become the newest regulated health profession in Ontario, Brock launched a new PhD program in Applied Behaviour Analysis (ABA). Housed in the Department of Applied Disability Studies (ADS), the PhD in ABA is the first of its kind in Ontario and only the second doctoral ABA program available in Canada. ABA-based interventions are used to address socially significant behaviour in a variety of areas related to childhood, parenting, mental health, substance abuse, dementia, organizational behaviour management, sport and other areas. Brock's new PhD program will offer comprehensive training in behaviour analysis, including applications of the science with different populations across diverse settings in keeping with the ADS mission of bettering the lives of people with disabilities and underserved populations through quality education. Graduates will be scientist-practitioners with the knowledge, skills and perspectives to become professors, community researchers, clinical supervisors or program evaluators, among many other roles.

Ceremony celebrates Canada's first concurrent Nursing graduating class

In December, the first class of Canada's only concurrent Bachelor of Nursing/ Master of Nursing (BN/MN) program celebrated the completion of their accelerated degree. Brock's BN/MN program places students in a variety of nursing specializations at health-care settings in Niagara and Hamilton. In addition to clinical placements, BN/MN students have a practical component for the master's portion of the program that focuses on developing their leadership skills. Students work alongside long-term care administrators and other health-care leaders to apply the knowledge they learned about strategic planning, team management, policy development, budgeting and more. With the completion of the BN/MN program, graduates are eligible to write the National Council Licensure Examination (NCLEX-RN) to become a registered nurse.

New consecutive master's degree pathway focuses on health education

A new online graduate degree pathway launched in the Winter term aimed at students pursuing careers in health professions education. Offered jointly by the Department of Health Sciences and the Department of Educational Studies, the new Master of Public Health and Master of Education (MPH-MEd) consecutive degrees pathway allows students to complete both master's degrees in an exclusively online format within two years. The MPH-MEd pathway is designed to prepare qualified educators, researchers, and health-care developers and practitioners who can advance the practice of teaching and learning in the health professions sector.

Brock launches graduate micro-credentials

The Faculty of Graduate Studies and Postdoctoral Affairs (FGSPA) launched 10 graduate micro-programs (GMPs) in Education, Professional Kinesiology and Public Health. GMPs allow students to gain graduate-level experience without the commitment of a master's degree. The course-based, non-degree programs can be completed in as little as eight months, but have no completion deadline to increase flexibility. The newest program additions include Educational Psychology: Teaching, Learning and Wellness, along with five other options through the Faculty of Education; Behaviour Change and Coaching in Kinesiology, along with two other Professional Kinesiology options; and Health Information Management in Public Health. Students who successfully complete a GMP will receive a completion notation on their transcript and may apply to transfer the credits earned toward a Brock master's degree.



Brock explores future of AI with advisory group

Vice-Provost, Teaching and Learning Rajiv Jhangiani chaired a working group struck to advise the Provost on matters related to the impact of artificial intelligence on a range of academic activities including teaching, learning, and scholarship. The working group was made up of Brock faculty members, librarians, and staff with experience in the field. The working group has made a number of recommendations to the Provost that will be considered as AI technology continues to evolve.

Goodman School of Business becomes UN PRME signatory

The Goodman School of Business is now a signatory member to the Principles for Responsible Management Education (PRME). A United Nations-supported initiative, PRME aims to raise the profile of sustainability in business schools around the world, equipping business students with the understanding and ability to deliver change. PRME's seven principles include purpose, values, teach, research, partner, practice and share. Responsible management education seeks to develop people who will help their organizations create inclusive prosperity.

Brock partners with RoboGarden to launch online full stack developer certificate

A new Brock University certificate program is helping professionals to add in-demand tech skills to their resumés. Brock's Professional and Continuing Studies (PCS) has partnered with RoboGarden, a leader in Canadian online learning, to deliver an online, self-paced Full Stack Web and Mobile App Development Professional Certificate program. The digital upskilling certificate program will teach participants key aspects of front- and back-end web development, databases and data structures and algorithms. The certificate is designed to be flexible and affordable for recent graduates looking to quickly add high-demand digital skills to their resumé as they enter the workforce and for busy working professionals interested in flexible opportunities to upskill and pursue a new career.

Another successful year for Brock Sports

Back once again for the 2023-24 season, the Brock Badgers captured six championship banners, with men's rowing and women's volleyball earning provincial titles, and men's and women's wrestling both doubling up with both provincial and national championships. In addition, the Badgers saw 81 student-athletes honoured as provincial all-stars, 26 national All-Canadians, 17 major award winners, and 8 coach of the year recognitions.



Goodman School of Business opens new Student Success Centre

In February, the Goodman School of Business officially opened its new Student Success Centre, which was made possible thanks to the Goodman Family Foundation. Located on the 200 level of Mackenzie Chown A Block, the Centre houses a collaboration zone and student-facing staff, including the Goodman Student Experience team, the Goodman Career Services team, and undergraduate academic advising. The space will also be used for student programming and as an event space for GSB's 12 student clubs.

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 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24
Offer a transformational and accessible academic and university experience	The programs and experiences Brock offer attract an increasing number of students	Enrolment*	No	19,723	19,513	19,189	19,168
	Institutional strength/focus	Increase in programs of strength	Yes	53.3%	54.9%	55.9%	56.27%
		Programs with explicit learning outcomes	No	N/A	100%	100%	100%
	Students graduate with a Brock degree	Undergraduate retention to graduation	Yes	74.5%	76.2%	72.6%	73.89%
	Students are prepared for life after Brock	Graduate employment rate (two-year)	No	94.2%	96.4%	95.85%	
		Skills and competencies	Yes	N/A	N/A	N/A	74.30%
		Experiential learning as defined by Ministry	Yes	37.1%	43.2%	42.3%	44.91%
	Students succeed in their studies	Undergraduate retention rate (year 1 to year 2)	No	87.7%	88.1%	87.8%	89.14%
		Graduate degree time to completion (in terms)	No	Master's: 4.7 PhD: 14.8	Master's: 5.4 PhD: 14.7	Master's: 5.2 PhD: 14.7	Master's: 4.7 PhD: 14.7

* Institutional Performance Indicator

PRIORITY:

Building research capacity across the University

Brock houses Ontario behavioural research hub as part of national initiative

Brock was selected as the Ontario hub of a Canada-wide program that trains students and novice researchers on how to evaluate behaviour-change initiatives in health care. The hub is the central Ontario component of the Canadian Behavioural Interventions and Trials Training Program, a country-wide, \$5-million initiative funded by the Canadian Institutes of Health Research (CIHR) and other partners. More than 70 partners from the health-care sector, community organizations, government and post-secondary institutions are collaborating to create and deliver the training programs, which teach how to co-ordinate and facilitate behaviour-change clinical trials. Topics being covered include how to register a protocol, obtain research ethics clearance, interview research participants and measure outcomes of behaviour-change interventions.

Brock successful in Tri-Agency funding competitions

Brock researchers received national recognition for their efforts in the annual competition for federal research funding through the three large granting agencies, collectively known as the Tri-Agencies:

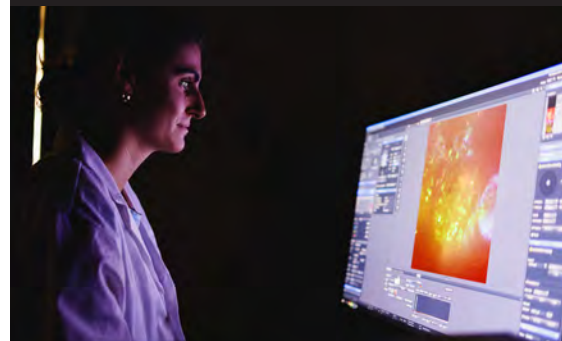
- 27 Brock researchers combined to receive more than \$4.8 million in funding from the Natural Sciences and Engineering Research Council programs. NSERC's Discovery program supports ongoing research programs with long-term goals, rather than a single short-term project or collections of projects. Research Tools and Instruments grants support the purchase of research equipment to advance knowledge and training.
- Researchers received almost \$1M in Insight funding from the Social Sciences and Humanities Research Council (SSHRC). Insight funds support research excellence for individual or team projects.
- A Brock co-led research project dedicated to putting the spotlight on minority voices in post-secondary theatre education received a \$2.5M SSHRC Partnership Grant.
- Brock researchers received over \$475,000 in Insight Development funding from SSHRC, which supports research in its initial stages.

English professor honoured as new Royal Society of Canada Fellow

Brock University's Lissa Paul has been elected a Fellow of the Royal Society of Canada (RSC), the country's top academic body honouring career achievement in the arts, humanities, social sciences and sciences. Paul was elected to the Academy of Arts and Humanities. Paul is the second Fellow to be elected to the RSC from Brock's Department of English Language and Literature, joining RSC Fellow and Professor of English Elizabeth Sauer.

Brock opens Validating, Prototyping and Manufacturing Institute (VPMI)

In October, Brock officially opened the VPMI, an innovative institute focused on partnering with industry to help them solve the challenges they are facing. The VPMI is dedicated to supporting the bioproducts, bioscience, bioagriculture and chemical manufacturing sectors in southern Ontario and beyond through research and innovation, testing and prototyping, and training. For example, the Institute connected Professor of Biology Liette Vasseur and Assistant Professor of Chemistry Vaughn Mangal with EcoWool Canada to test the effectiveness of wool pellets as a sustainable soil enhancer. The cutting-edge technology adoption centre, located in Inniskillin Hall on the Brock campus, was made possible by a \$6 million investment announced in 2019 by the Government of Canada, through the Federal Economic Development Agency for Southern Ontario (FedDev Ontario).



Brock research farm shaping the future of sustainable agriculture

Cutting-edge research that advances Canada's grape and wine industry is expanding from lab to field to other areas of agriculture thanks to a \$3.5M grant from the Canada Foundation for Innovation (CFI), matched by an additional \$3.5M from the Ontario Research Fund – Large Infrastructure Fund, as well as additional industry contributions. The funding supports the Clean Agriculture for Sustainable Production (CASP) Field Infrastructure project, which will establish a world-leading, farm-based research centre to support increased self-reliance and sustainability within the agriculture ecosystem.

Dozens of Brock researchers included on global list of top scientists

Stanford University's list of the world's top two per cent of scientists with the most citations has been updated to reflect the situation in 2023 — and Brock University is holding steady. The update contains two tables: one listing a database of citations over the course of a career for 204,643 researchers worldwide; and another one listing 210,198 researchers for the most citations in 2022. The number of times a researcher's work is referenced in other peer-reviewed work is one important indicator of their research impact and reputation. There are 42 Brock University researchers listed in the first table and 30 in the second, single-year table.

Brock gains Canada Research Chair in Child Health Equity and Inclusion

Karen Patte, well known for her long-running national research on youth health, is Brock University's newest Canada Research Chair. For almost a decade, the Associate Professor of Health Sciences has played key leadership roles in Canada-wide studies identifying and assessing factors affecting mental and physical health in adolescents. Patte, who was announced as Tier 2 Canada Research Chair in Child Health Equity and Inclusion, aims to expand this research through the creation of a new Brock-based national research centre.

CCOVI awarded \$2.4M in funding to strengthen grape and wine industry

Researchers with Brock University's Cool Climate Oenology and Viticulture Institute (CCOVI) recently received more than \$2.4 million in cash and in-kind support for projects that aim to strengthen Canada's grape and wine industry. Agriculture and Agri-Food Canada (AAFC) and the Canadian Grapevine Certification Network (CGCN) announced the funding for three projects by CCOVI researchers Debbie Inglis, Wendy McFadden-Smith and Jim Willwerth through AAFC's and CGCN's \$10.9-million Sustainable Canadian Agricultural Partnership (SCAP) AgriScience Cluster.

Brock awarded funding for intellectual property development

Brock University's commercialization activities got a boost from an Ontario government agency program designed to support innovation and intellectual property (IP) commercialization in post-secondary education. Intellectual Property Ontario (IPON) announced funding for 10 post-secondary institutions across the province in April, with Brock receiving \$299,158 for a one-year project that will help enhance the University's capacity for commercialization. The IPON funding will primarily be directed to adding two staff members to support commercial opportunities and research partnerships with industry.



Brock research at Crawford Lake makes the case for the Anthropocene

Research led by Brock's Francine McCarthy at Crawford Lake in Milton captured international attention as scholars made the case for the Anthropocene, the notion that we live in a new geological epoch defined by human effects on the environment. McCarthy and Martin Head, both professors in Earth Sciences at Brock, are members of a team that has been studying the geology of Crawford Lake for many years. In July, the Anthropocene Working Group announced its choice of Crawford Lake over 11 other international sites as the location that best shows the boundary of the proposed Anthropocene. Later in the year, the Canadian Museum of Nature became the permanent home of a freeze core extracted from Crawford Lake during research there. The core allows researchers to study the layers of sediment, deposited over time on the Lake's bottom, for evidence of human activity. Professor of Philosophy Christine Daigle leads a Humanities-focused transdisciplinary team expanding on the geologic work through creative writing and artistic explorations of environmental sustainability, extinction and our collective future.



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 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24
Build research capacity across the university	Production of high-quality research	Research revenue audited financial statements*	No	\$11.778M	\$13.173M	\$13.973M	\$16.530M
		Federal Tri-Agency funding secured	Yes	\$10.213M	\$9.588M	\$9.424M	\$10.710M
		Total number of external research grants held	No	498	501	589	590
		Proportion of tenure-stream researchers holding external grants	No	242/622	253/622	285/640	286/642
		Total overhead received	No	\$2.398M	\$2.556M	\$2.990M	\$2.820M
	Research is mobilized through external partnerships	Research funding attracted from private sector sources	Yes	\$2.216M	\$2.593M	\$2.989M	\$3.830M
		Number of new research partnerships	No	26	44	41	21

* Institutional Performance Indicator

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.

Canada Summer Games in Niagara receives national awards

A historic sporting event which Brock University played a decisive role in hosting has won a pair of national awards. The Niagara 2022 Canada Games was named the Canadian Sport Event of the Year Award and Sport Event Legacy of the Year Award during Sport Tourism Canada's (STC) 15th annual PRESTIGE Awards Gala. In August 2022, more than 5,000 athletes and coaches converged on the Niagara region to compete in 20 sports. Brock, which contributed a parcel of land for the central site of Canada Games Park, was home to the Athletes' Village and four sports - swimming, cycling, women's rugby sevens and diving - across its various facilities.

Robyn Bourgeois honoured for local leadership

Vice-Provost, Indigenous Engagement Robyn Bourgeois was recognized for her ongoing commitment to the Niagara community with the Greater Niagara Chamber of Commerce (GNCC) 2023 Community Leadership Award. The award, presented during GNCC's Niagara Business Achievement Awards, aims to celebrate leaders who show exemplary dedication to their community.

Funding helps Brock expand online exercise classes for seniors

Brock University is enhancing its exercise programming for older adults and offering subsidized community memberships thanks to a grant received from the Government of Ontario and the ongoing support of TD Bank Group. The Brock Functional Inclusive Training (Bfit) Centre aims to improve the health and quality of life of older adults, cardiac patients and individuals living with spinal cord injury, multiple sclerosis, amputations and Parkinson's disease. The centre's SeniorFit program is supported by TD through the Ready Commitment and offers supervised in-person and online instruction to help individuals 55 years of age and older improve balance, strength and endurance. Thanks to a \$24,982 Seniors Community Grant received from the Government of Ontario this past June, more seniors will be able to access SeniorFit classes. Funds are being used to expand online exercise programming by purchasing livestreaming equipment and employing 10 new instructors to lead virtual classes for seniors.

Brock Functional Inclusive Training Centre opens in new location

The popular Brock Functional Inclusive Training Centre (Bfit), which offers exercise programs aimed at improving the health and quality of life of older adults and those experiencing a wide range of health situations, officially opened in a new, state-of-the-art facility at the Walker Sports and Abilities Centre at Canada Games Park. The 13,000-square-foot facility includes modern equipment and space for the Centre's supervised community exercise programs that benefit older adults, cancer patients and survivors, cardiac patients and individuals living with multiple sclerosis, amputations, Parkinson's disease and spinal cord injury.



Brock partners with South Niagara Chambers of Commerce to strengthen local workforce

Professional and Continuing Studies (PCS) is working to help grow the skills of the local workforce through a partnership with the South Niagara Chambers of Commerce (SNCC). The University has signed a memorandum of agreement to become a learning partner of the SNCC, through which Brock will support reskilling and upskilling in the Niagara community.

Cuvée returns to in-person event to celebrate excellence in Ontario wine

Hosted by Brock University's Cool Climate Oenology and Viticulture Institute (CCOVI), Cuvée is a weekend-long affair centred on the Grand Tasting, where Ontario winemakers will unveil their favourite selections. Since it was last held in-person in 2019, CCOVI has hosted versions of the event virtually, but was excited to welcome more than 100 wine selections from Ontario's top winemakers, and nearly 500 wine enthusiasts and industry professionals on March 30. Proceeds from the event support student scholarships and research programs that support the grape and wine industry.

Brock hosted Niagara Health Research Day to support a healthier Niagara

The annual showcase organized by Niagara Health highlights research dedicated to improving overall health and well-being, patient outcomes, and how health care is delivered. In partnership with other postsecondary institutions, Brock supports its MOU partner Niagara Health in many ways, with this event encapsulating many of the research and community service collaborations between the organizations. With Brock staff, faculty, and alumni facilitating workshops, and students presenting research posters, this event brings the community together in the pursuit of better health and wellness for all.

Government of Canada's New Horizons for Seniors Program supports Indigenous Heart Health education

Dr. Sheila O'Keefe McCarthy received \$19,454 to work in partnership with seniors at Six Nations of the Grand River to develop qualitative, culturally relevant methods of information sharing related to heart health and how to recognize individual early warning-prodromal symptoms of heart disease. Through this program, Dr. O'Keefe McCarthy is working with seniors to develop, design, and deliver the Indigenous heart health knowledge and education materials through community creative sharing circles.



Brock welcomes local community to campus for solar eclipse events

On Monday, April 8, thousands of people gathered on campus to witness the total solar eclipse, which was supported by a variety of educational exhibits and activities. Brock welcomed the community to campus to experience a variety of educational exhibits and activities, in addition to witnessing the total solar eclipse on Alumni Field. Brock's Eclipse on the Escarpment event brought community members together to learn about the science behind the sighting and related topics touching on history and culture. Visitors had the chance to learn about the celestial origins of the elements of the periodic table, create pinhole cameras and take photos in front of a green screen that produced an image with the total solar eclipse. Meanwhile, researchers from Brock and elsewhere were also busy on campus monitoring the eclipse and its effects using scientific instruments, such as a smart digital telescope, an infrared thermal imaging camera and a scientific weather station. The images produced by the equipment were also included as part of Brock University's livestream of the total solar eclipse.

Brock and TOES Niagara partner on project aimed at combatting human trafficking

A new collaborative community project is being launched to help combat human trafficking in Niagara. Tools of Empowerment for Success (TOES) Niagara is working in partnership with Brock University Professional and Continuing Studies to develop a code of conduct to increase awareness of human trafficking and provide resources, including prevention strategies, for hospitality and tourism businesses and organizations in the region. The Welland-based non-profit organization — which supports and promotes the empowerment of women, with a special focus on marginalized and racialized women and youth — has received funding from the Government of Canada's Women and Gender Equality (WAGE) office to bring the project to fruition.

Brock Library expands local history collections

The Brock Library's Archives and Special Collections is a growing treasure trove of materials that provide insights into historic events and figures. Several acquisitions were added in 2023 and are now available to Brock students, researchers and the Niagara community. Among the latest additions are handwritten letters by a British foot soldier detailing the rebellions in Upper and Lower Canada, a poster of a famous tightrope walker crossing Niagara Falls in 1877, and records of a St. Catharines family that has been in the region for more than 175 years.

PCS launches AI programming for business professionals

Brock Professional and Continuing Studies launched two new workshops and a micro-credential designed to help professionals gain practical artificial intelligence (AI) skills and apply these tools in business environments. The first of the two half-day workshops is designed for business leaders and executives to gain a general understanding of AI tools and explore questions to consider at the executive level before integrating AI technologies into an organization. The second will help learners identify practical ways to integrate large language models into work or creative projects along with ways to foster innovation and create efficiencies in their industries. Finally, AI Essentials, a six-week micro-credential, will offer an in-depth learning opportunity for professionals who have limited knowledge of AI but are interested in using the technology for personal or professional purposes.

Brock opens facility dedicated to enhancing adaptive physical activity

After three decades of offering programming at community locations across the region, the Brock-Niagara Centre of Excellence in Inclusive and Adaptive Physical Activity (CAPA) has officially opened its own space. A ribbon-cutting ceremony and open house was held for the Centre in March. Members of the local community, Brock employees and student volunteers, CAPA members and their families, and representatives from all levels of government attended the celebration.

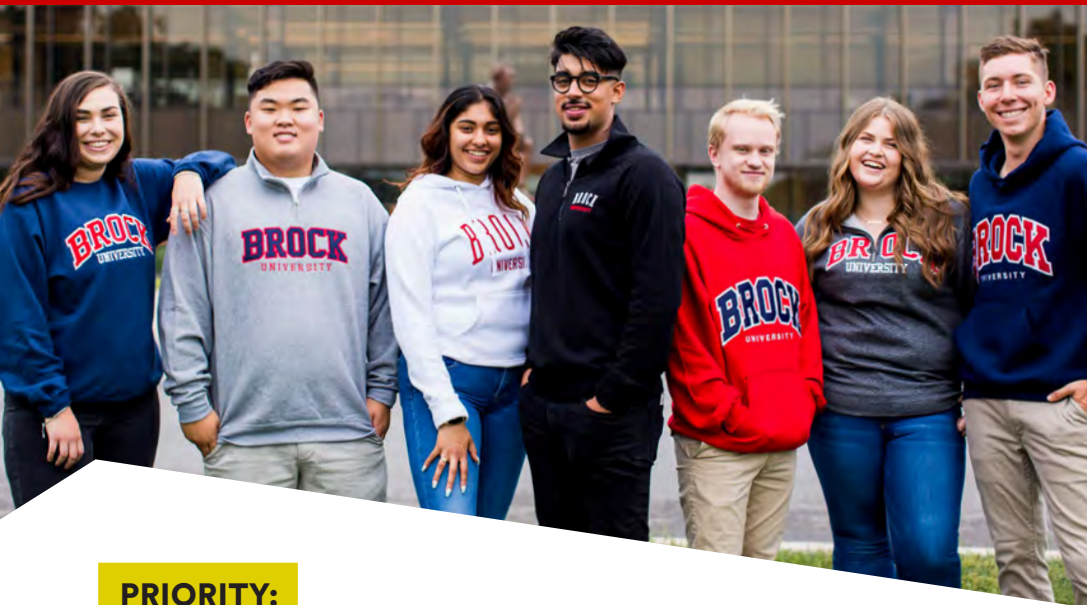
Brock renews Memorandum of Understanding with the Niagara Parks Commission

Brock and the Niagara Parks Commission have a long history of collaboration, which was initially formalized in 2018 with their first Memorandum of Understanding (MOU). On April 29, a new MOU was signed focusing on a renewed vision for the partnership. Over the next five years, this partnership will produce a multitude of impactful projects and initiatives aimed at advancing environmental stewardship, sustainability research, and experiential education. Central to the MOU's activities are several pioneering projects spearheaded by Brock faculty members that will enrich the academic experience of students and contribute to the preservation and promotion of the natural and cultural heritage of the Niagara region. The partnership will also facilitate ongoing dialogue with Indigenous communities to foster a deeper understanding of their cultural ties to the environment.



Priority	Outcomes	Indicator	Included in SMA	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24
Enhance the life and vitality of our local region and beyond	Economic impact*	Economic impact in Ontario	Yes	\$2.405B	\$2.380B	\$2.702B	\$2.861B
	Local engagement	Institutional enrolment as share of the Niagara population	Yes	20.99%	21.01%	20.38%	20.80%
		Strategic university partnerships (MOUs)	No	16	18	16	11
		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	185	165	155	182
		Number of international partnerships	No	162	140	135	97
	Engagement with alumni	Number of contactable alumni vs. aggregate alumni population	No	74.0%	74.0%	74.7%	75.70%

* Institutional Performance Indicator



PRIORITY:

Foster a culture of inclusivity, accessibility, reconciliation and decolonization

Celebrated Indigenous Canadian playwright joins Brock's Dramatic Arts department

Award-winning Canadian playwright Matthew MacKenzie, citizen of the Métis Nation of Alberta, is bringing his rich and diverse theatre experience to Brock. Drawing on his years of involvement as a playwright and Artistic Director of Punctuate! Theatre, an Indigenous-led theatre company in Edmonton which frequently tours nationally, MacKenzie is bringing his practical experience as a theatre professional to the classroom as the University's newest Dramatic Arts (DART) faculty member. His leadership in theatre and social justice across Canada will complement and contribute to the great work already being done in Dramatic Arts.

Events across campus mark the National Day for Truth and Reconciliation

From the flagpole to the fire pit, Brock's main campus was busy with events and orange shirts marking the National Day for Truth and Reconciliation. Along with a film screening on Thursday, Sept. 28 and a lacrosse game on Saturday, Sept. 30, the University's Hadiya'dagénhahs First Nations, Métis and Inuit Student Centre team and its campus partners hosted a variety of events on Friday, Sept. 29 to honour and remember the more than 150,000 Indigenous children forced to attend residential schools in Canada. Also known as Orange Shirt Day, the day has its origins in 1973 when Phyllis (Jack) Webstad was stripped of a new orange shirt purchased by her grandmother on her first day at the St. Joseph Mission residential school in Williams Lake, B.C.

CANADA'S BEST EMPLOYERS

Forbes
2024

POWERED BY STATISTA

Brock named third best employer in Canada by Forbes

Brock University has been recognized by Forbes as one of the top employers in the country. The University ranked third overall in the annual list of Canada's Best Employers compiled by Forbes and market research firm Statista. The rankings include 300 organizations from across the country and are based on survey results from more than 40,000 people working for Canadian companies and institutions with at least 500 employees. Brock followed only The Hershey Company, which ranked first, and Children's Hospital of Eastern Ontario, which ranked second.

CANADA'S BEST EMPLOYERS FOR DIVERSITY

Forbes
2024

POWERED BY STATISTA

Brock named among Canada's Best Employers for Diversity by Forbes

The University ranked 10th in the annual list of Canada's Best Employers for Diversity. Brock was recognized for its equity, diversity and inclusion (EDI)-focused initiatives, including recruitment processes that encourage participation from a diverse pool of job candidates; an employment equity plan focused on representational hiring and promotion; employee training in topics such as compliance with the Accessibility for Ontarians with Disabilities Act; and numerous cultural programs, such as those offered last month during Indigenous Peoples Awareness Week.

This past fall, the University also launched its first Equity Census, which will now take place annually.

Brock launches Indigenous continuing education programming

Professionals, organizations, and community members looking to enhance their Indigenous knowledge have new options available through Brock University. The Hadiya'dagénhahs First Nations, Métis and Inuit Student Centre, the Office of the Vice-Provost, Indigenous Engagement, and Brock University Professional and Continuing Studies (PCS) have collaborated to bring existing and new learning opportunities of Indigenous teaching to the public as part of Brock's Continuing Education and Professional Development programming. The learning opportunities are intended for anyone interested in deepening their knowledge of Canadian Indigenous culture and practices to create a more inclusive workplace and community.



Brock marks opening of Black Student Success Centre

This year, Brock opened a new space dedicated to advancing and celebrating the achievements of Brock's Black, African, and Caribbean students. Located off Market Hall in TH 131, the University's Black Student Success Centre (BSSC) strives to support the academic, personal, and professional growth and development of Brock's Black students. The BSSC aims to strengthen connections between Black students, faculty, staff and alumni, while supporting academic excellence, wellness, leadership development and positive community impact, both on and off campus. Part of Brock's ongoing commitment to fostering an equitable and inclusive environment for all, the centre is rooted in the Scarborough Charter's guiding principles, which promote Black flourishing, inclusive excellence, mutuality, and accountability. As a signatory to the Charter, Brock has committed to meaningful action to address anti-Black racism and promote Black flourishing in Canadian higher education.



Pow wow welcomes hundred to celebrate togetherness

On Friday, January 19, hundreds of people packed into Ian Beddis Gymnasium to take part in a Pow Wow hosted by Brock's Hadiya'dagénhahs First Nations, Métis and Inuit Student Centre, and the Office of the Vice-Provost, Indigenous Engagement. The gathering began with a grand entry that welcomed Elders, veterans, Brock leaders, dignitaries, and dancers in traditional regalia. The Pow Wow also featured a vendor fair of Indigenous entrepreneurs and speeches from Brock's Vice-Provost, Indigenous Engagement Robyn Bourgeois and President Lesley Rigg.

Brock named one of Hamilton-Niagara's top employers for the sixth time

Brock University has been named one of the Hamilton-Niagara's Top Employers for 2024. Having been selected in every year it has applied, this is the sixth time overall and fourth consecutive year that Brock has been recognized in the annual competition organized by the editors of Canada's Top 100 Employers, which is now in its 16th year. The designation recognizes organizations in the Hamilton-Niagara area that lead their industries in providing exceptional places to work.

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 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24
Foster a culture of inclusivity, accessibility, reconciliation and decolonization	University admissions include under-represented groups	Number of self-identified Indigenous students*	No	321	322	362	417
		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	1,115
		Number of self-identified students with disabilities	No	N/A	N/A	N/A	605
		Number of self-identified 2SLGBTQ+ students	No	N/A	N/A	N/A	828
		Number of students receiving OSAP support	No	9,678 FT 558 PT	9,678 FT 526 PT	8,928 FT, 588 PT	8,928 FT 569 PT
		Number of self-identified scholars from under-represented categories	No	N/A	N/A	N/A	69%
	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	32
		% 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.



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

Brock'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 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. Work commenced in April and is scheduled to be completed by March 31, 2025.

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
- Work on the DES distribution system and auxiliary equipment to enable the project's other measures

Faculty and staff move to interim Burlington campus

Brock faculty and staff have settled into the University's interim Burlington Campus. The former Lester B. Pearson High School at 1433 Headon Rd. will be home to the Teacher Education programs (professional/Bachelor of Education years) for the 2023-24 and 2024-25 academic years. As part of its plan to better serve students along the Hamilton-Burlington-Oakville corridor, Brock is relocating its Hamilton Campus to the future City of Burlington community hub — the former Robert Bateman High School site at 5151 New St. — once work on the property is completed.

Niagara couple gifts Brock rare 1900s book collection

Social media has enabled travelers to easily research destinations, review experiences and share photos, but a century ago those who could afford to relied on books, paintings and illustrations for information. Now, thanks to a generous gift from Niagara-on-the-Lake residents David Murray and Elizabeth Surtees, Brock Library's Archives and Special Collections is home to the Twenty Shilling Series, a rare antiquarian book collection devoted to different places around the world. Sold to relatively affluent readers, the London, England-based publishing house Adam and Charles Black produced 92 volumes of these high-quality colour collectable picture books from 1901 to 1921.

Brock's global impact recognized in worldwide rankings

For the second consecutive year, Brock's efforts to help make the world a more equitable, sustainable and supportive place are being recognized in a global ranking of post-secondary institutions. The Times Higher Education (THE) Impact Rankings placed Brock in the top 300 of nearly 1,600 universities from 112 countries around the world that are working towards achieving the United Nations Sustainable Development Goals (SDGs). Based on efforts to meet SDGs, set by the UN to achieve a better and more sustainable world by 2030, the rankings explore the impact that a university can have, specifically looking at themes of poverty, inequality, climate change, environmental degradation, peace and justice. This is the second year Brock has ranked in the top 300, though the University did improve its rankings in the good health and well-being, and gender equality categories for 2023.

Scotiabank invests in future of Indigenous learners at Brock

Brock University's Indigenous Plus program received a \$500,000 boost from Scotiabank through the ScotiARISE initiative. The immersive experiential learning program is designed to expose students to a wide range of career and mentorship opportunities, including many led by Indigenous community members.

Financial Sustainability

Institutional Indicators	Outcomes	Indicator	Included in SMA	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Actual
	Students have a positive experience	Maclean's student experience ranking*	No	2/15	3/15	3/15	3/15
		Maclean's overall ranking*	No	13/15	12/15	13/15	13/15
		Graduate employment earnings (two years after graduation)	Yes	\$43,084	\$45,776	\$44,807	\$49,112
		Graduate employment rate in a related field	Yes	89.8%	88.6%	88.8%	
		National Survey of Student Engagement (NSSE) [Overall experience as "Excellent" or "Good"; 1st year and 4th year student populations]	No	1st: 80% 4th: 81%	N/A	N/A	1st: 80% 4th: 82%

* Institutional Performance Indicator

Financial sustainability	Outcomes	Indicator	Included in SMA	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Actual
	Foster financial sustainability and prominence of the University	Total revenues*	No	\$328.996M	\$351.389M	\$373.056M	\$389.585M
		Total expenditures*	No	\$316.102M	\$347.492M	\$369.018M	\$389.585M
		Deficit/surplus	No	\$12.894M	\$3.897M	\$4.038M	\$0
		University endowment	No	\$123.810M	\$119.025M	\$122.332M	\$130.145M
		Dominion bond rating*	No	A (high)	A (high)	A (high)	A (high)
		Donations – Cash received*	No	\$4.397M	\$2.901M	\$3.495M	\$3.432M
		Donations – Revenue recognized audited financial statements	No	\$3.987M	\$4.938M	\$5.083M	\$5.451M

* Institutional Performance Indicator

Brock University

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

brocku.ca

Report to Board of the Provost & Vice-President, Academic

December 5, 2024

Dear Trustees,

I am pleased to provide the report of the Provost & Vice-President, Academic to the Board. As you will note, I've made some changes to the format of this report as I would like to focus its content—and any arising discussion—on Brock's new [institutional strategic plan](#).

In a similar manner to the regular updates I provide on our [academic plan](#) to Senate, I would like to use this report to highlight how the directions and priorities outlined in the institutional strategic plan are being actioned. The institutional strategic plan and the academic plan are intended to champion one another, and I hope to use this report as an opportunity to highlight how they're mutually supporting our efforts to advance the University.

Thank you, and I look forward to our discussions today.

Strategic Direction 1: Shape tomorrow through research, discovery, and knowledge

- Work is well underway on building out the implementation framework for the strategic plan. Our focus has been on identifying the different metrics we would like to track—both quantitative and qualitative—that will guide us towards our 2030 target. To highlight just one example, we've identified prior learning assessment and recognition (PLAR) as a space where not many postsecondary institutions are operating, and an area where Brock could be a sector leader. PLAR offers potential students the opportunity to earn credit for demonstration of prior learning, usually through study, work, or other life experiences. Our key metric, and first step in building out offerings, will be the development of a PLAR policy.
- I recently represented Brock at the University Vice Presidents Network organized by Higher Education Strategy Associates. This group provides university vice presidents with a space to exchange ideas, share knowledge, and explore opportunities for collaboration. At this past meeting, differentiation was the topic of discussion and how institutions can build support for their signature areas. For Brock, I think this is critically important as we think about celebrating and supporting our key areas of research and academic distinction.

Strategic Direction 2: Build sustainable futures

- The Provost's Office is developing a new 3-year academic action planning process for the teaching Faculties. This will be an annual exercise conducted by each teaching Faculty to forecast out a 3-year academic plan, built on both budgetary and academic assumptions, to look for areas of opportunity, and identify potential challenges in the years ahead. Topics will include enrolment and academic programs, tuition and fees, faculty and staff complement plans, and grant commitments—to name a few. This process is planned to take place over the Winter term and will inform budget discussions in the Fall.
- Work is underway on a new policy on the temporary suspension of admissions in academic programs. This policy will set out the principles and timeline for the temporary suspension

of admission into academic programs. The policy will further provide academic programs with the time and space needed to make significant changes to their curriculum and/or degree architecture to ensure alignment with institutional priorities. We are aiming to bring a draft policy to Senate for consultation later this year.

- The Canadian Association of University Business Officers recently held its 2024 annual summit for Provosts, Vice Presidents of Finance, and academic labour relations leaders, which was I pleased to attend. The topic for this year's summit was university financial sustainability and focused on navigating the current challenges in the sector, such as demographic changes, government policy, and societal expectations for universities.
- Brock's engineering program has launched, the first cohort is here, and we are delighted at the positive things we're hearing from our students. We're also happy to share that we're exploring a solution to our pressing need for teaching and research lab space to support the program. While not suitable for long-term use, we are planning to renovate the loading dock of 3401 Schmon Parkway to convert it into several teaching and research lab spaces for our faculty and students to use over the next few years, while we explore opportunities for a more permanent home for all of engineering on our main campus.
- Budget work is ongoing across the University and we're exploring and closely examining all our operations to identify areas of opportunity. Some of the areas we're still looking at, and in others we've already made some changes that will have a positive impact. For example, the Office Institutional Planning & Analysis has identified two key changes in our reporting to the government which has shifted significant number of our weighted grant units into a higher funding category—by updating the way we report our Pass/Honours degrees to the government and improving the alignment of our Classification of Instructional Programs codes. We're also looking closely at ancillary fees, as Brock is well below the provincial average, and this will be area for further discussion in the future.
- Work on a new Strategic Enrollment Management (SEM) plan for the University is also underway, which will serve as a framework for ensuring enrolment aligns with the facilities and resources available at Brock by setting targets for a sustainable future. The SEM plan will also establish a roadmap for sustainable growth over the next 5 years, and address a range of topics including recruitment, admissions, and retention. The SEM plan is being developed by the Registrar's Office, in partnership with the Faculty of Graduate Studies and Postdoctoral Affairs, as well the Office of Institutional Planning & Analysis.

Strategic Direction 3: Realize you matter

- I recently represented Brock at the Greater Niagara Chamber of Commerce Economic Summit and spoke about the important role we play in the local economy. This annual summit addresses pressing issues, trends, and topics in the region—and was an opportunity to foster connections that will help further enrich the work, research, and creative activity within our community. Events like these are a reminder of the important and differentiated role Brock occupies the competitive education landscape, and that as a mid-sized regional university our strength is in serving the needs of the Niagara region.

Strategic Direction 4: Bring the world to Brock, and Brock to the world

- I am pleased to share that I will be taking on a role on the executive of the Ontario Council of Academic Vice-Presidents (OCAV) next year. As a part of the Council of Ontario Universities, OCAV provides leadership on matters relating to educational excellence, academic quality, and policy issues effecting the postsecondary sector. I am looking forward to the opportunity to share more about the great things happening at Brock with this group, and to bring back learnings from what is working well at some of our peer institutions.
- We're putting a renewed focus on our international portfolio, particularly in light of the recent immigration policy changes at the federal level, to help further promote Brock's global footprint. I look forward to sharing more information on this in future reports. This will include a renewed focus on our recruitment strategies to tailor them to an increased competitive environment.

Another change I have made with this report is to include details on Brock's competitive position in Ontario's evolving post-secondary landscape. I touched on this in a few areas already in this report and will continue to do so in the future. However, there are a couple topics I would like to expand on that cut across several of the strategic directions above.

The first is demographics. We know there are significant shifts happening in the higher education landscape, and the domestic population is expected to grow over the next few years—especially in the Greater Toronto Area, driven in part due to immigration. The relocation of Brock's Hamilton activities to Burlington is one part of providing us with a better location to take advantage of these demographic trends. Increased competition with colleges is another related factor. As colleges begin to launch master's programs in applied areas of study, this will be an area for universities to lean into their differentiated position as centres of excellence that can bridge both teaching and research. As we have seen, the college sector has been heavily reliant on international students to support their financial sustainability in recent years, and it will be interesting to see how they adapt to the changing immigration environment in Canada.

The second topic I would like to mention is technology, and more specifically the need for a new Student Information System (SIS) at Brock. Coming out of COVID, one of the key learnings was the need to quickly be able to pivot to, and provide, a robust online learning environment for our students. In order to fill that need, Brock's Learning Management System (LMS) was upgraded two years ago to a new platform called Brightspace. Brightspace replaced Brock's homegrown LMS called Sakai, which was built around a primarily in-person student experience. In a similar way, Brock's current SIS is another homegrown system (BrockDB) built for a time when university operations looked very different than they do today. To provide just one example, the Accelerate into Master's (AIM) program is something unique to Brock that allows students who excel in a 4-year Bachelor's degree to enter directly into a Master's program upon graduation. The AIM program attracts students, and while we currently have it in place in a couple Departments, it's not possible to operationalize it at scale with our current SIS. A new SIS would also allow us to significantly streamline applications and admissions, speeding up the processes and giving Brock a competitive advantage when it comes to getting offers into the hands of prospective students. The SIS will not be

a new topic to Trustees, but I think it's important to reinforce its importance when it comes to Brock's competitive position in Ontario's postsecondary environment.

I have also included my most recent report to Senate as an appendix to this report, for the Board's reference. In a similar way, at the next Senate meeting, I will be including this report as an appendix to ensure the information is shared in both directions.

Sincerely,

Arja Vainio-Mattila
Provost & Vice-President, Academic

Enclosure: Report to Senate of the Provost & Vice-President, Academic (Nov 13, 2024)

Report to Senate of the Provost & Vice-President, Academic

November 13, 2024

Dear Senators,

I am pleased to provide the report of the Provost & Vice-President, Academic to Senate. As you will note, I've made some changes to the format of this report as I would like to focus its content—and any arising discussion—on Brock's [academic plan](#).

As Senate is responsible for the educational policy of the University, it is critically important that we keep the goals, objectives, and outcomes of the academic plan in mind. I have framed this report accordingly around the priorities outlined in the academic plan, with an eye to the specific actions identified within each that we've committed to as an institution. I would also like to use this report as an opportunity to celebrate our progress and achievements on the plan so far.

Thank you, and I look forward to our continued discussions today.

Priority 1: High-Quality and Meaningful

- Over reading week in the Faculty of Education had approximately 500 students complete a 30-hour field placement. The placements were part of three courses offered in the Faculty focused on giving students an earlier opportunity to observe in-class teaching strategies. The courses begin in second year and provide students with in-class observation time.
- Some of our students in the Oenology and Viticulture program participated in the grape harvest at one of our partner's vineyards (Schenck and Cave Spring) and had the opportunity to interact with wine makers during the process. The biggest challenge for the project has been how busy the season has been due to the unpredictable weather, which resulted in almost all grape varieties in the region being ready for harvest simultaneously!
- The Goodman School of Business recently held its first-ever Goodman Alumni Summit, centered around Brock's 60th anniversary homecoming activities. Over 30 alumni were on campus for a full day of learning and networking with our students. In addition to this, Goodman has also recently created a Senior Alumni Council, which has 10 founding members, all of whom are in C-suite positions, and is dedicated to creating a vibrant and engaged community by building connections between alumni, students, and Brock.
- The Faculty of Social Sciences will be holding its [2024 Sciences Research Colloquium](#) on December 6. This is an annual event that recognizes faculty members with consistent and outstanding research achievements, and this year's colloquium will feature talks and presentations from student and faculty award winners at the Faculty.
- The Homelessness Services and Community Engagement Division of Community Services in the Niagara Region has partnered with the Faculty of Social Sciences to offer a volunteer opportunity to our students to help with this year's point-in-time count to gauge the extent of homelessness in Niagara. Six students and one faculty member participated in the count,

conducting field research, and additional students are supporting the data validation and analysis process with the Niagara Region.

- The Brock Engineering Dean's Advisory Committee met to discuss the direction of Engineering programming at Brock. The Advisory Committee is composed of Brock and Niagara community members. External Committee members expressed great excitement in fostering collaboration and community including work-integrated learning experiences for engineering students. This Committee was set in place to meet [Engineers Canada accreditation criteria](#).

Priority 2: Accessible, Flexible, and Customizable

- The Department of Health Sciences has recently approved transitioning its Bachelor of Public Health Co-op program to a 3-semester structure. This new structure will support our students in securing work terms and provide employers with more access to our student talent pool year-round.
- Appearing in the consent agenda for today's meeting are two items involving the Faculty of Applied Health Sciences' Master of Public Health (MPH) program. The first is a memorandum of understanding between the MPH and the Northern Ontario School of Medicine (NOSM) which will allow NOSM students to access several MPH courses, and MPH students to access several NOSM courses (all online). This agreement will provide greater flexibility and options for our students to take courses offered by a medical school. The second item is a memorandum of understanding with the MPH and the American Canadian School of Medicine (ACSOM), which will allow ACSOM students, both Canadian and international, to complete an MPH degree here during their second-year of studies (fully funded by scholarships through ACSOM) and support further academic exchange and cooperation between FAHS faculty and ACSOM.
- A fully course-based option has recently been approved for the Master of Sustainability, and applications are being accepted for September 2025.
- The Department of Mathematics and Statistics recently removed their last 'F' course, instead of STAT 1F92, students without grade 12 math can now take STAT 1P21 which will provide a transition from grade 11 math into existing STAT courses, a solution that is provides our students with more accessible and flexible options.
- Efforts continue to be underway to streamline the space booking process on campus. Communications are ongoing with appropriate campus booking authorities to migrate spaces that have not historically been bookable via the centralized-scheduling software to the platform to create a streamlined, consistent, accessible experience.

Priority 3: Supportive and Student-Centred

- At the annual Canadian Association of Graduate Studies (CAGS) meeting on Oct 30, 2024, FGSPA was awarded the 2023 CAGS Award for Excellence and Innovation in Enhancing the Graduate Student Experience for its Graduate Onboarding Program. The CAGS award first launched in 2018 to recognize and reward programmatic excellence in enhancing the experience of graduate students from recruitment through degree completion. FGSPA's Graduate Onboarding Program at Brock was developed to fill a need brought forward by

Brock's graduate student association, and is designed to provide critical, student-centred support for incoming graduate students at the beginning of their program. The program seeks to foster a sense of community and connection, in addition to increased awareness of campus services, supports, and opportunities.

- Co-op, Career & Experiential Education (CCEE) now offers dedicated career support to equity-seeking and Indigenous student population through embedded positions in the Black Student Success Center, Hadiya'dagénhahs, and Brock International. CCEE also recently launched a series of career education workshops focused on equity, diversity, and inclusion for our students and campus community.
- The Niagara Workforce Collective is collaborating with CCEE to co-host a session in their 'Ask Us Anything' series at Brock on November 21. This event, named "Unlock the Talent Advantage", aims to encourage Niagara employers to hire international students and recent graduates by addressing and dispelling common misconceptions. The event is set to align with the International Education Week lead by Brock International.

Priority 4: Equitable, Diverse, Inclusive

- At the Faculty of Education, Professor Dolana Mogadime was honoured by the Ontario Confederation of University Faculty Associations (OCUFA) this year as the recipient of the 2024 Equity and Social Justice Committee Award. Professor Mogadime was recognized for her work advancing equity and social justice initiatives on campus and beyond, notably in her capacity as the Chair of the President's Advisory Committee on Human Rights, Equity, and Decolonization (PACHRED).
- The Participatory Action Research Network held a three-day research camp in October focused on the themes of leadership, inclusive and accessible research, knowledge mobilization, community building, networking and strategic planning. The camp brought together adults with developmental disabilities, support professionals, students, and scholars to learn about inclusive and participatory research.

Priority 5: Future-Oriented

- The Office of Institutional Planning, Analysis and Performance (IPAP) recently launched the Undergraduate Student Experience Survey (USES) which asks students nearing the end of their program to reflect on their time at Brock with a focus on learning outcomes and career readiness. The survey provides us with useful feedback into areas that our students found to be highly impactful for them during their studies with us.
- On November 10, 2024 Goodman will be hosting over 1,000 high school students as a part of a regional DECA event. Through conferences and competitions, DECA aims to provide youth with the chance to respond to authentic business cases and market demands. Competition events are held across the province culminating in the provincials. Goodman hosts one of these regional events, which doubles as a recruitment opportunity to showcase Brock's campus and Goodman's business programs.
- The Faculty of Social Sciences recently launched an initiative that invites local Niagara schools to book a visit with select programs, engage in fun and interactive introductory

workshops, and provide secondary students with a chance to explore career paths in the social sciences and get a taste of the university experience. Application rates from participating schools will be tracked over the next two to three years to determine the impact of this outreach on enrolments.

- A capstone course created by Kate Cassidy, Assistant Professor, in the Department of Communication, Popular Culture and Film is one of 10 programs in Canada selected to participate in the new [quality work-integrated learning certificate](#), aimed at providing students with the opportunity to apply their academic knowledge in real-world settings, and gain experiences that integrate theory with practical work experience.

I'm also happy to share that the Steering Committee for the Curriculum Delivery Initiative (CDI) has met several times over the past few months. The CDI is a key part of the implementation of Brock's academic plan and the commitments we've made that relate to undergraduate programming across all five of the priority areas identified above. In the coming months the CDI will be approaching programs interested in conducting a review of their curricula. If this is something your academic unit might be interested in volunteering for, please reach out to Brian Power, Vice-Provost & Associate Vice-President, Academic and Deputy Provost.

Lastly, a piece of administrative news. The search for the next Dean of the Faculty of Applied Health Sciences continues, and the public presentations have been scheduled for November 26, 27, and 28. Details are available on the Provost's Office website.

Sincerely,

Arja Vainio-Mattila
Provost & Vice-President, Academic

Report to the Board of Trustees

INFORMATION ITEM

TOPIC: Enrolment update

December 5, 2024

Arja Vainio-Mattila, Provost and Vice-President, Academic
Suzanne Curtin, Vice-Provost and Dean, Faculty of Graduate Studies & Postdoctoral Affairs
Geraldine Jones, University Registrar and Associate Vice-President, Enrolment Management

EXECUTIVE SUMMARY

1. Purpose of the Report

- **To provide an update on Brock University's enrolment status as of** November 2024 based on data from the November 1 Ministry count date.

2. Key Background

- Enrolment is built from both:
 - Recruitment and admissions: new incoming students (intake targets) which is currently comprised of 3,865 new Undergraduate students and 756 new Graduate students; and
 - Retention and progression: our current continuing students (flowthrough) which is currently comprised of 13,384 returning Undergraduate students and 1,022 returning Graduate students
- The Office of Institutional Planning and Analysis is finalizing work on the official enrolment count based on the November 1 information freeze for government reporting. Draft degree-seeking headcount is 18,746 (16,991 undergraduate and 1,755 graduate).
- Given the freeze on domestic tuition levels in 2019, and increasing inflation and operating costs, **Brock's** continued financial health is dependent on a combination of future enrolment growth and improved retention.
- Enrolment planning and growth is strained by government policy changes in the international space that implemented international student caps and has had significant impacts to the Canada study brand.

3. Current Status of 24-25:

- Overall all-in enrolment headcount is 99.4% to budget projection.
- The shortfall is in undergraduate and graduate international enrolment due to changes to government policy that impacted recruitment and retention.

2024-25	Degree-Seeking Budget	Degree-Seeking (November 1)	All-in Budget	All-in (November 1)	All-in Proportion to Budget
Undergraduate Studies Domestic Enrolment	15,605	15,631	15,760	15,787	100%
Undergraduate Studies International Enrolment	1,399	1,300	1,488	1,402	94%
New Tech Ed Enrolment	60	60	60	60	100%
Graduate Studies Domestic Enrolment ¹	1,121	1,142	1,124	1,156	103%
Graduate Studies International Enrolment	661	558	663	567	86%
Macc	55	55	55	55	100%
Total	18,901	18,746	19,150	19,027	

¹PMPC moved to Graduate Non-degree

4. Next Steps

- Admissions activity for the Winter term continues until registration closes in January. Registration will continue to fluctuate until mid/late-January.
- The focus is on recruitment and conversion activities in support of the 2025-26 academic cycle (May 2024 through April 2025).
- Implementing enhanced tracking and reporting of continuing students to address retention and flowthrough.

5. Background Materials - N/A



November 21, 2024

Report to Board of Trustees
Cycle 2, December 5, 2024

Excellence in Agriculture Award for Research and Innovation Excellence

The Cool Climate Oenology and Viticulture Institute (CCOVI) was honoured with an [Excellence in Agriculture Award](#) from [Ontario's Ministry of Agriculture, Food and Agribusiness \(OMAFRA\) on November 2, 2024](#), at the Royal Agricultural Winter Fair in Toronto. CCOVI secured the top position in the Research and Innovation Excellence category. This award speaks to CCOVI's significant contributions to improving Ontario's grape and wine supply chain through advanced research and innovative solutions that boost crop yields, lower costs, and enhance wine quality. Additionally, the institute provides micro-credential training to nearly 400 individuals annually, reinforcing the strength of the industry across Canada.

Celebrating Research Excellence Event

The [Celebrating Research Excellence](#) event took place on Thursday, November 14, 2024, from 2-4 p.m. in Pond Inlet. This marked the first time the event has been held since 2019, and it was a resounding success, with over 100 researchers and staff in attendance.

The event highlighted Brock's commitment to research excellence, recognizing significant achievements in securing external research grants and awards while showcasing the broader impact of our research community.

The event was formatted to foster collaboration and inclusivity across the University. Speakers included the President Rigg and Associate Vice-President Research O'Leary each provided remarks. Additionally, the Associate Deans Research and Associate University Librarian Research presented highlights emphasizing research excellence within their respective spaces.

Feedback has been overwhelmingly positive, with attendees expressing strong support for making this an annual tradition moving forward.

Statistics Canada Survey

Brock has been selected as one of the institutions to complete a mandatory survey on research activities and intellectual property commercialization in higher education. Developed by Statistics Canada in collaboration with Innovation, Science and Economic Development Canada (ISED), the survey is focused on understanding "how knowledge created at post-secondary institutions generates commercial outcomes." The broad scope

of the survey and some methodological challenges, including requested reporting on measures that have not been tracked, has prompted advocacy efforts from U15 Canada and Canadian Tech Transfer Groups. Statistics Canada has demonstrated responsiveness to these interventions, promised additional guidance, and extended the submission deadline to January 31, 2025.

Launch of Brock's SME IP Program

The Brock LINC announced the launch of [Brock University's SME IP Support Program](#) on September 25th at the LINC Up! Networking event, and through a [Brock News story](#). This program will support Brock-affiliated small and medium enterprises (SMEs) with up to \$10,000 in funding for intellectual property services. This program is funded by Intellectual Property Ontario (IPON).

USRA Program Review Update

The Undergraduate Student Research Award Program (USRA) from the Natural Sciences and Engineering Research Council of Canada (NSERC) partially funds undergraduate students to gain research work experience to complement their undergraduate studies. Brock's administration of the program has been under review in response to program guideline updates provided by NSERC. This review is focused on compliance with program requirements, and related policies and legislation, while also sustaining the viability of implementation. As part of this review, there have been multiple discussions with NSERC to understand the updated program guidelines that they have communicated. On November 4th, a faculty consultation session was held to further understand faculty and student roles, responsibilities, and activities in implementation of this award. This session was attended by Brock's Office of People and Culture to support Brock's response to the updated program guidelines. The feedback from this session is being used to guide ongoing planning discussions. Updates will follow as progress is made.

Knowledge Translation Keynote

Jayne Morrish, Research Impact Manager in the Office of Research Services, recently delivered a keynote presentation at the Knowledge Translation Professional Certificate (KTPC) workshop at the Hospital for Sick Children. The five-day KTPC program, recognized as a Leading Practice by Accreditation Canada, is fully accredited by the University of Toronto Faculty of Medicine and targets knowledge translation professionals across sectors. In her keynote, Jayne showcased Brock University's research and our commitment to core knowledge mobilization principles, such as knowledge exchange and community engagement. Her insights on practical, impactful KT approaches were well received by participants, who included healthcare, education, government, and nonprofit professionals.

Brock LINC Activity (October)

Internal Programs & Workshops

- Programs: Navigate & Blueprint
- Kick-Starting Entrepreneurship: Market Research for your Startup
- Kick-Starting Entrepreneurship: What Lenders are Looking For

- Kick-Starting Entrepreneurship: Pitching Your Business
- How to Become a Freelancer
- Partnerships 101: The Advantages of Collaborative Research
- Kick-Starting Entrepreneurship: Introduction to Sales & Marketing

External

- AbbVie Partnering Event (Toronto)
- Lion's Lair (Hamilton)
- GNCC's Business After 5 (Niagara)
- Blue Ocean Angel Group Kick Off (Niagara)
- Meeting with Niagara Angel Network (Niagara)
- TechPlace Open House (Burlington)
- OVIN Partnering Forum (Toronto)
- Canadian Greenhouse Conference (Niagara)
- Agriculture Agri-Food Canada Meeting London (London)
- Global Startups Bootcamp (Niagara)
- Niagara Economic Summit (Niagara)
- Lab2Market Summit (Toronto)

VPR Events and Outreach

- Sept. 16, Brock's Research Strategy and Operations Group (RSOG)
- Sept. 17, NCO-Wilson Foundation Fall Symposium on Niagara Economic History, Brock
- Sept. 17, Digital Research Alliance of Canada annual general meeting, online
- Sept. 18, Grape Growers of Ontario 39th Annual Celebrity Luncheon, St. Catharines
- Sept. 19, Ontario Council on University Research (OCUR) meeting, online
- Sept. 19, Canadian Society for the Study of Higher Education Board meeting, online
- Sept. 19, Meeting with Consulate General of Republic of China delegates
- Sept. 19, Donna Strickland Visit and Research Colloquium
- Sept. 20, Steel Blades Classic, St. Catharines
- Sept. 21, Skyline Celebration, Brock
- Sept. 23, University Vice Presidents Network State of Post Secondary Education Briefing, online
- Sept. 24, Research Enterprise Speaker Series- Addressing Food Insecurity: Challenges and Niagara's Experience
- Sept. 24, Vineland Research Open House
- Sept. 25, Brock LINC Up! Networking Event
- Oct. 10, Visit to the Agriculture and Agri-Food Canada (AAFC) London Research and Development Centre
- Oct. 16, Visit by Paul Halucha, Deputy Secretary to the Cabinet (Clean Growth) and Deputy Minister University Champion for Brock University, Privy Council and Chris Padfield, Assistant Secretary to the Cabinet (Clean Growth), Privy Council
- Oct. 17, Chancellor's Reception, Burlington
- Oct. 31, Ontario Council on University Research (OCUR) meeting, Toronto
- Nov. 2, Excellence in Agriculture Awards ceremony, Toronto

- Nov. 7, Meeting with Dr. Joel Martin, Chief Digital Research Officer and Chief Science Officer, National Research Council
- Nov. 8, Meeting with Isabela State University delegates

M. McGinn
Acting Vice-President, Research

Report to the Financial Planning and Investment Committee

RECOMMENDATION ITEM

TOPIC: 2025-2026 Preliminary Capital and Related Projects Plan Funding

December 4th, 2024

Jennifer Guarasci, Vice-President, Administration (Interim)

Arja Vainio-Mattila, Provost and Vice-President, Academic

Josh Tonnos, Chief Financial Officer & Associate Vice-President, Financial Services

MOTION

THAT the Financial Planning and Investment Committee recommend to the Board of Trustees that:

1. The initial \$9.7M funding for the 2025-26 Capital and Related Projects Plan be approved; and
2. That this funding for the 2025-26 Capital and Related Projects Plan be released immediately to facilitate timely planning and execution of the identified projects.

EXECUTIVE SUMMARY

1. Rationale

- This report proposes a Capital Plan for 2025-26 that requires \$9.7M funding approval now to enable Administration to commence the planning, design and bid process for the referenced projects.

2. Key Background

- Implementation of the proposed projects are the responsibility of Facilities Management (FM) and Information Technology Information (ITS) with input from the Senior Administrative Council and the University community. The report and related appendix outlining the proposed projects to the Capital Infrastructure Committee (CIC) is attached as Appendix 1.
- In addition to the funding identified for the 2025-26 capital and related project budget, FM and ITS maintain repair and maintenance budgets which are assessed annually as part of the preparation of the full operating budget. Similarly, this report does not include other minor capital such as computers, furniture, and in some cases lab upgrades that may be funded through other Unit budgets or external funding (i.e. research grants).

3. Implications

- Committing funds to the proposed projects early facilitates lower competitive bid pricing given the upcoming years construction season is still months away.

- Waiting until cycle 4 to approve the Capital Plan for 2025-26 could result in project delays and higher pricing given that contractors will have committed projects in their schedules.

The funding sources for this capital budget are as follows:

(\$000s)	2025-26 Proposed	2024-25 Approved	Change
Funding from Ancillary Revenues	4,083	4,062	21
Funding from Provincial Facilities Renewal Program (FRP)	4,220	3,579	641
Funding from Non-Ancillary Revenues	1,197	1,218	(21)
Funding from Niagara Region Grant	200	200	-
Total Funding for Plan	9,700	9,059	641

- The Fiscal Framework capital funding target provides \$14.9M in funding with a target of \$6M allocated to deferred capital renewal. Due to Brock's limited capacity to increase revenue, with 58 per cent of revenue subject to 0 per cent inflation coupled with projected enrolment declines and significant increases to compensation costs in collective agreements the proposed capital plan maintains the same level of funding included in the 2024-25 plan, except for the increase in the expected funding from the Facilities Renewal Program (FRP).
- The proposed plan addresses \$4.3M in deferred capital renewal and maintenance projects.
- The CIC report Appendix 1 highlights how this capital project plan invests in the following projects:
 - Critical HVAC Upgrades & Compliance Repairs, \$1.2M (to be added to \$990k of PY HVAC funded projects).
 - An Identity Access Management & Security Operation Center necessary to move forward with a student information system project, \$750k.
 - A Learning Management System subscription to provide a teaching and learning solution for all students, staff, and faculty, \$540k.
 - Classroom Modernization & Renewal, \$500k.
 - Legislated projects for the Accessibility for Ontarians with Disabilities Act, \$230k.
 - Residence Infrastructure Renewal, \$200k.
 - Other deferred capital renewal and maintenance and core capital projects, \$4.3M.
- In recognition of capital and related projects often being of a multi-year nature and subject to variables that may impact timing, unspent funding at a fiscal year end will be reserved and available for spending in the following year so the capital and related project may be completed.
- Considering significant fiscal constraints on Brock's budget planning, the 2025-26 Capital and Related Projects Plan does not include an allocation to a deferred capital renewal and maintenance reserve for residences. The business plan for building Residence 8 and renovating Decew included an annual reserve contribution for residence renewal; however, that allocation for 2025-26 has been omitted to prioritize immediate needs.
- While there is no incremental funding for a student information system project included in this plan, there remains \$1.2 million in funds set aside from previous year's budgets for the Student Information System (SIS) which will be used in 2025-26 to support making progress on a renewed SIS at Brock.
- At the time of writing, no post-secondary sustainability funding had been announced for Brock although the fund was established to provide funding for the sector for 2024-25 through 2026-27 fiscal years. Brock received \$6.1 million in 2024-25 and this amount has been allocated to the current year's mitigation target. It is anticipated that a similar amount of funding will be announced for 2025-26; however, without any written

confirmation Administration cannot allocate any estimated funding towards projects. Subject to budget development outcomes, utilizing this additional funding to increase the capital budget towards the Fiscal Framework target will be considered as part of the full budget approval at cycle 4.

4. Next Steps

- Upon approval, Administration will begin the planning and tendering process to implement the projects identified in Appendix 1.

5. Background Materials

- Appendix 1 - Report to the Capital Infrastructure Committee dated December 4, 2024 - 2025-26 Capital and Related Projects Plan.

Report to the Capital Infrastructure Committee

DECISION ITEM

TOPIC: 2025-2026 Preliminary Capital and Related Projects Plan
December 4th, 2024

Jennifer Guarasci, Vice-President, Administration (Interim)

Scott Johnstone, Associate Vice-President, Operations and Infrastructure

Edward Wall, Associate Vice-President, Ancillary Services

Gemma Ahn, Associate Vice-President & Head of Information Technology Services

Josh Tonnos, Chief Financial Officer & Associate Vice-President, Financial Services

MOTION

THAT the Capital Infrastructure Committee approve the Fiscal Year 2025-2026 Capital and Related Projects Plan presented in Appendix 1 of the Report to the Committee, subject to funding approval from the Board of Trustees.

EXECUTIVE SUMMARY

1. Rationale

- To seek approval of the preliminary Fiscal Year (FY) 2025-2026 Capital and Related Projects Plan (Appendix 1), in terms of content and funding; enabling Management to implement the referenced projects including design, tendering, selection, scheduling and project implementation.

2. Key Background

- The preliminary FY 2025-2026 Capital and Related Projects Plan (*See Appendix 1*) has been developed in consultation with the Brock community.
- The Fiscal Framework capital funding plan aims for \$14.9M in funding. Due to the significant ongoing budgetary challenges, the preliminary capital project plan has been maintained at \$9.7M consistent with the 2024-25 budget.
- At the time of writing, no post-secondary sustainability funding had been announced for Brock although the fund was established to provide funding for the sector for 2024-25 through 2026-27 fiscal years. Brock received \$6.1 million in 2024-25 and this amount has been allocated to the current year's mitigation target. It is anticipated that a similar amount of funding will be announced for 2025-26; however, without any written confirmation we cannot allocate any estimated funding towards projects. Subject to budget development outcomes, utilizing this additional funding to increase the capital budget towards the Fiscal Framework target will be considered as part of the full budget approval at cycle 4.
- The proposed plan addresses \$4.3M in deferred capital renewal and maintenance projects, a reduction from the \$6M annual target.
- Ancillary Services plans to spend \$0.25M in capital, allowing for a reallocation of \$3.85M in funding received through their operations to other university capital needs.

3. Implications

- The FY 2025-26 Capital and Related Projects Plan will support the following projects:
 - Critical HVAC Upgrades & Compliance Repairs, \$1.2M (to be added to \$990k of PY HVAC funded projects).
 - An Identity Access Management & Security Operation Center, \$750k.
 - A Learning Management System subscription to provide a teaching and learning solution for all students, staff, and faculty, \$540k.
 - Classroom Modernization & Renewal, \$500k.
 - Legislated projects for the Accessibility for Ontarians with Disabilities Act, \$230k.
 - Residence Infrastructure Renewal, \$200k.
 - Other deferred capital renewal and maintenance and core capital projects, \$4.3M.
- Considering significant fiscal constraints on Brock's budget planning, the 2025-26 Capital and Related Projects Plan does not include an allocation to a deferred capital renewal and maintenance reserve for residences. The business plan for building Residence 8 and renovating Decew included an annual reserve contribution for residence renewal; however, that allocation for 2025-26 has been omitted to prioritize immediate needs.
- The continued underfunding of DCRM compromises Brock's ability to fulfill the student experience by risking equipment failures, non-compliances, and service interruptions. Furthermore, the overall Facility Condition Index (FCI) of the University will continue to deteriorate. If Brock was to contribute industry best practice's 1.5% of Current Replacement Value (CRV) that would require over \$25M in funding, compared to the current \$4M.
- While there is no incremental funding for a student information system project included in this plan, there remains \$1.2 million in funds set aside from previous year's budgets for SIS which will be used in 2025-26 to support making progress on a renewed SIS at Brock.
- If incremental funding from the Ministry is received next fiscal year, it may be allocated to capital to use on those deferred projects.

4. Next Steps

- Upon approval, Administration will begin the planning and tendering process to implement the projects identified in Appendix 1.

5. Background Materials

- Appendix 1 - 2025-26 Capital and Related Projects Plan

APPENDIX 1: Capital and Related Projects Plan

Project	Project Spending - 2025-26		Total Project Spending	Brock University Values					Reporting Criteria	
	Facilities Renewal Program Eligible	Non-Eligible for Facilities Renewal Program		Student Experience	Teaching & Learning	Research	Regulatory	Campus Community	Deferred Capital Renewal & Maintenance (DCRM)	Non-DCRM
Major Capital Projects										
Critical HVAC Repairs, Compliance, & Upgrades	1,200,000	-	1,200,000	√			√	√	1,200,000	-
Total Major Capital Projects	1,200,000	-	1,200,000						1,200,000	-
University Deferred Capital Renewal & Maintenance (DCRM)										
Thermal Energy Storage Tank Failure	575,000	-	575,000	√					575,000	-
Roof Replacement	380,000	-	380,000	√					380,000	-
Elevator Modernization	125,000	-	125,000	√					125,000	-
Road Repairs	90,000	-	90,000	√				√	90,000	-
Abatement/Asbestos Compliance	500,000	-	500,000	√			√	√	500,000	-
Energy Efficiency & Compliance Upgrades	250,000	-	250,000	√		√	√	√	250,000	-
Annual High Voltage Maintenance	120,000	-	120,000	√				√	120,000	-
Annual BAS Controls Modernization	100,000	-	100,000	√				√	100,000	-
Flooring Renewal	50,000	-	50,000	√				√	50,000	-
Interior & Exterior Door Replacements	50,000	-	50,000	√				√	50,000	-
Painting of Public Spaces	50,000	-	50,000	√				√	50,000	-
Total University DCRM	2,290,000	-	2,290,000						2,290,000	-
Campus Site Upgrades										
Student & Community Furniture Upgrades	-	50,000	50,000	√				√	-	50,000
Total Campus Site Upgrades	-	50,000	50,000						-	50,000
Teaching and Learning Space Renovation										
Classroom Modernization & Renewal	500,000	-	500,000	√	√	√		√	500,000	-
Total Teaching and Learning Space Renovation	500,000	-	500,000						500,000	-
AODA ⁽¹⁾ Accessible Built Environment (ABE)										
AODA Compliance Upgrades; Washrooms, Paths of Travel, etc	230,000	-	230,000	√	√	√	√	√	230,000	-
Total AODA ⁽¹⁾ Accessible Built Environment	230,000	-	230,000						230,000	-

Project	Project Spending - 2025-26		Total Project Spending	Brock University Values					Reporting Criteria	
	Facilities Renewal Program Eligible	Non-Eligible for Facilities Renewal Program		Student Experience	Teaching & Learning	Research	Regulatory	Campus Community	Deferred Capital Renewal & Maintenance (DCRM)	Non-DCRM
Audits and Studies										
Annual Facility Condition Audits (VFA Inc.)	-	70,000	70,000				√		-	70,000
Total Audits and Studies	-	70,000	70,000						-	70,000
Ancillary Services - Residence and Dining										
Residence Infrastructure Renewal	-	200,000	200,000	√				√	100,000	100,000
Dining Hall Needs	-	50,000	50,000	√				√	-	50,000
Total Ancillary Services - Residence and Dining	-	250,000	250,000						100,000	150,000
ITS - New or Flexible										
Campus Network & Wireless Capacity Upgrades		750,000	750,000	√						750,000
Incidence Response Platform		53,000	53,000	√						53,000
Audio Video Upgrades		92,000	92,000	√				√		92,000
Campus Critical Power Replacement		40,000	40,000	√	√	√		√		40,000
Residence Critical Power Replacement		30,000	30,000	√	√	√		√		30,000
Residence Security & Safety Upgrades		10,000	10,000	√	√	√		√		10,000
Campus Security & Safety Upgrades & Improvements		35,000	35,000	√	√	√		√		35,000
Server & Storage Performance Capacity Upgrades		160,000	160,000	√				√		160,000
Data Back-Up		60,000	60,000	√				√		60,000
Cabling Infrastructure		50,000	50,000	√		√		√		50,000
Computer Purchase & Redeployment		250,000	250,000	√				√		250,000
Datacentre Renewal		50,000	50,000	√				√		50,000
Total ITS - New or Flexible	-	1,580,000	1,580,000						-	777,000
ITS - Core Activities										
Core Subscriptions		1,830,000	1,830,000	√	√			√	-	1,830,000
PCI & Security Compliance & Subscriptions		410,000	410,000	√				√	-	410,000
Learning Management System Subscriptions		540,000	540,000	√	√			√	-	540,000
Identity Access Management & Security Operation Center		750,000	750,000	√				√	-	750,000

Project	Project Spending - 2025-26		Total Project Spending	Brock University Values					Reporting Criteria	
	Facilities Renewal Program Eligible	Non-Eligible for Facilities Renewal Program		Student Experience	Teaching & Learning	Research	Regulatory	Campus Community	Deferred Capital Renewal & Maintenance (DCRM)	Non-DCRM
Total ITS - Core Activities	-	3,530,000	3,530,000						-	3,530,000
Total Projects - FM	4,220,000	120,000	4,340,000						4,220,000	120,000
Total Projects - Ancillary Services	-	250,000	250,000						100,000	150,000
Total Projects - ITS	-	5,110,000	5,110,000						-	4,307,000
TOTAL PROJECTS for APPROVAL	4,220,000	5,480,000	9,700,000						4,320,000	5,380,000

Fiscal Framework Guidance

New or "flexible" capital	\$4,792,000
Core Capital (deferred maintenance)	\$6,000,000
Base Ancillary Contribution	\$3,246,000
Additional Ancillary Contribution	\$816,283
Subtotal - Fiscal Framework	\$14,854,283
	-\$5,154,848
TOTAL CAPITAL SPENDING	\$9,699,435

Sources of Funding

Ancillary Contribution	\$4,062,283
Facilities Renewal Program	\$4,220,000
Operating Contribution	\$1,417,152
TOTAL CAPITAL FUNDING	\$9,699,435

Report to the Financial Planning and Investment Committee
DECISION ITEM

TOPIC: 2025-26 Undergraduate Scholarships, Bursaries and Awards Budget

December 4, 2024

Arja Vainio-Mattila, Provost and Vice-President, Academic

MOTION

THAT the Financial Planning and Investment Committee recommend to the Board of trustees that the 2025-26 Undergraduate Scholarships, Bursaries and Awards budget outlined in this report be approved.

EXECUTIVE SUMMARY

1. Rationale

- Approval for the 2025-26 undergraduate scholarships, bursaries and awards budget is required ahead of the full operating budget to support the development of communication and recruitment materials for the upcoming academic year.
- The complete 2025-26 scholarships, fellowship, bursaries, and awards budget will be presented to the Board for approval as part of the full 2025-26 operating budget in Cycle 4 which may include some additional funds allocated from unit specific budgets.

2. Key Background

- The 2025-26 graduate student funding budget, which includes graduate fellowships, bursaries and awards was approved by the Board in Cycle 1. The timing of the graduate student funding budget was moved up from Cycle 2 in prior years to align with the graduate programs planning and recruitment cycle beginning earlier than undergraduate programs. For example, graduate programs begin admission offers as early as October.
- The undergraduate budget is recommended following consultation with Senate committees, Faculty Deans, Senior Administration, and the Office of the Registrar & Enrolment Services.
- The 2022-23 Fiscal Framework Update affirms the targeted guidance for the scholarships, fellowships, bursaries and awards budget. One segment of the targeted guidance is to provide funding for scholarships, fellowships, bursaries, and awards consistent with the top 50 per cent of comprehensive universities as identified in the annual Maclean's ranking. When compared to other Canadian comprehensive universities, Brock ranked 5th out of 15 for budgets allocated to scholarships as reported in the 2025 **Maclean's university rankings, which is an improvement from 6th place in 2024 and 7th place in the 2022 rankings.**

- The Fiscal Framework further establishes guidance on the growth of the scholarships, fellowships, bursaries, and awards budget, which is adjusted by the rate of inflation and the change in enrolment.
- The 2022-23 Fiscal Framework Update also addressed the unsustainable cost growth in the undergraduate entrance award program brought on by grade inflation, which resulted in a significant increase to the average award size as well as an increase to the proportion of students eligible for entrance awards. The scholarships, fellowships, bursaries, and awards budget support strategic recruitment efforts, merit-based awards, and financial aid. To maintain sufficient flexibility to fund all these priorities, the Board of Trustees approved changes to the undergraduate entrance award program on June 23, 2022, which took effect in 2023-24.
- **Brock’s fiscal outlook currently requires significant measures to reduce costs and adjust programs to offset increasing inflationary pressure on Brock’s expenses.** Coupled with limited capacity to increase revenues due to government restrictions, it is necessary to reduce the costs associated with the scholarships, fellowships, bursaries and awards budget.

3. Implications

- The undergraduate funding proposed for 2025-26 is \$10.6 million, which represents a \$1.0 million decrease over 2024-25. Approved at the Cycle 1 Board Meeting, the preliminary Graduate awards funding for 2025-26 is \$7.7 million, which is consistent with 2024-25. There is no change to the anticipated cost of the employee tuition waivers program. The table below outlines the financial impact of the requested changes to the budget.

(\$000s)	Undergrad	Graduate	Employee tuition waivers	Total ⁽¹⁾
2024-25 Budget	11,625	7,727	1,477	20,829
<u>Fiscal Framework</u>				
Adjustment for projected enrolment decline	(278)			(278)
Adjustment for inflation (eliminated for mitigation)	-	-		-
<u>Program Changes</u>				
Flowthrough of adjustment to UG entrance scholarship program implemented in 2023-24 ⁽²⁾	(630)			(630)
Reduction to general bursaries	(126)			(126)
2025-26 Proposed Budget	10,591	7,727	1,477	19,795
\$ Change	(1,034)	-	-	(1,034)
% Change	-9%	0%	0%	-5%
Motion	Approval	Information	Approval	

(1) Excludes scholarships and other student awards budgeted in other operating units, which will be presented at cycle 4 for approval with the full budget.

(2) Adjustment to UG entrance scholarship program was approved in Cycle 2 of 2022-23.

- At the time of writing, the impact of the estimated enrolment decline from the 2024-25 budget to the 2025-26 forecast on the undergraduate program generates a cost reduction of just under \$0.3 million.

- The impact of the change to the undergraduate entrance award program, which took effect in 2023-24, continues to impact the budget, as the initial student cohorts under the updated entrance award programs progress through the years. The estimated impact in 2025-26 is over \$0.6 million in savings.
- The proposed undergraduate budget also includes a reduction of \$0.1 million in general bursaries which represents a 10% reduction in funds available from the operating budget, which is offset by a \$0.1 million increase in spending from the Endowment Fund.
- The proposed budget omits an increase for inflation as outlined in the Fiscal Framework guidance due to significant budget pressures on other expense lines **coupled with Brock's limited capacity to adjust revenue as an offset to these cost pressures.**

4. Next Steps

- Student recruitment materials including information on the 2025-26 undergraduate scholarships, bursaries and awards budget to be released for marketing and recruitment purposes.

5. Background Materials

None



Report to the Financial Planning and Investment Committee

RECOMMENDATION ITEM

TOPIC: 2025-26 Tuition Rates

December 4, 2024

Arja Vainio-Mattila, Provost and Vice-President, Academic
Suzanne Curtin, Vice-Provost, Graduate Studies and Dean, Faculty of Graduate Studies

MOTION

THAT the Financial Planning and Investment Committee recommend to the Board of Trustees that the tuition fees for 2025-26 as set out in this report be approved.

THAT the Financial Planning and Investment Committee recommend that the Board of Trustees delegate the setting of tuition rates for non-credit offerings to the Provost and Vice-President, Academic.

EXECUTIVE SUMMARY

1. Rationale

- The proposals with respect to tuition fees identified in Appendix 1 have been made after consideration of:
 - Regulatory requirements
 - University comparators
 - Demand of Brock programs
 - Ability to attract top students to Brock
 - Financial sustainability
 - Consultation with the Senior Academic Leadership Team, Senior Administrative Council and Senate Planning Priorities and Budget/Management Advisory Committee
 - Needed flexibility to set fees for non-credit programs as courses and programs will vary significantly as they are developed through Professional and Continuing Studies.

2. Key Background

- The Fiscal Framework endeavors to set tuition rates at the average of Ontario universities.
- Tuition rates for domestic students are regulated by the Province. On Feb. 27, 2024, the Ministry of Colleges and Universities (MCU) set out the domestic

tuition fee framework for three years starting in 2024-25 through to 2026-27. The freeze on Ontario resident domestic tuition fees, which was in place since the 10 per cent cut in 2019-20, was extended for at least 3 years starting in 2024-25. Consistent with the previous frameworks, the framework allows tuition to increase up to 5 per cent for out of province domestic students.

- The framework also continued the multi-year policy introduced in 2023-24 that permitted tuition rates increases for programs identified as having **tuition rates significantly below the sector average (i.e., ‘tuition anomalies’)**.
- Brock was approved for several tuition anomalies allowing Brock to increase tuition fees up to the sector average, with a maximum of 7.5 per cent per year in the following programs:
 - Master of Public Health
 - Undergraduate Business & Commerce
 - Master of Accounting
 - Master of Business Administration
 - Bachelor of Education
 - Bachelor of Sports Management
- For each of the approved programs, maximum domestic tuition rate increases of 7.5 per cent were implemented in Fall 2023 and 2024 for all incoming students. The table below outlines the tuition anomalies and the maximum rates for the programs.

(\$) Program	Year 1 Full Time Tuition fee		
	Actual 2024-25	Proposed 2025-26	Maximum
Undergraduate Business & Commerce (5 credits/flat fee)	9,624	10,346	10,358
Bachelor of Education (5 credits/flat fee)	7,037	7,565	7,873
Bachelor of Sports Management (5 credits/flat fee)	7,037	7,565	10,358
Master of Public Health (3 terms)	10,536	11,326	15,076
Master of Accounting (5 credits)	10,436	11,219	19,080
Master of Business Administration (5 credits)	13,951	14,997	33,075

- International students and certain programs are not counted by the Province as part of the regulated tuition framework and flexibility exists for setting market competitive tuition rates.
- A cohort pricing model for international undergraduate programs was approved by the Board of Trustees on Dec. 9, 2021. The model established tuition rates for new incoming students to increase by 8 per cent, with the rate then held flat for 4 additional years, providing students with a total of 5 years of fixed tuition rates. After the fifth year the tuition rate would revert to the incoming year 1 tuition rate. This model represented a direct response

to the insights of Brock students, who experience significant benefit from having a direct line of sight for tuition rates for all years of study for their program.

- Tuition for International research-based Masters and PhD programs had been frozen since 2018-19, supporting **Brock's commitment to enhancing research**. However, in response to an **informal review of other Ontario universities'** graduate research-based tuition rates which indicated that **Brock's tuition** was on the high-end (Master - 5th highest and PhD - 3rd highest of 14), in 2024-25 the tuition rate for both International Master and PhD programs was reduced by 14.16 per cent. This decrease brought the tuition closer to the average tuition of the Ontario universities reviewed. This decrease in tuition rates was combined with a reduction in the PhD fellowship amount to partially offset the reduced tuition. No change to these programs is recommended for 2025-26.

3. Implications

- **Under the current government's regulations, 58 per cent of the University's** revenue is subject to zero per cent inflation. Regulated tuition and grants **represent 30 per cent and 28 per cent respectively of the university's** revenue, both fixed at zero per cent inflation. The remaining 48 per cent of revenue is sourced from ancillary revenues and international student tuition. Without the impact of changing enrolment, total revenue is projected to increase at 1.4 per cent. With expenses growing at 3.3 per cent annually and with 67 per cent of expenses associated with personnel costs, most of which is tied to collective agreements, the University is faced with a budget model that must rely on increasing enrolment tuition revenue to fund base operating expenses. Tuition rate inflation alone as outlined in this report is insufficient to offset expenditure increases.

Domestic Undergraduate Out-of-Province

- Administration recommends an increase to the tuition rates for undergraduate domestic out-of-province students (all years of study) by 5 per cent effective for the spring 2025-26 term. Consistent with 2024-25, the recommendation excludes graduate out-of-province students for competitive reasons. The revenue impact from graduate students would be nominal (approximately \$21K) and would then require consideration for an offsetting increase to the research based graduate student fellowships budget. The recommendation excludes all programs where a tuition anomaly increase was approved by the MCU. The increased revenue for out-of-province undergraduate tuition is included in the budget at \$81K.



Tuition Anomalies

- The MCU tuition anomaly guidelines allowed an annual increase in tuition for approved programs for domestic students starting in 2023-24. Administration recommends a 7.5 per cent increase starting in spring 2025-26 for all approved programs for both incoming year 1 as well as year 2 and 3 cohort students. The following represents an estimate of the increase in tuition revenue from tuition anomalies:

	Incremental Tuition (\$000s)
Master of Public Health	66.6
Undergraduate Business & Commerce	1,277.8
Master of Accounting	50.7
Master of Business Administration	48.5
Bachelor of Education	548.1
Bachelor of Sports Management	426.5
<u>Total Impact</u>	<u>\$2,418.2</u>

International Undergraduate

- The recommendation is to maintain the cohort pricing model for international undergraduate programs in 2025-26, with an 8 per cent increase for new **incoming students. Continuing students’ tuition rates would be held flat, with the exception of students entering their sixth year or above, whose tuition rate would revert back to the year 1 rate.**
- Financial estimates of the proposed international rate increases are included in Appendix 1.
- **Appendix 2 provides benchmarks of Brock’s international undergraduate tuition rates compared to Ontario Universities. Brock’s international undergraduate tuition rates remain below the provincial average.**

International Graduate professional programs

- The proposed international rate increases for graduate professional programs is 5 per cent recognizing most of these programs are one year duration or less. The 5 per cent increase is consistent with the Fiscal Framework guidance for graduate programs.

International Graduate research programs

- Given the decrease in tuition rates implemented in 2024-25 which brought the international graduate research program rates closer to other Ontario Universities, the recommendation is hold these tuition rates flat for 2025-26.

Non-credit programs

- **Currently two of Brock's** largest non-credit programs are the Intensive English Language Program (IELP)/Accelerated English Language Program (AELP) and Continuing Teacher Education - Additional Qualification courses (AQ). Historically the Board of Trustees has approved the annual tuition rate increases in these programs. The proposed rate increases for 2025-26 in these programs are detailed in Appendix 1.
- Given the growth in diversity of non-credit programming offerings projected in the coming years as part of Professional and Continuing Studies (PCS), including multiple durations, delivery modes, and types of offerings, the recommendation is to delegate the setting of tuition rates for all non-credit programming to the Provost and Vice-President, Academic starting in 2026-27 and going forward.

4. Next Steps

- Subject to Board approval the rates included in this report will be published and implemented in time for the spring 2025-26 registration.

5. Background Materials

Appendix 1 - International Tuition Rates 2025-26 Academic Year (2 pages)

Appendix 2 - Benchmarking Tuition Fees (2 pages)

Undergraduate International (VISA) Rate increases effective 2025-26

	Proposed tuition increase for 2025-26
Starting in 2025-26	8.00%
Starting prior to 2025-26 in years 2 to 5	0.00%
Starting prior to 2025-26 in years 6 and above	Reverts to year 1 rate

Graduate International (VISA) Rate increases effective 2025-26

	Proposed tuition change for 2025-26
Research Programs	0.00%
Professional Programs*	+5.00%

* Graduate Professional Programs include: Master of Business Administration, Master of Accountancy, Master of Education (Non-Research Stream), Master of Applied Disability Studies, Master of in Professional Kinesiology, Master of Public Health, Master of Applied Gerontology and Concurrent Bachelor Nursing/Master of Nursing.

The forecasted 2025-26 financial implications for the changes to the proposed tuition rate increases above are as follows:

Program	Revenue impact
Undergraduate International students - cohort model (0.0%/8.0%)	\$699,000
Graduate Professional Programs (5.0%)	\$188,000
Total	\$887,000

2025-26 ISP Program Tuition Fees

Proposed rate increase of 5 per cent aligns with other professional graduate programs and Fiscal Framework guidance.

Academic Program	Proposed tuition increase (%)	Proposed tuition rate (\$)	Budget impact of rate increase
International Master of Science in Material Physics (MSc)	5.00%	\$41,368	\$8,000
International Master of Professional Accountancy (IMPAcc)	5.00%	\$53,604	\$73,000
International Master of Business Administration (IMBA)	5.00%	\$79,129	\$421,000
Leadership in Community-based Education (LCBE)	5.00%	\$20,613	\$9,000
Professional Masters Preparation Certificate (Business) (PMPC) ⁽¹⁾	5.00%	\$23,931	-
Total			\$511,000

(1) There is no budget impact in 2025-26 related to the PMPC proposed rate increase as it was confirmed with the Province that PMPC students will not be allocated any provincial attestation letters (PAL) for 2025-26. The proposed rate increase is to keep pace with inflation on other programs for when the program may be reinstated.

Other Non-Credit Programs

The English as a Second Language (ESL) department is recommending the increase outlined below to the IELP and AELP program fees for Winter/Spring 2024-25 and all terms in 2025-26.

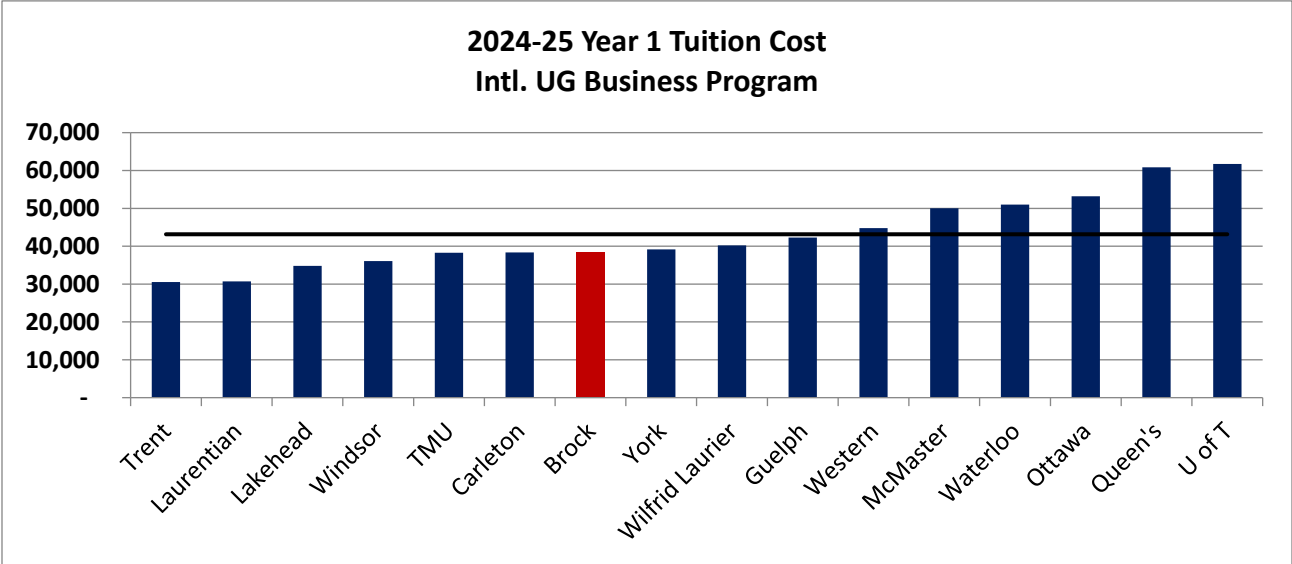
In addition, Professional and Continuing Studies is recommending the increase outlined below for Additional Qualification courses for 2025-26.

Program	Sessions	Proposed Rate Increase (%)	Proposed Rate
Intensive English Language Program (IELP) and Accelerated English Language Program (AELP)	Winter/Spring 2024-25	5.0%	\$5,460
Intensive English Language Program (IELP) and Accelerated English Language Program (AELP)	2025-26	3.5%	\$5,650
Continuing Teacher Education - Additional Qualification courses (AQ)	2025-26	0%	\$725

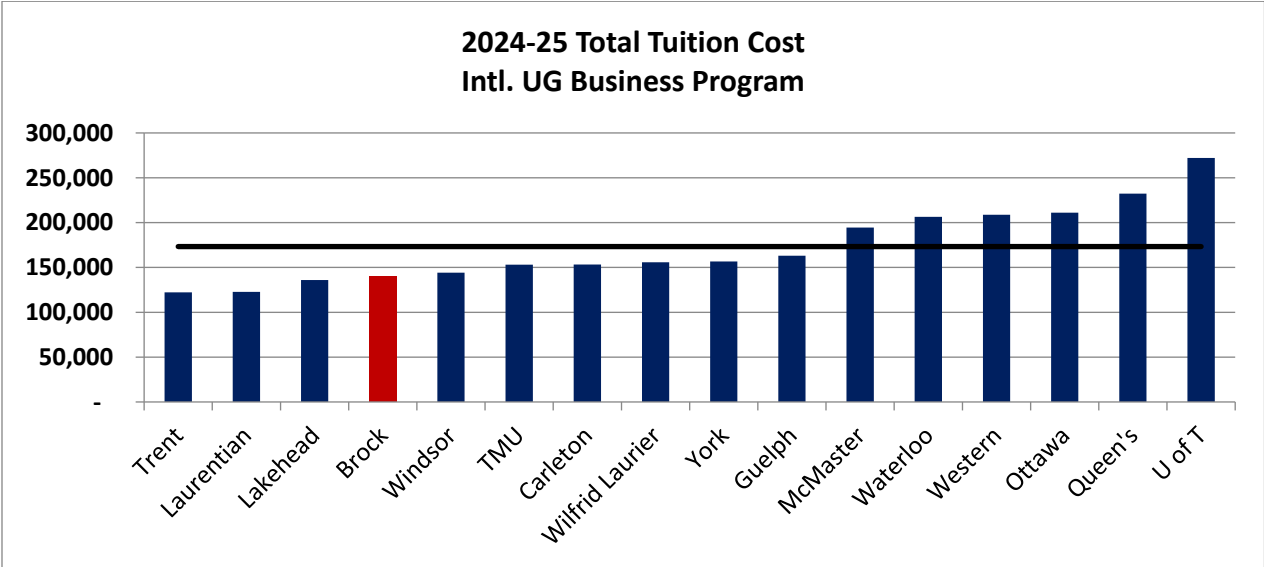
Benchmarking Tuition Fees

Undergraduate International - Business

The graph below outlines the first-year undergraduate international tuition fees in 2024-25 across Ontario Universities.



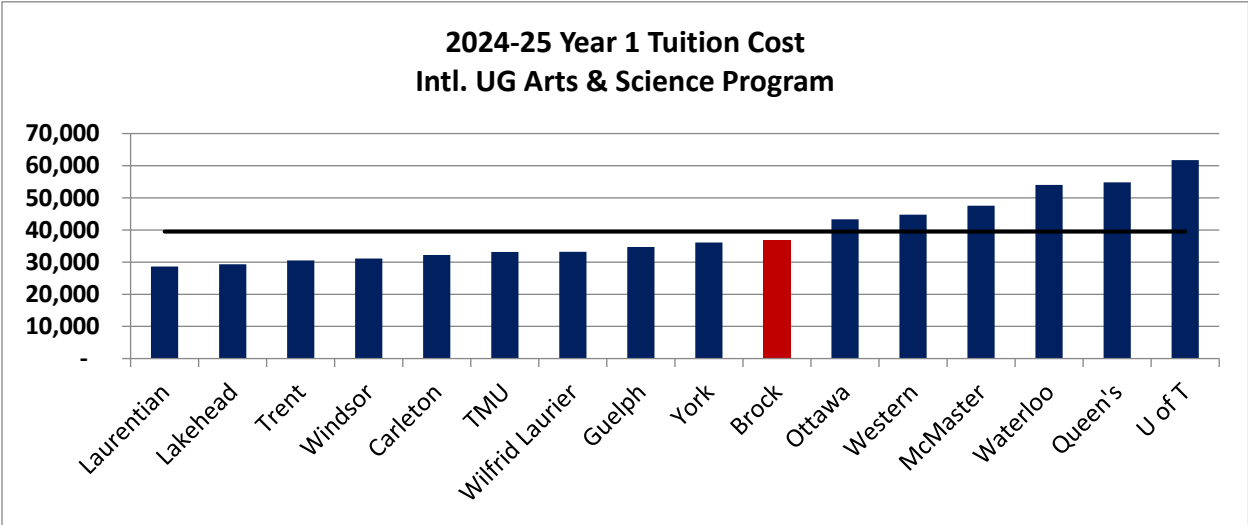
The graph below outlines the total cost of tuition for a 4-year undergraduate program in 2024-25 across Ontario Universities.



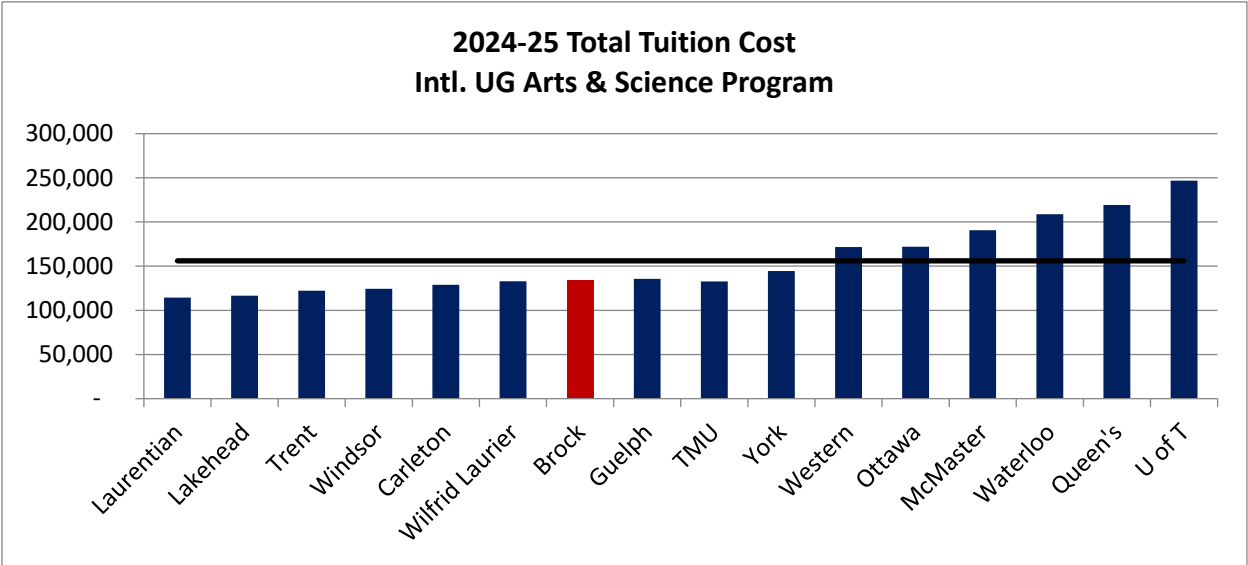
Note: **Brock University's** 2025-26 proposed year 1 rate for International UG Business program is \$41,645.61 (Flat Fee tuition for 4.0 + credits or attempted credits).

Undergraduate International - Arts/Science

The graph below outlines the first-year undergraduate international tuition fees in 2024-25 across Ontario Universities.



The graph below outlines the total cost of tuition for a 4-year undergraduate program in 2024-25 across Ontario Universities.



Note: **Brock University's** 2025-26 proposed year 1 rate for International UG Arts & Science program is \$39,834.93 (Flat Fee tuition for 4.0 + credits or attempted credits).



Board of Trustees

Report to the Financial Planning & Investment Committee

RECOMMENDATION ITEM

TOPIC: Rogers Mobile Devices and Services Agreement

December 5, 2024

Tanya Motola, Director, Procurement Services

Josh Tonnos, Chief Financial Officer and Associate Vice-President, Financial Services

MOTION

THAT the Financial Planning & Investment Committee recommend to the Board of Trustees that the Rogers Mobile Devices and Services Vendor of Record Agreement be approved and that the President and Vice-President Administration be approved to execute the required documents.

EXECUTIVE SUMMARY

1. Rationale

- Brock is under an existing agreement with Rogers for Mobile Devices and Services under the Ontario Ministry of Public and Business Service Delivery and Procurement's (MPBSD) Vendor of Record (VOR) program which has now expired. (VOR 1.0)
- MPBSD has conducted a retender for these services and has awarded Rogers as the Primary vendor. The new agreement is effective November 1, 2024. (VOR 2.0)
- Procurement Services has completed an analysis of the new agreement and recommends migration to the new agreement to take advantage of improved pricing and additional value-added services while leveraging a collaborative procurement opportunity.
- The estimated annual cost (based on historical usage) is \$155,000 bringing the total estimated Procurement Value over the 10-year term to \$1,550,000.
Brock's Procurement Policy requires Board approval when the estimated total Procurement Value exceeds \$1 million.

2. Key Background

- The term of the Agreement six (6) years, beginning on August 1, 2024 and expiring on July 31, 2030, with the option in favour of Supply Ontario to extend the Agreement for two (2) additional terms of up to two (2) years each.

- The Broader Public Sector Procurement Directive encourages the use of Ministry VOR arrangements, wherever possible.

3. Implications

- Rate Plan comparison:

Subsidized Device Rates (Monthly)		
	Old Rate	New Rate
up to 6GB per month	\$ 19.05	\$ 14.75
unlimited data	\$ 49.75	\$ 15.75

Bring Your Own Device Rate (Monthly)		
	Old Rate	New Rate
up to 6GB per month	\$ 19.05	\$ 10.50
unlimited data	\$ 49.75	\$ 15.75

- The potential financial impact for Brock under the new VOR 2.0 summarized below compares **6GB and Unlimited Data scenarios for the University's 415** active mobile accounts. Accounts that are less than 2 years old may have outstanding subsidized device balances that Brock will need to buyout before we are eligible to transition to the new contract. Existing accounts ending prior to May 2025 have low device balances and will be transitioned immediately.

	Minimum Savings (based on all accounts using 6GB data)	Maximum Savings (based on all accounts using unlimited data)
Average savings over first 12 months if moving all contracts ending before May 2025 (includes current device balance payout)	\$ 12,476.31	\$ 88,823.31
US Roaming Rate From \$12/Day to \$5/Day (max of \$30/month)	\$ 16,885.75	\$ 16,885.75
US Long Distance: From \$0.15/minute to \$0.01/minute	\$ 749.63	\$ 749.63
Cost of reduced discounts on new devices under VOR 2.0 (from 65% to 50%)	\$ (15,874.50)	\$ (15,874.50)
Total Annual Savings	\$ 14,237.19	\$ 90,584.19

- Existing accounts that expire after May 2025 have higher device balances owing and will be transitioned once the device balances have decreased. ITS will monitor these accounts and will transition them over to the new VOR 2.0 once it becomes beneficial. The additional estimated monthly savings once all accounts are moved (after May 2025):

- 6GB Data: 34% or \$2,342.78
 - Unlimited Data: 69% or \$10,691.38
- Discounts on new devices have decreased from 65% to 50%; however, there is now a longer 3-year device subsidy term (from 2 years). This change, in addition to a Device Lifecycle Management (device buyback program) and lower Bring Your Own Device (BYOD) rates are intended to encourage more sustainable practices among users. (i.e. Accounts that do not have subsidized device balances can be moved to the much lower BYOD rates and will encourage users to keep their phones longer instead of buying a new one).

4. Next Steps

- Subject to FPI's **advice, the Rogers Mobile** Service and Devices agreement will be presented to the Board for approval in accordance with the Procurement Policy. Once approved, the University will move forward with the execution of the Master Adoption Agreement.
- Once a Master Adoption Agreement is signed, Brock will transition eligible accounts to the new agreement and benefit from cost savings. Accounts that are not transitioned will remain under the previous rates until moved to the new VOR 2.0 as directed by ITS in consultation with the user.

5. Background Materials

- Appendix 1 - Master Adoption Agreement



MASTER ADOPTION AGREEMENT

This Master Adoption Agreement with an Effective Date of **October 31st, 2024** (the “**Effective Date**”) is between **ROGERS COMMUNICATIONS CANADA INC.** (“**Rogers**”) and **[insert name]** (“**Customer**”). Rogers and His Majesty the King in right of Ontario, as represented by Centralized Supply Chain of Ontario (operating as Supply Ontario), have entered into an Agreement for Mobile Devices and Services effective as of August 1st, 2024, as may be amended. (the “**Ontario Master Agreement**”). Customer wishes to enter into a separate agreement with Rogers so that Customer may place orders and acquire certain services and deliverables from Rogers on similar terms as the Ontario Master Agreement, as varied herein.

For consideration, the receipt and sufficiency of which is acknowledged by the parties, Customer and Rogers acknowledge and agree as follows:

1. **Amendment and Adoption.**

Rogers and Customer agree to adopt the terms and conditions of the Ontario Master Agreement as amended by Schedule A hereto (the “**Adopted Terms**”). The agreement between Customer and Rogers that is being created in part by the adoption of the Adopted Terms will be referred to as the “**Master Adoption Agreement**” or “**MAA**”). For certainty, Supply Ontario is not a party to or a guarantor under this Master Adoption Agreement.

2. **Term.**

The term of this MAA will begin on October 31st, 2024 and will continue until August 31, 2030, unless terminated earlier pursuant to this MAA (the “**Initial Term**”). Upon the expiration of the Initial Term this MAA will automatically renew on the for consecutive month-to-month renewal period(s) unless Customer or Rogers provides written notice of non-renewal to the other at least 30 days in advance (collectively with the Initial Term, the “**Term**”).

3. **Acknowledgment.**

Customer acknowledges and agrees to the “Provincially Funded Organization Notice” attached as Schedule C to this MAA.

BY SIGNING BELOW, the Parties agree to be bound by the terms of this Master Adoption Agreement as of the Effective Date.

[insert name]
Per:

ROGERS COMMUNICATIONS CANADA INC.
Per:

Name:

Name:

Title:

Title:

I have authority to bind Customer.

ROGERS COMMUNICATIONS CANADA INC.
Per:

Name:

Title:

We have authority to bind Rogers.



SCHEDULE A

The Adopted Terms

1. Interpretation

- a. This Schedule A shall amend the Ontario Master Agreement for the purposes of creating the Adopted Terms.
- b. All capitalized terms used in this MAA and not otherwise defined in this MAA, shall have the meaning ascribed to such terms in the Ontario Master Agreement. The following terms have the following meanings:
- c. In respect of the Adopted Terms, all references to:
 - i. "Agreement", "Master Agreement" and "Vendor/Non-OPS Entity Agreement" mean this MAA;
 - ii. "Client", "Non-OPS Entity" and "OPS Entity" mean Customer;
 - iii. "Notices" for Customer shall be delivered to as agreed upon by the Parties;
 - iv. "Subordinate Agreement" shall mean this MAA; and
 - v. "Vendor" shall be deemed to be Rogers;
- d. All terms and conditions of the Ontario Supply Agreement concerning the below shall not be applicable in respect of the Adopted Terms:
 - i. the Contract, except for the MAA's ability to extend 3 years beyond the expiry of the term of the Contract; and
 - ii. any rights and obligations of Supply Ontario.
- e. In the event of any inconsistency between the terms and conditions of this MAA and the Ontario Master Agreement, this MAA shall take priority.

2. **Add-On Services**. Customer may purchase optional add-on services complementary to Rogers' Mobile Devices and services ("**Add-On Services**"). Schedule "B" attached hereto lists these Add-On Services and the rates available to Customer during the Term. Customer may order any of these Add-On Services through placing an order with Rogers and agreeing to Rogers' applicable Add-On Services which will be provided to Customer at the time of purchase via hard-copy, electronic copy, or URL link. Customer will be required to confirm receipt and agreement to the Add-On Services terms and conditions (the "**Customer Master Agreement**") prior to the activation of the Add-On Service.

3. **Assignment and Subcontracting**. Rogers may assign, upon providing Customer with written notice, all or part of this MAA without the consent of Customer, to an affiliate, pursuant to a reorganization, or to a purchaser of all or substantially all of Rogers' assets. Rogers may subcontract any of its rights or obligations under this MAA.

4. **Liability for Damages**.

- a. In no event shall either Party have any liability to the other Party for any lost profits, loss of data, economic loss, down time costs, costs of substitute goods or services, lost goodwill, loss from work stoppage, cost of overhead, loss of anticipated benefits hereunder, or



special, consequential, indirect, incidental, exemplary or punitive losses or damages, arising out of or in connection with this MAA, whether arising in negligence, tort, statute, equity, contract, common law, or any other cause of action or legal theory even if the Party has been advised of the possibility of those damages.

- b. Rogers' total cumulative liability for damages, expenses, costs, liability, claims or losses (collectively, "Damages") arising out of or in connection with this MAA, whether arising in negligence, tort, statute, equity, contract, common law, or any other cause of action or legal theory even if Rogers has been advised of the possibility of those damages, is limited to direct, actual, provable Damages and will in no event exceed an amount equal to (i) for Services, the total aggregate monthly fees during the three month period before the event giving rise to the Damages, less all discounts and credits and amounts paid for previous Damages for such Service, if any, for the specific Service(s) that gave rise to the Damages or (ii) for products, 50% of the total purchase price paid by Customer for the product(s) giving rise to the Damages.
5. **Data Provision to Supply Ontario.**
- a. Customer acknowledges and agrees that Rogers may provide to SO, (i) data and information regarding Customer's access to and acquisition of products and services from Rogers, and (ii) any procurement-related information relating to the MAA, including (A) the amount paid by Customer under this MAA, (B) the number of Orders entered into by Customer; and (C) unredacted copies of this MAA.
 - b. Rogers acknowledges and agrees that Customer may provide to SO data Customer may provide data and information regarding Customer's access to and acquisition of products and services from Rogers.
6. **Ranked Vendor Positions. As Rogers is the Primary Vendor, customer agrees to comply with the Ranked Vendor position** and will first offer the Primary vendor the opportunity to fulfill all net new and upgrade orders for the Deliverables and Services being sought and will only engage any Secondary or Tertiary vendors in accordance with the applicable process.
7. **Early Cancellation Charge.** Notwithstanding any reference in the Ontario Master Agreement to an Early Cancellation Charge and the formula for its calculation, Customer agrees to the following Early Cancellation Charge calculation methodology with regarding to each subsidized wireless device provided on a three (3) year Subsidy Device Contract Term:
- An Early Cancellation Charge applies if Rogers subsidizes a wireless device for a Subsidy Device Contract Term, and if the wireless services associated with that wireless device are terminated prior to the end of the Subsidy Device Contract Term. The Early Cancellation Charge is equal to the financial amount of the wireless device subsidy multiplied by the number of months remaining in the Subsidy Device Contract Term at the time of termination divided by the total number of months of the Subsidy Device Contract Term (plus applicable taxes).
8. **Wireless Device Upgrade.** Notwithstanding any reference in the Ontario Master Agreement to the ability or inability to upgrade a wireless device prior to the end of the Subsidy Device Contract Term, Customer agrees that the following Wireless Device Upgrade Charge calculation methodology will apply to each subsidized wireless device that is upgraded/replaced prior to the end of its Subsidy Device Contract Term:
- A Wireless Device Upgrade Charge applies if Rogers subsidizes a wireless device for a Subsidy Device Contract Term, and if Customer wishes to replace or upgrade such device prior to the end of the Subsidy Device Contract Term. The Wireless Device Upgrade Charge is equal to the financial amount of the wireless device subsidy multiplied by the number of months remaining in the Subsidy Device Contract Term at the time of replacement/upgrade divided by the total number of months of the Subsidy Device Contract Term (plus applicable taxes).



Appendix to Schedule A – Ontario Master Agreement Standard Pricing

STREAM I – Wireless

Voice Plans				
	Domestic Plans		Canada - US Plans	
BYOD	\$4.75*		\$2.00*	
Subsidized	\$4.75*		\$2.00*	
Data Plans				
	BYOD	Subsidized	BYOD	Subsidized
300MB	\$3.00	\$6.00	\$5.00	\$11.00
1GB	\$4.00	\$8.00	\$6.00	\$13.00
3GB	\$4.00	\$8.25	\$6.00	\$13.25
6GB	\$8.00	\$10.00	\$17.00	\$18.00
Unlimited	\$9.00	\$11.00	\$19.00	\$21.00
	<i>*Domestic Voice Plan includes Canada-Wide calling only</i>		<i>*Canada – US Voice Plans MUST be paired with a Canada – US Data Plan. Cannot be used as a standalone Voice Only Plan.</i>	

Flex Plan: Starts at 300MB and flexes to monthly usage.

Subsidized: Subsidized plans are used when users acquire a Smart Device at a discount.

BYOD: BYOD plans are used when users bring their own devices and require a SIM card.

US/Canada: US/Canada plans are used when combined with Data Plan.

No Throttling or Pooling: As requested by the Province

Three Year Line Term

Device Warranty for 3 years

Device Discounts	
SmartPhone (Samsung)	50%
Apple Devices Various discounts	as provided by OEM
SmartPhone Screen	40%
Mobile Phone (voice only)	20%
Modems	20%
Accessories	40%
Accessory Package	40%



In-Building Solutions

Distributed Area Antenna (DAS) Solution	
Description	Cost
DAS Price Per Sq Ft	\$2.25

Femto Cell Deployments	
Hardware Rental	\$50.00/month
Service Fee	\$100.00/month
Hardware Installation	\$750.00 (one time)
Call Testing	\$275.00 (one time)

Micro Cell Deployments
Pricing and details provided via separate Statement of Work



STREAM III – Internet of Things (IoT)

IoT Rate Card	
Usage	Monthly Charge
500 KB	\$0.25
1 MB	\$0.50
5 MB	\$0.50
10 MB	\$0.50
20 MB	\$0.50
100 MB	\$0.50
300 MB	\$2.00
500 MB	\$2.50
750 MB	\$3.00
1 GB	\$4.00
2 GB	\$4.00
3 GB	\$7.50
6 GB	\$8.00
10 GB	\$12.00
20 GB	\$23.00
30 GB	\$35.00
60 GB	\$45.00
100 GB	\$65.00
250 GB	\$90.00
500 GB	\$115.00
1 TB	\$200.00

- Flex Plans above will not be unlimited. Data Services will be offered as tiered flex plans for IoT data transmissions. Each month, Data enabled IoT services will start on the lowest (“Base”) Data tier and will ascend (“Flex Up”) to the next tier as the Data allotment for their current tier is exceeded. IoT data Service plans will continue to Flex up until they reach the maximum tier which is 1 TB and then would start over again at the lowest base tier.
- SIM cards are at a rate of \$0.00
- The platform position can include an option of Control Centre pricing for an additional \$0.05 per SIM per month.

Additional Features	
Features	Monthly Charges
Public Static IP Address	\$1.00
Private Static IP Address	\$2.00
Jasper Essential Lite License	\$0.01
Jasper Essential License	\$0.05
Jasper Advantage License	\$0.15
Private APN	\$125.00
Public APN	\$0.00

- NOTE: Any “last mile” connectivity charges are the sole responsibility of Customer.



Hardware Discounts*	
Device	Discount
Cradlepoint Modem	20%
Sierra Modems	20%
Microhard Modem	20%
Inseego Modem	20%

*Applicable to only modems listed. In the event a different modem is required, the discount may not be applicable and will be quoted separately.



SCHEDULE B

Add-On Services

Customer may purchase any of the following optional Add-On Services:

1. **Telecom Expense Management Platform Services:** Providing a platform to allow Customers to have visibility and management of their telecom expenses. Additional terms and conditions will apply. Additional professional services charges for the implementation and/or migration to such TEMS services will apply and will be quoted separately.
2. **Wireless Staging Services:** Providing on-site professional services to deploy active smart devices to users. Pricing provided upon request based on a Statement of Work (SOW) following the process of the Ontario Master Agreement.
3. **Mass Messaging:** Mass Messaging provides enterprises with tools to send and receive multi-channel bulk messaging across: SMS, MMS, Voice calls, to mobile users. Subscribers can receive and send back replies to the web interface. Subscribers can also check message delivery and manage contact distribution lists via address books or Excel.

Mass Messaging Setup Fee		
\$35.00		
Light Usage		
Description	Monthly Recurring Charges	Messages Sent per month
Mass Messaging - 500 Txt Msgs	\$15.00	0 to 500
Mass Messaging - 1000 Txt Msgs	\$30.00	0 to 1000
Mass Messaging - 2500 Txt Msgs	\$65.00	0 to 2500
Heavy Usage		
Description	Monthly Recurring Charges	Messages Sent per month
Mass Messaging - 5000 Txt Msgs	\$125.00	0 to 5000
Mass Messaging - 12000 Txt Msgs	\$320.00	0 to 12000
Mass Messaging - 30000 Txt Msgs	\$690.00	0 to 30000
Mass Messaging - 60000 Txt Msgs	\$1,320.00	0 to 60000

4. **Checkpoint Harmony Mobile:** Provides comprehensive, enterprise-grade mobile security that protects iOS and Android devices, apps, and the networks they depend on from advanced mobile threats. Supported OS: iOS and Android. Pricing is \$3.29 per month (per user).
5. **Apple Business Manager Device Enrollment** for newly purchased eligible Apple devices purchased by Customer directly from Rogers: \$0.00 per eligible Device.
6. **Samsung Knox Deployment Program (KME)** for new purchased eligible Samsung devices purchased by Customer directly from Rogers: \$0.00 per eligible Device.



7. **IoT Solutions** (not included in Tier II) are listed below with pricing provided based on a Statement of Work as per the process of the Ontario Master Agreement:

Product	Service
GEO Tab	Fleet management solution
SenseNet	Wildfire detection and management
Flysense	Vape detection for buildings
Corum Digital Signage	Digital screens and kiosks
Caliber	Video and alarm monitoring
JDRF Smart Lighting	Smart lighting features for buildings
No Traffic	Digitizing traffic infrastructure allows Cities to manage their traffic at a push of a button
Mero Technologies	Digital and analytical tools for commercial cleaning

8. **Enterprise Mobility Management Licensing:** Various suites of Blackberry, Samsung Knox, Microsoft Intune and VMWare Workspace ONE Enterprise Mobility Management (EMM) licenses are available for purchase at an average discount of 13% off list price when purchased on a twenty-four (24) month term. Further volume discounts may apply.
9. **Absolute Software (formerly NetMotion)** (Session Persistence) licences are available for purchase until December 2023 for \$8.41/user/month (subject to increase based on the US exchange rate). The pricing is subject to change after December 2023.
10. **Veem Backup for Microsoft 365** eliminates the risk of losing access and control over Customer's Microsoft 365 data including Exchange Online, SharePoint Online, OneDrive for Business and Microsoft Teams – so that Customer's data is always protected and accessible - \$4.99/user/month (unlimited retention period & unlimited storage)
11. **Push to Talk** – Rogers' push-to-talk solutions are delivered on the TASSTA platform, powered by Novatek. The complete TASSTA solution comprises individual, group and priority calls, messaging including data transfer, voice recording, GPS and in-house tracking, alarm, emergency solutions and other features.



PTT Pricing	MSRP	Discount %	Public Sector Discounted Pricing/month/ unit*
PTT License	\$7.49	20%	\$5.99
Standard PC Dispatcher	\$35.00	20%	\$28.00
Pro Smart PC Dispatcher	\$45.00	20%	\$36.00
Add-on to Standard PTT License			
Push to Video	\$10.00	20%	\$8.00
Lone Worker Protection/Person Down	\$10.00	20%	\$8.00
Task Manager	\$10.00	20%	\$8.00
Indoor Localization	\$10.00	20%	\$8.00
3D Deep Map for Indoor	\$15.00	20%	\$12.00
History Reporting up to 6 months GPS	\$5.00	20%	\$4.00

*The discounted pricing is based upon a percentage discount off of MSRP and is subject to change based on changes to the MSRP.

12. First Priority Service - First Priority Service from Rogers provides a prioritized data channel between emergency personnel and their organization's office or headquarters. (Available to First Responders Only) for a monthly fee of \$8.00/month/device.

13. Unified Communications Services: Microsoft Operator Connect and Teams Phone Mobile. Tiered pricing as follows:

Microsoft Operator Connect Per User Pricing			
User count	1 Year	3 Year	5 Year
100-500	\$ 8.00	\$ 7.60	\$ 7.20
501-1,000	\$ 7.00	\$ 6.65	\$ 6.30
1,001-2,400	\$ 6.00	\$ 5.70	\$ 5.40
2,401-5,000	\$ 5.50	\$ 5.23	\$ 4.95
5,001-10,000	\$ 4.00	\$ 3.80	\$ 3.60
10,001+	\$ 3.50	\$ 3.33	\$ 3.15

Microsoft Teams Phone Mobile Per User Pricing			
User count	1 Year	3 Year	5 Year
100-500	\$ 10.00	\$ 9.50	\$ 9.00
501-1,000	\$ 9.00	\$ 8.55	\$ 8.10
1,001-2,400	\$ 8.00	\$ 7.60	\$ 7.20
2,401-5,000	\$ 7.50	\$ 7.13	\$ 6.75
5,001-10,000	\$ 6.00	\$ 5.70	\$ 5.40
10,001+	\$ 5.72	\$ 5.44	\$ 5.15

* Pricing may qualify for additional discounts in association with larger volume commitments, which will be identified in a Product Quotation where applicable. A committed Service Term is subject to Termination Fees for early termination.



14. E-Fax Solution: Rogers Cloud eFax Solution – Cloud eFax corporate solution allows you to keep your fax numbers while cutting costs, saving time and increasing overall productivity. A cloud fax technology for all businesses seeking a secure, low-cost, high-velocity alternative to paper-based faxing processes and outdated fax machines.

There are two versions of the product that cater to diff segments. For Enterprise/Public, Rogers offers a highly customizable and tiered product that is priced on:

- # of DIDs, and
- # of pages

DID per Fax Line	One Time Price
DID Activation (one time)	\$10.00
# of DIDs (DIDs/Fax Line/Monthly Fee)	Monthly Price
1	\$12.95
25	\$175.00
Additional (26-49)	\$7.00
50	\$275.00
Additional (51-99)	\$5.50
100	\$475.00
Additional (101-249)	\$4.75
250	\$1,000.00
Additional (251-499)	\$4.00
500	\$1,500.00
Additional (501+)	\$3.00
# of Page Tiers	Per Page Tier Price
2,500	\$250.00
Additional	\$0.10
5,000	\$400.00
Additional	\$0.08
10,000	\$750.00
Additional	\$0.08
25,000	\$1,750.00
Additional	\$0.07
50,000	\$3,375.00
Additional	\$0.07
100,000	\$6,000.00
Additional	\$0.06
200,000	\$11,500.00
Additional	\$0.06

15. Wireless Internet (primary or secondary): Get connectivity where you need it the most, without the hassle and cost of digging and installation. Whether it's a rural workplace, pop-up site or temporary location, launching highspeed internet for your business shouldn't be difficult. Pricing \$99.00 - \$160.00/month.



- 16. Rogers Telemessaging Networker Archiver:** Network archiving refers to the process of systematically storing and managing SMS communications within a network. This can include SMS and MMS (multimedia messages). The archived data is typically retained for compliance, regulatory, legal, or business purposes. Pricing: \$8.00 per subscriber per month.
- 17. Rogers Emergency Messaging:** Blackberry AtHoc - BlackBerry ® AtHoc ® helps government agencies prepare for, respond to and recover from critical events and emergencies. In a crisis, BlackBerry AtHoc gets clear and timely information to your team and the public at large— so Governments can keep everyone safe. Pricing: Based on a Statement of Work.
- 18. Rogers Wireless Private Network:** Wireless Private Networks are ideal where customers require a privately controlled 5G/LTE network within their environment. Pricing: Based on a Statement of Work as per the Ontario Master Agreement.

Optional Add-On Services may be purchased independently or bundled and are not mandatory in order to receive Ontario Agreement pricing for Mobile Devices and services. The Customer Master Agreement and applicable Schedules for add Add-On Services containing the terms and conditions of the Add-On Services will be provided at the time of ordering.

H.S.T. is applicable to all services



Schedule C

Provincially Funded Organization Notice

BACKGROUND INFORMATION:

- Supply Ontario has established various vendor of record (VOR) arrangements (the “VOR Arrangement”) for selected qualified vendors (each a “Vendor”) to supply certain products or services, or both, (the “Deliverable”) to Supply Ontario.
- Vendors under most VOR Arrangements are required, subject to the terms of their agreement with Ontario under the applicable VOR Arrangement (each an “Ontario Agreement”), to consider requests from you (if you are a “Non-OPS Entity”, as defined in the applicable Ontario Agreement) to make Deliverables available to you for purchase.
- In order for a Vendor to consider requests from you, the Vendor must first provide you with this Provincially Funded Organization Notice (“Notice”).
- Supply Ontario and Rogers Communications Canada Inc. (“Rogers”), pursuant to a VOR Arrangement, have entered into an Ontario Agreement for the provision of Mobile Devices and Services (“MDS”).
- If you continue with your request after being provided with this Notice, you will be deemed to have acknowledged and agreed to the terms set out in this Notice.

TERMS

1. Your Status in Relation to Ontario Agreements. You are not a party to the MDS Ontario Master Agreement and you cannot acquire any Deliverables as a “Client” under such MDS Ontario Agreement. If you wish to acquire MDS from Rogers, you must enter into a separate agreement with Rogers (a “Master Adoption Agreement”).
2. Non-OPS Entity. Although Supply Ontario is providing you with access to the Ontario Master Agreement, to acquire pricing you remain solely responsible for negotiating the terms and conditions of your Master Adoption Agreement with Rogers, including the responsibility for ensuring that your Master Adoption Agreement contains business, legal or other terms and conditions as may be necessary for you.
3. Procurement Processes. You are solely responsible for ensuring that the selection of Rogers and the procurements made under any Master Adoption Agreement comply with any and all procurement rules, regulations, obligations and processes to which you are subject. Any differences between the terms and conditions of the Contract and the terms and conditions of your Master Adoption Agreement may affect whether the selection of Rogers and the procurements made under your Master Adoption Agreement meet the procurement rules, regulations, obligations or processes to which you are subject.
4. Supply Ontario Not Liable for Your Relationship with Rogers.
 - Supply Ontario does not endorse, recommend, or approve the suitability of: (i) any Non-OPS Entity as a customer of Rogers; and (ii) the terms and conditions of the Contract (or any Master Adoption Agreement adopting certain terms and conditions of the Contract) as a basis for, in whole or in part, any Master Adoption Agreement or any other resulting or related relationships or agreements between Rogers and any Non-OPS Entity. You are solely responsible for conducting your own independent assessment (including obtaining its own professional advice

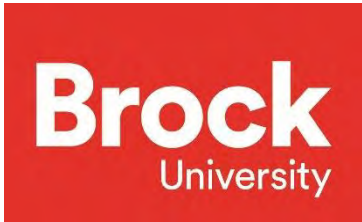


as may be necessary and appropriate in Rogers' specific circumstances) to determine the suitability of the above;

- Supply Ontario makes no representation, assurance, warranty, or guarantee: (i) that any Non-OPS Entities will acquire products or services from or consider the products or services of Rogers; or (ii) of the value or volume of products or services that may or will be ordered, if any, by any or all Non-OPS Entities;
 - Supply Ontario will not, in respect of any Master Adoption Agreement or any resulting or related relationships or agreements between Rogers and any Non-OPS Entity: (i) be or be deemed to be a party to, or a guarantor of any obligations or liability of any party under, any Master Adoption Agreements or any such relationships or agreements; or (ii) be responsible or liable to Rogers or any third party for any costs, obligations, liabilities or covenants of the Non-OPS Entity, and nothing in any agreement between Rogers and any Non-OPS Entity shall have the effect of imposing or resulting in the imposition of any costs, obligations, liabilities or covenants on Supply Ontario;
 - You shall not, in relation to or under any Master Adoption Agreement or under any resulting or related relationships or agreements between Rogers and any Non-OPS Entity, bring any Proceedings against Supply Ontario or any Indemnified Party as a result of: (i) any act, error or omission of the parties to the Master Adoption Agreement; or (ii) any act, error or omission of Supply Ontario;
 - You are solely responsible for your own contract administration with Rogers and shall not direct any issues that may arise with Rogers to Supply Ontario; and
 - For the purposes of any Master Adoption Agreement, You acknowledge that You have no power or authority to bind Supply Ontario or to assume or create any obligation or responsibility, express or implied, on behalf of Supply Ontario.
5. Data and Documentation. You will provide to Supply Ontario, at Ontario's request, any data and documentation about your acquisition of pricing plans from Rogers.
 6. Access to VOR Arrangements, Rogers/Ontario Agreements and Deliverables. It is Supply Ontario's intention that, if you choose to access any VOR Arrangement, you will do so only to acquire products or services for your operational needs. Supply Ontario, in its sole discretion, may delay, restrict or choose to not renew access by you to information regarding any VOR Arrangement, any Ontario Agreement and any products and services provided by the suppliers to Supply Ontario on any VOR Arrangement.
 7. Restrictions to Becoming a Supplier to Ontario. If you choose to access the Ministry of Government Services' enterprise-wide VOR Arrangements, you are advised that, in some circumstances, you may be restricted or ineligible to submit a bid to become a supplier to Ontario under future procurement opportunities.
 8. Confidentiality. You acknowledge that information of a confidential nature to Supply Ontario or Rogers, regardless of whether it is identified as confidential or not ("**Confidential Information**") may come into your knowledge, possession or control. You will: (a) keep all Confidential Information confidential and secure; (b) limit the disclosure of Confidential Information to only those of your directors, officers, employees, agents, partners, affiliates, volunteers or subcontractors who have a need to know it for the purpose of acquiring or considering the acquisition of products and services from a Rogers (the "**Purpose**") and who have been specifically authorized to have such disclosure; (c) not directly or indirectly disclose, destroy, exploit or use any Confidential Information (except for the Purpose, or except if required by order of a court or tribunal), without first obtaining: (i) the written consent of the Ministry of Government Services ("**MGS**"); and (ii) in respect of any Confidential Information about Rogers or any other



third-party, the written consent of Rogers and any such other third-party; and (d) return all Confidential Information to MGS on demand, with no copy or portion kept by you. You will not copy any Confidential Information, in whole or in part, unless copying is essential for the Purpose. On each copy made by you, you will reproduce all notices which appear on the original.



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 (2024-25) - CYCLE 1

BOARD OF TRUSTEES

THURSDAY, SEPTEMBER 26, 2024, 3:00 PM

IN-PERSON (SANKEY CHAMBER) AND BY REMOTE PARTICIPATION (MICROSOFT TEAMS)

MEMBERS

PRESENT:

Chair
Chair-Elect
President and Vice-Chancellor
Trustees

Mark Arthur
Anne McCourt
Lesley Rigg
Réjeanne Aimey
Anteneh Ayanso
Arti Freeman
Lucy He
Allie Hughes
Nyarayi Kapisavanhu
Nota Klentrou
Kristian Knibutat
Laura Lane
Brian Lang
Kevin Magee
Dan Malleck
Marleen McMaster
Matthew Melnyk
Anusha Pahuja
JoAnna Roberto
Christian Santesso
Rob Welch
Debbie Zimmerman

KEY

RESOURCE:

Provost & Vice-President, Academic
Vice-President, Administration (Interim)
Vice-President, Research (Acting)
Vice-President, External (Interim)
University Secretary/Associate Vice-
President, Governance & Policy
Associate Secretary to the University

Arja Vainio-Matilla
Jennifer Guarasci
Michelle McGinn
Meaghan Rusnell

Yvonne Roussel
Margaret Thompson

REGRETS:

Greg Berti, Jonathan Davey, Hilary Pearson, Christine Sawchuk

ALSO

PRESENT:

Other members of the Brock University community

1. CALL TO ORDER

The Board Chair welcomed new and returning Trustees, staff and guests, called the meeting to order, and provided opening remarks and a land acknowledgement.

Brock University Board Dashboard

The Chair provided highlights of the Board Dashboard for the information of Trustees.

Meeting Roadmap

The Meeting Roadmap, which provides an overview of the most salient items coming forward at each Board meeting, had been posted with the meeting materials for information.

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 Chair referred members to the Agenda, including consent items. There were no items lifted from the consent portion of the Agenda.

On a motion by Trustee Welch, seconded by Trustee Knibutat and carried, it was

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

4. BUSINESS ARISING FROM THE MINUTES - None

5. REPORT OF THE CHAIR OF THE BOARD

[The Report of the Chair of the Board dated September 26, 2024 had been posted with the meeting materials.]

Prior to presenting his Report, the Board Chair recognized and thanked those staff who were **instrumental in the success of Homecoming and Brock's 60th Anniversary** celebrations this past weekend. For the benefit of new members, the Chair expanded on the structure and work of **the Board and the vital role of the Board's Committees in helping the Board achieve its** objectives by doing much of the legwork.

The Chair then referred members to his Report which included the 2024-25 key objectives for the Board. As a reminder for Trustees, especially new members, the Chair expanded on the **processes involved in the development of the President's** objectives and the subsequent performance review process, and Trustees were reminded of their fiduciary responsibilities.

6. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

[The Report of the President and Vice-Chancellor dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - **President's Objectives.**]

The President provided opening remarks and expressed thanks to members of the Brock community and the Board for their continued support and dedication to the University. The

President then referred members to the Report which included the **President's** detailed objectives for 2024-25.

6.1 Strategic Plan Update

[A Decision Item *TOPIC: Strategic Plan Update* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - Final Draft Strategic Plan.]

The Board reviewed the revitalized Brock University Institutional Strategic Plan as presented by the President and Vice-Chancellor. During discussion, Board members who served on the Strategic Planning Steering Committee shared comments regarding the processes and consultations undertaken during the review.

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

RESOLVED that the Board of Trustees endorse those provisions of the Brock University Institutional Strategic Plan that deal with and relate to the educational policy of the University that have been approved by the Senate; and

that the Board of Trustees approve all the provisions of the Brock University Institutional Strategic Plan that deal with and relate to all University matters other than those specifically assigned by the Brock University Act to the Senate.

7. REPORT OF THE PROVOST AND VICE-PRESIDENT, ACADEMIC

[The Report of the Provost and Vice-President, Academic dated September 26, 2024 had been posted with the meeting materials.]

The Provost and Vice-President, Academic began by thanking all members of the Brock community for their warm welcome. She was pleased to share that Carleigh Charlton, Vice-**President of University Affairs with the Brock University Students' Union, received the 2024** Open Education Award for Excellence in the People In Open: Student Category.

The Provost and Vice-President, Academic then referred members to the Report which included information on the activities that have taken place to support both new and returning students.

8. REPORT OF THE VICE-PRESIDENT, RESEARCH

[The Report of the Vice-President, Research (Acting) dated September 26, 2024 had been posted with the meeting materials.]

The Vice-President, Research (Acting) presented the Report that contained information on numerous research related activities for the information of the Board.

9. REPORTS OF STANDING COMMITTEES

9.1 Audit Committee

Trustee Knibutat, Chair of the Audit Committee, presented the Report from the **Committee's** meeting held on September 25, 2024.

9.1.1 2023-24 Brock University Pension Plan Audited Financial Statements

[A Joint Report to the Audit Committee and the Financial Planning and Investment Committee *TOPIC: 2022-23 Brock University Pension Plan (BUPP) Audited Financial Statements* dated September 26, 2024 had been posted with the meeting materials together with Appendices 1 - Brock University Pension Plan Financial Statements - June 30, 2024; 2 - Analytical Comments; 3 - Brock University Pension Plan Audit Planning Report for the year ending June 30, 2024; and 4 - Management Representation Letter.]

Trustee Knibutat referred members to the Report and proposed recommendation. Of note, the Audit Committee had undertaken a comprehensive review of the audited financial statements of the Brock University Pension Plan and is recommending that the statements be approved.

On a motion by Trustee Knibutat, seconded by Trustee McMaster and carried, it was

RESOLVED that the audited financial statements of the Brock University Pension Plan for the year ended June 30, 2024 be approved as outlined in Appendix 1 of the Report.

9.1.2 Reports Reviewed by the Audit Committee

Trustee Knibutat expanded on several of the Reports that had been reviewed by the Audit Committee and are available to Trustees on SharePoint and/or were posted within the consent portion of the Board Agenda.

9.2 Capital Infrastructure Committee

Trustee Welch, Chair of the Capital Infrastructure Committee, presented the Report from the **Committee's meeting held** on September 25, 2024.

9.2.1 Reports Reviewed by the Capital Infrastructure Committee

For the information of the Board, Trustee Welch expanded on several of the Reports that had been reviewed by the Capital Infrastructure Committee and are available to Trustees on SharePoint and/or were posted within the consent portion of the Board Agenda.

9.3 Financial Planning and Investment Committee

Trustee Lang, Chair of the Financial Planning and Investment Committee, presented the Report **from the Committee's meeting** held on September 25, 2024.

9.3.1 Trimester One 2024-25 Year-End Forecast

[An Information Item *TOPIC: Trimester One 2024-25 Year-End Forecast* dated September 25, 2024 had been posted with the meeting materials together with Appendix 1 - 2024/25 Trimester One Report.]

Trustee Lang referred members to the Report which contains an update on the activity of 2024-25 Trimester One and revenue estimates in order to provide ample time to mitigate revenue shortfalls or consider investment opportunities for revenue surplus over the remaining two trimesters of the fiscal year. The Chief Financial Officer and Associate Vice-President, Financial Services expanded on several areas of the Report for the information of Trustees.

9.3.2 2025-26 Graduate Student Funding Budget

[A Recommendation Item *TOPIC: 2025-26 Graduate Student Funding Budget* dated September 25, 2024 had been posted with the meeting materials.]

Trustee Lang referred members to the Report. Of note, the Financial Planning and Investment Committee had undertaken a comprehensive review of the Report and is recommending the approval of the 2025-26 Graduate Student Funding Budget to the Board.

On a motion by Trustee Lang, seconded by Trustee Knibutat and carried, it was

RESOLVED that the preliminary 2025-26 Graduate Student Funding Budget as outlined in the Report be approved.

9.3.3 Reports Reviewed by the Financial Planning and Investment Committee

Trustee Lang expanded on several Reports that were reviewed by the Committee and are available to Trustees in SharePoint and/or were included in the consent portion of the Board Agenda.

9.4 Human Resources Committee

Trustee McCourt, Chair-Elect and Chair of the Human Resources Committee, presented the Report **from the Committee's meeting** held earlier in the day.

9.4.1 Reports Reviewed by the Human Resources Committee

Trustee McCourt expanded on several Reports that had been reviewed by the Human Resources Committee and are available to all Trustees in SharePoint and/or were posted in the consent portion of the Board agenda.

9.5 External Relations Committee

Trustee Freeman, Chair of the External Relations Committee, presented the Report from the **Committee's meeting held on September 25, 2024**.

9.5.1 Reports Reviewed by the External Relations Committee

Trustee Freeman expanded on several Reports that had been reviewed by the Committee and are available to Trustees in SharePoint folder and/or were posted in the consent portion of the Board agenda.

Prior to presenting the next item on the Agenda, the Chair suggested that the *in camera* session to consider the item from the Audit Committee be held following agenda item 10. There were no objections raised to the modification.

9.6 Governance/Nominating Committee

Trustee Roberto, Chair of the Governance/Nominating Committee, presented the Report from **the Committee's meeting held** earlier in the day, noting that there were no decision items to present to the Board from the meeting.

9.6.1 Reports Reviewed by the Governance/Nominating Committee

Trustee Roberto expanded on several Reports that had been reviewed by the Governance/Nominating Committee and are available to all Trustees in SharePoint and/or were posted in the consent portion of the Board agenda. Of note, Trustees were reminded that nominations for community members to serve on the Board are accepted on an ongoing basis.

10. Direct Reports to the Board

10.1 Enrolment Update

[An Information Item *TOPIC: Enrolment Update* dated September 6, 2024 had been posted with the meeting materials together with a PowerPoint presentation.]

The University Registrar and Associate Vice-President, Enrolment Management provided **highlights of the update on Brock University's enrolment and admission status as of August 25, 2024** as detailed in the Report. A discussion ensued during which members of the administration clarified matters and responded to questions related to the federal **government's latest reduction of international student permits and potential sector-wide impacts** and potential future opportunities for the University to attract students.

11. In Camera Session

11.1 External Audit Services Contract Extension - *In camera*

On a motion by Trustee Welch, seconded by Trustee Lang and carried, the Board moved *in camera* at 4:00 p.m. Only Trustees and invited staff remained for the closed session.

The Board resumed open session at 4:09 p.m.

During the *in camera* session, the Board passed a motion that the following resolution approved during closed session be made public:

RESOLVED that KPMG LLP be reappointed as the auditors for the University audit engagements with fiscal year ending in 2026 utilizing the first of five one-year extensions under the current contract.

12. OTHER BUSINESS - None

13. ADJOURNMENT

The meeting adjourned at 4:10 p.m.

CONSENT ITEMS

14. APPROVAL OF THE MINUTES OF PREVIOUS MEETING AND CONFIDENTIAL RECORD OF IN CAMERA SESSIONS

14.1 Minutes of Previous Meeting

[The Minutes of Meeting #6 (2023-24) held on June 27, 2024 had been posted with the meeting materials]

The Minutes of the meeting held on June 27, 2024 were approved by the Board of Trustees by consent.

14.2 Confidential Record of Proceedings of the *In camera* Session of the Previous Meeting

[The confidential Record of Proceedings of the *In camera* session of the meeting held on June 27, 2024 had been posted with the meeting materials.]

The confidential Record of Proceedings of the *In camera* session of the meeting held on June 27, 2024 was approved by the Board of Trustees by consent.

15. REPORT OF THE ACTIONS OF THE UNIVERSITY SENATE

[The Report of the Actions of the University Senate from the 722nd meeting held on September 18, 2024 had been posted with the meeting materials for information.]

16. REPORTS OF STANDING COMMITTEES

16.1 *Audit Committee*

16.1.1 2024-25 Audit Committee Work Plan and Committee Objectives

[The 2024-25 Committee Workplan and Committee Objectives had been posted with the meeting materials for information.]

16.1.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the Audit Committee held on June 26, 2024 had been posted with the meeting materials for information.]

16.1.3 Minutes of Previous Meeting

[The Minutes of the previous meeting of the Audit Committee held on September 6, 2024 had been posted with the meeting materials for information.]

16.2 *Capital Infrastructure Committee*

16.2.1 2024-25 Capital Infrastructure Committee Work Plan and Committee Objectives

[The 2024-25 Committee Workplan and Committee Objectives had been posted with the meeting materials for information.]

16.2.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the Capital Infrastructure Committee held on June 26, 2024 had been posted with the meeting materials for information.]

16.3 *External Relations Committee*

16.3.1 2024-25 External Relations Committee Work Plan and Committee Objectives

[The 2024-25 Committee Workplan and Committee Objectives had been posted with the meeting materials for information.]

16.3.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the University & Community Experience Committee held on June 26, 2024 had been posted with the meeting materials for information.]

16.4 *Financial Planning and Investment Committee*

16.4.1 2024-25 Financial Planning and Investment Committee Work Plan and Committee Objectives

[The 2024-25 Committee Workplan and Committee Objectives had been posted with the meeting materials for information.]

16.4.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the Financial Planning and Investment Committee held on June 26, 2024 had been posted with the meeting materials for information.]

16.5 *Governance/Nominating Committee*

16.5.1 *Pension Committee Membership*

[A Recommendation Item *TOPIC: Pension Committee Membership* dated September 26, 2024 had been posted with the meeting materials.]

By consent, the Board approved the following motion:

RESOLVED that the Board of Trustees approve the appointment of the following members to the Pension Committee:

1. Prof. Tanya Tange, nominated by BUFA to the Pension Committee for a four-year term (replacing Prof. Ivan Medovikov).
2. Glenn Tattersall (alternate BUFA member) replaces active BUFA member Charles Despres who will remain an alternate BUFA member.
3. Kayne Wignall, nominated by OSSTF to the Pension Committee for an additional for-year term.

16.5.2 Board Meeting Scheduling

[A Decision Item *TOPIC: Board Meeting Scheduling* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - Pilot Project Survey Results.]

16.5.3 Action Plan Arising from the 2023/24 Board Survey - *In camera*

[A confidential Information Item *TOPIC: Action Plan Arising from the 2023/24 Board Survey* had been posted with the meeting materials for information.]

16.5.4 2024-25 Governance/Nominating Committee Work Plan and Committee Objectives

[The 2024-25 Committee Workplan and Committee Objectives had been posted with the meeting materials for information.]

16.5.5 Decolonization, Equity, Diversity, Inclusion and Accessibility (DEDIA) Framework Update and Workplan

[An Information Item *TOPIC: Decolonization, Equity, Diversity, Inclusion and Accessibility (DEDIA) Framework Update and Workplan* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - DEDIA Workplan.]

16.5.6 2024-25 Board Development Plan

[An Information Item *TOPIC: 2024-25 Board Development Plan* dated September 26, 2024 had been posted with the meeting materials for information.]

16.5.7 Policy Approvals Update

[An Information Item *TOPIC: Policy Approvals Update* dated September 26, 2024 had been posted with the meeting materials for information.]

16.5.8 Minutes of Previous Meeting

[The Minutes of the previous meetings of the Governance/Nominating Committee held on June 4, 2024 had been posted with the meeting materials for information.]

16.5.9 Minutes of Previous Meeting

[The Minutes of the previous meetings of the Governance/Nominating Committee held on August 8, 2024 had been posted with the meeting materials for information.]

16.6 *Human Resources Committee*

16.6.1 2024-25 Human Resources Committee Work Plan and Committee Objectives

[The 2024-25 Committee Workplan and Committee Objectives had been posted with the meeting materials for information.]

16.6.2 Minutes of Previous Meeting

[The Minutes of the previous meeting of the Human Resources Committee held on June 4, 2024 had been posted with the meeting materials for information.]

REPORT OF THE ACTIONS OF THE UNIVERSITY SENATE

The [723rd meeting of Senate](#) was held on October 9, 2024. The [Faculty Handbook](#) has been updated to reflect any approved policy changes. During the meeting, Senate undertook the following actions:

- received the Report of the President and Vice-Chancellor
- received the Report of the Provost and Vice-President, Academic
- received the Report of the Acting Vice-President, Research
- received an oral update from the Two Row Council
- received the Report of the Actions of the Board of Trustees, and following discussion, approved the following motion:
 - That Senate direct the Chair of Senate to include a generative discussion on the issue of the proposed changes to the Policy on Appointment and Reappointment of the President and Vice-Presidents at the next meeting
- received a Report from the Academic Review Committee, and following discussion
 - approved the Final Assessment report for the cyclical review of the undergraduate programs in Recreation and Leisure Studies
 - approved the Final Assessment report for the cyclical review of the undergraduate and graduate programs in Economics

SENATE ACTIONS TAKEN VIA CONSENT AGENDA:

- approved the Minutes of the meeting of the 722nd meeting of Senate held on September 18, 2024
- received the Report of the Academic Colleague
- received a Report from the Undergraduate Program Committee, and
 - approved the addition of the Bachelor of Therapeutic Recreation Program to the 2024-2025 Undergraduate Calendar
- received for information Reports from the Teaching and Learning Policy Committee, the Undergraduate Student Affairs Committee, the Information and Technology Infrastructure Committee, the Governance Committee and the Graduate Studies Committee

THIS REPORT CONSTITUTES A SUMMARY OF ACTIONS TAKEN DURING THE OPEN SESSION OF THE MEETING. ADDITIONAL INFORMATION REGARDING SENATE AND SENATE COMMITTEES IS AVAILABLE AT <https://brocku.ca/university-secretariat/senate/meetings/>.

REPORT OF THE ACTIONS OF THE UNIVERSITY SENATE

The [724th meeting of Senate](#) was held on November 13, 2024. The [Faculty Handbook](#) has been updated to reflect any approved policy changes. During the meeting, Senate undertook the following actions:

- received an oral update on the governance review process currently underway
- received a Report from the Governance Committee, and
 - approved the amendments to Faculty Handbook Section II: 12.2.1 Two Row Council Composition as outlined in the Report
- received a Report from the Research and Scholarship Policy Committee, and
 - approved the following appointments to the Social Sciences Research Ethics Board (SREB) and the Health Science Research Ethics Board (HREB):
 - New Members proposed for SREB 2024-2025
 - Sadia Jahanzeb, PhD - Business
 - Scott Neufeld, PhD - Psychology
 - Samantha McAleese, PhD - Sociology
 - Julia Mogus, JD - Privacy/Law (cross-appointed)
 - Nadim Mansour, JD - Privacy/Law (cross-appointed)
 - Matt Kwan, PhD (11/01/2024 return) - Child & Youth Studies
 - New Members proposed for HREB 2024-2025
 - Julia Mogus, JD - Privacy/Law (cross-appointed)
 - Nadim Mansour, JD - Privacy/Law (cross-appointed)
 - (Of note, cross-appointment is to both Boards)
 - **received a presentation from the University Librarian titled “Budget Challenge: Impact on Library Collections**
- received a Report from the Graduate Studies Committee, and
 - approved the draft Articulation Agreement-Brock University & American Canadian School of Medicine MD-MPH Program Pathway for Students from ACSOM outlined in the appendix to the Report
 - approved the draft Articulation Agreement- Brock University & Northern Ontario School of Medicine University Course Transfer Pathway for Students from Brock and NOSM as outlined in the appendix to the Report
 - approved the addition of the new PhD in Applied Behaviour Analysis to the doctoral degree listings (FHB.III.B.5.1) and corrects the editorial error for the Master of Education (FHB FHB.III.B.5.2) as outlined in the Report
 - referred back to the Graduate Studies Committee a proposed motion regarding revisions to the Graduate Supervision, Exit Requirements and Thesis Defences section (FHB III: B.9.1) for further consideration of additional amendments
- received the Report of the President and Vice-Chancellor
- received the Report of the Provost and Vice-President, Academic
- received the Report of the Acting Vice-President, Research
- received an oral update from the Two Row Council

(continued on the next page)

- engaged in a generative discussion regarding the proposed changes to the Policy on the Appointment and Reappointment of the President and Vice-Presidents during which numerous concerns were raised; members were encouraged to submit their written concerns following the meeting to the **University Secretary for the consideration of the Board's** Governance/Nominating Committee
- was consulted, *in camera*, regarding the appointment of an Interim Dean, Faculty of Humanities

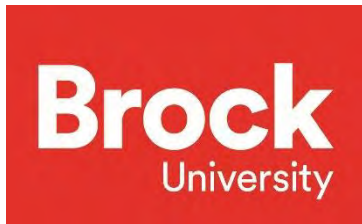
SENATE ACTIONS TAKEN VIA CONSENT AGENDA:

- approved the Minutes of the meeting of the 723rd meeting of Senate held on October 9, 2024
- received the Report of the Academic Colleague
- received a Report from the Academic Review Committee, and
 - approved the Final Assessment report for the cyclical review of the undergraduate programs in Studies in Arts and Culture
 - approved the Final Assessment report for the cyclical review of the undergraduate programs in Music
- received a Report from the Undergraduate Program Committee, and
 - approved the creation of a new course code and changes to the impacted Visual Arts (VISA) to History of Art and Visual Culture (HAVC) courses in the 2025-2026 Undergraduate Calendar as outlined in Appendix 1 of the Report
 - approved the program name change of the Interactive Arts and Science (IASC) to Interactive Arts and Digital Media (IADM) and the creation of a new course code IADM in the 2026-2027 Undergraduate Calendar as outlined in Appendix 2 of the Report
 - approved the program name change of the Studies in Arts and Culture (STAC) to Arts Leaderships (ARTL) and the creation of a new course code ARTL in the 2026-2027 Undergraduate Calendar as outlined in Appendix 3 of the Report
- received a Report from the Planning, Priorities and Budget Advisory Committee
- received a Report from the Undergraduate Student Affairs Committee
- received a Report from the Information Technology and Infrastructure Committee

THIS REPORT CONSTITUTES A SUMMARY OF ACTIONS TAKEN DURING THE OPEN SESSION OF THE MEETING. ADDITIONAL INFORMATION REGARDING SENATE AND SENATE COMMITTEES IS AVAILABLE AT <https://brocku.ca/university-secretariat/senate/meetings/>.

Margaret A. Thompson, Associate Secretary to the University

November 13, 2024



(Circulated Prior to Approval)

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

Board of Trustees

MINUTES OF MEETING #2 (2024-25) - CYCLE 1

AUDIT COMMITTEE

WEDNESDAY, SEPTEMBER 25, 2024, 1:00 PM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Kristian Knibutat (Chair), Christine Sawchuk (Vice-Chair), Réjeanne Aimey, Anne McCourt, Marleen McMaster

BY

INVITATION: Mark Arthur, Lesley Rigg

KEY RESOURCE: Rob Cagnelli, Michelle McGinn, Margaret Thompson, Arja Vainio-Mattila, Bobbi-Jean White (KPMG)

ALSO: During Agenda Item 9: Audit Partner, KPMG Paul Ciapanna
Invited staff members during specific agenda items

1. Call to Order and Land Acknowledgement

The Committee Chair welcomed members, 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 Agenda

The Chair confirmed with members that there were no items to be lifted from the consent portion of the meeting Agenda.

On a motion by Trustee Sawchuk, seconded by Trustee McMaster and carried, it was

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

4. Business Arising from the Minutes - None

5. 2023-24 Brock University Pension Plan (BUPP) Audited Financial Statements
[A Joint Recommendation / Information Item to the Audit Committee and the
Financial Planning and Investment Committee *TOPIC: 2023-24 Brock University Pension*

Plan (BUPP) Audited Financial Statements dated September 25, 2024 had been posted with the meeting materials together with Appendix 1 - Brock University Pension Plan - June 30, 2024, Appendix 2 - Analytical Comments, Appendix 3 - Management Representation Letter.]

The Audit Committee reviewed the Brock University Pension Plan Audited Financial Statements, **including analytical comments and Management's representation letter**, during which the Chief Financial Officer and Associate Vice-President, Financial Services provided highlights.

On a motion by Trustee Sawchuk, seconded by Trustee McMaster and carried, it was

RESOLVED that the Audit Committee recommend to the Board of Trustees that the audited financial statements of the Brock University Pension Plan for the year ended June 30, 2024 as outlined in Appendix 1 of the report be approved.

6. 2024-25 Audit Committee Work Plan
[The *2024-25 Audit Committee Work Plan* had been posted with the meeting materials.]

The Audit Committee reviewed its Work Plan for 2024-25 during which it was recognized that adjustments can be made as needed during the year.

7. 2024-25 Audit Committee Draft Objectives
[The 2024-25 draft Audit Committee Objectives had been posted with the meeting materials.]

The Chair provided an overview of the draft Committee objectives for 2024-25. Each member was provided an opportunity to provide feedback. All members supported and concurred with the objectives as presented.

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

8. 2024-25 Internal Audit Work Plan - *In camera*
9. **External Auditor's Audit Work Plan** - *In camera*
10. Enterprise Risk Management Update - *In camera*
11. Decommissioning BrockDb - Student Information System Update - *In camera*
12. ITS Deferred Replacement Update - *In camera*
13. External Audit Services Contract Extension - *In camera*

On a motion by Trustee Sawchuk, seconded by Trustee McMaster and carried, the Committee moved *in camera* at 1:10 p.m. Only members of the Committee and those invited remained for the closed session.

The Committee concluded its review of the confidential reports at 2:20 p.m.

14. *In Camera* Record of Proceedings from the Previous Meeting

The confidential Record of Proceedings from the meeting held on June 26, 2024 had been approved by consent.

15. *In Camera* Record of Proceedings from the Previous Meeting

The confidential Record of Proceedings from the meeting held on September 6, 2024 had been approved by consent.

16. Internal Audit Status Update - *In camera*

The confidential Report had been received by consent.

17. Minutes of Previous Meeting

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

The Minutes of the previous meeting held on June 26, 2024 had been approved by consent.

18. Minutes of Previous Meeting

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

The Minutes of the previous meeting held on September 6, 2024 had been approved by consent.

19. Internal Audit Charter Review

[An Information Item *TOPIC: Internal Audit Charter Review* dated September 25, 2024 had been posted with the meeting materials together with Appendix 1 - Internal Audit Charter.]

The Committee received the Report for information by consent.

20. Other Business - None

21. *In camera* Consultations

Separate *in camera* consultations were held with the External Auditor, the Internal Auditor, with Management, and with Committee Members only and including the Board Chair.

22. Adjournment

The meeting adjourned following the *in camera* consultations.



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 (2024-2025)

CAPITAL INFRASTRUCTURE COMMITTEE

WEDNESDAY, SEPTEMBER 25, 2024, 10:30 AM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Rob Welch (Committee Chair), Kevin Magee (Committee Vice-Chair), Réjeanne Aimey, Mark Arthur, Anteneh Ayanso, Lucy He, Allie Hughes, Nyarayi Kapisavanhu, Anne McCourt, Matthew Melnyk, Anusha Pahuja, Lesley Rigg

KEY

RESOURCE: Stacey Duncan, Scott Johnstone, Michelle McGinn, Yvonne Roussel, Meaghan Rusnell, Margaret Thompson, Arja Vainio-Mattila

ALSO

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

1. Call to Order

The Committee Chair welcomed new and returning members and staff, called the meeting to order, and provided a land acknowledgement. Members were reminded of the upcoming National Day for Truth and Reconciliation on Monday, September 30.

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 Magee, 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. 2024-25 Capital Infrastructure Committee Work Plan
[The *2024-25 Capital Infrastructure Committee Work Plan* and the 2024-25 Committee Objectives had been posted with the meeting materials.]

The Committee reviewed its 2024-25 Work Plan and draft key objectives for 2024-25 as set by the Committee Chair.

6. T1 Financial Update on Capital and Related Project Plan
[An Information Item *TOPIC: T1 Financial Update on Capital Related Project Plan* dated September 25, 2024 had been posted with the meeting materials together with Appendix 1 - T1 Financial Update on Capital and Related Project Plan.]

The Committee reviewed the Report that provided a trimester one update of the capital and related projects, consistent with the Committee Charter and reporting requirements.

During the review, the Associate Vice-President, Infrastructure and Operations provided highlights for the information of members. Discussion ensued regarding matters related (but not limited) to tracking infrastructure deficits, reporting timelines, **the Board's** investment in deferred capital renewal and maintenance, and life-time costs associated with new investments.

7. Major Capital Projects Update - Facilities Management
[An Information Item *TOPIC: Major Capital Projects Update - Facilities Management* dated September 25, 2024 had been posted with the meeting materials together with the following appendices: 1 - District Energy System Electrification, 2 - Engineering at 3401 Schmon Parkway and 3 - Research Farm.]

The Committee reviewed the Report that provided an overview of key Facilities **Management and Ancillary Services projects aligned with the University's strategic** priority of offering a transformational and accessible academic and university experience. During the review, the Director, Capital and Financial Management provided highlights of the following projects: District Energy System Electrification, Engineering at 3401 Schmon Parkway, and the Research Farm.

In response to a suggestion, staff will examine the potential to offer a facilities tour for all Trustees, as a well as a tour of **Brock's lands** in the future. In the interim, the Associate Vice-President, Infrastructure and Operations encouraged individual members to contact him should they be interested in a facilities tour.

8. Five-Year Long-Term Capital Plan Outlook
[An Information Item *TOPIC: Five-Year Long-Term Capital Plan Outlook - FY 2025/26 to FY 2029-30* had been posted with the meeting materials together with Appendix 1 - Proposed Five-Year LTCP for FY 2025/26 to FY 2029/30.]

The Committee reviewed the Report that provided members with an overview of the Five-Year Long-Term Capital Plan for the period FY 2025/26 to FY 2029/30. During the review, the Associate Vice-President, Infrastructure and Operations provided highlights. The finalized 2025/26 plan will be presented to the Board in Cycle 2.

The Chair noted that a motion was required to move in camera for consideration of the following confidential items:

9. Decommissioning BrockDb - Student Information System Update - *In camera*
10. ITS Deferred Replacement Update - *In camera*
11. Deferred Capital Renewal Plan - Board Update Presentation - *In camera*

On a motion by Trustee McCourt, seconded by Trustee Magee and carried, the Committee move *in camera* at 11:06 a.m.

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

The Committee resumed open session at 11:58 a.m.

12. *In Camera* Record of Proceedings of Previous Meeting
[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 26, 2024 had been approved by consent.

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

The Minutes of the previous meeting held on June 26, 2024 were approved by consent.

14. Metrics - Facilities Management
[An Information Item *TOPIC: Metrics - Facilities Management* dated September 25, 2024 had been posted with the meeting materials.]

The Report was received by consent.

15. Other Business - None

16. Adjournment

The meeting adjourned at 11:58 a.m.



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 (2024-2025)

EXTERNAL RELATIONS COMMITTEE

WEDNESDAY, SEPTEMBER 25, 2024, 4:00 PM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Arti Freeman (Committee Chair), Mark Arthur, Lucy He, Laura Lane,
Anne McCourt, Dan Malleck, Lesley Rigg, Christian Santesso

MEMBERS

REGRETS: Allie Hughes, Debbie Zimmerman

KEY

RESOURCE: Stacey Duncan, Michelle McGinn, Yvonne Roussel, Meaghan Rusnell,
Margaret Thompson, Arja Vainio-Mattila

ALSO

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

1. Call to Order

The Committee Chair welcomed new and returning 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 McCourt, seconded by Trustee Arthur and carried, it was

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

4. Business Arising from the Minutes - None

5. 2024-25 External Relations Committee Work Plan

[The 2024-25 External Relations Committee Work Plan had been posted with the meeting materials together with the 2024-25 Committee Objectives and the External Relations Committee Charter.]

The Committee reviewed the 2024-25 Work Plan, the Committee objectives and the Charter of the newly revised External Relations Committee.

5. Brock and Community MOU Partnerships
[An Information Item *TOPIC: Brock and Community MOU Partnerships* dated September 25, 2024 had been posted with the meeting materials together with a link to an Overview of MOU Partnerships.]

The Committee reviewed the Report that provided an overview of Brock's community partnerships that have been formalized through a Memorandum of Understanding (MOU). During the review, the Interim Vice-President, External provided highlights of the current 14 MOU agreements with community partners and opportunities to expand partnerships.

6. Community Engagement
[A **PowerPoint presentation "Community Engagement"** had been posted with the meeting materials.]

The Interim Vice-President, External provided opening remarks and welcomed David Adames, Chief Executive Officer, Niagara Parks Commission to the meeting.

By way of a presentation, members were provided with information regarding the long standing history of collaboration between Brock and Niagara Parks Commission, highlights of the partnership, and future collaborations.

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

The Minutes of the previous meeting of the University and Community Experience Committee held on June 26, 2024 had been approved by consent.

8. Metrics - N/A
9. Other Business - None
10. Adjournment

The meeting adjourned at 4:24 p.m.



Board of Trustees

Report to the Financial Planning and Investment Committee

DECISION ITEM

TOPIC: 2025-26 Endowment Spending Rate Decision

December 4, 2024

Meaghan Rusnell, Interim Vice-President, External
Josh Tonnos, Chief Financial Officer & Associate Vice-President, Financial Services
Lisa Price, Director, Financial Accounting & Controller

MOTION

THAT the Financial Planning and Investment Committee approve an endowment spending rate of 4.0% for fiscal 2025-26.

THAT the Financial Planning and Investment Committee approve the use of the Endowment Reserve to top-up accounts established before May 1, 2023, as outlined in Appendix 1.

EXECUTIVE SUMMARY

1. Rationale

- Each year the Financial Planning and Investment Committee will approve a spending rate for the following fiscal year, in time to meet recruitment offers. The spending decision will take into consideration all objectives of the endowment management policy, along with investment fund performance, economic conditions, and other relevant factors.

2. Key Background

- The annual endowment spending amount for fiscal 2025-26 is based on the lesser of the following two calculations:
 - A. Multiplying 2024/25 beginning book value (BV) by the approved spending rate.
 - B. **The fund's market value (MV) at the beginning of fiscal 2024-25** less the funds inflation adjusted principal value at the beginning of fiscal 2024-25 (represented by the original donated value including inflation that has occurred since the establishment of the fund).
- Administration recommends a spending rate of 4.0% for 2025-26 representing spending of \$3.7 million. This compares to an approved spending rate of 4.0% in 2024-25 representing spending of \$3.6 million. The endowment book value as at May 1, 2024 was \$91.7 million, which compares to \$90.7 million as at May 1, 2023.

3. Implications

- Increasing the spending rate beyond 4.0% is not recommended.
- Maintaining the distribution of funds available for spending at 4.0% will support capital growth, preserve purchasing power, and protect long-term spending stability.
- **The portfolio's 10-year historical rate of return outpaced the total cost of the endowment fund for the last three years, as illustrated below.**

	2021-22	2022-23	2023-24
Effective spending as % of MV	5.4%	8.0%	6.2%
10-year historical rate of return*	8.8%	8.7%	8.3%

*As of June 30th each year

- The spending rate accounts for 48% of the effective costs associated with endowment management, which has increased from the prior year due to the lower rate of inflation.
- **Brock's endowment management policy includes a mechanism for inflation protection.** The inflation protection mechanism allocates income equal to the rate of inflation to the original donated principal value. This ensures the purchasing power of the donor funds remains consistent into the future. The decrease in the effective spending as a % of MV from 8.0% in 2022-23 to 6.2% in 2023-24 is a result of the lower rate of inflation (6.78% in 2022-23 vs 3.90% in 2023-24).
- Costs/allocations incurred in fiscal 2023-24 were as follows:

	Amount (in millions)	% of BV at May 1, 2023	% of MV at May 1, 2023
Spending Allocation 2023-24*	3.67	4.0%	3.0%
Capital Preservation Reserve (CPI 3.9%)**	3.05	3.4%	2.5%
Investment Manager/Consulting Costs	0.55	0.6%	0.5%
Direct Cost Recovery	0.37	0.4%	0.3%
Total Endowment Fund Costs	7.64	8.4%	6.2%
Endowment Fund BV at May 1, 2023	90.69		
Endowment Fund MV at May 1, 2023	122.33		

* The approved spending rate for fiscal 2023-24 was 4% representing spending of approximately \$3.7 million which is calculated on the fund book values at May 1, 2022 (\$92.7mil) per the endowment management policy. In the analysis above, the spending allocation percentage may be different due to the change in the fund book value during 2022-23. The analysis above represents the costs as a percentage of the in-year fund values, whereas spending is calculated on the prior year fund values given that current year values are not known at the time of approval.

** The inflation adjustment is applied to the fiscal year opening original donated value inclusive of prior years inflation adjustments.

4. Next Steps

- Similar to 2024-25, the 2025-26 budget will include the endowment spending allocation. This will inform future decision making on operating contributions towards the Scholarship, Fellowship, Bursary and Award budget. Growth in the endowment

should supplement the operating contribution and through including the endowment spending in the operating budget, administration will be able to report on this funding benefit in a more transparent manner. In absolute **dollars, Brock's endowment size** ranks 34th out of 69 Canadian Universities who responded to the most recent Canadian Association of Business Officers Investment survey (second quartile).

- Please refer to Appendix 1 for additional analysis on the funded position of the endowment, and forward-looking sensitivity analysis of investment returns impact on future spending allocations.

5. Background Materials

Appendix 1 - Additional Analysis (2 pages)

Endowment Funding Levels

The table below identifies the funded level of Brock’s endowment funds as of May, 1, 2024 for calculating the 2025-26 spending allocation:

	<u>Funded Level</u>				<u>Endowment Reserve and Matching Funds</u>	<u>Total</u>
	<u><100%</u>	<u>100-104%</u>	<u>104-110%</u>	<u>>110%</u>		
Number of Accounts	1	1	17	613	2	634
Inflation Adjusted Principal Value (PV)	200,000	50,019	4,586,532	74,661,656	1,907,612	81,405,818
Book Value (BV)	200,947	47,964	4,379,478	87,042,488	(159,619)	91,511,258
Market Value (MV)	196,393	51,658	4,961,199	123,602,579	1,107,743	129,919,571
Funded Level	98%	103%	108%	166%	58%	160%
<i>Spending Calculation (Lesser of)</i>						
Spending Rate 4.0%	8,035	1,915	175,135	3,480,135	NA	3,665,220
MV-PV	(3,610)	1,635	374,625	48,939,445	NA	49,312,095
Policy Spending*	-	1,635	175,135	3,480,135	-	3,656,905
Top-up Spending from Reserve	-	280	-	-	-	280
Recommended Total Spending	-	1,915	175,135	3,480,135	-	3,657,185

* Excludes three endowment accounts that, based on the terms with the donor, are not eligible for spending until the accounts are fully funded.

Notable facts described in the numbers above are:

- All endowment accounts except one are funded above the original donated values. This endowment was established in February 2024. The subsequent two remaining months in fiscal 2023-24 posted a 1.8 per cent loss on investments resulting in the endowment being underwater at fiscal year-end.
- 613 accounts or 97% of the endowment accounts have a surplus value in excess of 10% of their inflation adjusted original donated value.
- The average funded level of the endowment is 160%. Funded level is calculated as the market value (MV) divided by the inflation adjusted original principal (donation) value (PV).

Endowment Reserve Use Recommendation

- Only one endowment gift requires reserve funding. It was established prior to May 1, 2023, and while the market value is above the original donated value, it can only support a 3.4% spending rate. For this gift to have a 4% spending rate, \$280 of reserve funding is required.
- Administration recommends utilizing \$280 of the Endowment Reserve to support a 4.0% spending rate in this account.
- One endowment gift was newly established 2023-24 as noted above. This account has a PV that is less than 4% of the fund’s market value due to the limited time the funds have been invested. Administration does not recommend that the Endowment Reserve be used for newly established gifts, instead allowing the accounts a year to build up investment income.

Forward Looking Spending Sensitivity Analysis

- Four different scenarios (investment returns in 2024-25) have been considered to measure hypothetical future 2026-27 spending impacts.
- Relevant assumptions:
 - Investment return rates are net of endowment fund costs (i.e. investment manager, consulting, and direct cost recoveries).
 - There are no new donations or asset sales in 2024-25.
 - Inflation rate used to adjust the inflation adjusted capital value (original donation) is 3.9%.
 - Investment income is unrealized.
 - Spending rate is 4.0%.

	2024-25 Investment Return			
	Return that does not require reserve spending	Return that requires some reserve spending		Losses that utilize the entire reserve
	10%	6%	0%	-20%
# of Accounts in need of top-up	0	2	17	170
Reserve top-up to maintain 4% payout	0	8,435	149,535	774,980
Policy spending	3,522,035	3,513,600	3,372,500	2,747,055
Recommended spending	3,522,035	3,522,035	3,522,035	3,522,035

- The table above illustrates the impact of different investment returns in 2024-25 on the future 2026-27 spending allocation, assuming all investment income is unrealized. The endowment fund requires a minimum 10% rate of return in order to avoid any top-up spending requirements from the Endowment Reserve. On the contrary, a (20%) loss will result in 100% utilization of the reserve.
- 2026-27 spending allocation is estimated at \$3.52 million at any rate of return as the book values of endowment accounts are not impacted by 2024-25 unrealized investment gains/losses. One of the key rationales for using the book value in the spending policy is that the book value is less volatile than the market value, thus, allowing for a more predictable and steadier (dividend like) payout each year.



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 (2024-2025)

FINANCIAL PLANNING AND INVESTMENT COMMITTEE

WEDNESDAY, SEPTEMBER 25, 2024, 8:30 AM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Brian Lang (Committee Chair), Greg Berti (Vice-Chair), Mark Arthur, Arti Freeman, Nota Klentrou, Anne McCourt, Lesley Rigg, JoAnna Roberto, Debbie Zimmerman

REGRETS: Jonathan Davey

KEY

RESOURCE: Stacey Duncan, Michelle McGinn, Yvonne Roussel, Meaghan Rusnell, Margaret Thompson, Josh Tonnos, Arja Vainio-Mattila

ALSO

PRESENT: Invited staff members during specific agenda items

1. Call to Order

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

2. Declaration of Conflict of Interest

There were no declarations of a conflict of interest.

3. Approval of the Agenda

The Committee Chair referred members to the Agenda and confirmed that there were no items to be lifted. By consensus, it was:

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

4. Business Arising from the Minutes - None

5. Trimester One 2024-25 Year-End Forecast

[An Information Item *TOPIC: Trimester One 2024-25 Year-End Forecast* dated September 25, 2024 had been posted with the meeting materials together with Appendix 1 - 2024-25 Trimester One Report.]

The Committee reviewed the Report that provided an update on the activity of 2024-25 Trimester One with a focus on revenue estimates to fiscal year-end during which the Chief Financial Officer and Associate Vice-President, Financial Services highlighted key points of the T1 2024-25 year-end forecast.

In response to a question raised, the CFO and AVP, Financial Services and the Vice-President, External expanded on matters related to mitigation planning, potential future revenue sources, and grant renewals.

6. 2025-26 Graduate Student Funding Budget
[A Recommendation Item *TOPIC: 2025-26 Graduate Student Funding Budget* dated September 25, 2024 had been posted with the meeting materials.]

The Vice-Provost, Graduate Studies and Dean, Faculty of Graduate Studies provided an overview of the Report and the request for approval of the preliminary 2025-26 graduate student funding budget ahead of the full operating budget to support the development of communication and recruitment materials for the upcoming academic year. The Vice-Provost confirmed that the budget request for 2025-26 is to maintain **the current year's budget of \$7,727,000.00** and expanded on the consultations that had taken place regarding funding allocation.

Discussion ensued regarding matters related (but not limited) to potential impact on student enrolment, co-op and experiential learning opportunities, revenue generated by graduate students, and fact-tracking into PhD programs.

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

RESOLVED that the Financial Planning and Investment Committee recommend to the Board of Trustees that the preliminary 2025-26 Graduate Student Funding Budget as outlined in the Report be approved.

7. 2024-25 Financial Planning and Investment Committee Work Plan
[The 2024-25 Committee Work Plan and Committee Objectives had been posted with the meeting materials.]

The Committee reviewed its annual Work Plan and Committee objectives as set by the Committee Chair.

In response to a question raised by the Committee Chair, and following discussion, the Committee Workplan will be adjusted to include reporting on financial tracking against **the Board's investments made** on the business cases regarding Professional and Continuing Studies and Engineering.

8. 2023-24 Brock University Pension Plan (BUPP) Audited Financial Statements
[A Joint Information / Recommendation Item to the Audit Committee and Financial Planning and Investment Committee *TOPIC: 2023-24 Brock University Pension Plan (BUPP) Audited Financial Statements* dated September 25, 2024 had been posted with the meeting materials together with the following appendices: 1 - Brock University Pension Plan - June 30, 2024; 2 - Analytical Comments; and 3 - Management Representation Letter.]

The Committee reviewed the audited financial statements of the Brock University Pension Plan as detailed in the Report. Of note, the Audit Committee will be reviewing the audited financial statements and will be presenting its recommendation on the statements to the Board.

9. *In Camera* Record of Proceedings - *In camera*
[The confidential Record of the *In camera* Session of the previous meeting had been posted with the meeting materials.]

The confidential Record of the *In camera* Session of the previous meeting held on June 26, 2024 had been approved by consent.

10. Pension Committee Update - *In camera*
[A confidential Information Item *TOPIC: Pension Committee Update* dated September 25, 2024 had been posted with the meeting materials.]

The confidential Report had been received by consent.

11. Minutes of the Previous Meeting
[The Minutes of the previous meeting of the Financial Planning and Investment Committee were posted with the meeting materials.]

The Minutes of the previous meeting of the Financial Planning and Investment Committee held on June 26, 2024 had been approved by consent.

12. Pension Committee Membership
[An Information Item *TOPIC: Pension Committee Membership* dated September 25, 2024 had been posted with the meeting materials.]

The Committee received the Report for information by consent.

13. Telus Health Semi-Annual Detailed Investment Performance Report
[An Information Item *TOPIC: Telus Health Semi-Annual Detailed Investment Performance Report* dated September 25, 2024 had been posted with the meeting materials.]

The Committee received the Report for information by consent.

14. Metrics
[An Information Item *Financial Services Scorecard - Key performance indicators* had been posted with the meeting materials.]

The metrics had been received by consent.

15. Other Business - None

16. Adjournment

The meeting adjourned at 9:15 a.m.



Report to the Governance/Nominating Committee

INFORMATION ITEM

TOPIC: Policy approvals update

December 5, 2024

Yvonne Roussel, University Secretary & Associate Vice-President, Governance & Policy

EXECUTIVE SUMMARY

1. Purpose of the Report

- To notify the Governance/Nominating Committee and Board of Trustees on policy approvals granted by the Executive Team (President and Vice-Presidents) to support continued Board oversight of the University’s policy framework.

2. Key Background

- The Policy of Policy Management (“Policy”) provides that the Executive Team may approve:
 - operational policies; and
 - minor amendments to Board approved policies.
- To ensure transparency and accountability, all approvals by the Executive Team are reported to the Board, which retains the authority to modify the approval authority of any policy as the Board deems appropriate.
- The policies listed in the table below were reviewed and approved by the Executive Team since the last Board meeting in September. All policies are available through the online policy library at <https://brocku.ca/policies/>.

Policy Name	Classification	Additional Information
Freedom of Expression Policy	Operational	The policy has been reviewed and converted to the current policy format with no changes
Temporary Use of Space Policy	Operational	This is a new administrative policy developed to clarify the rights and responsibilities of both the University and those requesting and booking university space. Temporary-Use-of-Space-Policy-2024Sept10.pdf

3. Next Steps

- Any further policy approvals granted by the Executive Team will be reported to Committee and the Board at the next cycle.

4. Background Materials

N/A



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 #2 - CYCLE 1 (2024-25)

GOVERNANCE/NOMINATING COMMITTEE

THURSDAY, SEPTEMBER 26, 2024, 8:30 AM

IN PERSON (SANKEY CHAMBER) AND REMOTE PARTICIPATION (MICROSOFT TEAMS)

PRESENT: JoAnna Roberto (Committee Chair), Kristian Knibutat (Vice-Chair), Mark Arthur, Brian Lang, Kevin Magee, Anne McCourt, Hilary Pearson, Lesley Rigg, Christine Sawchuk

KEY

RESOURCE: Michelle McGinn, Yvonne Roussel, Margaret Thompson, Arja Vainio-Mattila

ALSO: Invited staff during specific agenda items

1. Call to Order

The Committee Chair welcomed new and returning 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 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 Magee, seconded by Trustee McCourt and carried, it was

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

4. Business Arising from the Minutes - None

5. 2024-25 Board Development Plan

[A Decision Item *TOPIC: 2024-25 Board Development Plan* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - 2024/25 Board Development Plan and Appendix 2 - New Board Member Enhanced Orientation.]

The Committee reviewed the proposed Board Development Plan for 2024-25 as outlined in the Report. During discussion, the University Secretary and Associate Vice-President, Governance & Policy received feedback regarding the potential in future to

include linkages between the Plan with certain items contained in the Board's Decolonization, Equity, Diversity, Inclusion and Accessibility (DEDIA) Framework, to limit presentations during the Board education session and provide more time for engagement and discussion, and to share information with Trustees regarding some of the online resource subscriptions available to keep informed of top stories affecting **postsecondary education such as "Today's Top Ten in Higher Education from the Academica Group" and "The Chronicle of Higher Education"**.

On a motion by Trustee Lang, seconded by Trustee Magee and carried, it was

RESOLVED that the Governance/Nominating Committee approve the 2024-25 Board Development Plan as outlined in the Report.

6. Board Meeting Scheduling

[A Decision Item *TOPIC: Board Meeting Scheduling* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - Pilot Project Survey Results.]

Members were referred to the Report provided to determine if the Committee wishes to propose changes to the scheduling of Board and Committee meetings following the pilot project conducted in June 2024. During review, the University Secretary & Associate Vice-President, Governance and Policy provided highlights of the Report.

Each Committee member was provided an opportunity to present their feedback. Following discussion, it was agreed by consensus that no changes will be made to the Board and Committee meeting schedule.

7. 2024-25 Governance/Nominating Committee Work Plan

[The *2024-25 Governance/Nominating Committee Work Plan* dated September 26, 2024 had been posted with the meeting materials together the draft 2024-25 Committee Objectives.]

The Committee reviewed its 2024-25 Work Plan and received the draft 2024-25 Committee objectives as set by the Chair for information.

8. Governance Review Update

[An Information Item *TOPIC: Governance Review Update* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - Governance Review Implementation Plan and Update and Appendix 2 - Final Report of the 2023 Board Governance Review.]

The Committee reviewed the Report that provided an update on the implementation of the recommendations contained in the Final Report of the 2023 Board Governance Review.

9. Decolonization, Equity, Diversity, Inclusion and Accessibility (DEDIA) Framework Update and Workplan

[An Information Item *TOPIC: Decolonization, Equity, Diversity, Inclusion and Accessibility (DEDIA) Framework Update and Workplan* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - DEDIA Workplan.]

The Committee reviewed the Report that provided an update regarding the Board DEDIA Framework. During review, the Director of Human Rights and Equity provided highlights and received comments regarding other linkages to the DEDIA Workplan and **the Board's management of its** internal/external composition.

10. Ontario Not-for-Profit Corporations Act
[An Information Item *TOPIC Ontario Not-for-Profit Corporations Act* dated September 25, 2024 had been posted with the meeting materials.]

The Committee reviewed the Report that provided an update regarding compliance with the *Ontario Not-for-Profit Corporations Act, 2010* **as part of the Committee's** oversight of Board governance practices. During the review, General Counsel and Associate Vice-President, Legal, Compliance and Privacy, provided highlights noting that she and the University Secretary and Associate Vice-President, Governance and Policy will continue to monitor any changes to ONCA to ensure the University remains in compliance.

11. Review of Board Member Skills Matrix
[An Information Item *TOPIC: Review of Board Member Skills Matrix* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - Brock University Board Member Skills Matrix and Appendix 2 - Examples of Other University Skills Matrices.]

The Committee reviewed the Report provided to gain feedback on the current Board Member Skills Matrix to support efforts to recruit community Trustees with the skills needed to support the Board.

During discussion, members confirmed to the University Secretary and Associate Vice-President, Governance and Policy that those proposed adjustments outlined in the Report be incorporated into a revised Skills Matrix. In addition, members proposed that the Matrix differentiate between competencies in IT/cybersecurity and finance/investment, include competencies/experience levels in the areas of artificial intelligence, unionized environments, and FM sustainability, and that the inclusion of the Committee Experience and Community Service categories be re-examined. Based on the feedback received, the Skills Matrix will be revised.

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

12. Oral Update on the revised Policy regarding Appointment of President and Vice-Presidents - *In camera*
13. Community Trustee Recruitment and Nominations - *In camera*
14. Action Plan Arising from the Annual Board Survey - *In camera*

On a motion by Trustee Knibutat, seconded by Trustee McCourt and carried, the Committee moved *in camera* at 9:18 a.m.

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

The Committee resumed open session at 9:49 a.m.

15. *In camera* Record of Proceedings of the Previous Meeting
[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 meeting held on June 4, 2024 had been approved by consent.

16. *In camera* Record of Proceedings of the Previous Meeting
[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 meeting held on August 8, 2024 had been approved by consent.

17. Pension Committee Membership
[A Recommendation Item *TOPIC: Pension Committee Membership* dated September 26, 2024 had been posted with the meeting materials.]

By consent, the Committee approved the following motion:

THAT the Governance/Nominating Committee recommend to the Board of Trustees the appointment of the following members to the Pension Committee:

1. Prof. Tanya Tange, nominated by BUFA to the Pension Committee for a four-year term (replacing Prof. Ivan Medovikov).
2. Glenn Tattersall (alternate BUFA member) replaces active BUFA member Charles Despres who will remain an alternate BUFA member.
3. Kayne Wignall, nominated by OSSTF to the Pension Committee for an additional for-year term.

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

The Minutes of the previous meeting held on June 24, 2024 had been approved by consent.

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

The Minutes of the previous meeting held on August 8, 2024 had been approved by consent.

20. Policy Approval Update
[An Information Item *TOPIC: Policy Approval Update* dated September 26, 2024 had been posted with the meeting materials.]

The Committee received the Report by consent.

21. Metrics
[The Governance/Nominating Committee Metrics as at Cycle 1, September 26, 2024 had been posted with the meeting materials.]

The Metrics had been received by consent.

22. Other Business - None

23. Adjournment

The meeting adjourned at 9:49 a.m.



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 (2024-25) - CYCLE 1

HUMAN RESOURCES COMMITTEE

THURSDAY, SEPTEMBER 26, 2024, 11:00 AM

IN-PERSON (SANKEY CHAMBER) & REMOTE PARTICIPATION (MICROSOFT TEAMS)

MEMBERS

PRESENT: Anne McCourt (Committee Chair), Marleen McMaster (Vice-Chair),
Mark Arthur, Greg Berti, Lesley Rigg, Rob Welch

REGRETS: Nyarayi Kapisavanhu

KEY

RESOURCE: Jennifer Guarasci, Michelle McGinn, Yvonne Roussel, Margaret Thompson,
Arja Vainio-Mattila, Amanda Villella

ALSO: Invited staff members during specific agenda items

1. Call to Order

The Committee Chair welcomed new and returning 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 of the Agenda.

On a motion by Trustee Welch, seconded by Trustee McMaster and carried, it was

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

4. Business Arising from the Minutes - None

5. 2024-25 Human Resources Committee Work Plan

[The *2024-25 Human Resources Committee Work Plan* had been posted with the meeting materials together with the 2024-25 Committee Objectives.]

The Committee reviewed its 2024-25 Work Plan including the key objectives for 2024-25 as set out by the Committee Chair. During the review, the Vice-President, **Administration provided highlights of this year's Work Plan.**

6. **President's Objectives**

[An Information Item *TOPIC: President's Objectives* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - **President's Objectives.**]

The Committee Chair referred members to the Report and provided an overview of the processes **involved in the annual setting of the President's objectives and the Committee's responsibility of overseeing the annual performance review for the President.** The Board Chair provided highlights of the **President's objectives as outlined in the Appendix to the Report.**

In response to a question raised regarding the absence of financial key performance **indicators within the President's objectives, the Board Chair noted that** the objectives do include information regarding financial stability and expanded on several other ways in which the Board ensures that the financial integrity of the University is maintained and financial KPIs are tracked. The potential to include additional information regarding financial KPIs within the **President's objectives will be re-examined next year.**

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

7. People Strategy Update - *In camera*
8. Collective Bargaining Updates - *In camera*

On a motion by Trustee Welch, seconded by Trustee Arthur and carried, the Committee moved *in camera* at 11:15 a.m.

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

The Committee resumed open session at 11:33 a.m.

10. *In camera* Record of Proceedings of Previous Meeting

The confidential Record of the *in camera* proceedings of the previous meeting held on June 4, 2024 had been approved by consent.

11. Minutes of Previous Meeting

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

The Minutes of the previous meeting held on June 4, 2024 had been approved by consent.

-
12. Health, Safety & Wellness Quarterly Report
[An Information Item *TOPIC: Health, Safety and Wellness Quarterly Report* dated September 26, 2024 had been posted with the meeting materials together with Appendix 1 - Health, Safety & Wellness Summary Report May - August 2024.]

The Committee received the report for information by consent.

13. Senior Administration Recruitment Update
[An Information Item *TOPIC: Senior Administration Recruitment Update* dated September 26, 2024 had been posted with the meeting materials.]

The Committee received the Report for information by consent.

14. Metrics
[The Human Resources Metrics as of September 2024 had been posted with the meeting materials.]

The Metrics had been received by consent.

15. Other Business - None

16. Adjournment

The meeting adjourned at 11:33 a.m.