



# Brock University

Performance and Overview Indicators  
September 2020



WELCOME TO  
THE BEST  
YEARS OF  
YOUR LIFE.  
Brock

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## Brock at a Glance

### Vision

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

### Mission

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

### Values

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

### Strategic Priorities

- Provide a transformational and accessible academic and student experience
- Increase the University's research capacity
- Enhance the life and vitality of communities across Niagara region
- Foster a culture of inclusivity, accessibility, reconciliation and decolonization

## 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; and 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. Advance improvements in the students' academic and university experience; growth in the quantity, quality and impact of inquiry, knowledge and originality; and expanding and intensifying bonds with local and global partners will increase Brock's reputation."

Furthermore, it states that these developments will be reflected in Brock's enrolments and the indicators being established through the Enrolment Management Plan as part of the integrated strategic plan framework of the University. Specifically, Brock aims to increase its degree seeking enrolment from its 2017/18 level of 18,0171 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 current (2017/18) level of 10 percent to 17 percent of total Brock enrolment levels by 2024/25. However, the COVID-19 pandemic will affect enrolment targets going forward.

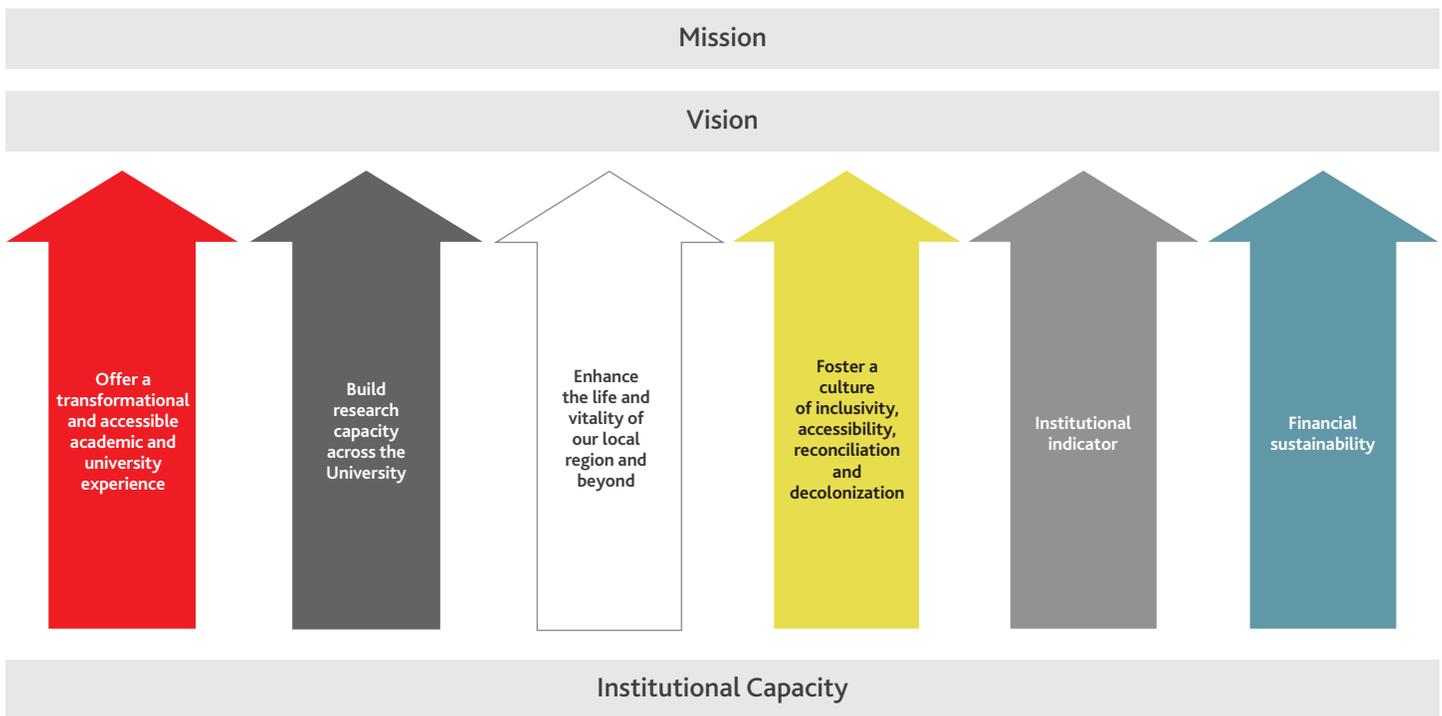
The enrolment plan was integrated into the financial plan, making Brock's Strategic Plan a fully Integrated Enrolment Budget Strategic Plan, which is seldom the case for universities in Ontario or Canada. It was stated that indicators would be established for measuring and reporting on progress made in support of the strategic priorities, followed by



an interim progress review in 2022 and a final progress report in 2025.

This current report aims to establish the indicators and other metrics that will be used as part of annual reporting in relation to the Strategic Plan and its priorities. Only a few Canadian universities, including the University of Waterloo, Simon Fraser University and the University of Victoria, have followed this formal approach. The joint governance structure defined by the bicameral system assigns responsibilities for resourcing and academic decision-making between the Board and the Senate.

Furthermore, 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. For instance, soon after the establishment of the Strategic Plan, the Ontario government cut tuition by 10 percent and established a new Strategic Mandate Agreement process (SMA3) that will have significant implications for the financial, academic and enrolment structures of Ontario universities. In March 2020 Brock took actions to move its courses online for the end of the Winter 2020 term in response to the COVID-19 pandemic. Courses for Fall 2020 will also be offered largely online. The continuing pandemic introduces further uncertainty when estimating goals and targets. For example, the Ministry has already chosen to re-examine the implementation of the SMA3 framework.



Brock's original enrolment plans for a 2.4 percent increase over the seven-year life of the Strategic Plan have already had to be adjusted upward to support the financial sustainability and balanced-budget principles of the University. The mapping framework informing the structure of the Strategic Plan and indicators to be requested is reflected above.

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 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 Executive Director, Government and Community Relations
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	Director, Human Rights & Equity
	% of programs that include Indigenous context, culture, history and/or thought	Definitions and method of data collection to be determined	Vice-Provost, Indigenous Engagement
	% of programs that include content related to equity, diversity and/or inclusion	Definitions and method of data collection to be determined	Provost
External indicator	Maclean's rankings	Brock's performance in Maclean's University Rankings, specifically in the Comprehensive Schools category	Provost
Financial sustainability	Revenues / Expenses	University's funding budget	Chief Financial Officer
	Donations	All donations to the University	AVP, Advancement & External Relations
	Dominion Bond rating	Independent audit of Brock's credit rating	Chief Financial Officer

Priority	2016-17	2017-18	2018-2019
Provide a transformational and accessible academic and student experience	<b>Enrolment</b> 18,704	<b>Enrolment</b> 18,788	<b>Enrolment</b> 18,994
Increase the University's research capacity	<b>Research Revenue</b> \$12,372,000	<b>Research Revenue</b> \$12,794,000	<b>Research Revenue</b> \$14,592,000
Enhance the life and vitality of communities across Niagara region and beyond	<b>Economic Impact</b> \$632,568,683	<b>Economic Impact</b> \$634,919,960	<b>Economic Impact</b> \$640,000,000
Foster a culture of inclusivity, accessibility, reconciliation and decolonization	<b>Self-identified Indigenous students</b> 357	<b>Self-identified Indigenous students</b> 375	<b>Self-identified Indigenous students</b> 427
	<b>% of programs that include Indigenous context, culture, history and/or thought</b> N/A	<b>% of programs that include Indigenous context, culture, history and/or thought</b> N/A	<b>% of programs that include Indigenous context, culture, history and/or thought</b> N/A
	<b>% of programs that include content related to equity, diversity and/or inclusion</b> N/A	<b>% of programs that include content related to equity, diversity and/or inclusion</b> N/A	<b>% of programs that include content related to equity, diversity and/or inclusion</b> N/A
Institutional indicator	<b>Maclean's rankings</b> Overall: 15 Satisfaction: 4	<b>Maclean's rankings</b> Overall: 15 Satisfaction: 5	<b>Maclean's rankings</b> Overall: 13 Satisfaction: 3
Financial sustainability	<b>Revenues</b> \$314,094,000	<b>Revenues</b> \$326,082,000	<b>Revenues</b> \$344,094,000
	<b>Expenses</b> \$308,570,000	<b>Expenses</b> \$320,940,000	<b>Expenses</b> \$337,590,000
	<b>Net</b> \$5,524,000	<b>Net</b> \$5,142,000	<b>Net</b> \$6,504,000
	<b>Donations Cash received:</b> \$5,459,000	<b>Donations Cash received:</b> \$6,903,000	<b>Donations Cash received:</b> \$4,952,000
	<b>Recognized audited financial statement:</b> \$4,282,000	<b>Recognized audited financial statement:</b> \$3,639,000	<b>Recognized audited financial statement:</b> \$3,896,000
	<b>Dominion Bond rating</b> A (High)	<b>Dominion Bond rating</b> A (High)	<b>Dominion Bond rating</b> A (High)

# Overall Strategic Trajectory

Priority	2019-20	2024-25
Provide a transformational and accessible academic and student experience	<b>Enrolment</b> 19,681	<b>Enrolment</b> 21,282*
Increase the University's research capacity	<b>Research Revenue</b> \$11,715,000	<b>Research Revenue</b> Improved
Enhance the life and vitality of communities across Niagara region and beyond	<b>Economic Impact</b> \$652,565,580	<b>Economic Impact</b> TBD
Foster a culture of inclusivity, accessibility, reconciliation and decolonization	<b>Self-identified Indigenous students</b> 435	<b>Self-identified Indigenous students</b> Target 2-4% enrolment growth per year
	<b>% of programs that include Indigenous context, culture, history and/or thought</b> N/A	<b>% of programs that include Indigenous context, culture, history and/or thought</b> Improved
	<b>% of programs that include content related to equity, diversity and/or inclusion</b> N/A	<b>% of programs that include content related to equity, diversity and/or inclusion</b> Improved
Institutional indicator	<b>Maclean's rankings</b> Overall: 14 (tied) Satisfaction: 4	<b>Maclean's rankings</b> Overall: 12-13 Satisfaction: 4-6
Financial sustainability	<b>Revenues</b> \$346,977,000	<b>Revenues</b> \$403,988,000*
	<b>Expenses</b> \$339,319,000	<b>Expenses</b> \$403,988,000*
	<b>Net</b> \$7,658,000	<b>Net</b> \$0
	<b>Donations</b> \$3,773,000	<b>Donations</b> TBD
	<b>Dominion Bond rating</b> A (High)	<b>Dominion Bond rating</b> A (High)

# Risk Management

Indicator	2020-21	Risk	Mitigation
Enrolment	Original - 19,402 COVID-19 - 18,800	Low - Persistence of COVID-19 into 2021-22. Low population growth rate in the key 101 demographic. Additionally, several universities (e.g., York, Western, Queen's) have re-doubled their recruitment efforts and are regaining market share	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 - New international recruitment strategy and greater outreach to Indigenous community may result in increase in these related numbers	
Research Revenue	\$11,715,000	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 of the research culture and capacity at Brock result in increases in funding applications and success rates	
Economic Impact		Low - The impacts of the pandemic, reduced government funding and/or persistent lower enrolments require that the University reduce the scale of its activities	Lobbying to government on the importance of universities for their local communities and the role universities can play in economic development
		High - A strong economic recovery and/or an activist government provide the University with new opportunities for growth	
Self-identified Indigenous Students		Low - A slow economic recovery from COVID-19, with slow student return to in-person courses	Getting early information from the Registrar's Office on enrolment levels to assist with service planning
		High - Strong engagement with Indigenous communities and awareness of Brock University programs and services could require added investment in Indigenous student services	
% of programs that include Indigenous context, culture, history and/or thought		Low - Inability to attract or retain qualified faculty members; Concensus 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 - Concensus 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	2020-21	Risk	Mitigation
Revenues	\$346,977,000	<p>Low - Decreased government grant and/or decreased enrolment could drive revenue lower; if SMA3 is implemented, funds tied to performance-based metrics could also affect revenues</p> <p>High - A strong recovery from the pandemic leads to substantially increased enrolment, as students who deferred post-secondary education return to the system</p>	Government lobbying and continued recruitment efforts both domestically and abroad to identify new markets
Expenses	\$339,319,000	<p>Low - The new realities after the pandemic minimize or eliminate common types of expenses (e.g., travel)</p> <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	\$4,500,000	<p>Low - Philanthropic giving is reduced during challenging economic times following the pandemic</p> <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	A (High)	<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> <p>High - The University continued to perform well financially despite the challenges of the pandemic</p>	Fiscal discipline and continued attempts to identify new market and increase enrolment



**PRIORITY:**

# Offer a transformational and accessible academic and university experience

**19,681****Record enrolment**

November 2019

**105,000+**  
**Graduates**

## First for mental health support

Mental health for young people is a growing concern across Canada. In Maclean's 2019 university rankings, students ranked Brock best among all Canadian comprehensive universities for mental health supports to help students cope with stress.

## Student satisfaction: Top 4 in Canada

In the 2019 Maclean's student satisfaction survey, Brock ranks in the top 4 among all Canadian comprehensive universities for student satisfaction.

## Responding to the call for more residence space

As Brock reaches record enrolment numbers and more students want to make on-campus living part of their experience, work began in the fall on Residence 8, a six-storey, \$40-million facility that will add 300 new beds.

Raising Brock's total residence capacity to nearly 2,800 beds, Residence 8 will also help relieve housing pressures in off-campus neighbourhoods of host communities. The new facility will also include a dining hall and a hub for Conference and Events Services.

## COVID bursaries support students

In recognition of the significant impact the COVID-19 pandemic may have on students' financial situation, the University created bursaries for undergraduate and graduate students. Established with seed funding from the President, Provost, the Vice-President, Research, the Brock University Students' Union and the Graduate Students' Association, the bursaries also attracted donations from alumni, donors, faculty members and staff.

## Brock launches its first engineering program

Brock launched the first in a series of bold new engineering programs designed to shape the future of technology. Housed in the Department of Physics, the minor in Engineering Science was designed in consultation with professional associations, as well as engineering companies in Ontario. It will begin accepting students in September 2020.

In the coming years, this initial program will expand into a full range of undergraduate and graduate degrees, including a professional Master of Engineering, a Bachelor of Engineering, a research-based Master of Applied Science, and a doctoral program.

## Political Science professor recognized for teaching excellence

Dr. Hevina Dashwood, a professor in the Department of Political Science, was recognized by the Ontario Undergraduate Student Association and awarded its OUSA Teaching Excellence Award. This makes Dr. Dashwood a three-time winner, as she also won the award in 2012 and 2016.

## Brock creates new Students portfolio

Dr. Anna Lathrop has taken the title of Brock's inaugural Vice-Provost and Associate Vice-President, Students, heading up a unit focused on supporting students on non-academic issues and enhancing the student experience. Already an area of strength, this change will ensure that student support and experience will continue to be an area of focus in line with the Strategic Plan.

## A modernized presence in the Hamilton-Burlington-Oakville region

With its current Hamilton campus closing in the coming years, Brock is exploring options and locations for new accommodations to meet the changing needs of learners in the Hamilton-Burlington-Oakville region. The new location will house a greater variety of programs and provide easier access for the growing numbers of students in the Greater Toronto Area.

## Krezek takes on national leadership position

Brock's Director of Co-op, Career and Experiential Education (CCEE) became in October the next president of Co-operative Education and Work-Integrated Learning Canada (CEWIL), a group that promotes, establishes standards, and develops resources for organizations that participate in post-secondary work-integrated learning programs.

Brock is recognized as a trailblazer in co-operative and work-integrated learning, and many of the initiatives CEWIL has championed at the national level had already begun at Brock in previous years. Thanks to CEWIL's resources, Krezek's CCEE team is now offering experiential learning opportunities in 100% of Brock's academic programs.

## Rutherford assumes new Vice-Provostial role

Camille Rutherford, an Assistant Professor in the Faculty of Education, has assumed a new appointment as Acting Vice-Provost, Strategic Partnerships and International. In addition to overseeing the work of Brock International, Dr. Rutherford takes responsibility for establishing new partnerships and developing alternate pathways through which students can achieve a post-secondary education at Brock.

## Excellence in athletics

Brock Badgers athletics teams were successful in both OUA and U Sports competition this year.

- The women's basketball team won OUA gold and U Sports silver.
- Men's and women's wrestling won titles at both the OUA championships and the U Sports championships.
- Men's curling won OUA silver.
- Men's rugby won OUA bronze.
- Brock Badgers have been nominated in 4 of 6 OUA major award categories, including Mike Rao (women's basketball) for OUA Male Coach of the Year; women's basketball for OUA Female Team of the Year; Hannah Taylor (women's wrestling) for OUA Female Athlete of the Year; and Clayton Pye (men's wrestling) for OUA Male Athlete of the Year.

**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 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20
Offer a transformational and accessible academic and university experience	The programs and experiences Brock offer attract an increasing number of students	Enrolment*	No	18,704	18,788	18,994	19,681
	Institutional strength/focus	Increase in programs of strength	Yes	47.0%	48.7%	50.5%	51.0%
		Programs with explicit learning outcomes	No	N/A	N/A	N/A	84%
	Students graduate with a Brock degree	Undergraduate retention to graduation	Yes	73.9% (2009 cohort)	74.9%	75.8%	73.9%
	Students are prepared for life after Brock	Graduate employment rate (two-year)	No	96.5% (2014 cohort)	96.9%	96.0%	Delayed due to COVID
		Skills and competencies	Yes	N/A	N/A	N/A	New in SMA3
		Experiential learning as defined by Ministry	Yes	N/A	42.5%	40.1%	37.9%
	Students succeed in their studies	Undergraduate retention rate (year 1 to year 2)	No	87.3% (2015 cohort)	89.2%	88.5%	86.7%
		Graduate degree time to completion	No	N/A	N/A	N/A	Master's: 2.5 yrs PhD: 5.2 yrs

\* Institutional Performance Indicator

**PRIORITY:**

# Build research capacity across the university



Research  
revenue  
grew by

**14%**

## Rising up the national chart

Brock keeps growing its profile for research. Measured in research funding alone, Brock moved up one spot to #38 among Canada's Top 50 Research Universities, according to the consulting firm Re\$earch Infosource Inc.

## Federal funding opens the door for new bio research centre

In September, the Government of Canada committed \$5-million to Brock to create a facility that will make Niagara an innovation leader in bio-products, bio-agriculture, bioscience and chemical manufacturing.

The Brock-Niagara Validating, Prototyping and Manufacturing Institute (VPMI) will enable area businesses to access the University's researchers, expertise and advanced technology. The new facility is expected to open in 2021.

## Total funding hits a new record

The University's audited statements show that, in 2018-19, Brock received more than \$14.59 million in research funding. This represents all funding raised for research purposes from government grants, institutions, foundations and private sector sources.

## Research with a global reach

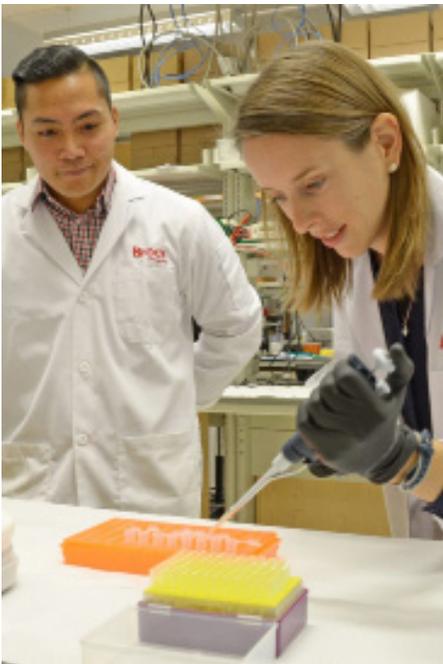
Brock keeps expanding its research horizons through partnerships around the world. In 2019, Brock signed agreements with Malaysia's University of Malaya, one of Asia's leading research centres, and with the University of the West Indies to investigate the creation of a research-driven Institute for Canada-Caribbean Studies.

These build on the momentum of 2018 pacts with Kateb University in Kabul, Afghanistan and with the University of Karachi in Pakistan.

## Fajardo and team study astronaut bone loss

A Brock University-led research team is exploring how to slow the kind of tissue loss that happens to astronauts during space flight. The team, headed by Assistant Professor of Kinesiology Val Fajardo, was selected for a NASA research program whose work included studying tissue samples from mice that have spent time on the International Space Station.

The research, which began in January, has since attracted national headlines.



## **Brock makes its mark in new international ranking**

Brock researchers are well represented this fall in a new database out of Stanford University that identifies the world's 100,000 most-cited academic authors. The database uses a common Indicator that applies across academia: the number of citations amassed by individual scholars.

In the period of 1996 to 2017 — when Brock evolved from undergraduate roots to research-intensive comprehensive university — 14 Brock researchers made the global list. By 2017, the list of Brock names had grown to 21.

## **Developing a new copper production method**

Brock University Professor Emeritus of Chemistry Ian Brindle has partnered with Destiny Copper Inc., a resident company in the Brock LINC, to develop new methods of producing copper. These methods have the potential to revolutionize the copper mining industry in Canada and beyond due to their simplicity and mobility.

The process has already attracted interest from companies in South America, Mexico, and the United States. The aim of Destiny Copper's work is to offer a new way of extracting copper from small deposits of copper ore that most large-scale mining companies would consider too small to process using conventional methods.

## **LINC complex opens**

The LINC is Brock's new centre for research, innovation and commercialization. Covering 41,000 square feet, the LINC houses open spaces for networking and collaboration; a new makerspace to design, build and prototype; cutting-edge labs for digital scholarship and virtual reality research; entrepreneurial space for early-stage business ideas and start-ups; and multi-purpose rooms and meeting spaces for learning and sharing.

The new facilities will provide the Brock community with space to experience and experiment with entrepreneurship and will add a strategic asset within Niagara's innovation ecosystem that supports a greater number of research and development partnerships between Brock and Niagara's businesses and social organizations.

## **Canada-Caribbean Institute launches**

Working in partnership with the University of the West Indies (UWI), Brock launched in February the Canada-Caribbean Institute (CCI), an international body that will facilitate collaborative academic and research initiatives; faculty, student, and staff exchange programs; and institutional capacity building in areas of shared interest between Canada and the Caribbean such as socio-economic development, environmental and health promotion, gender studies, and trade and economic policy.

## **Brock gets green light for cannabis research**

Brock became one of the first universities in Canada to receive a cannabis-related research and development license from Health Canada under a new application process since cannabis was legalized last year. The University was awarded permission to begin two specific projects that involve collaboration with local industry partners. Initial research projects will be headed up to Professor of Biochemistry Debbie Inglis and Adjunct Professor of Biological Sciences Sudarsana Poojari.

**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 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20
Build research capacity across the university	Production of high-quality research	Research revenue audited financial statements*	No	\$12.372M	\$12.794M	\$14.592M	\$11.715M
		Federal Tri-Agency funding secured	Yes	\$7.796M	\$7.608M	\$8.148M	\$7.865M
		Total number of external research grants held	No	636	713	651	557
		Proportion of tenure-stream researchers holding external grants	No	275/607	303/614	278/623	253/623
		Total overhead received	No	\$1.918M	\$2.037M	\$2.261M	\$2.326M
	Research is mobilized through external partnerships	Research funding attracted from private sector sources	Yes	\$2.356M	\$1.582M	\$2.086M	\$2.390M
		Number of new research partnerships	No	18	32	18	15

\* Institutional Performance Indicator

**PRIORITY:**

# Enhance the life and vitality of our local region and beyond



**\$640  
MILLION**

**Brock's economic  
impact on Ontario  
communities**

## Exemplary citizens

The 52 members of the Brock Leaders Citizenship Society organized and hosted two annual large-scale fundraising and community initiatives, benefitting the Alzheimer Society of Niagara and the Education Foundation of Niagara. During the 2019/20 year, members represented the society and Brock University at the Ontario Student Leadership Conference and the Niagara Leadership Summit for Women.

## Partners create joint Manager Professional Development Program

Working with Niagara College, the Niagara Health System, and the Niagara Region, Brock has spearheaded the creation of a new Manager Professional Development Program. HR staff are working to identify program and curriculum elements that align with the management and leadership needs of the University and its partners.

**Brock is a proud partner for the 2021 Canada Summer Games**



Brock University will be a key host and partner of the 2021 Canada Summer Games, which will be held in August 2021 and welcome more than 5,000 athletes, coaches and family members to Niagara region.

Canada Games Park, one of the central venues for the Games, will be built on the Brock campus, with construction having begun in December 2019. The complex is being built on the southeastern corner of campus. The land, valued at approximately \$12 million, is part of Brock's in-kind donation to help stages the Games.

Brock has partnered with the Niagara Region, the City of St. Catharines and the City of Thorold to own the building and will join these partners in operating it as a community facility following the Games. In addition to housing two ice rinks, a gymnasium, an outdoor track, cycling centre and beach volleyball courts, Canada Games Park will have space for Brock research activities and will be home to the Brock-Niagara Centre for Health and Well-Being.

Brock is also taking an academic approach to its partnership in the Games, creating the VPR Canada Games Grants program, which makes available funding to help faculty members who either want to take on Games-related research projects or teach related content in their courses. Eleven Brock researches and scholars were awarded up to \$7,000 in funding to pursue their proposed projects.

Finally, the University has also created the Brock University Volunteer Association as a way to encourage students to get involved in the 2021 Canada Summer Games and other community events.

## Supporting community needs during the COVID-19 pandemic

While the COVID-19 pandemic created a number of challenges for students, staff and faculty members at Brock, it also provided us with opportunities to support our local community and engage with our partners in critical ways.

- In late March, researchers cleared out storage rooms across campus in order to send thousands of gloves, masks, lab coats, goggles, stethoscopes, and other supplies to health staff who were running short. The equipment was loaded onto a truck and sent to Niagara Health, which distributed them to front-line health workers at the region's hospitals.
- Brock University Library's Makerspace, which is part of the Brock LINC, dedicated its five 3D printers to producing face shields for health-care workers using an open-source design file available online. The Makerspace has been printing about 20 face shields a day, with the initial round of equipment mostly going to Niagara EMS workers.
- Brock sought the necessary approvals from the Government of Canada to use its Containment Level 3 (CL3) lab for COVID-19 research. Following discussions with Niagara Health, the University issued a call at the end of March through the provincial government's COVID-19 portal for researchers to submit their proposals.
- Responding to a request from Henley House, a long-term care residence in St. Catharines, Brock donated nearly 200 trays from its Dining Services department. The trays have allowed Henley House to increase physical distancing of residents, thus improving their safety.
- In a strategy developed between Brock and the Niagara Region, Brock made residence units in its Village complex available at no cost to health-care staff who have difficulty isolating themselves from their families in their own homes. The agreement for front-line staff, including EMS responders and staff from Region-operated long-term care homes, will help protect families from exposure to COVID-19.

## Brock partners with Niagara Parks Commission

Since signing an agreement two years ago, the Niagara Parks Commission and Brock have been working together to address needs and opportunities related to environmental stewardship. This year, the collaboration took another step forward with the introduction of a five-year Memorandum of Understanding to form the Trail Assets and Tourism Initiative, which will also involve the Ontario Trails Council.

## Niagara Adapts explores local impacts of climate change

The need to address climate change action in the Niagara region motivated an alliance between Brock's Environmental Sustainability Research Centre (ESRC) and seven regional municipalities. Niagara Adapts was formed to seek innovative strategies that address how climate change is impacting the region.

The partnership will leverage resources and expertise from ESRC and the Town of Grimsby, Town of Lincoln, City of Niagara Falls, Town of Niagara-on-the-Lake, Town of Pelham, City of St. Catharines and City of Welland.

## Brock formalizes partnership with Niagara Public Health

For many years, Brock and Public Health have been working together on joint research, experiential education, career events and guest lectures. The partnership was formalized this year with the signing of a Memorandum of Understanding, paving the way for further collaboration on projects and initiatives of mutual interest to improve health and well-being in our region and beyond.

**PRIORITY:**

# Enhance the life and vitality of our local region and beyond

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

**GOAL:**

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

Actions:

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

**GOAL:**

**Support regional economic, social and cultural vitality.**

Actions:

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

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

**GOAL:**

**Enhance engagement with Indigenous communities in the spirit of reconciliation.**

Actions:

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

**GOAL:**

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

Actions:

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

Priority	Outcomes	Indicator	Included in SMA	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20
Enhance the life and vitality of our local region and beyond	Economic impact*	Economic impact in Ontario	Yes	\$632.569M	\$634.920M	\$640.000M	\$652.566M
	Local engagement	Institutional enrolment as share of the Niagara population	Yes	20.24%	20.40%	20.66%	21.4%
		Strategic university partnerships (MOUs)	No	N/A	N/A	N/A	9
		Percentage of Brock students from the Niagara region	No	N/A	N/A	N/A	New metric
	Global engagement	Number of international agent agreements	No	N/A	N/A	N/A	234
		Number of international partnerships	No	N/A	N/A	N/A	28
	Engagement with alumni	Number of contactable alumni vs. aggregate alumni population	No	63.8%	64.3%	63.3%	74.4%

\* Institutional Performance Indicator

**PRIORITY:**

# Foster a culture of inclusivity, accessibility, reconciliation and decolonization



## Living the Spirit of Brock

At Fall Convocation, two Faculty of Social Sciences students were celebrated with the Spirit of Brock medal for their leadership, courage, innovation, inspiration and community involvement.

Sophie Hassanali (BA, majoring in Media and Communications) made a priority of helping others during her time at Brock, through social justice activities ranging from an education mission to Peru, to building a rooftop garden in Hong Kong.

While Aniqah Zowmi was completing her Master's degree (Social Justice and Equity Studies), she worked with the Toronto Youth Cabinet's Community Safety Working Group, and coordinated a nation-wide mental health project to help refugees and vulnerable people in Jordan.

## Expanded offerings in sexual violence prevention education

In the two years since all full-time students at publicly-funded universities and colleges in Ontario were surveyed about sexual violence and harassment on campus, Brock has taken significant steps to improve education and awareness around this important issue. There are now more than 60 programs, initiatives, and events at Brock around sexual violence education and support, ranging from consent education during Fall orientation to follow-up events around Halloween and St. Patrick's Day.

Additional offerings in the area include sexual violence support programs; ongoing recruitment and training of volunteers; a Sexual Violence Certificate program that has been earned by more than 267 students, faculty and staff; formal training for nearly 700 people on campus; specific programming for various marginalized groups; a survivor support group; significantly expanded counselling services; specialized training for student-athletes; programming for male-identified individuals around masculinity; and a wide variety of other new education-oriented programs and events. Starting in Fall 2020, there will also be educational pieces for all athletics teams, sport and interest clubs, as well as within classrooms.

## New mandate for Brock's Ombuds Office

In February, Kelly Barker joined Brock as its new Ombudsperson. This appointment marked the start of a new mandate for the office. For the past decade, the Ombuds Office had been a student-centred support service operated by the Brock University Students' Union (BUSU). This year, the University became a funding partner, alongside BUSU and the Graduate Students' Association (GSA).

Brock's Ombuds Office is an independent and impartial body for conflict resolution. It does not intervene in matters covered by a collective agreement, unless all parties consent to the Ombudsperson's informal involvement. The change in the Office's mandate is in line with the recommendations of the 2017 Human Rights Task Force.

### Self-identified Indigenous students

2016-17	357
2017-18	375
2018-19	427
2019-20	435

## Climate study to look at Brock’s culture

Brock University strives to create an environment that is open, fair, and provides equal access for all students, staff and faculty. One of the foundations of Brock’s educational model is a welcoming and inclusive campus climate grounded in mutual respect. To reinforce this, Brock will undergo a climate assessment that studies the University’s day-to-day culture, as perceived by employees and students.

The initiative, a recommendation of the 2017 Human Rights Task Force, aims at creating lasting change that will yield a more inclusive campus. Overseeing the process will be Rankin & Associates Consulting, which has done more than 200 assessments across North America.

In the coming year, they will work with a committee of Brock students, staff and faculty to develop and conduct the assessment. The results will lead to actions that support successful programs and policies, and address any challenges with the core mission of enhancing Brock’s inclusivity.

## Brock joins study of Indigenous caregivers

A joint project by Brock’s Social Justice Research Institute and the Fort Erie Native Friendship Centre examined issues faced by Indigenous people who must provide care to elderly or disabled adults while also being employed full-time. These “worker-carers” support family or friends, but often themselves experience problems linked to systemic issues facing Indigenous people, including increased rates of chronic illness, reduced access to health care, and housing challenges. The researchers hope their work will better inform the development of policies and workplace standards that accommodate worker-carers.

This was the second collaboration between the Social Justice Research Institute and the Fort Erie Native Friendship Centre. In 2018, they researched barriers that Indigenous residents face in gaining employment, as well as supports that can help people obtain and remain in jobs.

## Vice-Provost, Indigenous office created

In 2019, Amos Key, Jr. was appointed as Brock’s first Vice-Provost, Indigenous. The new position and office were created as a way to support Brock’s Indigenous education across all Faculties, as well as the University’s community engagement with stakeholders and partnership initiatives.



**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 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20
Foster a culture of inclusivity, accessibility, reconciliation and decolonization	University admissions include under-represented groups	Number of self-identified Indigenous students*	No	357	375	427	435
		Number of self-identified first-generation students	No	N/A	N/A	N/A	New metric
		Number of self-identified racialized students	No	N/A	N/A	N/A	New metric
		Number of self-identified students with disabilities	No	N/A	N/A	N/A	New metric
		Number of self-identified 2SLGBTQ+ students	No	N/A	N/A	N/A	New metric
		Number of students receiving OSAP support	No	9,764 FT	10,932 FT	10,157 FT	9,491 FT, 269 PT
		Number of self-identified scholars from under-represented categories	No	N/A	N/A	N/A	New metric
	Course delivery and curriculum	Indigenous major courses developed and delivered	No	N/A	N/A	N/A	New metric
		Self-identified Indigenous instructors and staff	No	N/A	N/A	N/A	New metric
		% of students who have completed a course with Indigenous content	No	N/A	N/A	N/A	New metric
		% of students who have completed a course with equity, diversity and/or inclusion content	No	N/A	N/A	N/A	New metric

\* 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 maintains A High credit rating**

For the fourth year in a row, Brock University has maintained an A High credit rating from the Dominion Bond Rating Service (DBRS) Morningstar.

## **Building Advancement capacity**

In the last year, the University has taken significant steps to update and improve its fundraising capacity by making fundamental changes to its Advancement unit. First, Brock recruited Gord Arbeau from McMaster University as the first Associate Vice-President, Advancement and External Relations.

In addition to making gains in fundraising for scholarships and research initiatives, Arbeau is charged with enhancing Brock's role in regional development and economic growth, and integrating the departments of Development and Alumni Relations and Marketing and Communications into a single unit to better meet the needs of the community and advance Brock's strategic priorities.

Chief among Arbeau's priorities is developing a stronger culture of philanthropy at Brock by engaging communities in targeted giving and creating successful campaigns for particular stakeholder groups. An Advancement Strategic Plan will also be drafted to align the new unit's activities with institutional objectives.

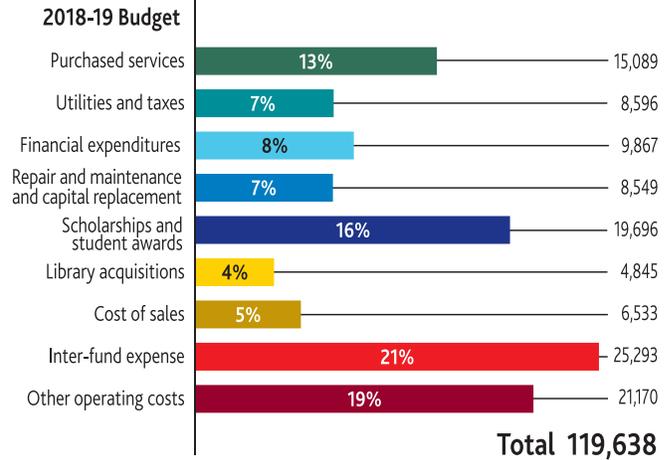
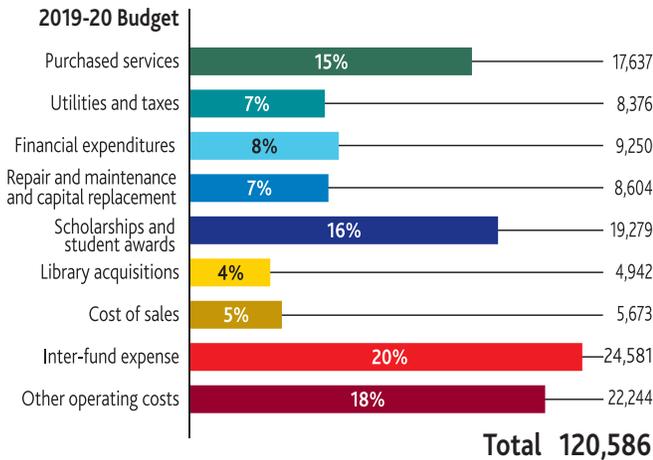
Finally, Advancement and External Relations will also play a key role in protecting and strengthening the Brock brand by building internal capacity to manage challenging situations, develop strategic content, and tell the stories of the University's successes to its many internal and external audiences.

## **Growing through its people**

The process has begun to develop Brock's inaugural People Strategy, which will govern how the University will recruit, develop, and care for its faculty and staff in order to achieve the objectives of the Strategic Plan. Thus far, development of the plan has included a comprehensive environmental scan; a significant staff and faculty engagement process, including online feedback submissions, multiple focus groups, and discussions with union leadership; and the engagement of an external consultant to assist with various elements of the process going forward.

# Financial Sustainability

## Budgeted operating costs (\$'000s)



## Institutional Ranking

Performance Indicator	Weight	Indicator	Academic Year						
			2013	2014	2015	2016	2017	2018	2019
		Overall	15	15	15	15	15	13	14
Students (28%)	10	Student Awards	13	13	13	13	12	13	13
	8	Student/Faculty Ratio	11	11	11	10	10	10	11
	10	Student Satisfaction			4	6	5	3	4
Faculty (24%)	7	Faculty Awards	13	13	14	15	14	11	10
	6	Social Sciences and Humanities Grants	15	14	14	13	12	12	12
	6	Medical/Science Grants	12	14	14	14	13	12	11
	5	Citations			12	12	12	13	15
Resources (20%)	6	Total Research Dollars	15	14	14	15	15	15	15
	5	Operating Budget	10	10	10	11	9	9	9
	5	Library Expenses			13	13	12	11	10
	4	Library Acquisitions			8	9	9	9	6
Student Support (13%)	7	Scholarships and Bursaries	10	11	7	6	8	8	8
	7	Student Services	2	2	4	4	6	7	7
Reputation (15%)	15	Reputational Survey	13	10	12	13	13	13	14

■ The ranking has improved from the prior year.

■ The ranking has worsened from the prior year.

Institutional Indicators	Outcomes	Indicator	Included in SMA	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual
	Students have a positive experience	Maclean's student experience ranking*	No	4/15	5/15	3/15	4/15
		Maclean's overall ranking*	No	15/15	15/15	13/15	14/15
		Graduate employment earnings (two years after graduation)	Yes	\$38.882	\$40,820	Delayed due to COVID	N/A
		Graduate employment rate in a related field	Yes	87.3% (2014 cohort)	89.2%	88.5%	Delayed due to COVID
		National Survey of Student Satisfaction (NSSE) [Overall experience as "Excellent" or "Good"; 1st year and 4th year student populations]	No	N/A	1st: 81% 4th: 83%	N/A	1st: 80% 4th: 81%

\* Institutional Performance Indicator

Financial sustainability	Outcomes	Indicator	Included in SMA	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual
	Foster financial sustainability and prominence of the University	Total revenues*	No	\$314.094M	\$326.082M	\$344.094M	\$346.977M
		Total expenditures*	No	\$308.570M	\$320.940M	\$337.590M	\$339.319M
		Deficit/surplus	No	\$5.524M	\$5.142M	\$6.504M	\$7.658M
		University endowment	No	\$93.697M	\$96.671M	\$107.026M	\$103.896M
		Dominion bond rating*	No	A (high)	A (high)	A (high)	A (high)
		Donations – Cash received*	No	\$5.459M	\$6.903M	\$4.952M	\$3.773M
		Donations – Revenue recognized audited financial statements	No	\$4.282M	\$3.639M	\$3.896M	\$4.224M

\* Institutional Performance Indicator



## Priority

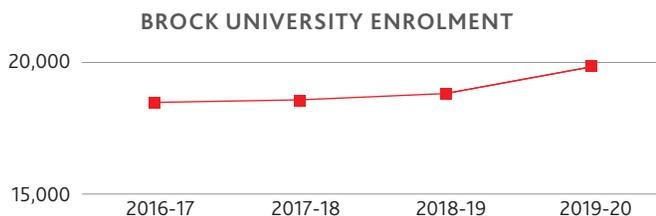
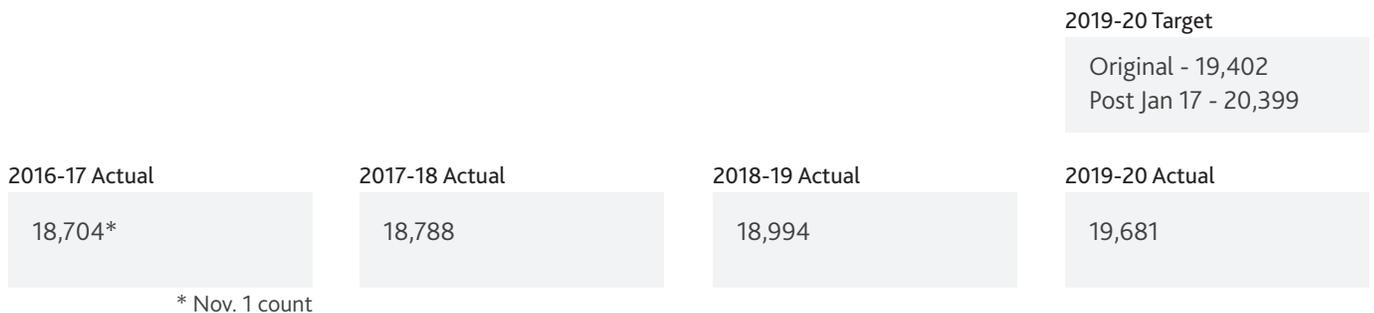
# Provide a transformational and accessible academic and student experience

**INDICATOR:** Enrolment

### DEFINITIONS AND IMPORTANCE

Brock’s enrolment is the total student population, including undergraduate and graduate students, both domestic and international. Enrolment is important to the University for a myriad of reasons. Students who choose to attend Brock reflect our status and reputation. Enrolment supports our financial growth and stability.

### INDICATORS – 2016-2019



### HIGHLIGHTS

While the provincial average has seen an increase of 3.1 per cent in first-year confirmations, Brock has received a 13 per cent increase in high-school applicant confirmations, and a 20 per cent increase overall from this time last year.

The 2019 first-year intake is the largest incoming class in our history at 5,627 total new graduate, undergraduate and consecutive Teacher Education students.

## Priority

# Increase the University's research capacity

**INDICATOR:** Research Revenue

### DEFINITIONS AND IMPORTANCE

This category captures all recognized revenue from government grants, institutions, foundations and the private sector for research purposes.

### INDICATORS – 2016-2019



### HIGHLIGHTS

June 2019 - Niagara Adapts, a new partnership between Brock and 7 Niagara municipalities that aims to reduce the risks associated with climate change in the region. All municipalities will produce a climate change adaptation plan that provides recommendations on climate resilience.

July 2019 - 14 researchers at Brock were awarded \$1.3 million in Insight Development Grants from the Social Sciences and Humanities Research Council of Canada (SSHRC). In addition, 18 Brock University students were awarded \$670,000 in SSHRC student grants.

September 2019 - FedDev Ontario awarded Brock \$5 million to create the Brock-Niagara Validating, Prototyping and Manufacturing Institute (VPMI), which will enable area businesses to access the University's researchers, expertise and advanced technology.

## Priority

# Enhance the life and vitality of communities across Niagara region and beyond

**INDICATOR:** Economic Impact

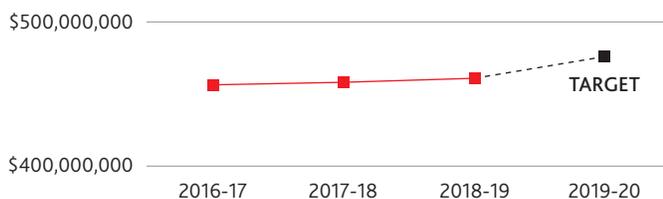
### DEFINITIONS AND IMPORTANCE

Economic impact is defined as Brock University’s effect on the Ontario economy. As an institutional hub in the local community, Brock is a key driver of economic activity and gains in the standard of living within Niagara and Ontario. This indicator measures Brock’s contribution as an economic engine in the community.

### INDICATORS – 2016-2019

2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual
\$632,568,683*	\$634,919,960*	\$640,000,000	\$652,565,580

\*Prorated based on economic impact study completed in 2018



### HIGHLIGHTS

Brock commissioned an economic impact study to calculate its contribution to economic activity in Ontario. The model combines Brock’s direct spending through operational and capital expenditures and then uses multipliers to calculate the indirect impact (the additional value generated by money circulating in the economy as a result of the initial spending). The model also used formulas to estimate student spending and visitor spending and included them in the total.

All combined, the study found that Brock contributes approximately \$640,000,000 in annual economic activity to Ontario and has a responsibility to help generate the talent, innovation and network capital to advance community progress and household prosperity in the region.

## Priority

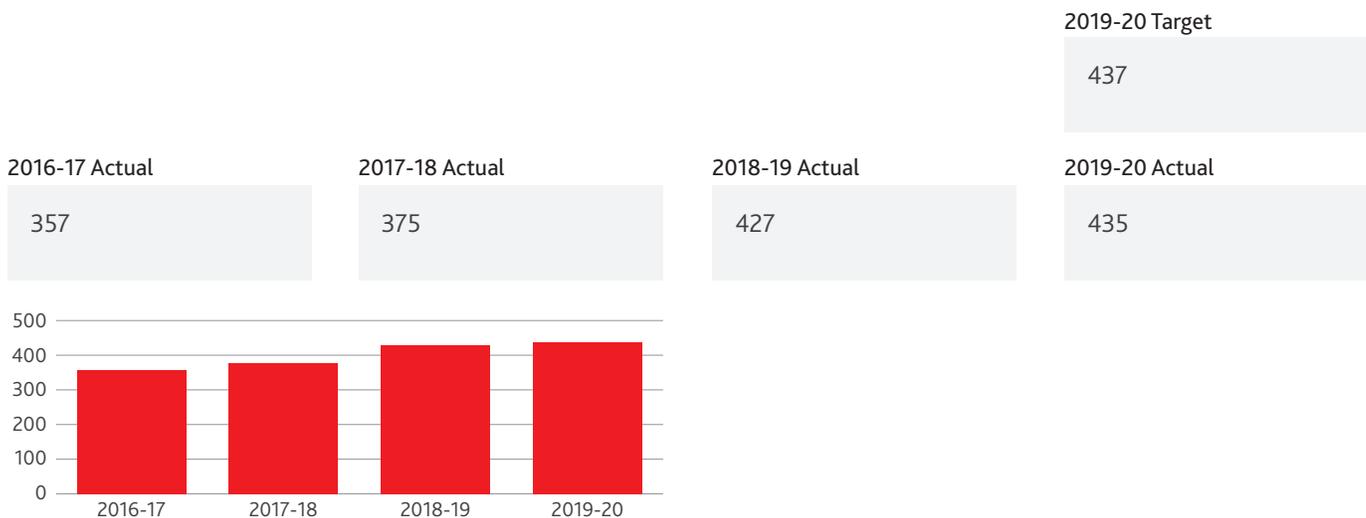
# Foster a culture of inclusivity, accessibility, reconciliation and decolonization

**INDICATOR:** Self-identified Indigenous Students

### DEFINITIONS AND IMPORTANCE

Self-identified Indigenous students, including First Nations, Inuit, and Métis students, as reported to Brock’s Aboriginal Student Services office.

### INDICATORS – 2016-2019



### HIGHLIGHTS

In July 2019, Amos Key, Jr. was hired as Brock’s first Vice-Provost, Indigenous. This new Vice-Provost position and office was created as a way to support Brock’s Indigenous education across all Faculties, as well as the University’s community engagement with stakeholders and partnership initiatives.

A member of the Mohawk Nation, Key has been the First Nations Language Director at the Woodland Cultural Centre in Brantford for 25 years, and comes to Brock after working as an assistant professor at the University of Toronto’s Centre for Indigenous Studies.

## Priority

### Foster a culture of inclusivity, accessibility, reconciliation and decolonization

**INDICATOR:** % of programs that include Indigenous context, culture, history and/or thought

#### DEFINITIONS AND IMPORTANCE

This is a new metric that will be developed more fully in 2020-21. The definition and method of measurement will be elaborated by the Provost and the Vice-Provost, Indigenous Engagement, in collaboration with Deans, faculty members and Senate.

#### INDICATORS – 2016-2019

			2019-20 Target
			N/A
2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual
N/A	N/A	N/A	New metric

#### HIGHLIGHTS

## Priority

# Foster a culture of inclusivity, accessibility, reconciliation and decolonization

**INDICATOR:**

% of programs that include content related to equity, diversity and/or inclusion

### DEFINITIONS AND IMPORTANCE

This is a new metric that will be developed more fully in 2020-21. The definition and method of measurement will be elaborated by the Provost, the Vice-Provost, Indigenous Engagement, and the Executive Director, Human Rights & Equity, in collaboration with Deans, faculty members and Senate.

### INDICATORS – 2016-2019

			2019-20 Target
			N/A
2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual
N/A	N/A	N/A	New metric

### HIGHLIGHTS



# Priority

## Institutional indicator

**INDICATOR:** Maclean's Rankings

### DEFINITIONS AND IMPORTANCE

This indicator captures Brock's performance on the Maclean's University Rankings, highlighting Brock's improvements over recent years in key categories. Maclean's bases its rankings on data collected from universities, as well as from online surveys administered to more than 18,000 students across the nation.

### INDICATORS – 2016-2019

#### COMPREHENSIVE SCHOOL OVERALL RANKING

2016-17 Target	2017-18 Target	2018-19 Target	2019-20 Target
Improve	Improve	Improve	Improve
2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual
15	15	13	14 (tied)

#### STUDENT SATISFACTION

2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual
4	5	3	4

### HIGHLIGHTS

Over the past few years, Brock has moved up in the ranks among comprehensive universities. In 2019, Brock jumped two spots to 13th in the overall ranking of comprehensive universities. For the past two years, Brock has ranked first in the category for student mental health support services and in the top four for overall student satisfaction. In the past year, Brock also ranked fourth in the quality of its academic advisors, fourth in residence life, fifth in administrative staff, for student life staff and extra curricular activities, and 11th for faculty awards.

These results are indicative of how Brock is growing, evolving, and making a difference in the lives of its students. As Brock's student population continues to grow, we continue to enhance our student services and engagement.

## Priority

### Financial sustainability

**INDICATOR:**

Revenues/expenses

**DEFINITIONS AND IMPORTANCE**

Revenues and expenses based on the University's funding budget. Brock has a mandate to balance its annual budget. Fiscal sustainability is central to the long-term interests of the University, including its ability to engage meaningfully in the community.

**INDICATORS – 2016-2019**

	2016-17 Target	2017-18 Target	2018-19 Target	2019-20 Target
Revenue	\$307,811,000	\$323,957,000	\$339,206,000	\$344,256,000
Expenses	\$311,731,000	\$323,957,000	\$339,206,000	\$348,981,000
Net	-\$3,920,000	0	0	-\$4,725,000
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual
Revenue	\$314,094,000	\$326,082,000	\$344,094,000	\$346,977,000
Expenses	\$308,570,000	\$320,940,000	\$337,590,000	\$339,319,000
Net	\$5,524,000	\$5,142,000	\$6,504,000	\$7,658,000

**HIGHLIGHTS**

In 2019-20, Brock posted a surplus of \$7,658,000, and this despite the early impact of the COVID-19 pandemic. Brock has made investments in strategic priorities in key areas, such as establishing strategic funding for each the Provost and Vice-President, Research.

## Priority

# Financial sustainability

**INDICATOR:** Donations

### DEFINITIONS AND IMPORTANCE

Donations are integral to enhancing further the excellent student experience the University is known for. Donor contributions ensure that Brock continues to support its students and faculty through gifts directed to student awards, research facilities and programs, for example.

### INDICATORS – 2016-2019

2019-20 Target

\$4,500,000

#### DONATIONS - CASH RECEIVED

2016-17 Actual

\$5,459,000

2017-18 Actual

\$6,903,000

2018-19 Actual

\$4,952,000

2019-20 Actual

\$3,773,000

#### DONATIONS - REVENUE RECOGNIZED AUDITED FINANCIAL STATEMENTS

2016-17 Actual

\$4,282,000

2017-18 Actual

\$3,639,000

2018-19 Actual

\$3,896,000

2019-20 Actual

\$4,224,000

### HIGHLIGHTS

In December 2019, Gord Arbeau joined Brock to lead a newly integrated Advancement and External Relations unit. As a result, the team is preparing an updated Integrated Advancement Strategy and Plan that will focus on clear and measurable goals across Fundraising, Alumni Engagement, Communications and Marketing.

In 2019/20, the team is focused on engaging with key audiences and stakeholders, and building and sustaining relationships that help advance Brock's strategic goals.

# Priority

## Financial sustainability

**INDICATOR:** Dominion Bond Rating

### DEFINITIONS AND IMPORTANCE

DBRS raised Brock’s credit rating on February 28, 2017 from “A” to “A (High)”, with stable trends. As an independent audit of past financial performance with a forward-looking emphasis to inform potential lenders of risk, Brock’s credit rating is a valuable measure of financial sustainability and reputation. The credit rating is also important from an industry reputation perspective and raises Brock’s prominence and ability to attract talent.

### INDICATORS – 2016-2019

2016-17 Target	2017-18 Target	2018-19 Target	2019-20 Target
A (High)	A (High)	A (High)	A (High)
2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual
A (High)	A (High)	A (High)	A (High)

Key Ratio	Rating			
	AA	A	BBB	Brock 2018-19FY
Debt/FTE	<\$10,000	\$10,000 to \$15,000	>\$15,000	\$7,050
Interest Coverage	>2.5x	1.3x to 2.5x	<1.3x	5.0
Expendable Resources/Net Debt	>80%	5% to 80%	0%	44.8%
Surplus-to-revenue (5 Year Average)	>1%	0% to 1%	Steady deficits	3.6%

### HIGHLIGHTS

The table above identifies the four key quantitative indicators and the ranges used in DBRS’s analysis.

Priority	Indicator	2018-19	Target	2019-20 actual
Provide a transformational and accessible academic and student experience	Enrolment	18,994* * Nov. 1 count	Original - 19,402 Post Jan 17 - 20,399	19,681
Increase the University's research capacity	Research Revenue	\$14,592,000	\$14,956,800	\$11,715,000
Enhance the life and vitality of communities across Niagara region and beyond	Economic Impact	\$640,000,000	\$647,053,000	
Foster a culture of inclusivity, accessibility, reconciliation and decolonization	Self-identified Indigenous students *Reported to Aboriginal Student Services	427		435
	% of programs that include Indigenous context, culture, history and/or thought	N/A	N/A	New metric
	% of programs that include content related to equity, diversity and/or inclusion	N/A	N/A	New metric
Institutional indicator	Maclean's Rankings: Overall ranking	13th	Improve	14th (tied)
	Maclean's Rankings: Student satisfaction	3rd		4th
Financial sustainability	Revenues	\$344,094,000	\$344,256,000	\$346,977,000
	Expenses	\$337,590,000	\$348,981,000	\$339,319,000
	Net Funding	\$6,504,000	(\$4,725,000)	\$7,658,000
	Donations - Cash Received	\$4,952,000	\$4,500,000	\$3,773,000
	Donations - Revenue Recognized Audited Financial Statements	\$3,896,000	\$3,500,000	\$4,224,000
	Dominion Bond rating	A (High)	A (High)	A (High)

Brock University

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