

ANNUAL

REPORT



2018-19

INCLUDING FINANCIAL STATEMENTS

Contents

Our financial health	
Financial results	1
Chair's message	
Chair of the Board's message	2
Chair of Senate's message	3
Leadership	
Message from leadership	5
Governance	
Governance at Brock University	6
Board of Trustees	6
Senate (Pullout 1)	i
Institutional Strategic Plan	ii
The big picture	iv
Student Experience	11
New programs	15
Research	17
Community Engagement	22
Inclusivity	26
Brock Sports achievements	31
Brock student excellence	33
Teaching awards	34
Graduate Studies awards	38
Research awards and Canada Research Chairs	39
Excellence in staff	40
Donations (Pullout 2)	ii
Excellence in 2018-19	iv
Our people	45
Reviewing the numbers	
Financial facts	47
Overview	50
Financial results – funding basis	51
Revenue and expense allocation model	62
Funding basis reconciled to the Financial Statements	64
Examination of net assets	66
Financial review of the audited Financial Statements	68
Taking a closer look at some of the numbers	69
University Risk Management	77
Financial Statements	
Statement of Administrative Responsibility	79
Independent Auditor's Report	80
Statement of Financial Position	83
Statement of Operations	84
Statement of Changes in Net Assets	85
Statement of Cash Flows	86
Notes to Financial Statements	87
Appendices	
Appendix 1	104
Facilities Management (FM) utilities savings	104
Appendix 2	105
Niagara Community Observatory Policy Brief#36	105



President's message

Gervan Fearon, President and Vice-Chancellor

It is my pleasure to extend warm greetings on behalf of the entire team here at Brock University.

The University has enjoyed an outstanding year, marked by successes and milestones that reflect excellence in teaching and research, as well as a new generation of community partnerships that create experiential learning opportunities for our students while also contributing to the strength and vitality of our neighbouring communities.

One of the most significant strides Brock has taken in recent years was the completion of a new Institutional Strategic Plan that lays out clear definitions and goals in terms of where the University should be focusing its efforts and tracking progress over the next seven years. Approved in November 2018 by our University Senate and our Board of Trustees, the document was developed through extensive consultation with hundreds of participants from across the University and neighbouring communities. This collective effort established four key strategic priorities for the University:

- Offering a transformational and accessible academic and university experience;
- Building research capacity across the University;
- Enhancing the life and vitality of our local region and beyond; and
- Fostering a culture of inclusivity, accessibility, reconciliation and decolonization.

We also celebrated other highlights in 2018-19. In terms of reputational attraction and educational prominence, Brock saw its total enrolment surpass 19,000 students for the first time ever. We crossed another major threshold last year when we convoked the 100,000th graduate in Brock University's history. These alumni have gone on to find rewarding jobs, build outstanding careers and contribute at local and global levels.

Advancing its research scope, Brock is increasing its complement of Canada Research Chair positions to 13, a tribute to the calibre of our faculty members.

In our commitment to advancing Indigenous engagement on campus and across the community, we created the new executive position of Vice-Provost for Indigenous Engagement, and have appointed Amos Key, Jr. to that role.

Brock embraces opportunities to work alongside community partners on meaningful initiatives, and this year we signed Memoranda of Understanding with both Niagara Health and Pathstone Mental Health, adding to agreements with the Township of Lincoln and others. We pursue these collaborations as a way to help improve the quality of life for families who are our neighbours all across Niagara. Brock is also playing a key role in support of the upcoming 2021 Canada Games being held here in Niagara.

Another meaningful day came on Feb. 1, when we officially opened the beautiful new \$24-million home of our Goodman School of Business, overseen by members of the family of our former Chancellor, Ned Goodman.

The Rankin Family Pavilion is well underway and will house the Brock LINC, which is an entrepreneurial learning and incubator space to facilitate the development of business initiatives through the involvement of students, faculty and staff, as well as local businesses and social enterprises.

And finally, the Brock community was pleased and proud to learn that our Chancellor, Shirley Cheechoo, was named to the Order of Canada.

I invite you to read this annual report to get a more fulsome sense of how Brock University functions and thrives as a post-secondary educational institution of continued growing renown and contributing partner to regional community and economic vitality.

This report contains certain forward-looking information. In preparing the 2018-19 Annual Report, certain assumptions and estimates were necessary. They are based on information available to management at the time of preparing the budget. Users are cautioned that actual results may vary. Throughout the text in this annual report, financial values have been rounded to the nearest thousand.

Financial results

The following table illustrates the financial results of the University presented on a funding basis as well as in accordance with accounting standards for not-for-profits (NFPS). A reconciliation between two presentations can be found starting on page 64.

Figure 1

(\$000s)	Funding		NFPS		Funding	NFPS
	2018-19 Actual	2018-19 Budget	2018-19 Actual	2018-19 Budget	2017-18 Actual	2017-18 Actual
Revenue						
Student fees	178,067	178,091	178,739	178,091	167,446	167,658
Grant revenue	97,927	97,575	96,442	95,814	97,371	96,156
Internal chargebacks	10,055	8,994			9,426	
Inter-fund revenue	6,712	5,416			3,239	
Research revenue			14,592	11,031		12,794
Other revenue	51,333	49,130	64,144	62,211	48,600	60,589
Total revenues	344,094	339,206	353,917	347,147	326,082	337,197
Operating costs						
Personnel costs	(212,647)	(219,568)	(220,714)	(222,683)	(205,233)	(212,064)
Inter-fund expense	(29,950)	(25,293)			(23,288)	
Other operating costs	(94,993)	(94,345)	(117,284)	(119,332)	(92,419)	(113,085)
Total operating costs	(337,590)	(339,206)	(337,998)	(342,015)	(320,940)	(325,149)
Funding surplus (before discretionary appropriations)	6,504	-	15,919	5,132	5,142	12,048
Discretionary appropriations	(6,475)				(5,132)	
Funding surplus (after discretionary appropriations)	29	-	15,919	5,132	10	12,048

Statement of operations metrics

Figure 2

By student headcount (\$000s)	Brock ⁽¹⁾			Median ⁽²⁾		Average ⁽²⁾	
	April 2019	April 2018	April 2017	April 2018	April 2017	April 2018	April 2017
Student fees (primarily tuition)	9.35	8.90	8.43	9.29	8.94	9.13	8.78
Grant	6.01	5.98	5.89	9.67	9.68	11.27	10.92
Personnel costs	11.55	11.26	10.90	13.76	13.78	14.28	14.06
Scholarships	1.24	1.19	1.16	1.43	1.34	1.52	1.43
Interest on long-term debt	0.37	0.38	0.39	0.28	0.26	0.28	0.27
Investment income	0.18	0.11	0.12	0.54	0.81	0.57	0.81

(1) Certain Brock metrics have been adjusted due to a change in reporting of student headcount to include the number of new-entry students in programs having a Winter Term start date.
(2) Calculated using financial information from 14 other comprehensive universities. Certain 2017 metrics have been updated due to revisions in certain universities' financial statements.

Brock's tuition is in line with the average; however, grant revenue per student continues to be well below the sector average and represents an area of ongoing attention for the University. Naturally, Brock operates more efficiently given the below-average funding, and this is seen in the lower personnel costs per student. Brock continues to invest in students through increasing scholarships. Interest and investment income metrics are in line with Brock's financial health metrics, as detailed below.

Financial health metrics

Figure 3

	Brock ⁽¹⁾			Median ⁽²⁾		Weighted average ⁽²⁾	
	April 2019	April 2018	April 2017	April 2018	April 2017	April 2018	April 2017
Primary reserve ratio	16.6%	17.1%	14.6%	30.9%	34.7%	40.3%	37.8%
Debt burden ratio	2.8%	2.9%	3.0%	2.6%	2.6%	2.9%	2.7%
Interest burden %	2.2%	2.4%	2.5%	1.6%	1.7%	1.4%	1.4%
Interest coverage	4.97	4.23	3.70	8.51	7.89	6.98	6.55
Viability ratio	44.8%	39.3%	31.9%	133.7%	154.5%	116.5%	126.2%
Net operating revenues ratio	9.8%	9.2%	5.1%	10.6%	7.5%	9.8%	8.1%
Employee future benefits per student headcount (\$000s)	\$(0.89)	\$(1.47)	\$(0.53)	\$(3.31)	\$(3.03)	\$(2.24)	\$(2.37)
Endowment per student headcount (\$000s)	\$5.60	\$5.13	\$4.98	\$8.44	\$8.75	\$7.69	\$7.42

(1) Certain Brock metrics have been adjusted, due to a change in reporting of student headcount, to include the number of new-entry students in programs having a Winter Term start date.
(2) Calculated using financial information from 14 other comprehensive universities. Certain 2017 metrics have been updated due to revisions in certain universities' financial statements.

Refer to page 72 for explanations of the debt-related financial health metrics.



Chair of the Board's message

Gary Comerford, Chair of the Board, Brock University

On behalf of the Board of Trustees at Brock University, I am very pleased to invite you to read and carefully consider the story of Brock University that is told in the pages of our 2018-19 Annual Report.

This was the second year in which I have had the privilege to serve as Chair of the University's Board of Trustees, and as the Brock community celebrated the achievements or rose up to deal with challenges in the past year, I have been appreciative of the support and advice that I routinely receive from my fellow trustees, as well as from senior administrators, faculty and staff.

The fact is, the entire Brock community has a passionate interest in the institution's well-being and reputation, and that is a very gratifying culture within which to work and study.

The fiscal year 2018-19 was the first of what I know will be many successful years for our President and Vice-Chancellor, Dr. Gervan Fearon. The Board has been very pleased to see the commitment, vision and leadership that he has brought

to Brock. Whether it is through meetings with Senate, the Board or with community partners, our President is a consummate professional, always seeking what is best for Brock and our community.

Looking back on the past year, my Board colleagues and I were particularly pleased to see the University adopt a new Institutional Strategic Plan. Besides clearly declaring Brock's values and goals, it makes a compelling statement about us to our surrounding communities as well as to potential students and supporters. The Board and the University Senate approved the document in the final weeks of 2018, and I am pleased that the President and senior administration are energetically extending the plan's core values into guiding principles across all of the University's key sectors and units.

But 2018-19 was also a year when Brock suffered the deep loss of a community leader and member of the Brock family who was instrumental in putting the University on a solid financial footing that gave Brock the ability to enhance our strategic objectives. Joe Robertson was a former Brock Board of Trustees member and Chair, his wife Anita was an active volunteer in the community, and their daughter Laura had been hired to work in Brock's athletics and recreation department. Tragically, all three were killed in an airplane crash in July 2018. Brock will always be indebted to Joe Robertson, whose legacy lives on in perpetuity through the generosity of his surviving sons, by way of a \$1.6-million endowment and through a donated painting by Niagara artist Alexander Rasmussen.

As we head into the new fiscal year, Brock and indeed all Ontario universities have their work cut out in addressing significant revenue reductions that stem from government changes to tuition rates. Despite the current circumstances, the University continues to take a principled approach to budgeting that deals with the reality of our challenges while also respecting the University's needs in terms of our physical and human resources.

This clear-headed methodology speaks well of the fiscal sensibilities and leadership at Brock after a prolonged stretch of deficits and economic uncertainty. I have full confidence in the ability of the University's leadership to intelligently navigate these challenges in a way that does not harm our operations or Brock's reputation for academic excellence and rich student experience.

I hope you enjoy reading this report. Surgite!



Chair of Senate's message

Scott Henderson, Chair of Senate, Brock University

This past year for Senate at Brock has been one of many challenges, but also many triumphs. Foremost among these has been the approval of the University's new Strategic Plan. This plan was the result of a collegial and collaborative process, involving Senate, the Board and our Administration, along with contributions from both internal and external community members and partners. The strategic planning document will guide the University's development over the coming years.

Senate is committed to ensuring academic excellence at Brock, and to utilizing the four priorities of the Strategic Plan to assist in guiding our decision-making. Senate itself has undergone a review process that will help us to revamp and freshen our governance structures. This was the first such review in Senate's history, and as the University, and indeed the entire postsecondary sector, has transformed, such a review was both timely and necessary. Brock has grown significantly over its history, and the ways in which we respond to our mandate has transformed during that period, including our commitment to being a comprehensive university. Senate has been at the forefront in supporting the growth in graduate programs and research, while reaffirming a dedication to excellence in undergraduate teaching. This also includes our support of all forms of experiential learning, an area in which Brock is undoubtedly a national leader.

Senate has had a number of forward-looking generative discussions in the past year. These have included addressing the possibilities linked to an innovative engineering program to the implementation of a full three-term model, as well as to incorporating and enhancing areas such as transdisciplinarity and internationalization. Additionally, Senate remains devoted to decolonizing the University and providing a learning environment that is inclusive, respectful and safe.

There is ample evidence to suggest that not only are we successful in our pursuits, but that the word is getting out. The previous year's Senate had formed an ad hoc committee to look into ways in which the University could improve its position within the annual Maclean's rankings. These efforts bore fruit as the University climbed two places within the comprehensive category, which is a phenomenal change in a ranking system where movement is often glacial in pace. Further proof of our enhanced reputation can be found in the extremely

positive application and enrolment numbers that have been reported to Senate. Our mix of programs, alongside our noted excellence in teaching and in student services, is clearly making Brock a preferred choice among many university applicants locally, nationally, and internationally.

The University's contributions to the community, both economically as well as in social and cultural terms, continues. The imminent opening of the Rankin Family Pavilion will put a new 'face' on the Schmon Tower, and this space will quickly become a hub of academic activity with significant community outreach. Senate looks forward to supporting these endeavours and to playing an active role in the continued positive transformation of the University. While there undoubtedly remain a number of significant hurdles and tricky budget decisions, the bigger picture for Brock looks very positive.





Message from leadership



Greg Finn, Provost and Vice-President, Academic



Tim Kenyon, Vice-President, Research



Brian Hutchings, Vice-President, Administration

We congratulate our esteemed faculty and staff for all of your contributions throughout the year. You are why Brock has great success preparing students for future careers, developing high-calibre researchers, expanding partnerships locally and internationally, and breaking down barriers in society. We invite you to read about some of the Brock community's major advances in this 2018-19 Annual Report.

Our people and their impact are being noticed domestically and globally. Again this year, an increasing numbers of students made Brock their choice for study and research, as a record 7.2 per-cent growth in new first-year students gave the University an overall enrolment growth of 1.5 per cent.

We will continue efforts to capitalize on Brock's success and have set a target to grow enrolment in 2019-20 by 1,287 students – a 6.7-per-cent increase over 2018-19 for all-in enrolment. Brock's accelerated positive momentum was also recognized this year through moving up two positions in the national Maclean's Canadian Comprehensive University Rankings.

Brock's commitment to our researchers has never been stronger. Our strategic plan includes building research capacity across the University; our financial support for research has grown exponentially in 2018-19 and will increase again in 2019-20. Compared to 2017-18, research services funding has grown by more than 80 per cent, with the establishment of more than \$1.3 million in new University-funded research support grants.

The University also achieved a number of significant capital improvements in 2018-19, including:

- opening the new Goodman School of Business building expansion, creating 79,000 square feet of new and renovated space

- completing the District Energy Efficiency Project upgrade to modernize our co-generation facility, reducing deferred maintenance by nearly \$20 million and reducing Brock's carbon footprint by 15 per cent per kilowatt hour produced
- launching the next phase of Brock's modernized information system with Workday's Human Resource system
- initiating more than \$1 million worth of classroom modernization upgrades across campus.

Our community partnerships also continued to expand and strengthen last year, as Brock endeavoured to enhance the life and vitality of our local region and beyond. Many memorandums of understanding signed last year include partnerships with local governments, health organizations, social service agencies, environmental sustainability organizations, business professional organizations and cultural organizations.

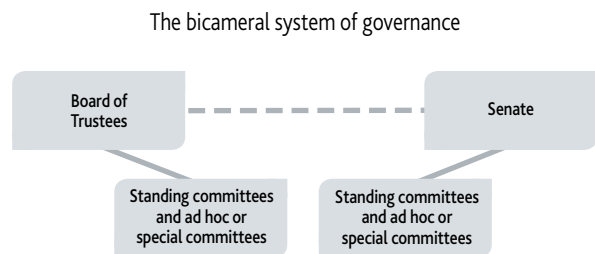
For the past two years, Brock has come in with a balanced budget. After the 10 per-cent tuition reduction announced in January 2019, the University has emerged with a 2019-20 budget that has a manageable deficit and a plan to balance the budget in year. These actions and efforts continue to extend an era of fiscal sensibility and leadership at Brock, after a prolonged stretch of deficits and economic uncertainty. It also further entrenches a culture of operational responsibility that does not punish our successors with economic burdens that could harm Brock's reputation for academic excellence and rich student experience, and supports the key priorities laid out in our Institutional Strategic Plan.

In closing, we express a special thanks to our Board of Trustees and Senate for their leadership and support of the many activities that make our University a leading institution of knowledge for the betterment of our students, faculty, staff and communities.

Governance at Brock University

The University was incorporated in 1964 through The Brock University Act (the Act), a Statute of the Province of Ontario. The University is governed by the Act and its bylaws (the Bylaws). The Act provides that except as otherwise specifically assigned to the Senate, the governance, conduct, management and control of the University's property and the conduct of its business and affairs is vested in the Board of Trustees (the Board). The Senate is responsible for the education policy of the University. This bicameral system of governance, consisting of two governing bodies – the Board and the Senate – is shown below.

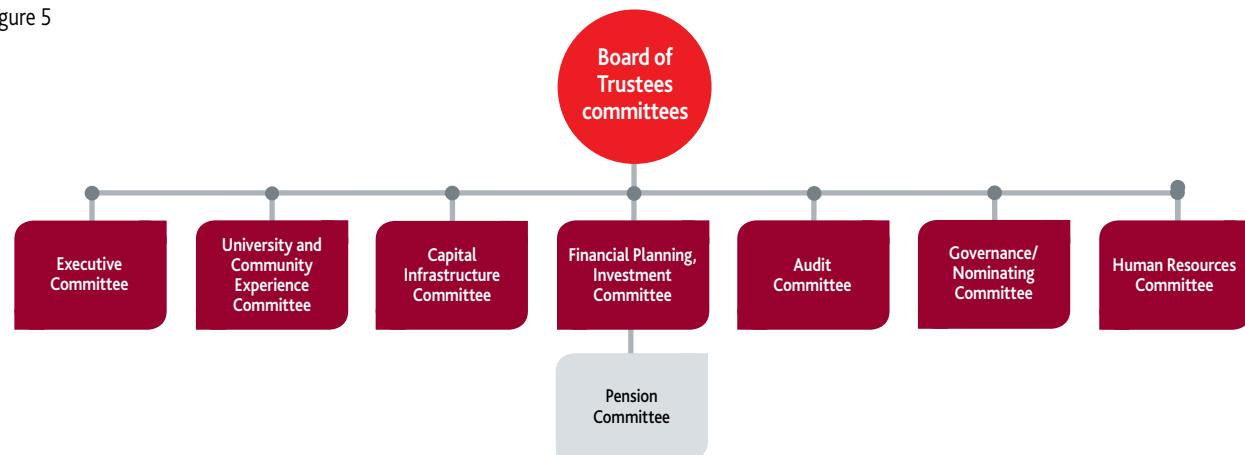
Figure 4



Board of Trustees

The Board consists of 26 members, including 17 community members elected by the Board, as well as one graduate and one undergraduate student, three faculty members and two staff members elected by their respective constituencies. The Chancellor and the President and Vice-Chancellor are ex officio members of the Board.

Figure 5



2018-19 Board of Trustees members

26

- Sophia Aggelonitis, Community Trustee
- Mark Arthur, Community Trustee
- Mark Basciano, Community Trustee
- Michele-Elise Burnett, Community Trustee
- Shirley Cheechoo, Chancellor
- Gary Comerford, Community Trustee, Chair of the Board
- Jens Coorssen, Faculty Trustee
- Mario De Divitiis, Community Trustee
- Mary De Sousa, Community Trustee
- Gervan Fearon, President and Vice-Chancellor
- John Fisher, Community Trustee
- Giulia Forsythe, Staff Trustee
- Emily Guertin, Student Trustee, President, Brock University Graduate Students' Association
- Scott Henderson, Faculty Trustee, Chair of Senate
- Aidan Hibma, Student Trustee, President, Brock University Students' Union
- Sriram Iyer, Community Trustee
- Brian Lang, Community Trustee
- Anne McCourt, Community Trustee
- Beverley Morden, Community Trustee
- Chris Phillips, Community Trustee, President, Brock University Alumni Association
- Miriam Richards, Faculty Trustee
- William (Bill) Rickers, Community Trustee
- Kristen Smith, Staff Trustee
- Leanne Standryk, Community Trustee
- Dr. Robin Williams, Community Trustee, Vice-Chair of the Board
- Elisabeth Zimmermann, Community Trustee

Senate

The Senate currently consists of 70 members, including 38 elected full-time teaching staff and professional librarians, two members of the Board, six undergraduate students and two graduate students elected by their respective constituencies. There are also 22 ex officio members of the Senate.

70

2018-19 Senate members

22

- ### Members ex officio
- Shirley Cheechoo (Chancellor)
 - Gervan Fearon (President and Vice-Chancellor)
 - Gregory Finn (Interim Provost and Vice-President, Academic)
 - Tim Kenyon (Vice-President, Research)
 - Brian Power (Vice-Provost and Associate Vice-President, Academic)
 - Anna Lathrop (Vice-Provost, Teaching, Learning and Student Success)
 - James Mandigo (Vice-Provost, Enrolment Management and International)
 - Ejaz Ahmed (Dean, Faculty of Mathematics and Science)
 - Diane Dupont (Interim Dean, Faculty of Graduate Studies)
 - Andrew Gaudes (Dean, Goodman School of Business)
 - Ingrid Makus (Dean, Faculty of Social Sciences)
 - Carol Merriam (Dean, Faculty of Humanities)
 - Michael Owen (Dean, Faculty of Education)
 - Peter Tiidus (Dean, Faculty of Applied Health Sciences)
 - Geraldine Jones (Registrar)
 - Mark Robertson (University Librarian)
 - Gary Comerford (Chair, Board of Trustees)
 - Bilal Khan (BUSU, Vice-President, Finance and Administration)
 - Thomas Winger (President, Concordia Seminary)
 - Brian Hutchings (Vice-President, Administration)
 - James O'Brien (Alumni Association Representative)
 - Michele-Elise Burnett (Indigenous Representative)

Note:
 Faculty of Applied Health Sciences (AHS);
 Goodman School of Business (GSB);
 Faculty of Education (FOE);
 Faculty of Humanities (FOH);
 Faculty of Mathematics and Science (FMS);
 Faculty of Social Sciences (FOSS) and
 Faculty of Graduate Studies (GS).

Full-time teaching staff/professional librarian representatives

38

- James Allard (FOH)
- Kate Bezanson (FOSS)
- Poling Bork (FMS)
- Christene Carpenter-Cleland (FMS)
- Jens Coorssen (AHS)
- Don Cyr (GSB), Vice-Chair of Senate
- Spy Dénonné-Welch (FOE)
- Eric Dolansky (GSB)
- Fayez Elayan (GSB)
- Nancy Francis (AHS)
- Amy Friend (FOH)
- Ian Gibson (Library)
- Allison Glazebrook (FOH)
- Jennifer Good (FOSS)
- Scott Henderson (FOSS), Chair of Senate
- David Hutchison (FOE)
- Nota Klentrou (AHS)
- Catherine Longboat (FOE)
- Linda Lowry (Library)
- Richard C. Mitchell (FOSS)
- Bozidar Mitrovic (FMS)
- Laurie Morrison (Library)
- Roberto Nickel (FOH)
- Deborah O'Leary (AHS)
- Beatrice Ombuki-Berman (FMS)
- Tim Ribaric (Library)
- Miriam Richards (FMS)
- Ian Ritchie (AHS)
- Colin Rose (FOH)
- Matthew Royal (FOH)
- Barbara Sainty (GSB)
- Dennis Soron (FOSS)
- Susan Sydor (FOE)
- Tek Thongpapanl (GSB)
- Francine Vachon (GSB)
- Mary-Louise Vanderlee (FOE)
- Michelle Webber (FOSS)
- Murray Wickett (FOH)

Representatives of the Board of Trustees

2

- Mary De Sousa
- William Rickers

Undergraduate student representatives

6

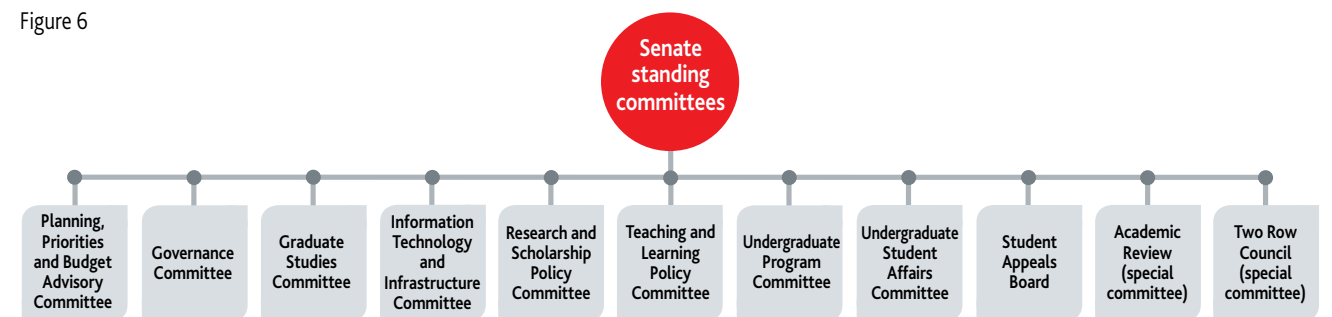
- Haroop Ahuja
- Abdul Basit
- Valentina Castano
- Tooba Muhammad
- David Stark
- Christopher Yendt

Graduate student representatives

2

- Andréanne Hébert-Haché
- Jennifer Kelly

Figure 6



Institutional Strategic Plan

Illuminating Brock's path forward is our newly approved Brock University Institutional Strategic Plan for 2018-2025, entitled "Niagara Roots, Global Reach," referred to throughout the text of this document as the "Institutional Strategic Plan." It was developed through a broad-based, full-year consultation process and has been approved by the Board of Trustees and Senate. The document sets out the vision, mission, guiding values and strategic priorities to support planning and decision-making until 2025. The entire Plan, including the Guiding Values, can be viewed at brocku.ca/vp-academic/wp-content/uploads/sites/65/Brock-University-Strategic-Plan.pdf

Vision

Brock University will be a dynamic, comprehensive university of choice for students that is known globally for making a positive difference in the communities that comprise Brock, the Niagara region, Canada and the world through leadership, innovation and excellence in teaching, learning, discovery, creativity and the application of knowledge 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.

We provide undergraduate, graduate and professional education of the highest quality. Our graduate programs enhance Brock's growing reputation for excellence in teaching, research, creativity and innovation. We provide a transformative experience for our students inside and outside the classroom by helping to develop their full potential as educated and engaged citizens in local and global communities. Brock graduates go out into the world as leaders, with a track record of entering fulfilling careers across all disciplines.

Brock University works to enhance the economic, social, cultural and intellectual lives of the communities around us – Niagara, Ontario, Canada and globally – and to demonstrate the vital ways in which we contribute to the well-being and betterment of society in the 21st century.

Strategic priorities

The Institutional Strategic Plan establishes four strategic priorities, along with associated goals and action items, to advance Brock's vision over the next seven years. These priorities focus the University community on fulfilling and strengthening our mission as an engaged and comprehensive university through:

Strategic 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, 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.

Strategic 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 that is grounded in scholarly excellence and strong graduate and post-graduate programs. We will leverage our strengths within and across disciplines to enhance research impact.

Strategic 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.

Strategic priority: Foster a culture of inclusivity, accessibility, reconciliation and decolonization

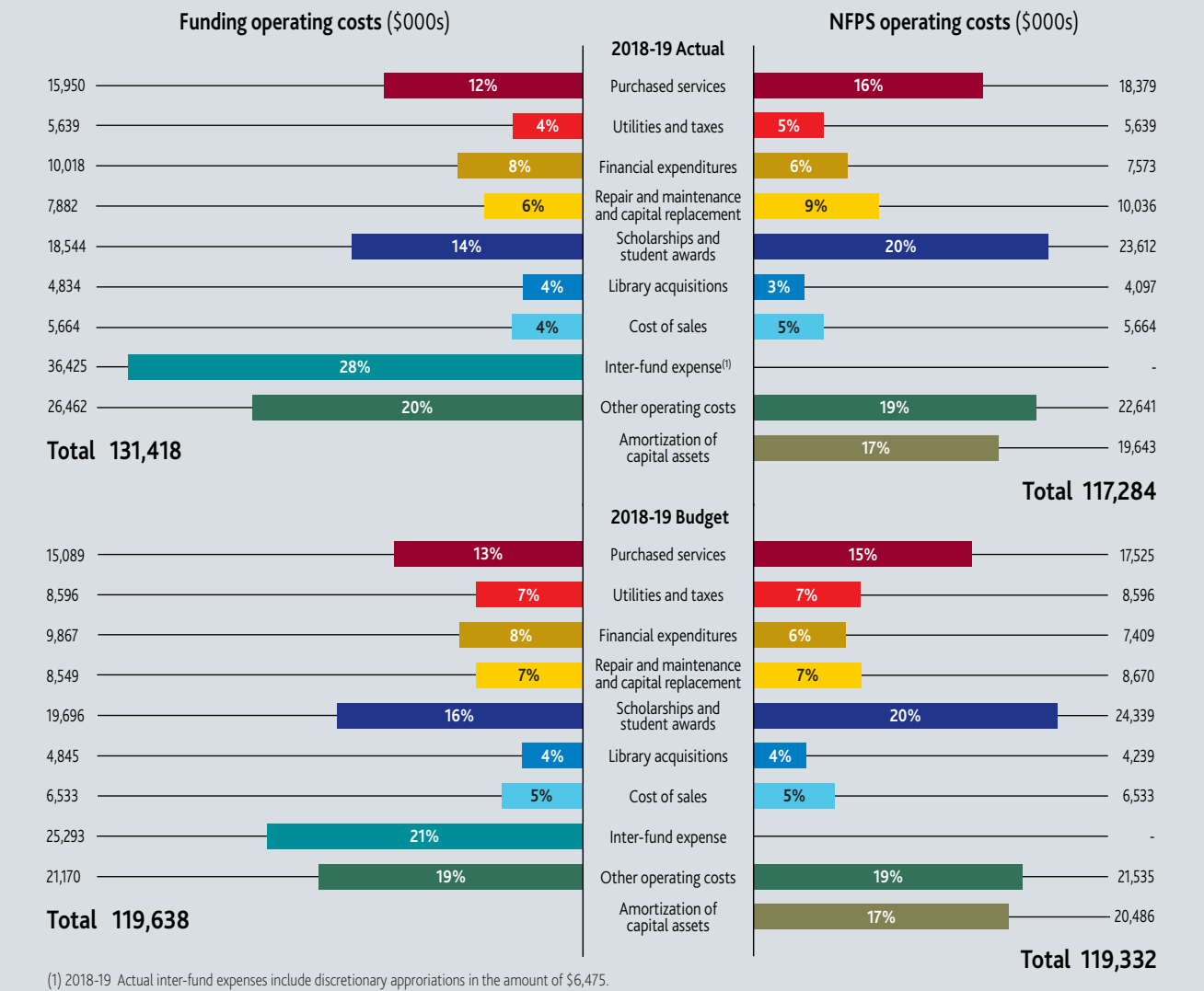
At Brock, we believe that a diverse and welcoming learning community is built upon the foundation of exceptional students, faculty, staff and alumni. This requires that Brock be attractive and welcoming to people of all identities, and accepting of the unique histories and experiences of Indigenous people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

Our strategic priorities set the University on the path towards greater national and global recognition for its engagement and relevance to students and communities through enhanced innovation and excellence in teaching, learning, discovery, creativity and the application of knowledge across disciplines.

GUIDING VALUES AND STRATEGIC PRIORITIES⁽¹⁾



(1) The colours in the graphic include Brock's brand standards and those from the Indigenous Medicine Wheel, the Pride Flag and the Dish with One Spoon Wampum Agreement Flag.

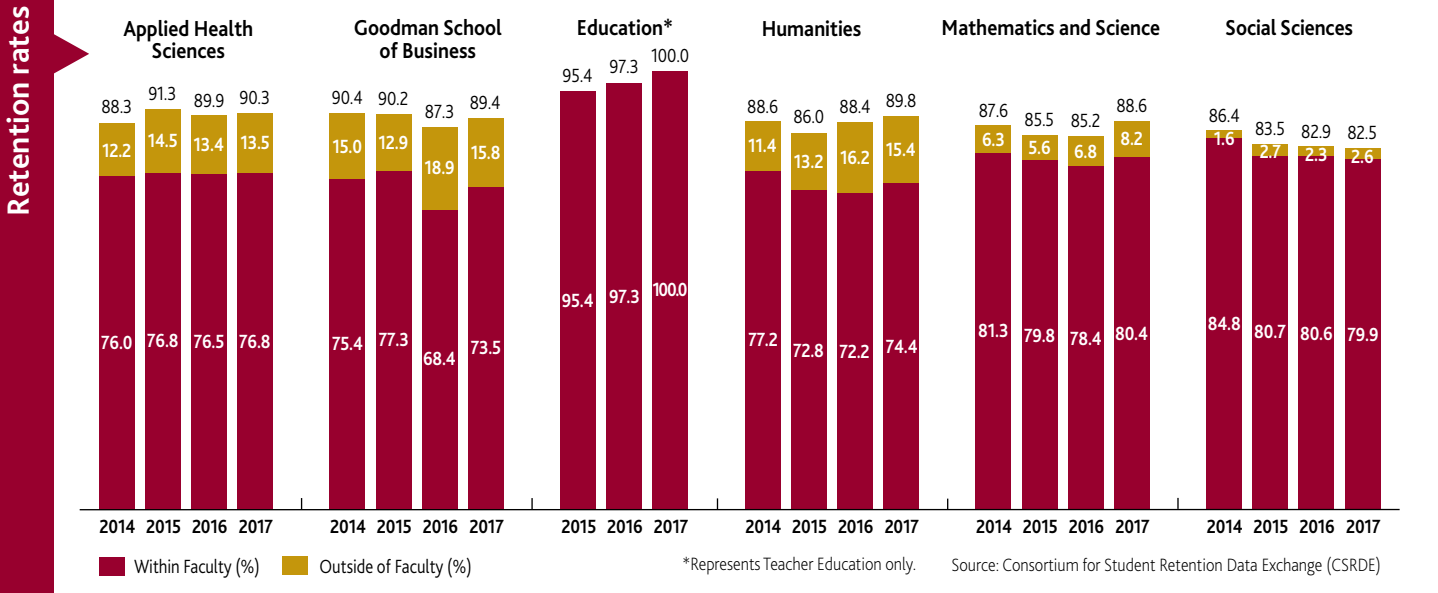
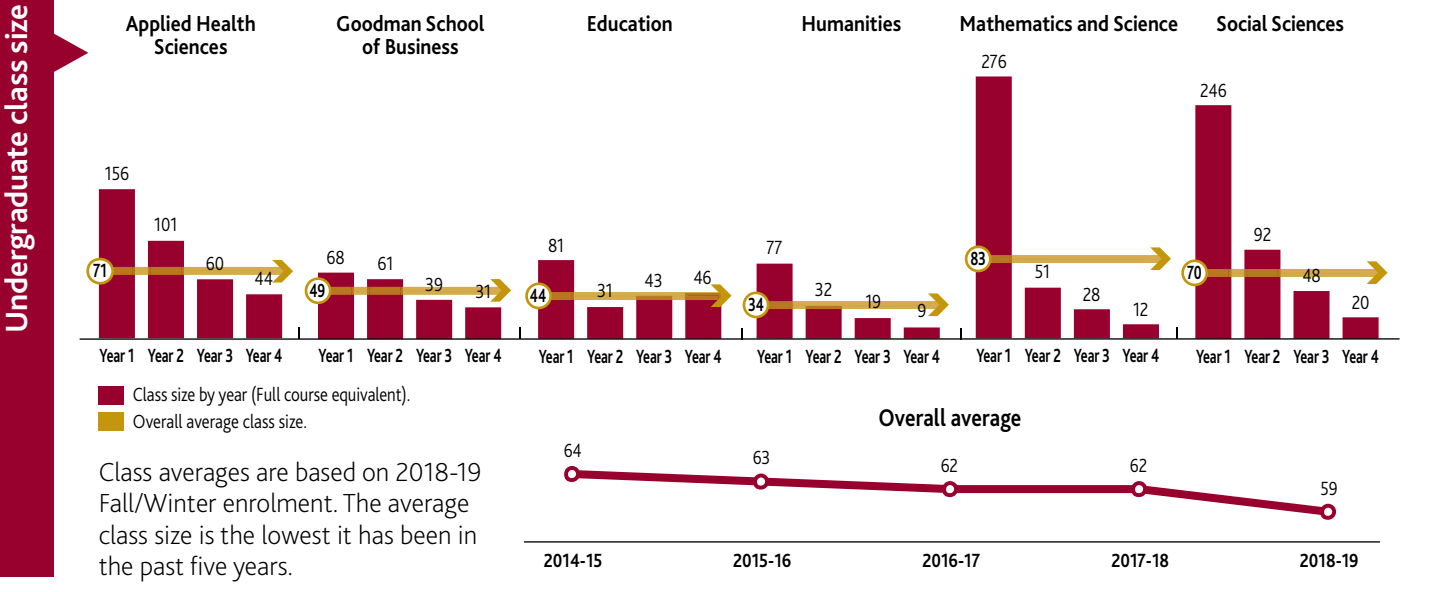
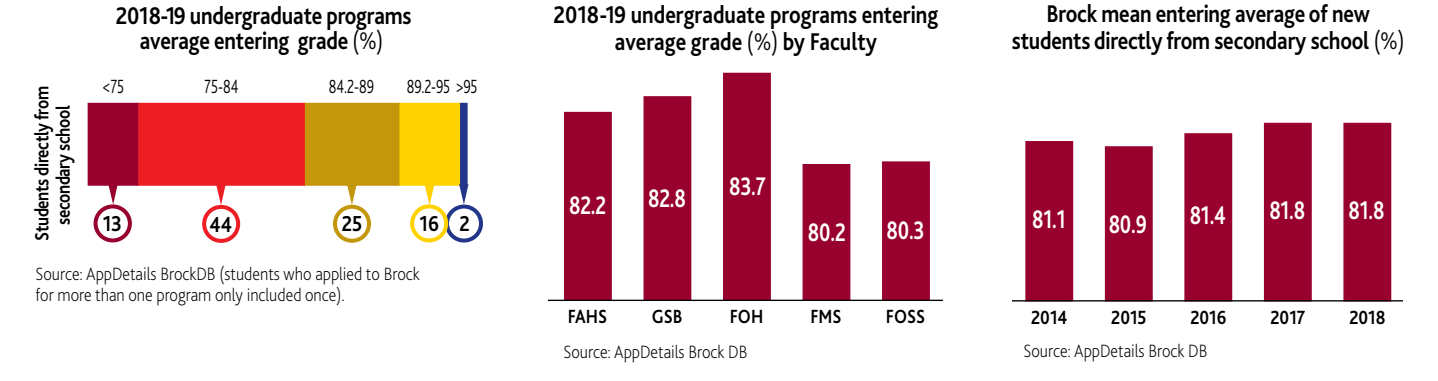
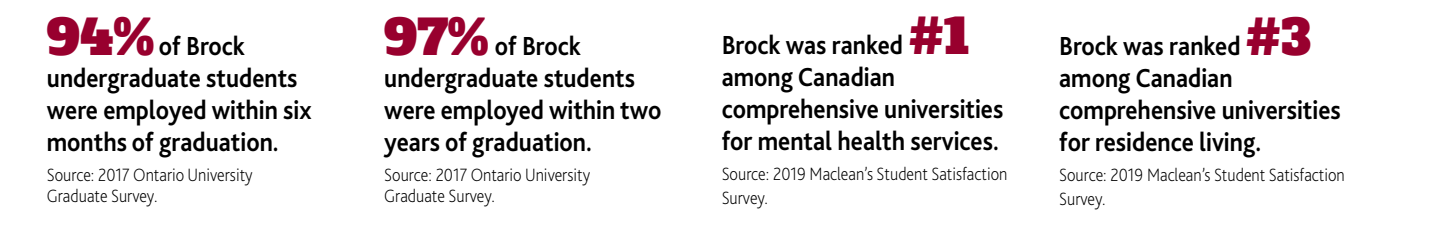
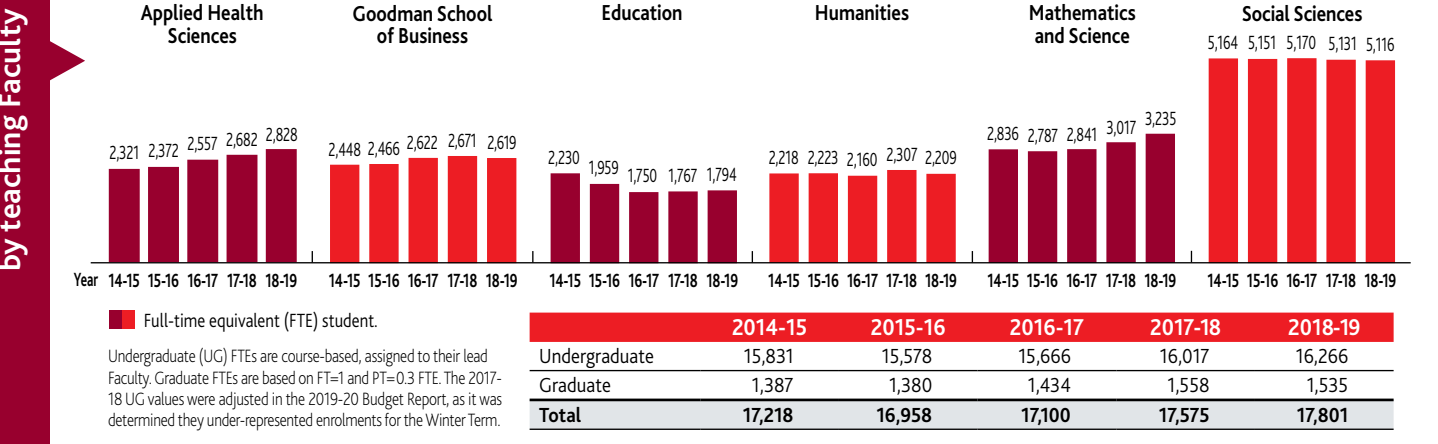
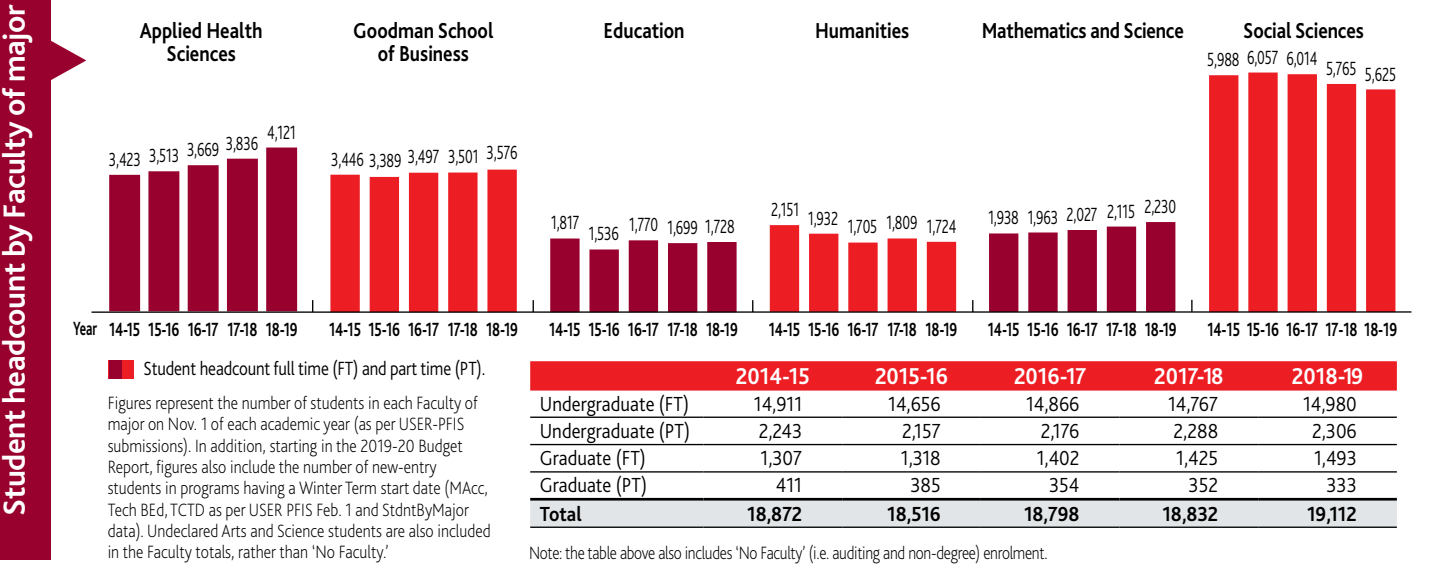
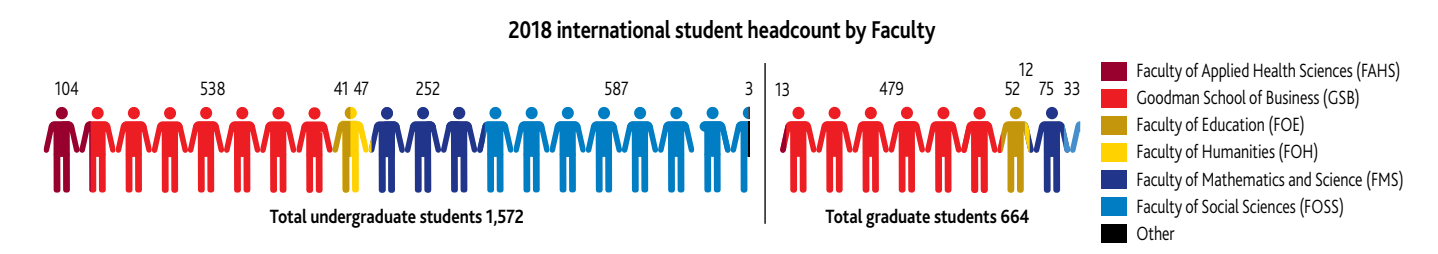
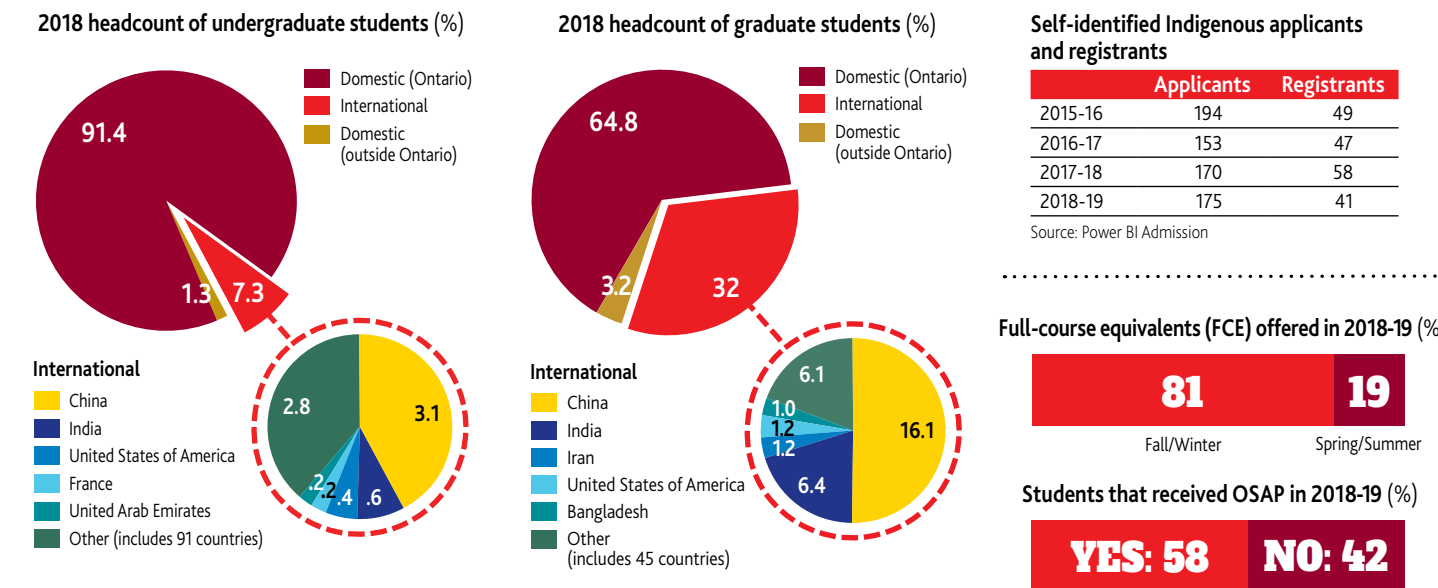


Personnel costs by group

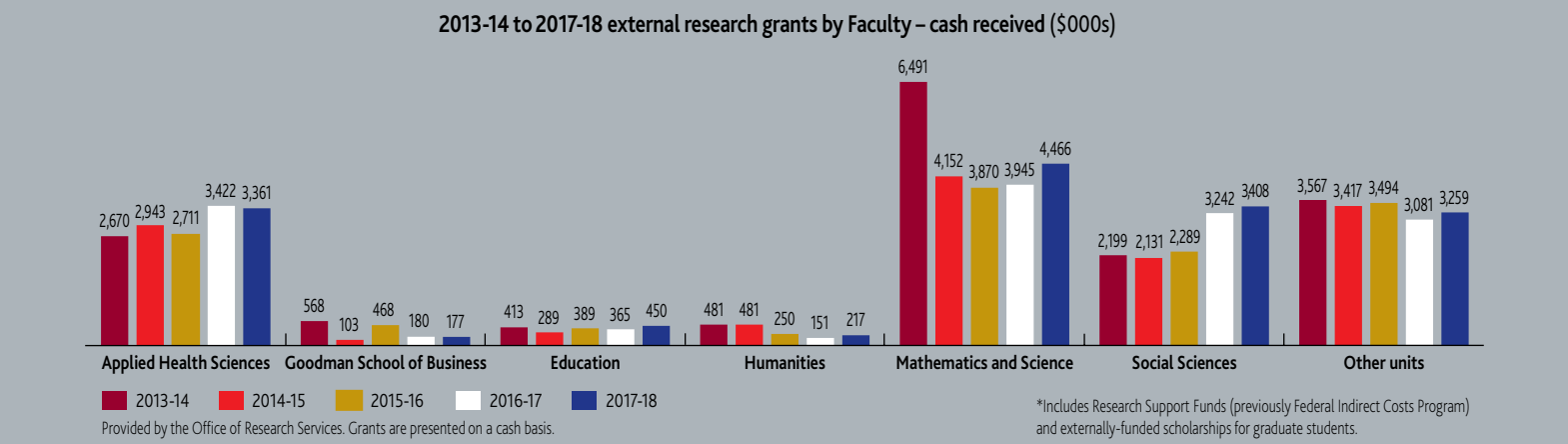
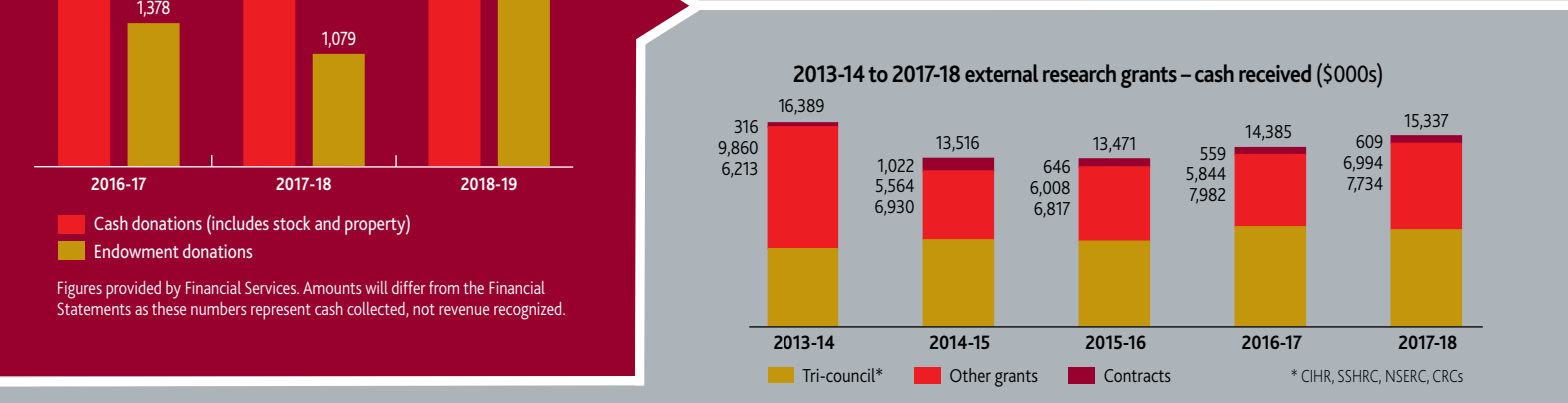
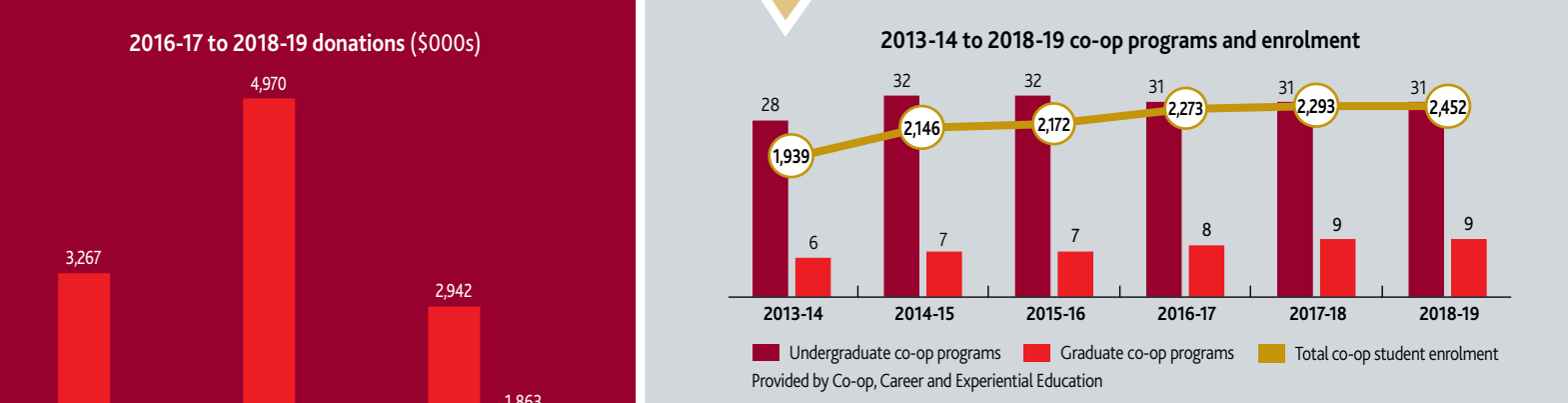
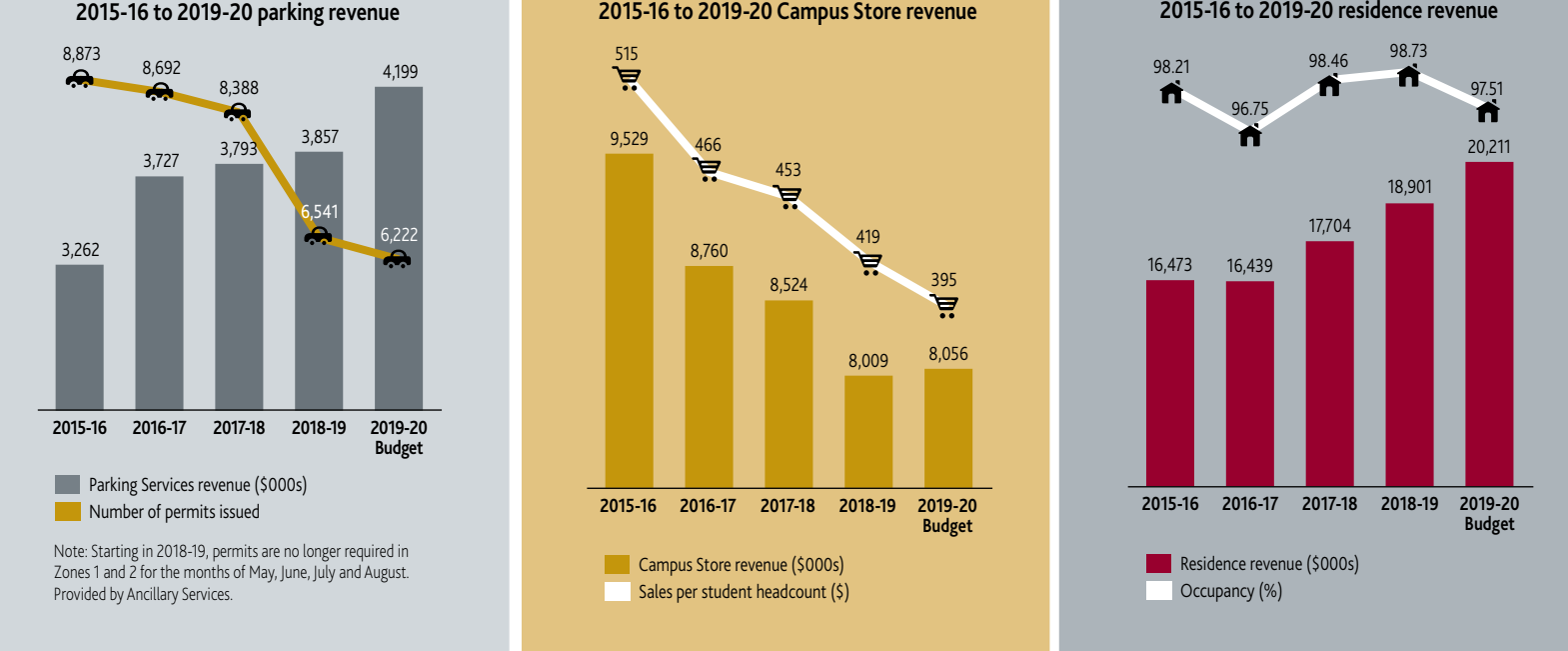
Personnel group ⁽¹⁾ (\$000s)	2018-19 Actual			2018-19 Budget		
	Salary/wage	Benefits and pension	Total personnel costs	Salary/wage	Benefits and pension	Total personnel costs
Faculty and professional librarians	89,446	18,050	107,496	90,873	19,559	110,432
Admin/professional	41,602	9,900	51,502	42,319	11,336	53,655
CUPE 4207 – Unit 1	13,265	1,362	14,627	13,990	1,527	15,517
OSSTF	7,606	2,194	9,800	8,164	2,633	10,797
CUPE 1295 FT	7,170	2,085	9,255	6,882	2,349	9,231
SAC	5,359	1,034	6,393	5,173	1,017	6,190
Other	12,987	1,487	14,474	12,940	1,706	14,646
Subtotal – funding basis	177,435	36,112	213,547	180,341	40,127	220,468
Transfer to employee future benefits reserve (EFB)		(900)	(900)		(900)	(900)
Total – funding basis	177,435	35,212	212,647	180,341	39,227	219,568
Adjustments to NFPs (See page 64 for discussion of adjustments)						
Employee future benefits adjustment ⁽²⁾		595	595		(375)	(375)
Internal restricted funds and research personnel cost ⁽³⁾	6,540	932	7,472	3,035	455	3,490
Total – NFPs basis	183,975	36,739	220,714	183,376	39,307	222,683

(1) Faculty and professional librarians – BUFA members, Associate Deans, Associate Vice-Presidents of Research and Associate Librarian; Admin/Professional-administrative/professional and exempt staff; CUPE 4207 – Unit 1 Instructors, teaching assistants, lab demonstrators, course co-ordinators and marker/graders; OSSTF – support and technical staff; CUPE 1295 FT – full-time maintenance, trades and custodial staff; SAC – Senior Administrative Council; Other – all other union groups, part-time teaching and non-teaching positions and stipend transfers.
 (2) The employee future benefits adjustment for actual 2018-19 of \$595,000 is the difference between payments made for employee future benefits and the net change in the obligation. The employee future benefits adjustment for budget 2018-19 actually nets two adjustments – \$1,310,000 offset by \$1,685,000. Refer to adjustment 10 and 11 on page 93 of the 2018-19 Budget Report for detailed descriptions of these adjustments.
 (3) The personnel costs on a funding basis does not include personnel costs recorded in the internally restricted funds, as part of course fee expenses, and external research. This adjustment represents the personnel costs in the following funds: capital and infrastructure projects and reserves, operating project accounts, research funds with no external obligations, start-up funds, professional expense reimbursement accounts, the strategic initiative fund, course fees and the external research fund.

Refer to page 50 for commentary on the funding actual results and page 68 for commentary on the NFPs actual results.



Figures represent the tracking of first-time, full-time bachelor's degree-seeking students. The figures represent the percentage of students returning the following November, regardless of year of study.



LEGO exercise prepares Goodman students for interviews

On July 24, 2018, Brock Career Consultant Kristen Wall (left) and Master of Business Administration student Twinkle Dhawan took part in the Lego® Serious Play® workshop led by Co-op, Career and Experiential Education's Career Curriculum Specialist, Marisa Brown. The career-planning exercise used Lego to prepare for upcoming job interviews and networking situations. Brown taught the students to use Lego to better remember their answer to the commonly asked interview question 'tell me about yourself.'

brocku.ca/brock-news/2018/08/lego-exercise-prepares-students-for-interviews/



BUSU's Food First program gets boost from Ancillary Services

Through a partnership with the Brock University Students' Union (BUSU), Brock's Ancillary Services has been hard at work helping to ensure no student on campus goes hungry. At the beginning of the academic year, Ancillary Services jumped at the opportunity to support the growing demand being seen through BUSU's Food First program, which supplies students in need with food and hygiene products. The Ancillary Services team has since been able to provide more than \$10,000 toward the food bank through proceeds from Brock Sports Meridian Series games as well as Swipe it Forward events with Dining Services. brocku.ca/brock-news/2019/04/busu-food-first-program-gets-boost-from-ancillary-services/



Elvira Prusaczyk

Brock grad student won provincial women's health award

Brock master's student Elvira Prusaczyk was honoured with the Ontario Women's Health Scholar Award. Prusaczyk's research, which has earned her praise across the province, focuses on understanding the types of pornographic videos most likely to harm women's health and contribute to prejudice against women. As part of the honour, she received a \$35,000 prize to support her work. Presented to 10 distinguished university scholars annually, the award supports recipients in their continued research to improve the health and well-being of women.

brocku.ca/brock-news/2018/08/brock-grad-student-wins-provincial-womens-health-award/



BaseCamp helps Brock grad find her fit: After registering for her first-year Outdoor Recreation classes in the summer of 2011, Lisa Brown (BRLS '15) wanted to prepare for the transition to post-secondary life, so she enrolled in Brock's BaseCamp summer orientation program, which offers a variety of multi-day outdoor experiences, including canoeing, backpacking, rock-climbing and camping. Throughout the program, students learn more about the University and find out what it takes to make healthy choices while living away from home. Each year, dozens of students participate in the program, which runs three- and five-day trips during the second half of August in Algonquin Provincial Park, Rattlesnake Point Conservation Area in Milton and Short Hills Provincial Park in St. Catharines.

brocku.ca/brock-news/2018/07/basecamp-helps-brock-grad-find-her-fit/



Brock students step up for Masters Indigenous Games: Nichole Davey knows the difference support from the sidelines can make. A seasoned softball player and decorated past member of Aboriginal Team Ontario, the third-year Sport Management student has focused her commitment on ensuring the needs of athletes are met during the 2018 Masters Indigenous Games. Davey became involved in the Games through a third-year Special Studies in Sport Management course. She was part of a team of six students tasked with creating a volunteer portfolio for the event. A first of its kind in Ontario, the event showcased Indigenous athletic achievement and celebrated Indigenous cultures, knowledge and ways of being from July 12 to 15, 2018 in Toronto. Additionally, Brock's Department of Sport Management partnered with the Games to offer the Major Games Field Course.

brocku.ca/brock-news/2018/07/brock-students-step-up-for-master-indigenous-games/



All the world's a stage for Brock student turned Shaw Festival intern: Brock Dramatic Arts student Mae Smith put her in-class learning to the test on an eight-week internship with the Shaw Festival. Smith used her production and design skills as she worked alongside Kevin Lamotte, Shaw's Head of Lighting, Wayne Reiersen, Head of Props, and other Shaw staff on the production of *Brigadoon*. "In addition to her daily work calls, Mae will have access to the onstage and backstage life of one of North America's busiest repertory theatres," says Kate Hennig, Associate Artistic Director of the Shaw Festival. "She will meet theatre artists from across Canada and around the world, and will have unique opportunities to attend many lectures, discussions and ancillary events during her residency."

brocku.ca/brock-news/2019/04/all-the-worlds-a-stage-for-brock-student-turned-shaw-festival-intern/



International Education Week highlights Brock's global community

The aroma of fine tea, the sights and sounds of rhythmic dancing and cultural enlightenment filled the International Centre in November 2018. Dozens of events took place across the University Nov. 12 to 16 as part of International Education Week, an annual event celebrated in more than 100 countries around the world. Marcia Araujo (centre, above), a visiting international scholar from the Federal University of Pernambuco, Brazil, was given the opportunity to showcase her research and culture by hosting a Brazilian dance class. Her research focuses on healing the body and mind through expressive movement.

brocku.ca/brock-news/2018/11/international-education-week-highlights-brocks-global-community/



MNK research conference continues to grow

The diversity of Brock University's graduate student research projects was on full display at the 14th annual Mapping the New Knowledges Conference (MNK). Hosted by the Graduate Student's Association and the Faculty of Graduate Studies, the trans-disciplinary conference featured presentations from 160 graduate students and 18 undergrads. MNK provides graduate students with the opportunity to connect with researchers and colleagues across Faculties and disciplines in a professional, supportive and welcoming setting. "This is the little conference that grew," said Michael Plyley, past Dean of Graduate Studies and conference co-chair. "In our first year, we had presentations from faculty and students, and over the years it has grown to feature graduate student research. Now, we also include undergraduates to give them a taste of grad school."

brocku.ca/brock-news/2019/04/mnk-research-conference-continues-to-grow/



Makerspace technology enhances student experiences

The libraries of today are no longer places to only access texts from the past. Alongside a wide variety of digital and print resources, Brock's James A. Gibson Library is also home to a wealth of state-of-the-art technology. Brand new 3D-printing options, Snowball microphones and GoPro cameras are just some of the advanced tools in Brock's Makerspace that are playing a key role in enhancing the University's experiential education efforts. Last year, the University received provincial funding through the Career Ready Fund, which was offered to all Ontario universities for the purpose of expanding experiential learning and career-readiness initiatives. Along with expanding initiatives into new, first-year and international courses, Brock also added digital technology to reduce barriers to innovative teaching and learning.

brocku.ca/brock-news/2018/11/makerspace-technology-enhances-student-experiences/

Education students explore Indigenous culture and history through art

Brock students researched the Seven Grandfather Teachings, Indigenous art and TRC Calls to Action before completing the banners now hanging in the Welch Hall atrium. These colourful paintings are examples of how students have been engaging with Indigenous history and culture in unconventional ways. The seven banners were painted by students in the Pedagogy of Indigenous Arts course taught by Spy Dénomme-Welch, Assistant Professor in Brock's Faculty of Education and a respected Indigenous composer. brocku.ca/brock-news/2018/06/education-students-explore-indigenous-culture-and-history-through-art/



New personal counselling partnership enhances student service:

Brock University wants to ensure its students feel supported, no matter the time of day or month of the year. Through a new partnership with Morneau Shepell, the world's leading international counselling organization, students now have access to personal counselling 24-7, 365 days a year. Morneau Shepell provides personal counselling services by appointment at Brock's Student Wellness and Accessibility Centre. Their services are offered in addition to Brock's own counsellors. Students can also call for personal counselling at any time, on any day throughout the year from anywhere around the globe. They will be connected immediately to a professional who can help. The service is also available to Brock faculty and staff, who can call the personal counselling number if they are concerned about a student and in need of guidance on how to provide them support. This service complements Brock's already comprehensive offerings for students, including health and academic accommodation services, Brock's own counsellors and health promotion. brocku.ca/brock-news/2018/08/new-personal-counselling-partnership-enhances-student-service/



Goodman School of Business team defends prestigious case competition:

After an intense weekend of competition, one of the most sought-after trophies in Canadian business school competitions returned to Brock University's Goodman School of Business, marking back-to-back top titles for the School. The Goodman team successfully defended its School of the Year title in Guelph Jan. 6, 2019 at the JDCC case competition. The largest undergraduate business school competition in central Canada, the event brought together more than 700 student delegates from Ontario, Québec and the Maritimes.

brocku.ca/brock-news/2019/01/goodman-school-of-business-team-defends-prestigious-case-competition-title/

Music majors to make an impact in Niagara

Music majors took their learning into the real world as they completed the new Music Practicum course. Led by Music Chair Matthew Royal (back left) and Course Co-ordinator Tim Stacey (back right), this year's students include (front, from left) Jesse Day, Shaniqua Goodridge, Brielle Kaminsky, Sarah Hollick, Ryan Baxter and Gavino Oresta. The multi-year conjunction course allows students to complete for-credit volunteer placements in either music education, music health/therapy, music administration or music in the community. The course is unique because it provides real-world learning experiences while also giving students course credit and volunteer hours.

brocku.ca/brock-news/2018/09/music-majors-to-make-an-impact-in-niagara/



New programs

New programs starting in 2019:

1. Master of Applied Gerontology (MAG)

This new program provides students with the clinical and professional skills and knowledge to pursue a wide scope of career possibilities in gerontology. This twelve-month, course based, interdisciplinary graduate program is grounded in a holistic approach to aging, health and well-being and has been designed to allow flexibility to personalize a curriculum of theory and application best suited to each student's unique needs related to their career goals. (Note: pending MTCU approval)

2. Honours BA in Critical Criminology

This new program will equip students with deep expertise in a sociological criminology that is enmeshed in broader theories of justice and equity and linked to the unique socio-demographic profile of the Niagara region. Offering rigorous preparation in intersectional criminological social theory, sociological research methods (including advanced social statistics), training in socio-legal and public policy, as well as practicum and capstone experiences, it will prepare graduates to contribute in areas such as law, policy, qualitative and quantitative research and data analysis, and public accountability arenas respecting surveillance, criminalization, and interpersonal and structural violence. (Note: pending MTCU approval)

3. MBA & MPH Concurrent Degrees Program

The first of its kind in Canada, this hybrid graduate program is a true interdisciplinary initiative between the Faculty of Applied Health Sciences and Goodman School of Business. Its structure allows full-time students to achieve two degrees in two years. Part-time studies allow up to six years to complete both degrees. With a focus on public health management, graduates are exposed to relevant and complementary health and business concepts. The program also includes a mandatory 32-week internship in the second year of study, providing experiential learning in the health sector.

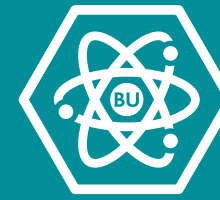
4. The MBA and Master in Management (MiM) – Dual Degree with the Kedge Business School – Bordeaux or Marseille, France

Goodman is excited to announce the addition of an MBA dual-degree program with Kedge Business School in France, at either the Bordeaux or Marseille campus (Bordeaux campus pictured right bottom). This new program will allow students to receive an MBA from Goodman and a Master in Management (MiM) from Kedge, all within two-years of full-time study. This dual degree gives students the opportunity to study North American, European and world business markets. The opportunity will establish their competitiveness in the job market, and not only ensure they receive two master's-level degrees, but also give them international expertise.





RESEARCH

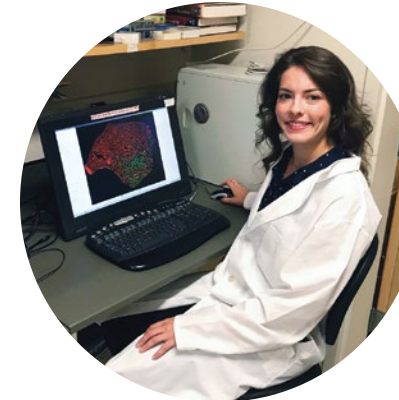


STRATEGIC PRIORITY: Build research capacity across the university

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.

GOALS:

- Nurture a culture of research and creative excellence.
- Invest in research infrastructure and support to ensure sustainable and accessible research services for the Brock scholarly community.
- Enhance transdisciplinary research and high-impact research practices.
- Build awareness of Brock University as a centre of research excellence.



Musculoskeletal health

NSERC-funded student exploring connection between gut health and bone strength:

The prestigious Alexander Graham Bell Canada Graduate Scholarship, worth \$70,000 from the Natural Sciences and Engineering Research Council (NSERC), will allow Applied Health Sciences PhD student Kirsten Bott to delve deep into the relationship between gut flora and overall musculoskeletal health. Bott is one of nine Brock graduate students and 18 faculty researchers at Brock who received a total of \$3.2 million in NSERC funding this year.

brocku.ca/brock-news/2018/10/nserc-funded-student-exploring-connection-between-gut-health-and-bone-strength/



Radioactivity

Brock prof unveils Invisible Histories at Toronto exhibition:

Brock Professor Donna Szoke, a researcher and Visual Arts Chair, had her work on display in Toronto as part of Digital Animalities – a two-venue exhibition of artworks that examines how human-animal understandings and relationships are changing through the use of ubiquitous media and new technologies. The exhibition is part of a Social Sciences and Humanities Research Council of Canada (SSHRC) funded research project. Szoke's Invisible Histories (a geolocative smartphone/tablet app she developed in 2015) is featured in the Mapping exhibition. The free app maps nuclear waste at a Niagara Falls, N.Y., storage site, where more than 270,000 mice used in radioactive experiments have been buried. brocku.ca/brock-news/2018/11/brock-prof-unveils-invisible-histories-at-toronto-exhibition/



Biofuel

Brock chemists partner with biodiesel company:

Switching from coal, oil and other fossil fuels to energy derived from plants and animal waste is a crucial climate change strategy – but businesses are still learning how to find value in it. That's where Brock University chemist Travis Dudding comes in. He and his team have partnered with Welland-based Atlantic Biodiesel, the second-largest biodiesel fuel producer in Canada, to boost the value of the company's biodiesel production by exploring ways to create a new product from the company's glycerin. Glycerin is a key byproduct of the process of creating renewable, clean-burning biodiesel, of which Atlantic Biodiesel produces 170 million litres each year.

brocku.ca/brock-news/2018/06/brock-chemists-partner-with-biodiesel-company-to-boost-production-processes/

SSHRC awards student studying Anishinaabek peoples

Joshua Manitowabi presented during a Canada 150 celebration in Killarney and was one of 16 Brock student researchers who were awarded a total of \$565,000 from the SSHRC for 2018. Manitowabi is studying the history of the Anishinaabek peoples on Manitoulin Island in Ontario. Focusing on the allegation that the Odawa people of the Wikwemikong Unceded First Nation burned and deserted the island in the late 1600s to move to present-day northern Michigan, returning in the 1830s, Manitowabi's initial research found that some Anishinaabek families remained on the island – which is a vital research point. brocku.ca/brock-news/2018/06/sshrc-awards-565000-to-brock-student-researchers/



Excavation of abandoned shipyard among innovative Brock projects awarded federal funding

Kimberly Monk, archaeologist and Adjunct Professor in Brock's Department of History, was one of five Brock faculty to head up projects being awarded Insight Development Grants from the SSHRC. Along the winding river that cuts through the heart of St. Catharines lie keys to the Garden City's maritime past, relics of a glorious industrial era still evident today. Monk's team aims to uncover an abandoned shipyard built by Maltese immigrants in the 19th century. brocku.ca/brock-news/2019/01/excavation-of-abandoned-shipyard-among-innovative-brock-projects-awarded-federal-funding



Kimberly Monk takes measurements at a site where she and her team aim to uncover the abandoned Shickluna Shipyard operated from 1838 to 1891 along St. Catharines' twelve Mile Creek.



Student researcher explores future of electric buses in Canada

Master's student Tasnuva Afreen (right) and her supervisor, Associate Professor of Geography and Tourism Studies Christopher Fullerton (left), along with the Canadian Urban Transit Research and Innovation Consortium (CUTRIC), set up an internship with the non-profit funding agency Mitacs for Afreen to research the adoption of electric buses across Canada. The electric buses cut down on air and noise pollution and they don't emit carbon or use fossil fuels. Afreen completed an eight-month internship with the CUTRIC. brocku.ca/brock-news/2019/04/student-researcher-explores-future-of-electric-buses-in-canada/



Wasps

International research shows wasps can be used to combat agricultural pests: Liette Vasseur, a Brock University biologist and UNESCO Chair in Community Sustainability: From Local to Global, was a member of an international research team that documented a successful biological control program in Thailand. The program involved the use of a wasp to counter-attack a type of mealybug that had been destroying cassava crops in Thailand and surrounding countries. The first line of defence when bugs attack plants is often synthetic pesticides or insecticides. But an international team conducting research in Thailand and other southeast Asian countries has documented an alternative way to counter-attack killer bugs: unleashing wasps. Vasseur was part of the research team, led by Kris Wyckhuys, an agro-ecologist at Australia's University of Queensland and the China Academy of Agricultural Sciences. brocku.ca/brock-news/2019/02/international-research-shows-wasps-can-be-used-to-combat-agricultural-pests/

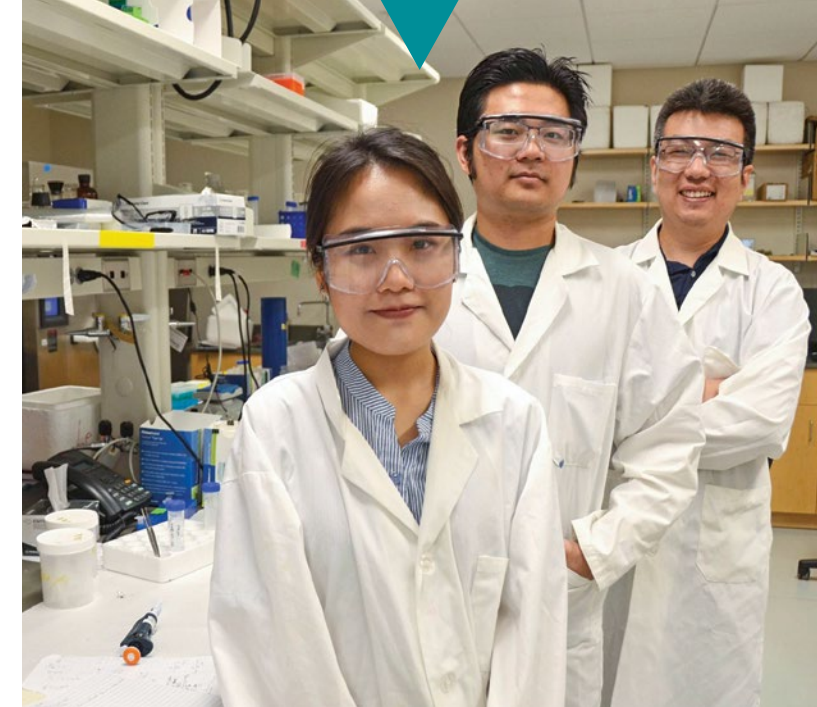


VineAlert

Brock scientists help protect vineyards during frigid temperatures: With extreme cold weather alerts across most of the province, scientists at Brock University helped grape growers avoid crop loss. As the mercury plummeted, researchers and students were already out in the vineyards collecting grapevine buds for the VineAlert program run by Climate Oenology and Viticulture Institute (CCOVI), in partnership with the Grape Growers of Ontario. Back in the lab, scientists have been analyzing the data to track a grape bud's ability to survive the cold temperatures. This helps growers and wineries know when they should turn on wind machines to protect vines from winter injury and how to manage any damage they may have sustained. Pictured above, Jim Willwerth, Brock University's, CCOVI Senior Viticulturist, prepares grapevine buds to be examined in a lab at Brock University as part of the CCOVI VineAlert program. brocku.ca/brock-news/2019/01/brock-scientists-help-protect-vineyards-during-frigid-temperatures/

Tiny robot could be game-changer in fight against tuberculosis

Graduate students Yongya Li (left) and Alex Guan Wang (middle) are among members of a team led by Assistant Professor of Chemistry Feng Li (right) that has created a microscopic robot with the potential to identify drug resistance to tuberculosis faster than conventional tests. The World Health Organization (WHO) calls tuberculosis drug resistance "a formidable obstacle" to treatment and prevention of a disease that killed 240,000 people in 2016. The Brock team's latest technology builds on a 2016 version of the microscopic robot. brocku.ca/brock-news/2018/07/tiny-robot-could-be-game-changer-in-fight-against-tuberculosis/





Ontario lake to be studied by Brock-led team as possible geologic time reference site:

A group of researchers are hoping Crawford Lake in Milton will help confirm a new episode in the world's geological time scale. The Brock University-led team of scientists has identified the Halton region lake as a possible location to define a new geologic epoch called the Anthropocene. Professor of Earth Sciences Francine McCarthy and researchers from Brock, Carleton and McMaster collected sediment layers spanning the last millennium from the basin of Crawford Lake. If they find what they're looking for in these sediments, the research team will make a submission to the Anthropocene Working Group (AWG), an international group charged with evaluating proposals on where evidence of the Anthropocene can be best seen. brocku.ca/brock-news/2018/08/ontario-lake-to-be-studied-by-brock-led-team-as-possible-geologic-time-reference-site/



Brock researchers find no evidence social media use predicts future depression:

Worries that teens and adolescents who use social media are at a greater risk of developing symptoms of depression later in life may be unfounded. New research out of Brock University's Department of Psychology and the Centre for Lifespan Development Research finds no evidence that social media use is a predictor of depressive symptoms over time. "By using data from two large longitudinal studies, we were able to empirically test the assumption that social media use is leading to greater depressive symptoms," said Psychology PhD candidate Taylor Heffer, lead author of the paper published in *Clinical Psychological Science*. brocku.ca/brock-news/2019/02/brock-researchers-find-no-evidence-social-media-use-predicts-future-depression/



Brock research explores potential new tourism niche in Niagara through UN designation:

New research by Brock University's Niagara Community Observatory (NCO) says there's potential to enhance Niagara's vibrant tourism industry if the region were to become a UNESCO Global Geopark. Visitors coming to Niagara have lots to see and do thanks to the region being a top tourism destination. A Global Geopark is an area containing "sites and landscapes of international geological significance," according to UNESCO. "Being designated a UNESCO Global Geopark allows Niagara to brand itself internationally as a destination for geotourism," said Carol Phillips, author of the NCO's policy brief *Ohnia:kara, An Aspiring Global Geopark*. "Niagara has a fascinating earth history that has created so many beautiful sites, culminating in Niagara Falls," she said. "This brand allows us to showcase those sites as well as the history and culture that has developed around them." brocku.ca/brock-news/2019/02/brock-research-explores-potential-new-tourism-niche-in-niagara-through-un-designation/



Voter turnout

Brock research awarded SSHRC funding: While elections will remain, the physical queues at polling stations may one day be replaced by online and telephone voting, the implications of which Nicole Goodman (above), Assistant Professor with Brock's Department of Political Science, and her colleagues are exploring in their research. Goodman is studying how online and telephone voting impacts voter turnout, the composition of the voting population and residents' attitudes towards local political institutions and representatives. Goodman is one of 11 researchers at Brock who were recently awarded Insight Grants totalling more than \$1.1 million from SSHRC. brocku.ca/brock-news/2018/06/brock-awarded-1-6-million-in-sshrf-funding/



Trailblazer

Brock wine researcher highlighted among international experts: A Brock University researcher is being lauded as one of 16 women who have made an indelible mark on the wine world. Belinda Kemp, a senior scientist in oenology at Brock's Cool Climate Oenology and Viticulture Institute (CCOVI), was highlighted in the May 2018 edition of the LCBO's *Vintages* magazine in a feature about wine industry innovators from around the world. Kemp was praised for being at the forefront of research on aroma and flavour in sparkling and appassimento wines. In her role at CCOVI, she splits her time between researching priorities identified by the grape and wine industry and providing outreach and support to that community. brocku.ca/brock-news/2018/05/brock-wine-researcher-highlighted-among-international-experts/

Student research to be published explores how oxygen affects cell physiology

Biology students Bishoy Seliman (left) and Cassandra Cunningham (front) were two of five students who contributed to a research paper being published through an undergraduate course taught by Associate Professor of Biological Sciences Jeff Stuart (right). The fourth-year thesis project is on its way to not only getting published, but also possibly challenging the validity of research results conducted in many laboratory experiments. After reading, discussing and analyzing hundreds of studies involving cell cultures, the students realized that one important variable has not received the attention it deserves — oxygen. brocku.ca/brock-news/2018/09/student-research-to-be-published-explores-how-oxygen-affects-cell-physiology/



Lyndon Duff (front) explained how his research team is monitoring bees' mating activities to (back row from left) St. Catharines MP Chris Bittle; Miriam Richards Professor of Biology; Niagara Centre MP Vance Badawey; and Tim Kenyon, Vice-President, Research.

Federal Discovery grant to fund research on bees

With a new Discovery Grant from the federal government, Brock University bee expert Miriam Richards is hoping to do what no other researcher has ever done. Scientists often study an animal's ability to survive to maturity, find a mate and produce offspring – shedding light on traits that will be passed on to future generations. That's fairly straightforward with larger animals, but it gets complicated when the subject of study is a carpenter bee. Richards studies what evolutionary biologists call "fitness," or the ability to survive and reproduce. brocku.ca/brock-news/2018/10/brock-researchers-awarded-3-2-million-in-nserc-funding/



Brock research shows poor diet contributes to Alzheimer's development:

Assistant Professor of Health Sciences Rebecca MacPherson and master's student Bradley Baranowski were among a Brock University research team that found a diet high in saturated fats and sucrose can contribute to the development of Alzheimer's disease when paired with the normal aging process. New research from Brock University has shown the food decisions you make today could contribute to the development of Alzheimer's disease later in life. Alzheimer's is a type of dementia that causes problems with memory, thinking and behaviour, with symptoms worsening over time. Associated with aging, previous research has also linked the development of Alzheimer's disease to diet-related obesity. brocku.ca/brock-news/2018/07/brock-research-shows-poor-diet-contributes-to-alzheimers-development/



Brock receives nearly \$1 million in CIHR research funding:

Professor of Health Sciences Terrance Wade, Assistant Professor of Health Sciences, Karen Patte and Assistant Professor of Health Sciences, Adam MacNeil are among Brock researchers on a project recently funded by the Canadian Institutes of Health Research (CIHR). Lack of exercise, poor diet, obesity, smoking and high blood pressure are some of the known factors that lead to heart attacks down the road. But does a toxic childhood environment lead to heart disease? With Project Grant funding from the CIHR a Brock University-led research team is studying the relationship between early indicators of cardiovascular disease in young adults and adverse childhood experiences such as maltreatment, dysfunctional family life, severe bullying and other traumas. brocku.ca/brock-news/2018/07/brock-receives-nearly-1-million-in-cihr-research-funding/

COMMUNITY ENGAGEMENT



STRATEGIC 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.

GOALS:

- Increase and enhance enriching opportunities for our students, alumni, faculty and staff to engage with the community.
- Support regional economic, social and cultural vitality.
- Enhance engagement with Indigenous communities in the spirit of reconciliation.
- Cultivate outstanding relationships with our alumni, starting with their earliest interactions with the University.



Brock talks mental health on Bell Let's Talk Day:

'You are stronger than you think,' 'You are not alone' and 'Your voice matters' were some of the positive messages written on conversation bubbles found on Brock's campus in support of mental health on Bell Let's Talk Day. Several departments within Brock University joined efforts in recognition of the annual awareness event on Jan. 30, 2019. Employees and students from Brock Sports, Health Management and Wellness, Student Life and Community Experience, Student Wellness and Accessibility Centre, and the Department of Residences gathered in Thistle and two residence dining halls to hand out resources, give away free coffee, encourage passersby to write positive mental health messages and take photos of people standing behind a giant frame of balloons.

brocku.ca/brock-news/2019/01/gallery-brock-talks-mental-health-on-bell-lets-talk-day/



Employees, students and research add up to

Brock's significant impact on Niagara: Nearly \$640 million dollars, even on the conservative end of the measurement scale, that's the economic impact Brock University has on the Niagara region each year. Adding research and alumni gain would add to this number. It comes in the form of Brock's 19,000 students living in the region and spending their money here. It comes from hundreds of millions of dollars in capital and operational expenditures. And it comes from Brock's 4,800 part- and full-time employees receiving more than \$200 million in payroll each year. A policy brief released by the Niagara Community Observatory (NCO) Oct. 10, 2018 gives an updated snapshot of the University's economic impact locally and beyond. See Appendix 2 for the full policy brief.

brocku.ca/niagara-community-observatory/wp-content/uploads/sites/117/NCO_Policy-Brief_36-THE-BROCK-EFFECT-Final.pdf



2021 Canada Summer Games

Brock gearing up for 2021 Canada Summer Games: Brock University continues to make significant commitments to support the 2021 Canada Summer Games in Niagara through the appointment of Sport Management Associate Professor Julie Stevens (above). Stevens, whose PhD is in sport and business, has been named as Brock's Special Advisor to the President and Vice-Chancellor, Canada Games. Stevens will use the position to maximize the partnership between the Games and Brock University, exploring opportunities for teaching, research and experiential education related to the country's largest multi-sport event.

brocku.ca/brock-news/2018/07/brock-gearing-up-for-2021-canada-summer-games/



A giving legacy

Robertson family leaves a legacy to Brock: In life, Joe and Anita Robertson (above) were known as a philanthropic couple who were generous with their time and finances. At Brock University, where both were heavily involved, that giving legacy will live on through the donation of a cherished piece of art and the creation of a \$1.6-million endowment fund in their memory. Joe Robertson spent a decade on the University's Board of Trustees and served as Chair from 2012-14. Anita was an active volunteer with the University and in the Niagara community. Their daughter, Laura, had just been hired to work in Brock's athletics and recreation department. Tragically, all three were killed in an airplane crash on their way to a family vacation in July 2018.

brocku.ca/brock-news/2019/04/robertsons-leave-1m-to-brock-to-sustain-new-scholarships/



Community service

Brock student-athlete won national award for community service: On Oct. 31, 2018, Brock University women's rugby player Katelyn Heyens (above) received the U SPORTS national Student-Athlete Community Service Award during the annual women's rugby All-Canadian gala in Wolfville, N.S. The Education student donated her time in many ways, such as volunteering with the CIBC Run for the Cure, the Niagara Superhero Run, SNAP and IMPACT; leading Fit Break at the OPHEA Conference and at first-year orientation; and serving as motionball co-ordinator in 2018. She also took part in the Brock women's rugby Rookie-Vet Mentorship program for three years and the Brock University Athletic Council for four years.

brocku.ca/brock-news/2018/11/brock-student-athlete-wins-national-award-for-community-service/



Like clockwork: 2,400 students moved into Brock residences

A large group of Brock University student volunteers and staff members came together for the University's annual Move-In Day. Nearly 2,400 mostly first-year students from across Canada and around the world moved into one of Brock's seven residences on Sept. 2, 2018. As families arrived, some 600 Brock University students from a wide variety of athletic teams, student clubs and groups, as well as hundreds of Brock staff, helped unload the incoming students' belongings, bring them to their rooms and help make the introduction to University life a bit easier.

brocku.ca/brock-news/2018/08/like-clockwork-2400-students-to-move-into-brock-university-residences-sunday/

March Break 2019: The President drops in for lunch and gets grilled

When Brock University President Gervan Fearon sat down with some young potential students during March Break, they listened carefully to his thoughts about developing their minds and making university a part of their lives. When he had finished, and invited questions, they were ready. Would he come swimming with them later that day? The Cultural March Break Camp, run by Aboriginal Student Services, attracted 45 Indigenous youth aged 5-15, mostly at the younger end of that scale, and mostly from around the Niagara region.

brocku.ca/brock-news/2019/03/march-break-the-president-drops-in-for-lunch-and-gets-grilled/





Building support for Brock grad's Toolbox Project:

It wasn't hammers and drills but tools of a different kind that were collected as Brock participated in a month-long drive for Toolbox Project Niagara. Along with a number of other local organizations, the Brock community contributed essential 'tools' such as toothbrushes, soap, socks, snacks and first-aid items to give to homeless men during the holiday season. The Niagara project's campaign took place in November and December and aimed to collect enough donations to fill 500 boxes. The project's founder, Brock alumnus James Symons (BRLS '11), said he could not have undertaken such an ambitious initiative without the lessons he learned at the University. brocku.ca/brock-news/2018/11/building-support-for-brock-grads-toolbox-project/



Brock-Lincoln Living Lab research project to examine Lake Ontario shoreline flooding:

The flooding of coastal communities along Lake Ontario caused major damage and made people realize that century floods aren't nearly as rare as the name implies. A new research collaboration between Brock University and the Town of Lincoln is aimed at helping the community understand how to deal with the impacts of climate and environmental changes as well as examining potential avenues of solutions for future development along the shore. It's the first externally funded project as part of the Brock-Lincoln Living Lab partnership. brocku.ca/brock-news/2018/05/brock-lincoln-living-lab-research-project-to-examine-lake-ontario-shoreline

Tenth annual Brock Cares Days of Service

Nearly 160 students and Brock employees spent Sept. 8, 2018 volunteering their time at 26 locations across the region. They collectively contributed more than 1,000 volunteer hours while working with a variety of organizations in St. Catharines, Thorold, Wainfleet, Welland, Port Colborne, West Lincoln, Niagara Falls and Niagara-on-the-Lake. Volunteers spent time sorting donations at Community Care's food bank, freshening up facilities for the Alzheimer Society of Niagara and Lincoln County Humane Society, and pitching in at the annual St. Catharines community cleanup, among other initiatives. The event is run by Student Life and Community Experience in partnership with the Brock University Students' Union. brocku.ca/brock-news/2018/09/brock-volunteers-make-their-mark-in-niagara/



IMPACTING THE WORLD



Holocaust monument

Brock grad helping to create Holocaust monument in Welland: Matt Busnello (BA '16, MA '18) a Brock Master of Arts in History graduate is now using his research about the Holocaust to give back to the local community, helping to create a Holocaust monument to be built in Welland. He has partnered with the Chabad Jewish Centre of Niagara on the project and created a design contest for the monument, to be erected in the Anshe Yosher Jewish Niagara Cemetery – the oldest Jewish cemetery in the region. The monument will offer local and visiting Jewish people a place to commemorate the victims and survivors of the Holocaust. brocku.ca/brock-news/2018/10/brock-grad-helping-to-create-holocaust-monument-in-welland/

School in Africa

Grad sets sights on opening school in Africa: Lydia Lungameni, who graduated from Brock's Master of Education program on Oct. 12, 2018 plans to build a school in Namibia as a model for decolonizing the country's education system. Growing up in Namibia's rural Ohangwena region, Lungameni dreamed of becoming a teacher. But with racial divides preventing all children from having the same education, she also dreamed of change. When she returns to the African nation, she plans to build a school in Ohangwena to give children access to the education they deserve. brocku.ca/brock-news/2018/10/grad-sets-sights-on-opening-school-in-africa/

Japan and China

Brock Homestay program connects international students with Niagara hosts: Pictured above are Yuki Sato, a Brock University ESL student from Kobe, Japan with Homestay host Lara Lorge and fellow ESL classmate Yiming Yuan, from Nanchang, China. In October, 2018, Lorge was paired with Sato and Yuan both of whom studied Level 3 English as a Second Language (ESL) classes at Brock. Homestay connects Canadian families with incoming international ESL students as they adapt to the lifestyle and demands of Canadian student life. Lorge hosted Sato and Yuan for 14 weeks and appreciates the positive influence the students had on her life. brocku.ca/brock-news/2018/11/open-your-home-to-a-world-of-possibilities-with-brock-homestay/

Missing and Murdered Indigenous Women

Brock prof testifies at National Inquiry into Missing and Murdered Indigenous Women: Testifying at the Inquiry into Missing and Murdered Indigenous Women and Girls, Assistant Professor Robyn Bourgeois, above, (Centre for Women's and Gender Studies) shared not only her opinion as an academic but also her story as a survivor. Testifying is not something Bourgeois ever imagined she would do. In fact, feeling past conversations had led to no change, she had previously stated emphatically that she did not want to participate. But when she was approached this fall about testifying, she felt it was her responsibility to push forward. Bourgeois' doctoral thesis research and upcoming book focus on previous inquiries that have been held at various levels of government since 1980. She was approached about testifying in September 2018 because of her research on sexual and human trafficking and her personal history as a survivor. brocku.ca/brock-news/2018/11/brock-prof-testifies-at-national-inquiry-into-missing-and-murdered-indigenous-women/

Hundreds of high school students get a taste of Brock experience

Thorold Secondary School students Sehar Syed, Teanna Cesar and Christalle Javien participated in a DNA fingerprinting lab during a visit to Brock on Dec. 5, 2018. During the day researchers and scholars made room for potential colleagues when some 600 students from high schools across Niagara poured into Brock University. The University hosted two major orientation events – its annual History Day, as well as Science, Health Sciences and Kinesiology Day – as students from 19 public and Catholic high schools got a taste of life at Brock. brocku.ca/brock-news/2018/12/hundreds-of-high-school-students-get-a-taste-of-brock-experience/



INCLUSIVITY



STRATEGIC 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 setting.

GOALS:

- Strengthen relationships of trust with Indigenous communities and partners across all sectors and activities of the University.
- Promote effective human resource practices and philosophies that improve inclusivity, accessibility, reconciliation and decolonization.
- Further celebrate the success of our faculty, staff, students and alumni.

Brock grad honoured by Prime Minister for teaching excellence

Lee Martin (BEd '12), right, a Brock Faculty of Education graduate and instructor, has been awarded a Prime Minister's Award for Teaching Excellence. (Photo by Patrick Doyle). Since 1993, the Prime Minister's Awards for Teaching Excellence have recognized more than 1,700 exceptional elementary and secondary school teachers for achievements in education. Prime Minister Justin Trudeau presented Martin and 17 other educators with Certificates of Excellence at a national awards ceremony in March 2018. Martin is among the first to be recognized with a new category of awards honouring science, technology, engineering or mathematics (STEM).

brocku.ca/brock-news/2018/05/brock-grad-honoured-by-prime-minister-for-teaching-excellence/



Workplace violence prevention

Brock launches employee workplace violence resources and training:

New workplace violence resources and training are now available to Brock employees. Launched in May 2018 by Brock's Health, Safety and Wellness Office, the Workplace Violence Prevention Program contains written standards that outline the roles and responsibilities of the University community as well as procedures to follow when workplace violence occurs at Brock. A component of the program includes mandatory online Workplace Violence Training for all Brock employees. Brock has also developed a Workplace Violence Assessment that will help identify areas susceptible to workplace violence risks.

brocku.ca/brock-news/2018/05/brock-launches-employee-workplace-



Fight against Apartheid

Brock prof shares family history at Canadian Museum for Human Rights:

As an act of resistance, Dolana Mogadime, Associate Professor in Brock's Faculty of Education, sits on a bench with the sign 'Europeans only.' Mogadime, shared some of her family's experience at the opening of Mandela: Struggle for Freedom at the Canadian Museum for Human Rights in Winnipeg. The exhibition explores the fight against Apartheid, from the legacy of Nelson Mandela to the efforts of human rights activists in Canada. Seeing the exhibition was particularly poignant for Mogadime as it features the contributions of her mother, Caroline Goodie Mogadime, as a human rights defender.

brocku.ca/brock-news/2018/06/brock-prof-shares-family-history-at-canadian-museum-for-human-rights/



Outstanding alumnus

Education grads honoured among Canada's most outstanding principals:

Blaine MacDougall (MEd '89), left, and Jay Wolkoff (BEd '98) are making a difference in the lives of young learners – and the country is taking notice (Photo courtesy of The Learning Partnership). The Brock University Faculty of Education graduates were recently honoured among those named Canada's Outstanding Principals and praised for their efforts in their respective schools. The pair were among 30 principals across the country celebrated during a Feb. 26, 2019 awards ceremony in Toronto. Presented by The Learning Partnership, the awards are the largest program recognizing principals in Canada's publicly funded schools.

brocku.ca/brock-news/2019/03/education-grads-honoured-among-canadas-most-outstanding-principals/



Brock alumna named Tennis Canada Ambassador

Brock alumna Gillian Cruz (BSM '09), centre, became the second Brock University Sport Management alumni to be named a National Ambassador at Tennis Canada for raising awareness about wheelchair tennis. She began playing soccer and hockey at age of three, but it wasn't until her early 20s that she discovered her passion for tennis. But as her athletic career began to take off, Cruz began experiencing unusual tingling in her hands, which she initially dismissed as an old injury. When the pain didn't go away, she went for a routine checkup and follow-up MRI. At age 23, the Grimsby native was diagnosed with Multiple Sclerosis.

brocku.ca/brock-news/2018/06/brock-alumna-named-tennis-canada-ambassador/

Inclusion projects launched during Niagara Pride Week

As the Transgender Pride flag was raised, two new programs meant to increase inclusivity on campus were set in motion. A large component of the Trans-Inclusion Project will be educating current and future members of the Brock community. In addition to creating a guide on how to navigate campus as a transgender student, Jasper Fisher (left), a second-year Neuroscience student, will be leading seminars for departments, faculty members and leadership on how to be more trans-inclusive. Max Hunter (right), a fourth-year Dramatic Arts student, will be evaluating the University's washrooms for gender inclusivity.

brocku.ca/brock-news/2018/06/inclusion-projects-launched-during-niagara-pride-week/



New plan enhances Brock's environmental focus

Utilizing its new Environmental Sustainability Plan, Brock has been working toward reducing its carbon footprint and increasing sustainability on its campuses. Provincially-funded upgrades to the co-generation plant include replacing eight engines with four new high-efficiency models, a new lithium-bromide absorption chiller and a new magnetic-bearing electric chiller. The new engines are roughly 20 per cent more fuel efficient than their older counterparts, and will consume roughly two million cubic metres less fuel to power the campus – equivalent of removing 720 small passenger cars from the road. brocku.ca/brock-news/2018/11/new-plan-enhances-brocks-environmental-focus/



Scott Johnstone, Associate Vice-President, Facilities Management, gives students Kaitlin James, Shanen D'Souza and Shelby McFadden a tour of the University's Central Utilities Building.



Maclean's rankings reflect Brock's momentum:

Brock University is ranked third for Student Satisfaction and 13th overall for comprehensive universities in the 2019 Maclean's University Rankings. The latest Maclean's University Rankings casts Brock as a national leader in several key disciplines. Brock came out first in the category for mental health services provided to students and fourth for the quality of its academic advisors – staff who help students determine their desired program and select the courses to achieve it. The magazine's overall ranking, factoring all metrics, put Brock at 13th on the national stage, jumping two positions since last year's report. Brock President Gervan Fearon said the results "provide a clear demonstration that we are making a difference. The entire Brock community can celebrate the excellence in post-secondary education we are being recognized for delivering." brocku.ca/brock-news/2018/10/macleans-rankings-reflect-brocks-momentum-fearon/



Indigenous education at core of Brock speaker series:

Connie McGregor (Bomberly) of the Mohawk Nation led a workshop exploring what it means to be Indigenous. The workshop was the first of the We Are All in Relation speaker series, hosted by the Tecumseh Centre and Office of Human Rights. A series of workshops introduced the Brock community to Indigenous world views, traditions, history and current affairs. The workshops covered themes of direct relevance in the era of Truth and Reconciliation, including raising awareness on the diversity within and among First Nations, Métis and Inuit communities and the sharing of a personal experience at a local residential school.

brocku.ca/brock-news/2018/06/indigenous-education-at-core-of-brock-speaker-series/



INCLUSIVITY

28

2018-19 Annual Report

Brock grad returns to MIWSFPA for first solo exhibition

As Martin Luther King Jr. once famously said: "Darkness cannot drive out darkness; only light can do that." His message encapsulates the inspiration behind the first solo exhibition of Brock alumna Kylie Haveron (BA '18) at the Marilyn I. Walker School of Fine and Performing Arts in January 2019 in the VISA Gallery and Student Exhibition Space. Haveron's exhibition consists of a combination of drawings, sculpture and installations that explore the way that physical lightness and darkness can impact the lightness and darkness we experience within ourselves. brocku.ca/brock-news/2019/01/brock-grad-returns-to-miwsfpa-for-first-solo-exhibition/



Accessibility and inclusion award

Don't underestimate people with disabilities:

Elyse Lappano (BPhEd '11, MA '13) (left) Experiential Education Co-ordinator, Inclusive and Adaptive Programs, is the third recipient of the University's Accessibility and Inclusion Award. Accessibility for Ontarians with Disabilities Act Co-ordinator Chris Lytle (right) presented Lappano with the award. She believes it's a mistake for society to underestimate people with disabilities. "We take for granted what they can do and what their skill set actually is," she said. Lappano was honoured with the award in a ceremony Dec. 3 – a day recognized around the world as International Day of Persons with Disabilities. Lappano has been involved with community programming and service-provisioning for people experiencing disability for nearly a decade. Her experiences with the University's SNAP (Supporting Neuro Diversity through Adaptive Programming) program influenced her decision to focus her graduate work on the sustainability of mentally appropriate programming for people with disabilities.

brocku.ca/brock-news/2018/12/dont-underestimate-the-capabilities-of-people-with-disabilities-accessibility-award-recipient

Initiative aims to build capacity among Brock's female faculty, staff and students

Ingrid Makus, Dean of Social Sciences, speaks with Cheryl McCormick, Professor of Psychology, Neta Gordon, Associate Dean of Student Affairs and Curriculum in the Faculty of Humanities, and Diane Dupont, former Associate Dean Research and Graduate Studies in FOSS and current Interim Dean, Graduate Studies, at the Nov. 2018 meeting of Women in Leadership (WIL). Formed by a group of Brock females, WIL is intended to encourage women at Brock to take on leadership roles at the University and beyond. About 30 women attended the first meeting to discuss women in leadership roles, consider ways to support women in both formal and informal leadership positions, and encourage women as leaders.

brocku.ca/brock-news/2019/02/initiative-aims-to-build-capacity-among-brocks-female-faculty-staff-and-students/



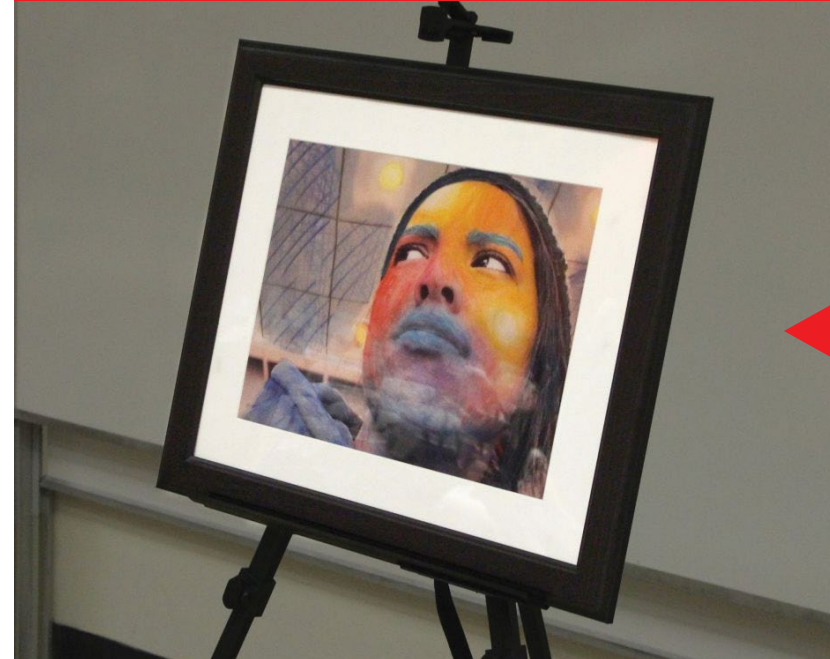
INCLUSIVITY

29

2018-19 Annual Report

Photography project empowers Indigenous youth

Kontiya'taseha, which means 'they are young, beautiful women' in Mohawk, was chosen as the title of a book of photography produced by Indigenous youth who participated in Brock's Body/Land/Sovereignty project that began in January 2018. The project was born out of a young Indigenous woman's request for a photography workshop, which prompted Associate Professor Margot Francis from the Centre for Women's and Gender Studies and the Department of Sociology with Sherri Vansickle, a lecturer in the Tecumseh Centre for Aboriginal Research and Education, to respond. brocku.ca/brock-news/2019/03/photography-project-empowers-indigenous-youth/



Brock wrestling success

The Brock Badgers wrestling program has long since passed whatever unofficial criteria it takes to become a dynasty. While hosting the Ontario University Athletics championships, the Badgers regained the No. 1 national ranking for both men's and women's wrestling after the most dominant performance in the history of the Ontario University Athletics wrestling championships, winning 16 of 19 gold medals en route to capturing both conference banners for the third-straight season. The following week, at the U Sports National Championships, Brock swept the team titles for men and women for the fifth-straight year, winning gold in 10 categories and a total of 18 medals.

brocku.ca/brock-news/2018/02/brock-wrestling-takes-16-of-19-golds-at-oua-championships/

brocku.ca/brock-news/2018/02/winning-weekend-for-badgers-includes-double-national-titles-for-wrestling/



Olympic potential measured at Brock during RBC Training Ground

RBC Training Ground aims to provide up-and-coming athletes a chance to compete in Canada's Olympic talent pool. Brock hosted the event for the second year in March 2019, which has been well attended by the University's varsity athletes and those from across Niagara. The event measures athletes for anthropometric suitability, and then they're asked to perform speed, power, strength and endurance benchmark tests in front of officials from the Canadian Olympic Committee and 11 national sport organizations in hopes of being discovered and directed toward an Olympic sport.

brocku.ca/brock-news/2019/03/olympic-potential-measured-at-brock-during-rbc-training-ground/

Brock Sports achievements

Championship success

- Men's Wrestling – OUA and U SPORTS national champions
- Women's Wrestling – OUA and U SPORTS national champions
- Ball Hockey – OUBHL Champions

Other team medals

- Women's Curling – U SPORTS Silver and OUA Bronze
- Men's Curling – OUA Silver
- Men's Lacrosse – CUFLA Silver
- Women's Ultimate Frisbee – National Bronze
- Men's Golf – Adam Graham (OUA Silver)
- Men's Swimming – Gokhan Bozyigit (OUA Silver; Bronze)
- Cheerleading – FISU Bronze
- Women's Softball – OUA Bronze
- Women's Rowing – OUA Bronze
- Ringette – Provincial Silver

Coaches of the year

- Stefanie Pavlovich – Women's Rugby Coach (OUA Coach of the Year)
- Marty Williamson – Men's Hockey Coach (OUA Coach of the Year)
- Marty Calder – Wrestling (OUA and U SPORTS Coach of the Year)
- Peter Somerwil – Rowing (National President's Award for outstanding contributions to the sport of rowing)

Other major awards

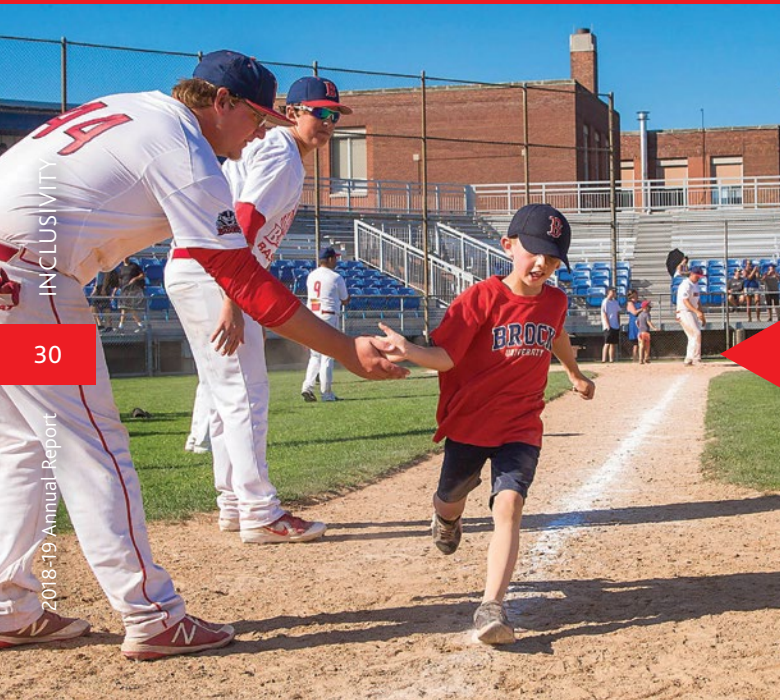
- Emily Schaefer – Women's Wrestling (2018-19 Athlete of the Year)
- Jevon Balfour – Men's Wrestling (2018-19 Athlete of the Year)
- Laura Court – Rowing (OUA and National Female Rower of the Year)
- Katelyn Heyens – Women's Rugby (U SPORTS Student-Athlete Community Service Award)
- Logan Thompson – Men's Hockey (OUA Goalie of the Year and Rookie of the Year)
- Laura Condotta – Women's Volleyball (OUA Player of the Year)
- Hannah Taylor – Wrestling (OUA Outstanding Female Wrestler)
- Chase Porter – Baseball (OUA Pitcher of the Year)
- Andrea Jansen – Women's Rowing (David S. Howes Spirit of Brock Award)
- Malcolm Cavanagh – Men's Cross Country (Dallas Beaton Award)
- Surgite Awards – Terri Weeks (Women's Curling) and Raymond Wong (Men's Rowing)
- Joseph P. Kenny Student Therapist Award – Jennifer O'Neil and Kayla Teeter
- Brock Sports Performance Awards – Brant Creelman (BSP Student Intern of the Year) and Gillian DiMaria (BSP Impact Award)
- Marilou lusi Memorial Service Award – Jacob Smith

Brock launches Hometown Baseball game

More than 400 fans packed George Taylor Field to watch, the Brock Badgers baseball team defeat the visiting Ontario Blue Jays 11-3 in the inaugural Hometown Baseball game Sept. 16, 2018. "We love to find ways to engage with the community," said Brian Hutchings, Vice-President, Administration.

"What a great turnout from the community. It was a true hometown crowd. My favourite part was hearing the children clamber on the metal stands to retrieve a foul ball and to see our players interacting with kids."

brocku.ca/brock-news/2018/09/more-than-400-fans-pack-george-taylor-field-for-hometown-baseball/



Brock Badgers spread holiday cheer

On Dec. 5, 2018, the Brock men's hockey team had an experience so heartwarming it could melt the ice they normally play on. The Badgers paid a visit to the Children's Health Unit at Niagara Health's St. Catharines site, on a mission to bring holiday cheer to the little ones inside. "This is an especially difficult time of year for kids to be in the hospital," said Niagara Health Child Life Specialist Lori Marino. "The kids enjoy it. Brock is an important part of our community and for example, this visit today, it can make a difference in the lives of kids who are in the hospital."

brocku.ca/brock-news/2018/12/brock-badgers-spread-holiday-cheer-at-st-catharines-hospital/



Brock legends retire: Joe Kenny, as Head Athletic Therapist and Manager of the Athletic Therapy Clinic and Chris Critelli, as Brock's Assistant Athletic Director – each a staple in Brock athletics for more than three decades – retired from in the University in 2018. After 37 years of helping keep Brock University student-athletes healthy, Joe has been a familiar face around Brock Sports and has played a key role as head athletic therapist for some of the Badgers' most significant athletic accomplishments. Chris has been synonymous with Brock athletics for 35 years. Rarely have we seen anyone make such a huge and positive impact in Brock's sports.

brocku.ca/brock-news/2018/08/retirement-party-for-chris-critelli-and-joe-kenny-to-be-held-friday/

Brock student excellence



Brock Leaders Citizenship Award

Brock Leaders Citizenship Awards recognize a combination of high academic achievement and personal leadership abilities. Students who receive the Brock Leaders Award will be eligible for entry into the Brock Leaders Citizenship Society. The students listed below have demonstrated excellence in fine arts, writing, debating, science, extracurricular activities and/or significant citizenship contributions to the community.

- Alexandra Adam – Mathematics and Science
- Ruth Benoy – Goodman School of Business
- Alexandra Bula – Applied Health Sciences
- Jacob Thomas Downes – Humanities
- Marcus Fogh – Applied Health Sciences
- Evan Fraser – Applied Health Sciences
- Thoreau Goodman – Goodman School of Business
- Madison House – Mathematics and Science
- Julie Luth – Humanities
- Sophia Nelson – Mathematics and Science
- Sierra Orfei – Mathematics and Science
- Jessica Sardella – Mathematics and Science
- Vani Sharma – Applied Health Sciences

Governor General's Medals

The Governor General's Medals recognize excellence in academic studies. The gold medal is presented to the student with the highest overall average in a graduate program. The silver medals are awarded to the students completing their first four-year bachelor's degree with the highest and second-highest cumulative averages.

- Gold – Michelle Przedborski – Mathematics and Science
- Silver – Rachel Clemens – Mathematics and Science
- Silver – Bill Phuong Truong – Mathematics and Science

Brock's 2019 Co-op Students of the Year

Brock University's Co-op Students of the Year Award recognizes excellence in job performance, academic achievements and extra-curricular involvement, based on a student's contributions to their co-op employers, co-op education at Brock and the community at large.

- Rachel Van Herk (undergraduate) – Mathematics and Science
- Josiah Dueck (undergraduate) – Goodman School of Business
- Pradeep Kirani (graduate) – Goodman School of Business

Aboriginal Achievement Awards

The Aboriginal Achievement Awards are presented by Brock's Student Success Centre and Aboriginal Student Services to honour high-level achievers in their studies and off-campus lives.

- Nick Printup – Social Sciences
- Lyn Trudeau – Education

President's Surgite Award

The President's Surgite Award recognizes those students who have been outstanding in one or more of the following areas: demonstrated exemplary leadership in a student club, organization, association or team; did something exceptional that helped to advance Brock's academic reputation; made a significant contribution to student life at Brock; or provided a valuable service to Brock or the broader community.

- Jonah Graham – Social Sciences
- Meghan Hickey – Applied Health Sciences
- Dhruv Jivan – Applied Health Sciences
- Taylor Lidster – Mathematics and Science
- Leila Meskine – Mathematics and Science
- Olivia Suzanne Poulin – Goodman School of Business
- Syed Fayyaz Husain Rizvi – Mathematics and Science
- Nicolas Andre Sardella – Mathematics and Science
- Daislyn Vidal – Mathematics and Science
- Wei Wang – Goodman School of Business

Board of Trustees Spirit of Brock Medal

The Brock University Board of Trustees provides a medal for graduating students who best exemplify Sir Isaac Brock's spirit with one or more of the following qualities: leadership, courage, innovation, inspiration and community involvement.

- Olivia Bagshaw – Mathematics and Science
- Aly Bailey – Applied Health Sciences
- Evans Clifford Boadi – Mathematics and Science
- Keegan Bruce – Humanities
- Janelyn Ocampo Dela Cruz – Mathematics and Science
- Bryan Giordano – Mathematics and Science
- James Hall – Applied Health Sciences
- Pradeep Udayakumar Kirani – Goodman School of Business
- Olivia Suzanne Poulin – Goodman School of Business
- Kimberly Radersma – Education
- Lauren Saly – Education
- Grayson Wadsworth-Hayes – Social Sciences
- Aniqah Zowmi – Social Sciences

Alumni awards and recognition

Distinguished Alumni pictured above from left to right: Joe Kenny, Karen McAllister-Kenny, Brian Parsons, James Crichton, Michele Zoccoli, Peter Putnam, Tayler Book and Gerry Townend.

The Alumni Association takes great pride in recognizing the achievements of Brock alumni who have earned prominence as a result of their exceptional professional achievements and/or service to society. The recognition of accomplished alumni promotes the excellence of the University, its graduates and the Alumni Association.

- Community Engagement Award – Corey Fleischer (BA '06)
- Alumni Co-op Employer Award – Rhonda Klosler (BBA '93)
- David Betzner Award – Crispin Bottomley (BA '04, BEd '05)
- Distinguished Alumni – Joe Kenny (MEd '85) and Karen McAllister-Kenny (MEd '97)
- 2018 Faculty of Applied Health Sciences Distinguished Graduate – Gerry Townend (BPhEd '90)
- 2018 Faculty of Education Distinguished Graduate – Michele Zoccoli (BA '89, BEd '91)
- 2018 Faculty of Humanities Distinguished Graduate – James Crichton (BA '79)
- 2018 Faculty of Mathematics and Sciences Distinguished Graduate – Peter Putnam (BSc '77)
- 2018 Faculty of Social Sciences Distinguished Graduate – Tayler Book (BA '14)
- 2018 Goodman School of Business Distinguished Graduate – Brian Parsons (BAdmin '90)



Maple Leafs GM Kyle Dubas

Brock students score industry insight at Toronto Maple Leafs training camp:

The Toronto Maple Leafs offered Brock Sport Management students a rare behind-the-bench experience they will never forget. Representatives from the fan-favourite team, including General Manager and Brock Alumnus Kyle Dubas (BSM '07), gave 250 SPMA students insight into the franchise during an exclusive Speakers Forum at the Gale Centre in Niagara Falls. Dubas is among several notable Brock alumni who have returned to campus through the years to inspire the next generation. The Sept. 15 forum, however, was particularly unique as it allowed students to see the successful grad in his element. Students had the opportunity to hear from and participate in a question-and-answer session with Dubas; Toronto Maple Leafs In-game host Danielle Emanuele (above); Toronto Maple Leafs Director of Client Services, Event Experience Team Duncan Fraser; and Toronto Maple Leafs Alumni and NHL Broadcaster Brad May.

brocku.ca/brock-news/2018/09/brock-students-score-industry-insight-at-toronto-maple-leafs-training-camp/

Tim Murphy,
Professor,
Psychology



Teaching awards

Brock University Distinguished Teaching Award

Tim Murphy, Psychology

Murphy has established an outstanding teaching record throughout the past 20 years teaching PSYC 2F23 – Introductory Statistics and Research Methods, along with many other courses. Colleagues and students remark on his easygoing, yet rigorous, approach to statistics training that has earned him recognition within and outside the department and University.

Chancellor’s Chairs for Teaching Excellence (Research projects 2018-2021)

Martin Danahay, English

Danahay uses cutting-edge 3D virtual reality hardware and software to identify best practices for online discussion-based courses in a 3D environment. His research project evaluates the impact of 3D technology in creating bodily presence on teacher and student interactions.

Jenn Salfi, Nursing

Salfi’s scholarship of teaching and learning project is called the “I” in Teams: The Development and Evaluation of an Interprofessional Course on Collaboration and Teamwork. Working with colleagues from across Health Sciences, the course highlights the important role of each individual’s knowledge and skillset.

Nicola Simmons, Education

Simmons is evaluating the impact of a Wikipedia Assignment on developing graduate student outcomes and employability skills. The next phase of her research, supported by the 2018 Chancellor’s Chair for Teaching Excellence award, focuses on the assignment’s value in contributing to overall graduate degree-level outcomes.

Brock University Award for Excellence in Teaching for Early Career Faculty

Rebecca McPherson, Health Science

McPherson has been an Assistant Professor in the Department of Health Sciences since 2016. In her first year of teaching at Brock, she established a partnership between Brock and McMaster Medical School to provide students in the Human Anatomy and Human Pathology course the opportunity for hands-on experiential interaction with real human specimens in the McMaster Medical School cadaver lab.

Aleksandar Necakov, Biological Sciences

Necakov, an Assistant Professor in the Department of Biological Sciences since 2016, spent the past two years organizing the first Brock University team to participate in the International Genetically Engineered Machine (iGEM) competition. Under his supervision, the Brock team was awarded a Bronze medal in iGEM at the Massachusetts Institute of Technology (MIT).

Clarke Thomson Award for Excellence in Sessional Teaching

Brian DeRuiter, Humanities

De Ruiter has been a sessional instructor since 2008. As the instructor of the online content credit course, Being Human in a Digital World, with enrolments of upwards of 700 students, students praise De Ruiter for helping them to realize their individual impact and contributions to a variety of global issues.

Martin Danahay,
Professor,
English Language and
Literature



Jenn Salfi,
Associate Professor,
Nursing



Nicola Simmons,
Assistant
Professor,
Educational Studies



Rebecca MacPherson,
Assistant Professor,
Health Sciences



Aleksandar Necakov,
Assistant Professor,
Biological Sciences



Brian DeRuiter,
Humanities



Divya Joshi, Health Science

Joshi teaches some of the most difficult courses in the Health Sciences curricula, including second- and third-year Biostatistics. Her teaching style allows students to develop strong independent learning skills that they can apply as they move on to any health-care profession.

Don Ursino Award for Excellence in the Teaching of Large Classes

Nancy Cook, Sociology

For the last 10 years, Cook has taught the first-year Introduction to Sociology course, one of the largest courses in the Faculty of Social Sciences. With class sizes of 495 students in each of two sections, Cook is committed to helping students understand the subtle and diverse structure of the social world.

Teaching Assistant Awards

The University celebrates and recognizes Teaching Assistants (TAs) for their contributions in supporting student learning and success at Brock.

Graduate TA Award (sponsored by the Faculty of Graduate Studies and CPI)

Caitlyn Gallant (PhD), Psychology

Gallant’s goal is to “Challenge students and build their knowledge and skills, while fostering creativity, personal growth, and an intrinsic motivation to learn. I believe that this is best achieved through active and applied learning experiences, mentorship beyond the classroom, and reflective and individualized teaching.”

Jennifer Roters, Psychology

Roters emphasizes the importance of guiding discovery for students. “When a learner is not told, but directed toward insight,” says Roters, “what they learn is more meaningful, with a greater emotional connection to the material.”

TA Award (sponsored by the Centre for Pedagogical Innovation (CPI))

Nicholas Gadea, Health Sciences

Gadea shares with students his unrelenting sense of fascination for the world. “Growth takes practice, patience and passion,” says Gadea. “I seek to teach students how to tap into all three of these quintessential qualities that will serve them no matter where the yellow brick road leads them.”

International TA Award (sponsored by the Faculty of Graduate Studies and CPI)

Yihong Bai, Economics

“My job,” says Bai, “is not only to teach students how to use economic equations to solve their questions, more importantly, I can influence my students on how to study by using different resources and inspire their thinking.”

Novice TA Award (sponsored by the CPI)

Monica Louie, Education

Louie emphasizes the importance of authenticity in teaching and building a sense of community in the class. “This starts,” she says, “with my focus on ensuring that I get to know my students and build relationships with each student to the best of my ability.”

Divya Joshi,
Health Science



Nancy Cook,
Associate Professor,
Sociology



Caitlyn Gallant,
Psychology



Jennifer Roters,
Psychology



Nicholas Gadea,
Health Sciences



Yihong Bai,
Economics



Monica Louie,
Education



Adam J. MacNeil,
Assistant Professor,
Health Sciences



Chris Fullerton,
Associate Professor,
Geography and
Tourism



Robyn Bourgeois,
Assistant Professor,
Women's and
Gender Studies



Shelley Griffin,
Assistant Professor,
Educational Studies



Narongsak (Tek)
Thongpapanl,
Associate Dean,
Marketing and
Product Innovation



Nigel Lezama,
Assistant Professor,
Modern Languages,
Literatures, and Cultures



Richard Cheel,
Professor,
Earth Sciences



Faculty Awards for Excellence in Teaching

The Faculty Teaching Award is presented annually to the professor in each Faculty who, in the opinion of his or her students and peers, has displayed the qualities of superior teaching, enthusiasm for the discipline and interest in the needs of students.

Faculty of Applied Health Sciences

Adam J. MacNeil, Health Sciences

MacNeil's core philosophy is that teaching and research synergize to foster excellence in the classroom and laboratory. MacNeil teaches courses centred on current research and nurtures a theme of student engagement using responseware technology in the classroom and integrating hands-on experiences.

Faculty of Social Sciences

Chris Fullerton, Geography and Tourism

Fullerton is dedicated to teaching excellence. Student testimonials and evaluations are evidence of his commitment to student success. Experiential learning is a cornerstone of his pedagogical philosophy, which ensures that students are able to truly experience the field of Geography.

Robyn Bourgeois, Women's and Gender Studies

Bourgeois develops unique courses that combine feminist pedagogy, flexible course delivery and indigenous content. Her teaching evaluations as well as informal commentary from students and colleagues show that she is truly a gifted teacher who takes seriously a commitment to student learning.

Faculty of Education

Shelley Griffin, Educational Studies

Griffin places high value on exemplifying passion for music education and the importance of teacher engagement. A central component of her teaching is focused on vulnerability and the impact that prior experience has on a music teacher's identity.

Goodman School of Business

Narongsak (Tek) Thongpapanl, Marketing and Product Innovation

Thongpapanl is a dedicated, passionate teacher respected by both his peers and his students. He creates a comfortable and easy atmosphere both inside and outside the classroom for ideas to be exchanged, information to be transferred, knowledge to be realized and insights to be discovered.

Faculty of Humanities

Nigel Lezama, Modern Languages, Literatures, and Cultures

Lezama is described as "a passionate educator, constantly enthusiastic about his work, and committed to his colleagues and to his students". As comments from his students attest, Lezama approaches teaching with an attitude of both seriousness and delight.

Faculty of Mathematics and Science

Richard Cheel, Earth Sciences

Whether Cheel's courses involve small groups focused on specific areas of sedimentology or courses that are broad in scope and offered online to several hundred students at a time, his commitment to improving the student experience makes him a role model of teaching excellence.



Craig Tokuno,
Associate Professor,
Kinesiology



Graduate Studies awards

Michael Plyley Graduate Mentorship Awards

Presented annually to recognize excellence in mentorship of graduate students.

Craig Tokuno, Kinesiology

"Craig's students always have the utmost respect for him because he treats them as equals. He is someone who takes great pride in his work, and instills this value in the students that he mentors. His motivation style pushes his students to strive for perfection in what they do. He consistently provides his students with the resources and motivation they need to excel."

Michael Bidochka, Biological Sciences

"As a graduate student, I could not have asked for a better mentor. He taught me how to manage a project, how to mentor younger students, how to perform research, and how to carry myself as a member of the scientific community, lessons I carry with me today. Dr. Bidochka understands what is required for a student to succeed in science and does everything he can to ensure that students under his care achieve and exceed their goals."

Marilyn Rose Graduate Leadership Award

Presented annually to recognize faculty, staff and students for their work and leadership in enhancing the graduate studies experience at Brock University.

Allison Flynn-Bowman, Applied Health Sciences

"Her continual support in pushing my institutional knowledge forward, evinced by her frequent willingness to engage in conversations about my interests were a regular reminder of her commitment to her own intellectual curiosity, fostering the same in the next generation of graduate students."

Jack M. Miller Excellence in Research Awards

These awards recognize graduate students who have presented projects that are highly original and are addressing significant questions.

Faculty of Applied Health Sciences

- Bradley Baranowski, MSc Applied Health Sciences
- Matthew Mallette, PhD Applied Health Sciences
- Greig Inglis, PhD Applied Health Sciences

Faculty of Education

- Rachel St. Hilarie, Master of Education
- Lyn Trudeau, PhD Educational Studies

Faculty of Humanities

- Carolyn Fast, MA History
- Carmen Long, PhD Interdisciplinary Humanities

Faculty of Mathematics and Science

- Emily Ham, MSc Earth Sciences
- Sarah Walker, PhD Biological Sciences

Faculty of Social Sciences

- Stephanie Murray, MA Geography
- Alison O'Connor, PhD Psychology

Goodman School of Business

- Fares Belkhiria, MSc Management

Michael Bidochka,
Professor,
Biological Sciences



Allison Flynn-
Bowman,
Student,
Applied Health
Sciences



Research awards and Canada Research Chairs

Award for Distinguished Research and Creative Activity

Liette Vasseur, Biological Sciences

Professor of Biological Sciences Liette Vasseur's research on ecosystems, biodiversity, sustainable development and community sustainability has taken her from small villages in Ecuador to large-scale farms in China and leadership roles in global institutions. She is the President of the Canadian Commission for UNESCO, UNESCO Chair in Community Sustainability: from Local to Global, and Vice-Chair (North America) and Chair (Ecosystem Governance) of the Commission on Ecosystem Management, International Union for Conservation of Nature. Her research links issues such as community-based ecosystem management, climate change adaptation and resilience and sustainable agriculture and rural communities. In Canada, it includes impacts of extreme events on meadow ecosystems, use of new technologies in sustainable agriculture, and ecosystem/landscape sustainable development and resilience in Niagara rural communities.

brocku.ca/brock-news/2018/09/brock-profs-among-researchers-in-national-organic-farming-research-cluster/

Chancellor's Chair for Research Excellence

Tony Volk, Child and Youth Studies

Through his research of adolescents in Canada, China and Dominica, Professor of Child and Youth Studies Tony Volk has been looking for factors that account for the presence of 'evil,' which he defines as being "an arrogant and predatory, yet non-pathological, drive to adaptively better oneself at the expense of others." He studies anti-social behaviours such as bullying, aggression, psychopathy, narcissism, Machiavellianism and sadism. Volk and his colleagues appear to have found one crucial factor underlying these behaviours: a low level of the so-called "H-factor." The "H-factor," or honesty-humility, is one of six basic personality traits of the HEXACO model of human personality, which also includes emotionality, extraversion, agreeableness, conscientiousness and openness to experience. People who have high levels of H are sincere and modest; people who have low levels are deceitful and pretentious.

brocku.ca/brock-news/2018/08/child-and-youth-studies-prof-awarded-brocks-2018-chancellors-chair-for-research-excellence/

Canada Research Chairs

The Canada Research Chairs (CRC) program was created by the federal government in 2000 to attract and retain top researchers. Tier 1 and Tier 2 CRCs are nominated by universities and must also be confirmed by their peers as being exceptional researchers and potential leaders – even world leaders – in their field.

At the end of April 2019, there were eight Canada Research Chair holders at Brock. In late 2018 and early 2019, the University announced the recruitment of researchers and scholars for six CRCs in the areas of: Indigenous Arts Practice; Mechanisms of Health and Disease; Bioinformatics and Computational Biology; Biological Psychology; Tissue Remodelling and Plasticity throughout the Lifespan; and Youth Performance and Mental Health. Brock University aims to have a full complement of 13 Canada Research Chair holders by the end of 2020.

brocku.ca/research-at-brock/research-chairs/#ward

Liette Vasseur,
Professor,
Biological Sciences



Tony Volk,
Professor,
Child and Youth Studies



CANADA RESEARCH CHAIRS AT BROCK APRIL 2019

- JULIA BAIRD, Human Dimensions of Water Resources and Water Resilience
- KAREN CAMPBELL, Cognitive Neuroscience of Aging
- VINCENZO DE LUCA, Plant Biotechnology
- ANDREA DOUCET, Gender, Work, Care and Community
- MICHAEL HOLMES, Neuromuscular Mechanics and Ergonomics
- TOMÁŠ HUDLICKÝ, Biocatalysis
- JENNIFER ROWSELL, Multiliteracies
- WENDY WARD, Bone and Muscle Development

Excellence in staff

President's Distinguished Staff Award

The President's Distinguished Staff Award recognizes individuals who have consistently provided outstanding contributions to the working environment at Brock University at a level significantly beyond normal expectations.

- Stephanie Brooks – Undergraduate Co-ordinator: Sport Management
- Dennis Ceci – Graphic Designer: Printing Services
- Lesa Mansfield – Administrative Co-ordinator and Graduate Advisor: Sociology
- Elizabeth Wasylowich – Administrative Assistant: Centre For Women's and Gender Studies and Labour Studies

Human Resources Distinguished Staff Service Award for Leadership

- Audrey Fehlow – Director: Information Technology Services

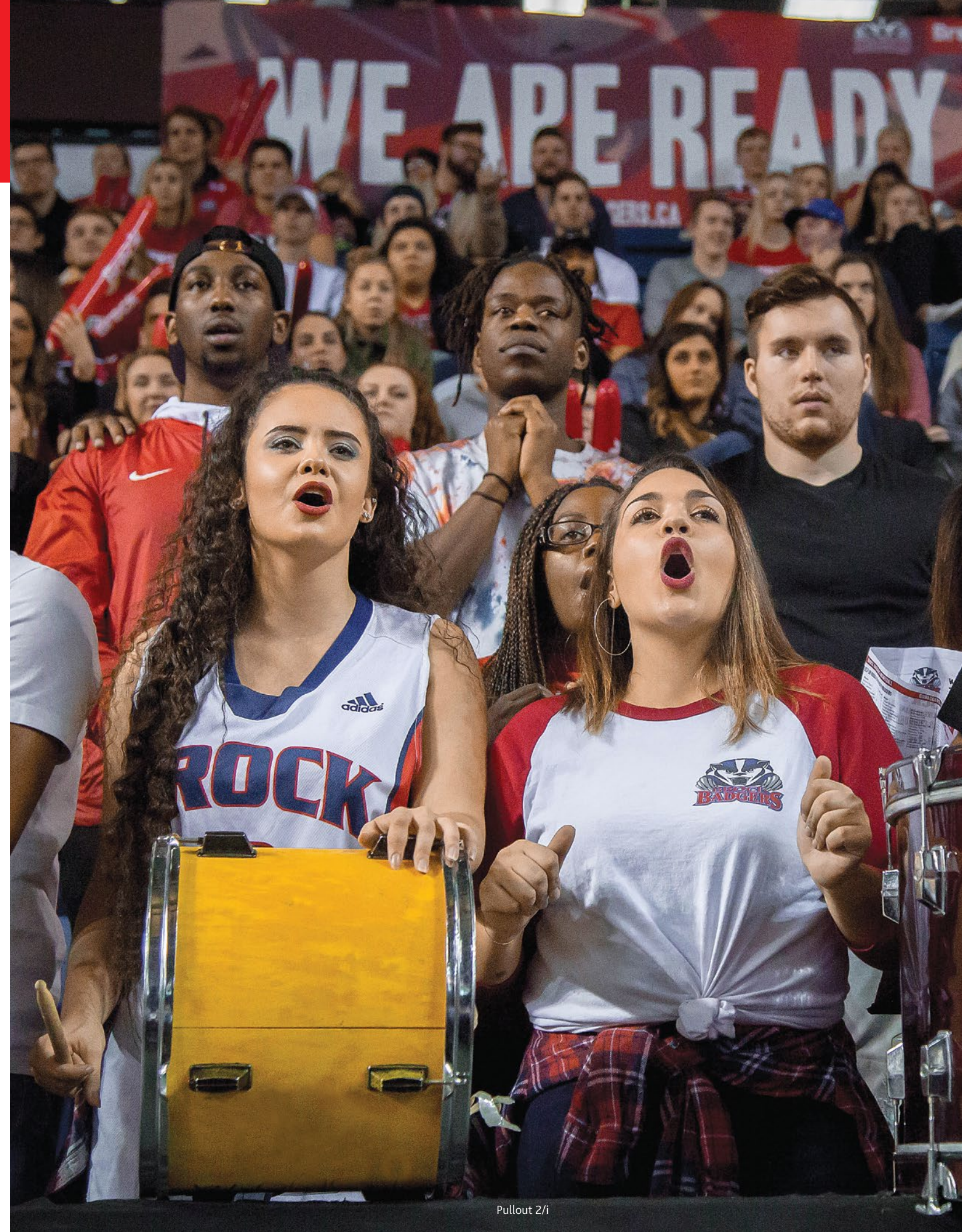
25 years of service to Brock

- Steve Anderson – Mail Clerk: Receiving and Mail
- Jeffrey Atkinson – Professor: Chemistry
- Jane Helleiner – Professor: Sociology
- Rahul Kumar – Assistant Professor: Department of Educational Studies
- Frances Meffe – Administrative Co-ordinator: History
- Janet Sackfie – Administrative Assistant: English Language and Literature
- Murray Smith – Professor: Sociology
- Linda Stillabower – Associate Professor: Accounting
- Susan Sydor – Assistant Professor: Department of Educational Studies
- Paul Tritton – Customer Service/Printing Co-ordinator: Printing Services
- James Weatherson – Cleaner: Custodial

35 years of service to Brock

- Sandra Boone – Publication and Programs Co-ordinator: Recreation
- Peter Bradstreet – Aquatics Associate: Recreation
- Robert Carlone – Professor: Biological Sciences
- Ted Costanzo – Carpenter: Facilities
- Kenneth Enns – Electrician, Lead Hand: Facilities
- Cynthia Leavitt – Library Assistant: Collections Services
- Thomas Macdonald – Manager, Technical Services: Mathematics and Science, Dean's Office
- Bozidar Mitrovic – Professor: Physics
- Jonathan Radue – Associate Professor: Computer Science
- Barbara Tatarnic – Manager: Continuing Education and Outreach CCOVI – Programs
- Peter Yannopoulos – Professor: Marketing, International Business and Strategy

THANK YOU
for your many years
of contribution and
for continuing to
make Brock a great
place to work!



Donations

We are pleased to acknowledge and celebrate all donors to Brock University. With your support, we continue to evolve and move forward as a modern and innovative institution with state-of-the-art facilities and progressive approaches to teaching and learning. Our students continue to pursue their passions while achieving academic excellence, advancing research and making an impact in the community.

Thank you to the following organizations and individuals who supported Brock University in 2018. We also sincerely thank all donors who asked to remain anonymous.

2018 organization donors

- Abundance Canada
- BMO Financial Group
- Brock Finance and Investment Group
- Brock University Faculty Association
- Brock University Students' Union Inc.
- CIBC
- Community Foundations of Canada
- Deloitte
- Edward J. Freeland Foundation
- Estate of Carl M. Wolff
- Estate of Catharine Marie Jones
- Estate of Jack Hallam
- Estate of John William Meredith Russell
- Estate of Karl Kaiser
- Estate of Marilyn Isabelle Walker
- Estate of William Alexander Matheson
- Fleming Foundation
- Greek Canadian Community Association of Niagara
- Heritage Educational Foundation
- Ironwood Wealth Management Group Inc.
- Meridian Credit Union
- Niagara 21st Group Inc.
- Niagara Community Foundation
- Niagara Recycling
- Ontario Paper Thorold Foundation
- Pearl Gloves Community Promotions Inc.
- PenFinancial Credit Union
- RBC Foundation
- RPR Environmental
- Scotiabank
- Stephanie W. Mitchell Living Trust
- Strategic Charitable Giving Foundation
- The Grand Lodge of Canada in the Province of Ontario
- The Joyce Family Foundation
- The KPMG Foundation
- Toromont CAT
- Walker Industries Holdings Limited
- Wise Guys Charity Fund

2018 individual donors over \$5,000

- Norma Bassett
- Arthur Bicknell
- Ronald Burak
- Brad Carroll
- Tracy Carroll
- Tineke Cermak
- Zdenek Cermak
- Wing-Cheuk Chan
- Richard Cleve
- Winston Cook
- Jennifer Dyck
- Mahmoud Reza Fazeli
- Linda Goldspink
- Thomas Goldspink
- Ned Goodman and Family
- Jacob Hildebrand
- Katherine Hildebrand
- Mary Ann Hull
- William Hull
- Anita Knibutat
- Kristian Knibutat
- Rudi Kroeker
- Yvette Kroeker
- John K. Lean
- Harriet Lehnen
- John Lehnen
- David MacKenzie
- Penelope Mason
- Daniel McGrath
- Mary Jane Miller
- Terry O'Malley
- The Rankin Family
- Janis Rawle
- W. G. Rickers
- Deborah Rosati
- Bryan Rose
- Lori Russell
- Erwin Saunders
- Julie Stevens
- Sue Sykes
- John Zoccoli
- Michele Zoccoli

2018 Faculty and staff donors

- Thomas Arkell
- Michael Armstrong
- Kathryn Belicki
- Katrina Bennie
- Ethna Bernat
- Lisa Bible
- James Boekestyn
- Anthony Bogaert
- Bryan Boles
- John Bonnett
- Mary Breunig
- Stephanie Brooks
- Karen Campbell
- Michael Carter
- Alan Castle
- Kevin Cavanagh
- Sangee Chun
- Jessica Clark
- Roseann Conte
- E Erin Court
- J. Keri Cronin
- Andrew Dane
- Hevina Dashwood
- Catherine Davies
- Jeanette Davis
- Kaitlyn Daw
- Cynthia Dawson
- Tony DiPetta
- Gabriela Donia
- Susan M. Drake
- Tim Dun
- Thomas Dunk
- Zhanyldyk Dustanova
- Amy Elder
- Stephen Emrich
- Murray Etherington
- Wanda Fast
- Brent Faught
- Gregory Finn
- Candice Foley
- Darren Fox
- Ang Fu
- Tracy Geoffroy
- Jacqueline Glenney
- Dawn Good
- Dorothy Griffiths
- Carolyn Hafer
- Paul Hamilton
- Leigh Harold
- Bruce Tim Heinmiller
- Irene Henry
- Astrid Heyer
- Sarah Hicks
- Sheridan Houghten
- Tomas Hudlicky
- David Hughes
- Brian Hutchings
- Shelley Huxley
- Liz Keenan
- Kara Kelly
- Tim Kenyon
- Derek J. J. Knight
- Murray Kropf
- Patricia Latham-Malton
- Anna Lathrop
- Diane Leon
- Michelle Leone
- Anna Levashova
- Ping Liang
- Jian Liu
- Maureen Lux
- Thomas MacDonald
- Charles MacLean
- Caitlin Mahy
- Felice F. Martinello
- Karen McAllister-Kenny
- Arnold McBay
- Francine McCarthy
- Lynn McCleary
- Andrew McDonald
- Carol McIntosh
- Jane McLeod
- Ruth McQuirter Scott
- Matthew McRae
- Karen Merritt
- Karen Millar
- Allyson Miller
- Jayne Morrish
- Timothy Murphy
- Elizabeth Neswald
- Frances A. Owen
- Sabrina Pennacchio
- Carol Penner
- Milica Petkovic
- Christina Phillips
- Lisa Price
- Jonathan E. Radue
- Lynn Rempel
- Miriam Richards
- Ian Ritchie
- Linda Rose-Krasnor
- Daniel J. Samson
- David Schimmelpenninck Van der Oye
- Sidney J. Segalowitz
- Josh Sekel
- Shawn Serfas
- Pamela Shanks
- Tanya Sicoli
- Astride Silis
- Jo-Anne Sinnige-Egger
- Glenn Skrubbeltrang
- Linda Steer
- Susan Sydor
- Donna Szoke
- Donato Tarulli
- Frank Thomas
- Mary Ann Tierney
- Jocelyn Titone
- Joshua Tonnos
- Livianna Tossutti
- Francine Vachon
- Kelly Veld
- Amanda Villella
- Ernesto J. Virgulti
- Kathryn Walker
- Lori Walker
- Edward Wall
- Kai-Yu Wang
- Colleen Whyte
- Murray R. Wickett
- Dawn Zinga

2018 TO 2019

It is exciting to review some of the accomplishments of the past year and showcase what the budget supports. This timeline represents a reflection of excellence in people, their accomplishments and other significant events at Brock – it exemplifies what makes Brock great. Many of the stories are taken from the Brock News as well as from a University-wide call. We encourage anyone who has a story they think would be relevant for next year's timeline to submit it to annualreport@brocku.ca. In addition to the events described in the timeline, many of the ongoing awards received by students, alumni, faculty and staff, as well as Brock Sports achievements, student experiences, research accomplishments, community engagement events and Alumni successes, are highlighted in this report.

INSTITUTIONAL STRATEGIC PLAN ICONS

- Student Experience
- Research
- Community Engagement
- Inclusivity

2018

May



Brian E. Power was appointed Vice-Provost and Associate Vice-President, Academic. brocku.ca/brock-news/2018/05/brian-power-appointed-vice-provost-and-associate-vice-president-academic/



Michelle McGinn was appointed Interim Associate Vice-President, Research. brocku.ca/brock-news/2018/05/vpr-appoints-interim-associate-vice-president-research/



Brock hosted Development 2018: A Canadian Conference on Developmental Psychology, welcoming more than 420 researchers. brocku.ca/brock-news/2018/05/brock-hosts-top-national-conference-in-developmental-psychology/



Tom Rankin, left, and Brock's President **Gervan Fearon** stood in front of the newly named Rankin Family Pavilion, honouring Rankin's \$2-million donation. brocku.ca/brock-news/2018/05/brocks-new-main-entrance-to-be-named-in-honour-of-rankin-family/

Gervan Fearon made his first international trip as President to the Caribbean, to increase student mobility and research collaborations. brocku.ca/brock-news/2018/05/gervan-fearon-completes-first-international-trip-as-brock-president/

June



Rebecca Alcock celebrated after being named Brock University's 100,000th graduate during Spring Convocation Friday, June 8. brocku.ca/brock-news/2018/06/gallery-brock-closes-spring-convocation-with-celebration-of-100000th-graduate/

Brock biologist **Liette Vasseur** named President of Canadian Commission for UNESCO. brocku.ca/brock-news/2018/06/brock-biologist-named-president-of-canadian-commission-for-unesco/

July



Greg Finn was appointed to serve as Brock's interim Provost and Vice-President, Academic, effective Oct. 1, 2018. brocku.ca/brock-news/2018/06/greg-finn-will-become-brocks-interim-provost-and-vice-president-academic/

Brock leaders welcome **Shirley Cheechoo** to a second term as Chancellor. brocku.ca/brock-news/2018/06/brock-leaders-welcome-cheechoo-to-a-second-term-as-chancellor/



On July 1, 2018 Brock became the first higher education institution in Canada to launch Workday HR. brocku.ca/brock-news/2018/06/brocks-new-hr-system-set-to-launch-this-weekend/



Brock Chancellor **Shirley Cheechoo** launched The Weengushk International Film Festival. brocku.ca/brock-news/2018/07/brock-chancellor-launches-indigenous-film-festival/



Leela MadhavaRau was named Brock University's first Director of Human Rights and Equity. brocku.ca/brock-news/2018/07/brock-names-first-director-of-human-rights-and-equity/

August



Professionals from the theatre community descended on the Marilyn I. Walker School of Fine and Performing Arts Aug. 15 to 18 for the 28th Annual CITT/ACTS Rendez-vous Annual Conference. brocku.ca/brock-news/2018/08/national-theatre-conference-comes-to-miwsfpa/

The lives of **Joe, Anita and Laura Robertson** – dedicated members of the Brock community – were celebrated by around 1,300 people who came together to pay their respects at Brock University Friday, Aug. 10. brocku.ca/brock-news/2018/08/celebration-of-lives-for-robertson-family-to-be-held-at-brock-friday/



Students shared the Brock experience at Canada's largest comic and gaming event, Fan Expo Canada. brocku.ca/brock-news/2018/08/sharing-the-brock-experience-at-canadas-largest-comic-and-gaming-event/

2019

September



On Sept. 21, more than 400 students came together for the University's annual Grape Stomp. brocku.ca/brock-news/2018/09/gallery-brock-turns-purple-for-canadas-messiest-university-tradition/



Third-year Oenology and Viticulture student **Jessica Oppenlaender** was named the inaugural recipient of the RBC Niagara Wine Rising Star Award. brocku.ca/brock-news/2018/09/covi-student-named-rising-star-at-grape-and-wine/



Orange Shirt Day is held annually on Sept. 30 to bring to light the history of residential schools and their negative effects on children's self-esteem and well-being. brocku.ca/brock-news/2018/09/orange-shirt-day-to-raise-awareness-of-residential-schools/

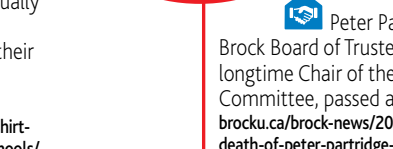
October



Marcie Jacklin was Brock's first recipient of the Librarian Emeritus designation during the University's Fall Convocation ceremony on Friday, Oct. 12. brocku.ca/brock-news/2018/10/brock-to-honour-first-librarian-emeritus/



Civil rights activist and founder of the #MeToo movement **Tarana Burke** urged a sold-out crowd to look beyond the statistics to "see the people, not just the numbers" during a powerful presentation on Oct. 29. brocku.ca/brock-news/2018/10/metro-foundation-urges-brock-community-to-embrace-the-movements-message/



Peter Partridge Sr., a former Brock Board of Trustees member and the longtime Chair of the Rodman Hall Advisory Committee, passed away Oct. 3. brocku.ca/brock-news/2018/10/brock-mourning-the-death-of-peter-partridge-sr/

November



The University saw a record-breaking 5,300 prospective students and family members at Brock's Fall Preview Day on Sunday, Nov. 4. brocku.ca/brock-news/2018/11/brocks-fall-preview-day-an-overwhelming-success/



The newly formed President's Advisory Committee for Human Rights, Equity and Decolonization held its first meeting on Tuesday, Oct. 30. brocku.ca/brock-news/2018/11/brock-launches-human-rights-equity-and-decolonization-committee/

Brock signed a collaborative agreement with University of Karachi in Pakistan Tuesday, Nov. 6. brocku.ca/brock-news/2018/11/brock-signs-collaborative-agreement-with-university-of-karachi-in-pakistan/



Brock University's Cool Climate Oenology and Viticulture Institute, hosted the world's largest tasting of Canadian sparkling wine on Nov. 29. brocku.ca/brock-news/2018/11/covi-hosts-worlds-largest-tasting-of-canadian-sparkling-wine/

December

Brock implemented a new Institutional Strategic Plan, focusing on Student Experience, Research, Community Engagement and Inclusivity. brocku.ca/brock-news/2018/12/brocks-new-strategic-plan-focuses-on-student-experience-research-community-engagement-and-inclusivity/



Paper statues of Indigenous military leaders **John Norton**, left, and **John Brant** were unveiled in their new home at Brock. brocku.ca/brock-news/2018/12/indigenous-statues-find-their-home-at-brock-university/

GSB alumna **Suman Nagra (BAcc '18, MAcc '18)** was in top one per cent in Canada on the CPA Common Final Exam. brocku.ca/brock-news/2018/12/accounting-grad-in-top-one-per-cent-on-national-exam/



Brock University Chancellor **Shirley Cheechoo** (top) and four-time Paralympian alumna **Elisabeth Walker-Young (BPhEd '02)** were appointed to the Order of Canada. brocku.ca/brock-news/2018/12/brocks-chancellor-cheechoo-named-to-order-of-canada/



January



Jill Grose, Director of Brock's Centre for Pedagogical Innovation, won a Distinguished Educational Developer Career Award from the Educational Developers Caucus of the Society for Teaching and Learning in Higher Education. brocku.ca/brock-news/2019/01/champion-of-education-development-wins-national-achievement-award/



More than 1,500 people attended a town hall hosted at Brock University by Prime Minister **Justin Trudeau** on Tuesday, Jan. 15. brocku.ca/brock-news/2019/01/gallery-full-house-for-prime-ministers-town-hall-at-brock-university/



Paul Paterson (BA '90, BEd '05) received the Governor General's Award for Excellence in Teaching from the Right Honourable **Julie Payette**, Canada's 29th Governor General, in a ceremony at Rideau Hall on Jan. 28. brocku.ca/brock-news/2019/02/brock-alumnus-recognized-for-teaching-excellence-by-governor-general/

February



A celebration was held Friday, Feb. 1, to officially open the new Goodman School of Business building at Brock University. brocku.ca/brock-news/2019/02/milestone-moment-as-goodman-school-of-business-officially-opens-its-doors/

Students celebrated the opening of the newly renovated Student Success Centre on Tuesday, Feb. 5. brocku.ca/brock-news/2019/02/students-celebrate-renovated-success-centre-at-grand-opening/



Red dresses could be seen hanging outside on Brock University's main campuses as part of the REDress Project on Feb. 14, which highlighted the pain and resilience of Indigenous women and girls. brocku.ca/brock-news/2019/02/redress-event-highlights-pain-resilience-of-indigenous-women-and-girls/

March



Barry Wright, Associate Professor of Business, will oversee a wide scope of organizational disciplines for the 2021 Canada Games as the new Chief Executive Officer. brocku.ca/brock-news/2019/02/brock-prof-barry-wright-is-the-new-ceo-of-2021-canada-games/



Brock University and Niagara Health launched a new partnership March 8 to work towards improved health and well-being. brocku.ca/brock-news/2019/03/niagara-health-brock-university-team-up-to-improve-health-and-well-being-in-niagara/

Shipwrecks and seafaring were the topics of the day when more than 50 people gathered for the Brock University Archaeological Society's (BUAS) 30th annual symposium on March 9. brocku.ca/brock-news/2019/03/student-run-classics-symposium-marks-30-years/



Left to right, Brock students **Ateeba Khan**, **Iqra Khan** and **Raadhiyah Zowmi** joined a group of about 150 people in a moment of silence at a vigil held on campus March 19 in honour of victims of the terrorist attack in Christchurch, New Zealand. brocku.ca/brock-news/2019/03/brock-community-urged-to-combat-hatred-together-at-campus-vigil/

Pathstone Mental Health and Brock University signed a Memorandum of Understanding March 22 to provide improved understanding of childhood mental health issues. brocku.ca/brock-news/2019/03/pathstone-and-brock-working-to-provide-improved-understanding-of-childhood-mental-health-issues/

April

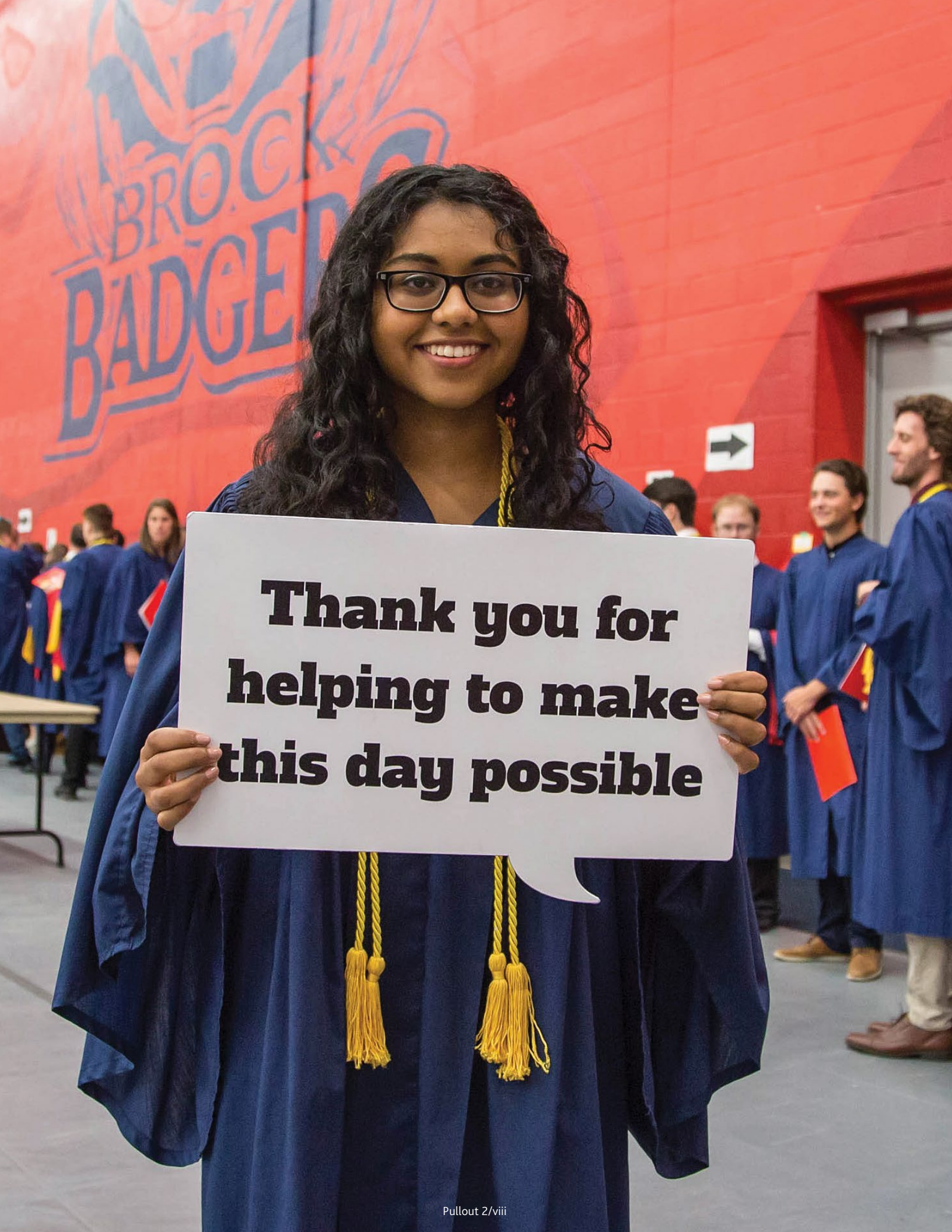


Amos Key, Jr. is named Brock's inaugural Vice-Provost, Indigenous Engagement. brocku.ca/brock-news/2019/04/brock-welcomes-its-inaugural-vice-provost-indigenous-engagement/

Brock piano instructor and alumna **Christina Le Rose (BA '07, BEd '10)** was recognized by the Niagara Symphony Orchestra (NSO) for her longstanding commitment to inspiring young musicians. brocku.ca/brock-news/2019/04/brock-alumna-honoured-for-excellence-in-music-education/

Conference organizers and master's students **Keely Grossman** (with guide dog **Izzy**), **Kevin Hobbs**, **Sarah Hurme** and **Anella Bieturu** were pleased with the turnout at the inaugural Ability Empowerment Day held on campus April 29. brocku.ca/brock-news/2019/04/post-secondary-options-for-students-with-disabilities-highlighted-at-brock-conference/





Our people



Brock Wellness

Wellness continues to be an integral focus of the Brock community. The importance of wellness initiatives and the focus on well-being influences the overall health of faculty and staff, and supports a culture of work-life balance.

This past year, a Workplace Wellness Framework was developed to address employee well-being through a holistic approach, based on the American Substance Abuse and Mental Health Services Administration's eight dimensions of wellness: Emotional, Environmental, Spiritual, Social, Occupational, Physical, Intellectual and Financial. Some of the most important wellness initiatives include:

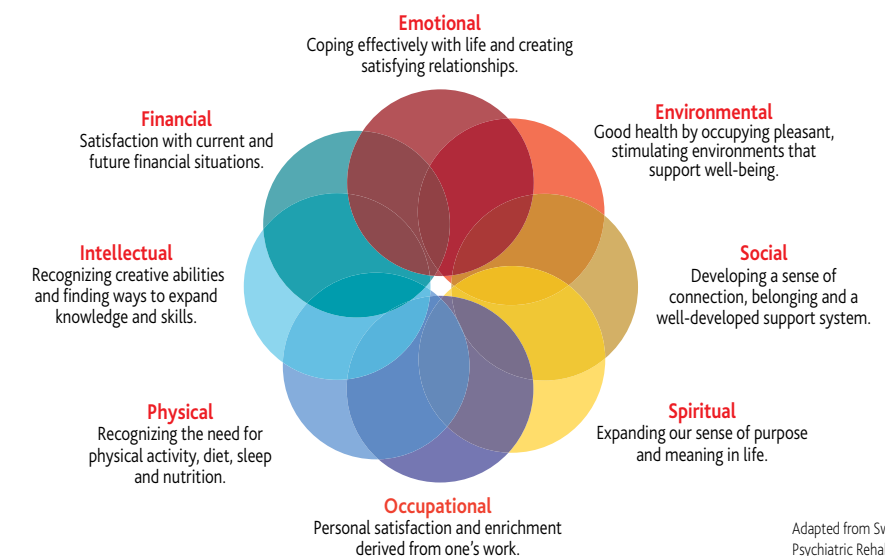
- To promote physical activity, challenges have been developed that can be incorporated into the workday (ex. The Race to the North Pole Challenge).
- To protect against the harm from second-hand smoke and vapour, smoking and vaping of tobacco, nicotine or related products is prohibited except in established outdoor designated smoking areas, and all smoking and vaping of recreational cannabis is completely prohibited.
- To encourage regular activity throughout the day in a sedentary environment, Healthy Meetings Guidelines were developed, which include walking meetings and physical activity breaks.
- To aid in the promotion of work-life balance and provide support for employees in need of assistance, Brock's Employee and Family Assistance Program provides a wide range of confidential and voluntary support services to eligible employees and their dependents. The services

are consistent with the holistic approach of the Workplace Wellness Framework and include the eight dimensions of wellness outlined in Figure 7.

Central to the Workplace Wellness Framework is the Employee Mental Health Strategy, which promotes positive mental health through multiple wellness initiatives by developing resources, education and training to ensure the following objectives are achieved: 1) Raise awareness and promote well-being, 2) Develop personal resilience and self-management, 3) Address gaps by enhancing services, programs and supports through prevention, and 4) Create and sustain a supportive campus environment. A new addition this year has been the launch of the Mental Health Commission of Canada's Mental Health First Aid Training, designed to help faculty and staff be better equipped to understand the impact of mental illness and to increase people's ability to support those dealing with mental health challenges.

One of the most anticipated events of the year is hosted by the Human Resources Department – Employee Wellness Day. The event is dedicated to the faculty and staff that make up the Brock community and offers workshops that address the eight dimensions of wellness. It consistently draws a large audience, with more than 600 employees attending, which is a testament to the continued success of Wellness Day. On this day, the University presents a Health, Safety, and Wellness Champion Award, which recognizes Brock faculty and staff, either as individuals or as a department, for championing a culture of health, safety and wellness. Visit facebook.com/brockuwellness, twitter.com/brockuwellness, or the Employee Wellness Group on Yammer for more information on wellness initiatives.

Figure 7



Adapted from Swarbrick M. (2006), A Wellness Approach. *Psychiatric Rehabilitation Journal*, 29(4), 311-314.



Reviewing the numbers

Developing a People Strategy

In November 2018, the Board of Trustees approved Brock's new Institutional Strategic Plan. Recognizing the importance of the role of faculty and staff in ensuring the overall success of Brock, our University leadership championed the development of a People Strategy. A people strategy is a relatively new concept in the North American university context, and it focuses on intentionally building a work environment and organizational culture that supports faculty and staff in the delivery of programs and services, as well as the mandate of the University and the Institutional Strategic Plan.

To develop a People Strategy that is effective and impactful, several elements are required. First, it requires an understanding of the shape and path of the post-secondary sector. To that end, a thorough environmental scan was conducted, looking at labour markets, university trends and general employment trends. Second, and most importantly, it requires an understanding of the current state of the University. To that end, staff conducted an extensive analysis of people-related data and systems, and have been conducting a series of focus groups with staff, faculty and University leadership.

Further consultation opportunities are planned in order to gather the knowledge required to develop a People Strategy that will result in meaningful improvements to the work environment and culture. Once endorsed or approved by key stakeholders later this year, implementation will follow. The development and implementation of Brock's first People Strategy is an example of Brock's commitment to continually improve and excel.

Developing leadership

Brock is an organization with a mandate and mission to help people grow and develop, and that focus applies to our staff and faculty, as well as our students. The Human Resources Department is committed to continually looking for new and better ways to develop the technical and leadership skills of our faculty and staff.

This past year, Human Resources created a new Learning and Development Committee, bringing partners from across the University together to discuss how best to collaborate and co-ordinate the various training and learning opportunities that occur across the campus. A new Learning Plan is in development in order to create a single place where staff and faculty can access development opportunities.

In addition, the department took the lead in the implementation of Brock's membership to Lynda.com, an internationally known online learning platform, which was recently purchased by LinkedIn. In partnership with eCampus Ontario, all students, staff and faculty at every post-secondary institution in Ontario have been granted access to Lynda.com for a three-year pilot, in order to assess the value of access to this resource. Lynda.com has more than 30,000 videos and courses in a wide range of topics. This resource has meant students, faculty and staff have access to needed learning on-demand. To date, more than 485 staff have accessed training through Lynda.com.

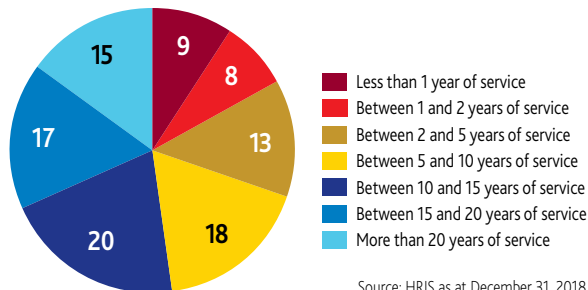
Finally, in addition to already existing leadership training, the Human Resources Department launched a pilot program for the University's first formal mentorship program. The program matched mentors and mentees from across the University, building relationships, opportunities for growth, and opportunities for collaboration. Thirteen mentorship pairs were created, and resources have been provided to support the formation of these new relationships. At the end of the pilot program, a full assessment will be conducted to improve the program for future years.

Training opportunities are available to staff and faculty via Focus on Learning at brocku.ca/hr/training/focus/

Our employees

Our people are the key to Brock's success. We appreciate all faculty and staff for their dedication, and we will continue to recognize our exceptional Brock team with incentives and initiatives. The graph below depicts the long-term service of staff and faculty at Brock, with more than 50 per cent providing more than 10 years of service, and more than 70 per cent of Brock's workforce providing five years of service or more. Currently, there are 254 staff and faculty with 20 years of service or more. Brock works because of the dedication of our people.

Figure 8
Ongoing permanent employees as of December 2018 (%)



Source: HRIS as at December 31, 2018.

Financial facts

The implementation of Workday financials has significantly enhanced Brock's ability to understand and report on the financial transactions of the University. The following Workday facts only scratch the surface of the information now available to users of the University's financial information.

Tracking transactions and processes

Figure 9

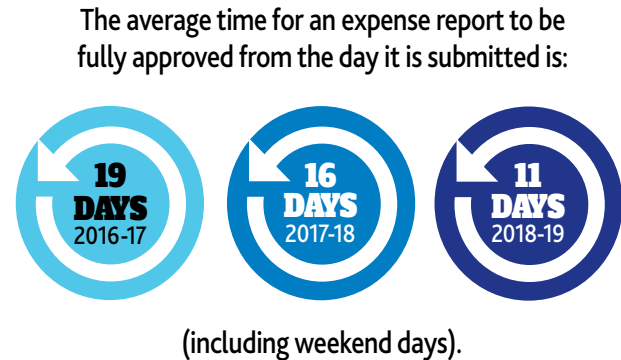
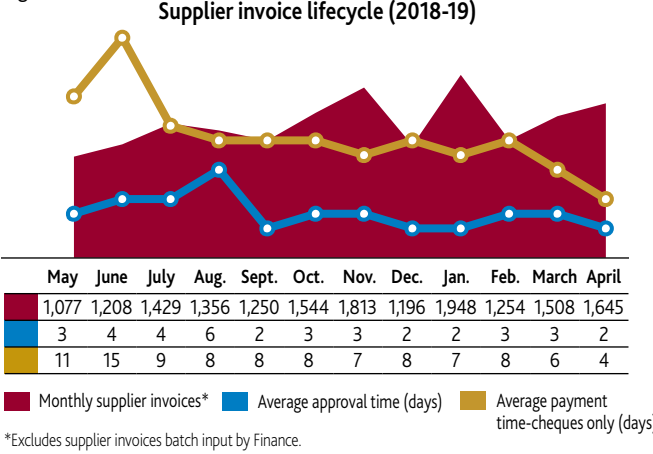
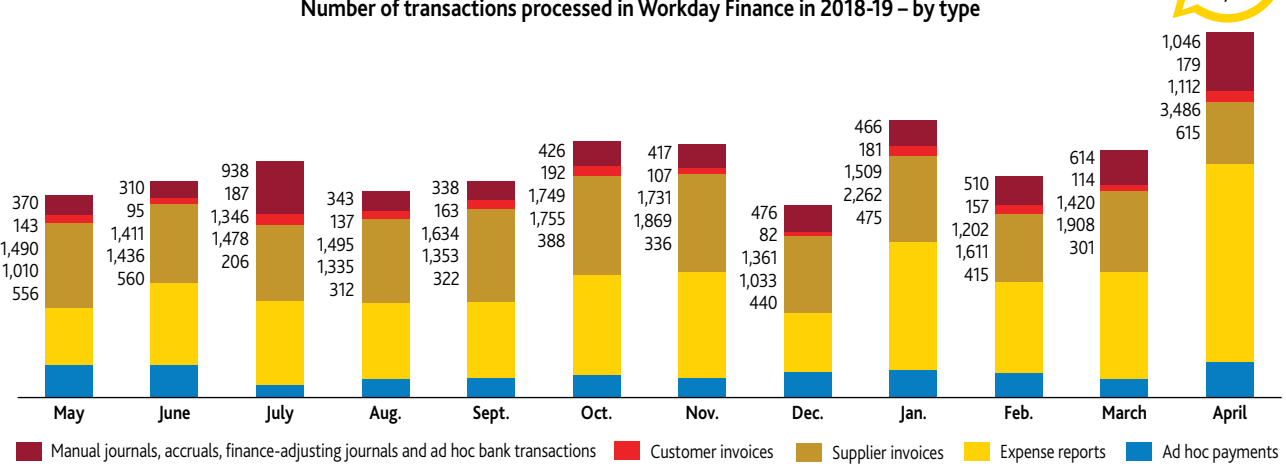


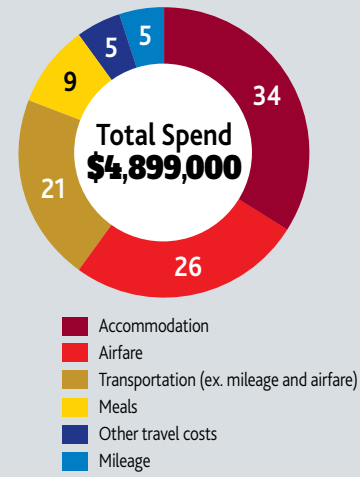
Figure 10



Tracking spending type

Figure 11

2018-19 travel costs by spend type (%)



2018-19 travel costs by funding source (%)

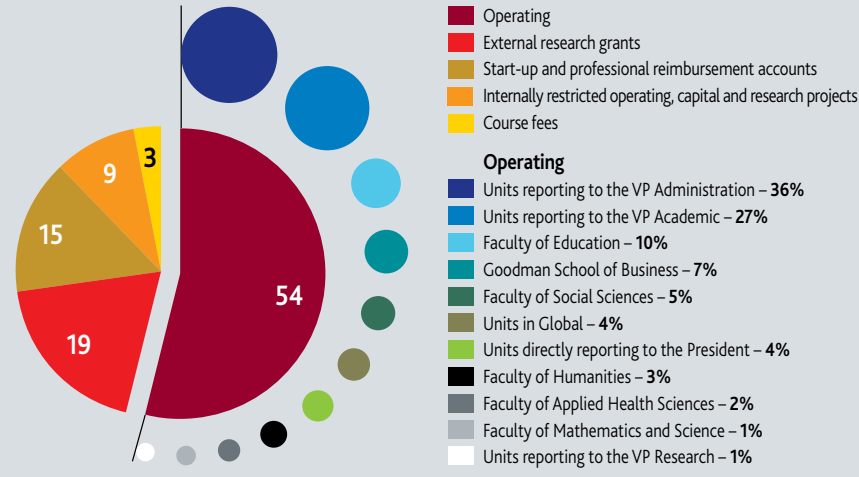
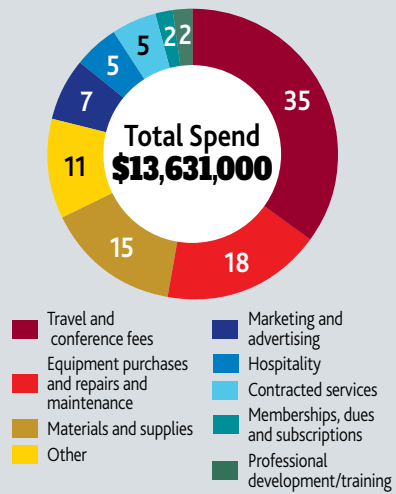
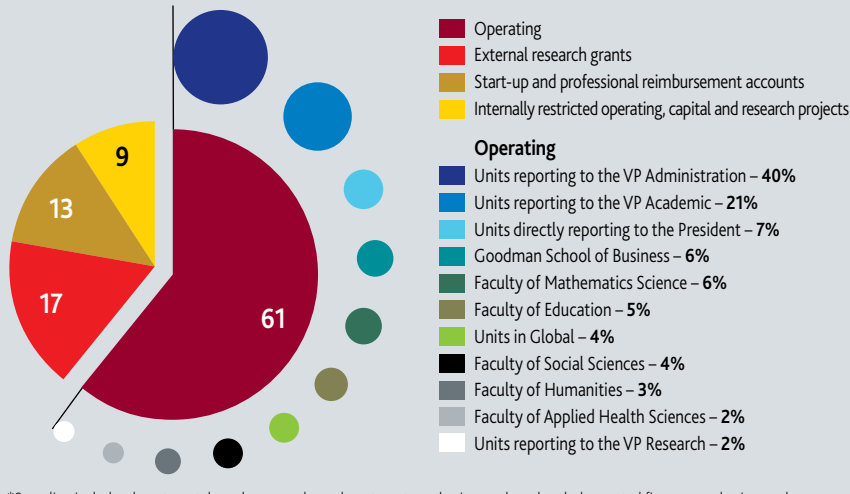


Figure 12

Spending on expense reports by type* (%)



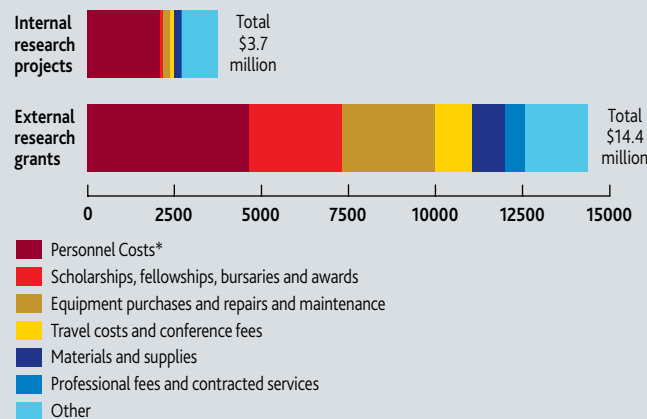
Spending on expense reports by funding source* (%)



*Spending includes departmental purchases made on department purchasing cards and excludes central finance purchasing cards.

Figure 13

Spending on internal research projects and external research grants by type (\$000s)

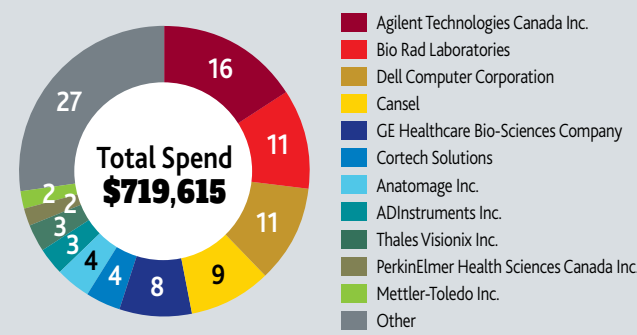


*External research grants spending includes the funding of Canada Research Chairs' salaries recorded in operating.

Tracking suppliers, regional spending and collaborative buying

Figure 14

2018-19 Lab equipment and supplies purchases by supplier⁽¹⁾ (%)

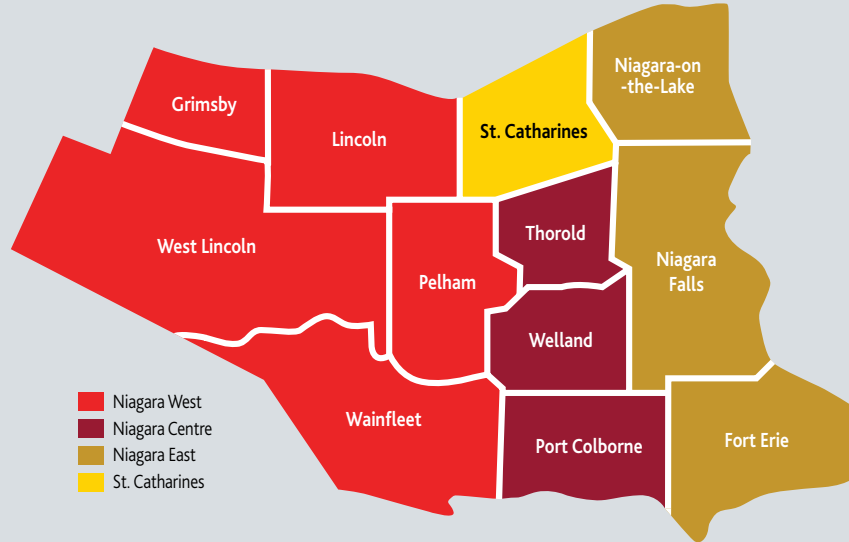


(1) Does not include departmental P-card spending.

Figure 15: Brock's top suppliers by operating cost amount⁽¹⁾

Supplier	Purchase
City of St. Catharines	Water and taxes
Shell Energy North America (Canada) Inc.	Natural gas
Canadian Research Knowledge Network	Library acquisitions
Council of Ontario Universities	Library acquisitions
Brock Plaza Corporation	Residence lease payments
Horizon	Electricity
Garda	Security
FirstOntario Performing Arts Centre	Facilities rental
Enbridge	Natural gas
CURIE	Insurance
Niagara College	Shared programs
Ethical Associates Inc.	Professional services
Sodexo Canada, Ltd.	Foodservice
Softchoice LP	Software

Figure 16



Total spending⁽²⁾ to **NIAGARA** region suppliers for 2018-19 was more than **\$34 million** to more than **510** suppliers. The average spend per supplier was more than **\$67,000**.

(2) Included in spending amount are payments to suppliers relating to funds collected by Brock University on the supplier's behalf.

Figure 17

Top Niagara region suppliers by spend amount⁽²⁾:

- BUSU Inc.
- E.S. Fox Limited
- Toromont Cat – A Division of Toromont Industries Ltd.
- City of St. Catharines
- Horizon
- Enbridge
- FirstOntario Performing Arts Centre
- Niagara College
- Stolk Construction Limited
- Beatties Stationary Ltd.
- Promus Niagara
- Merit Contractors Niagara
- Brennan Paving Limited
- Webley Construction Limited



Total collaborative buying in 2018-19 was **\$9.3 MILLION** made through the Ontario Educational Collaborative Marketplace, the Ministry of Government Services Vendor of Record Agreements and other collaborations with universities and local public sector partners.

The following are the average values of transactions for 2018-19:

- Expense reports – **\$816**
- Supplier invoices – **\$8,530**
- Ad hoc payments – **\$655**



Total active purchasing cards as of April 30, 2019 were **906**, with spending on purchasing cards totalling more than **\$20.8 MILLION** in 2018-19.

Overview

It's always exciting to see the engagement of the University, as well as the excellence in students, alumni, faculty and staff, and their accomplishments. These activities are supported by the resource allocations of the University. The following sections provide a closer look at the financial activity of the University.

Figure 18 illustrates the financial results of the University compared to the budget and prior-year actual. The information is presented on a funding basis, which represents the commitment of cash and the audited Financial Statements prepared in accordance with accounting standards for not-for-profits (NFPS). A reconciliation between the two presentations can be found starting on page 64, with commentary on the funding actual results starting on page 51, and commentary for the NFPS actual results on page 68.

Figure 18

(\$000s)	Funding		NFPS		Funding	NFPS
	2018-19 Actual	2018-19 Budget	2018-19 Actual	2018-19 Budget	2017-18 Actual	2017-18 Actual
Revenue						
Student fees	178,067	178,091	178,739	178,091	167,446	167,658
Grant revenue	97,927	97,575	96,442	95,814	97,371	96,156
Internal chargebacks	10,055	8,994			9,426	
Inter-fund revenue	6,712	5,416			3,239	
Research revenue			14,592	11,031		12,794
Other revenue	51,333	49,130	64,144	62,211	48,600	60,589
Total revenues	344,094	339,206	353,917	347,147	326,082	337,197
Operating costs						
Personnel costs	(212,647)	(219,568)	(220,714)	(222,683)	(205,233)	(212,064)
Inter-fund expense	(29,950)	(25,293)			(23,288)	
Other operating costs	(94,993)	(94,345)	(117,284)	(119,332)	(92,419)	(113,085)
Total operating costs	(337,590)	(339,206)	(337,998)	(342,015)	(320,940)	(325,149)
Funding surplus (before discretionary appropriations)	6,504	-	15,919	5,132	5,142	12,048
Discretionary appropriations	(6,475)				(5,132)	
Funding surplus (after discretionary appropriations)	29	-	15,919	5,132	10	12,048



Financial results – funding basis

The following section explains the 2018-19 results on a funding basis, not to be confused with the audited Financial Statements, which are prepared in accordance with accounting standards for not-for-profits (Part III of the CPA Handbook NFPS). The funding basis represents committed cash. A positive balance, or funding surplus, represents uncommitted cash, and a negative balance, or funding deficit, represents overcommitted cash.

The 2018-19 fiscal year marks the fifth straight year of funding surplus results. The actual funding surplus for 2018-19 of \$6.5 million is before year-end discretionary appropriations for reinvestment in the University. These internally restricted transfers fund the strategic initiative fund, capital and infrastructure projects and reserves, and transition funding to support a long-standing government program that is winding down and leaving a positive legacy for smoking cessation. Further details of these discretionary appropriations are provided on page 57.

When the 2018-19 funding budget was originally established, we estimated a balanced funding budget. To

the whole University community, congratulations and thank you for your commitment to exceeding this budget for yet another successful year. Our Strategic Plan has guided us toward the success behind these numbers. This financial reporting section is just one of many ways the University reports and celebrates Brock's contributions to society. We hope you find the following analysis relevant and useful and thank everyone for contributing to the stories behind Brock's strong fiscal results in 2018-19.

Review of overall revenue

Actual revenue for 2018-19 showed strong results, with a budget beat of almost \$4.9 million. The budget for student fees was extremely accurate, with a miss of only \$0.02 million or 0.01 per cent. Grant revenue beat budget by \$0.4 million and other revenue was \$2.2 million above budget. Internal chargeback revenue and inter-fund revenue were higher than budget by \$1.1 million and \$1.3 million, respectively.

Tuition and enrolment

As mentioned previously, the student fee revenue budget of more than \$178 million was achieved. Figure 19 details tuition revenue and other student fee revenue separated

Figure 19: Student fees by reporting unit

(\$000s)	2018-19 Actual	2018-19 Budget	2017-18 Actual	Listed below
Total tuition revenue in University Global	151,589	150,439	141,737	(1)
Tuition revenue budgeted in respective departments				
Professional Master's Preparation Certificate (Business) (PMPC)	740	757	1,298	(2)
International Master of Business Administration (IMBA)	8,303	8,516	7,321	(2)
International Master of Professional Accounting (IMPAcc)	1,573	2,653	1,621	(2)
Master's Preparation Certificate in Education (MPCE)	546	586	323	(3)
International Master of Education (MEd)	1,205	1,219	1,238	(3)
Master of Arts in Applied Linguistics (MA LING)	25	149	49	(4)
International Master of Science in Materials Physics (MSc)	170	140	103	(6)
Total international student programs (ISP)s	12,562	14,020	11,953	
Continuing Teacher Education – Additional Qualifications (AQ)	668	636	670	(3)
Center for Adult Education and Community Outreach (CAECO)	833	818	791	(3)
Indigenous Education Programs	25	65	116	(3)
Intensive English Language Program (IELP)	3,748	3,944	3,524	(5)
Summer English Language Program (SELP)	477	410	472	(5)
Total other self-funded programs	5,751	5,873	5,573	
Tuition revenue in respective departments	18,313	19,893	17,526	
Total tuition revenue	169,902	170,332	159,263	
Fee revenue	8,165	7,759	8,183	
Total student fees	178,067	178,091	167,446	

Departments the tuition revenue is reported in: (1) University Global; (2) Goodman School of Business; (3) Faculty of Education; (4) Faculty of Social Sciences; (5) Student Services; (6) Faculty of Mathematics and Science

by where the tuition is reported. The majority of tuition is reported in University Global, with the tuition reported in other departments detailed by program in Figure 19.

International student programs' (ISP) tuition and other self-funded programs recorded lower-than-budgeted tuition of \$1.6 million. Deans and unit heads have been looking at program design and developing strategies to address the budget variances for some programs, such as the Goodman School of Business IMBA and IMPAcc programs, the Faculty of Social Science MA LING ISP program and the Brock International IELP program. Despite some of the noted variances, Brock achieved budget with strong overall enrolment and higher-than-planned international student recruitment.

Global tuition exceeded budget by \$1.15 million, even with the 2018-19 budget including an incremental enrolment target of \$1.1 million, which translated into an additional 100 undergraduate students. The positive results were driven by strong enrolment growth. As detailed in Figure 20, all-in student headcount, which includes all undergraduate and graduate students, including letters of permission, non-degree students, additional qualifications, certificates and ISP programs, beat 2017-18 enrolment by 280 students, or 1.5 per cent, with positive results experienced in undergraduate and graduate levels and across both domestic and international cohorts. The strongest results as compared to last year were experienced in international undergraduate students, which saw growth of 186 students or 13.4 per cent. Headcount by Faculty is shown in 'The big picture' pull-out. As compared to 2017-18,

Figure 20: All-in student enrolment by type

Type	2018-19 Actual		2017-18 Actual		2016-17 Actual	
	Headcount ⁽¹⁾	FTE ⁽²⁾	Headcount ⁽¹⁾	FTE ⁽²⁾	Headcount ⁽¹⁾	FTE ⁽²⁾
Undergraduate – domestic	15,714		15,669		15,735	
Undergraduate – international	1,572		1,386		1,307	
Total undergraduate	17,286	16,266	17,055	16,017	17,042	15,666
Graduate – domestic	1,162		1,133		1,154	
Graduate – international	664		644		602	
Total graduate	1,826	1,535	1,777	1,558	1,756	1,434
Total	19,112	17,801	18,832	17,575	18,798	17,100

(1) Represents Fall student headcount full-time (FT) and part-time (PT). For a definition refer to pg 89 of the 2018-19 Budget Report.
 (2) Represents full-time equivalent (FTE) students. For a definition, refer to pg 89 of the 2018-19 Budget Report.

the Faculty of Applied Health Sciences and the Faculty of Mathematics and Science saw the largest growth, with 285 and 115 additional students, respectively.

By session, overall global tuition was 11.3 per cent from the Spring/Summer sessions and the remaining 88.7 per cent from Fall/Winter, as shown in Figure 21. Figure 22 details global tuition by Faculty of major as compared to budget and prior year. International tuition was higher than budget by almost \$3 million, driven both by undergraduate, especially in the Faculty of Mathematics and Science and the Faculty of Applied Health Sciences, and graduate, which was also driven by the Faculty of Mathematics and Science.

Figure 21

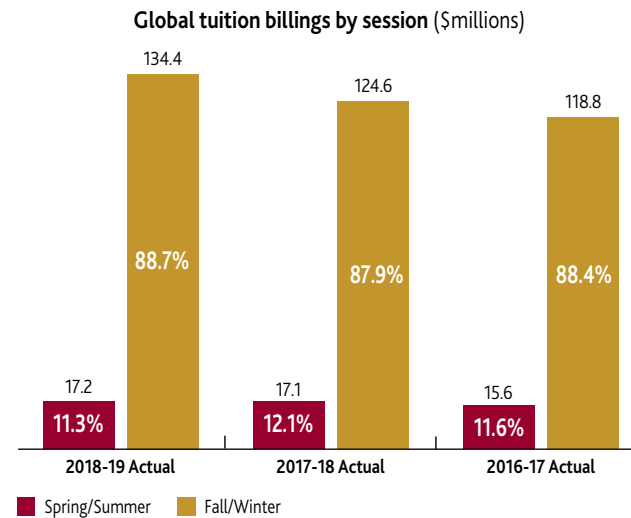


Figure 22: Tuition revenue budgeted in University Global⁽¹⁾

(\$000s)	2018-19 Actual	2018-19 Budget	2017-18 Actual
Undergraduate – domestic			
Faculty of Applied Health Sciences	25,786	25,160	23,248
Goodman School of Business	21,590	21,802	20,414
Faculty of Education	6,464	6,288	6,067
Faculty of Humanities	10,127	10,647	10,419
Faculty of Mathematics and Science	12,569	12,438	11,772
Faculty of Social Sciences and undeclared arts	29,561	30,196	30,045
Other ⁽²⁾	269	277	219
Total undergraduate – domestic	106,366	106,808	102,184
Graduate – domestic			
Faculty of Applied Health Sciences	1,645	1,526	1,450
Goodman School of Business	1,173	1,413	1,187
Faculty of Education	1,239	1,347	1,278
Faculty of Humanities	444	554	491
Faculty of Mathematics and Science	986	993	838
Faculty of Social Sciences	2,686	2,630	2,484
Total graduate – domestic	8,173	8,463	7,728
Total domestic	114,539	115,271	109,912
Undergraduate – international			
Faculty of Applied Health Sciences	2,549	1,515	1,594
Goodman School of Business	11,853	12,440	11,357
Faculty of Education	58	73	61
Faculty of Humanities	1,139	810	820
Faculty of Mathematics and Science	6,307	4,438	4,229
Faculty of Social Sciences and undeclared arts	11,066	11,189	9,626
Other ⁽²⁾	59	69	45
Total undergraduate – international	33,031	30,534	27,732
Graduate – international			
Faculty of Applied Health Sciences	234	184	215
Goodman School of Business	1,718	1,792	1,725
Faculty of Education	108	78	146
Faculty of Humanities	196	133	243
Faculty of Mathematics and Science	1,226	864	1,176
Faculty of Social Sciences	537	483	588
Total graduate – international	4,019	3,534	4,093
Total international	37,050	34,068	31,825
Incremental enrolment target	-	1,100	
Total Tuition Revenue University Global	151,589	150,439	141,737

(1) Figures based on the Faculty of major.
 (2) Includes letter of permission, non-degree students and auditors.

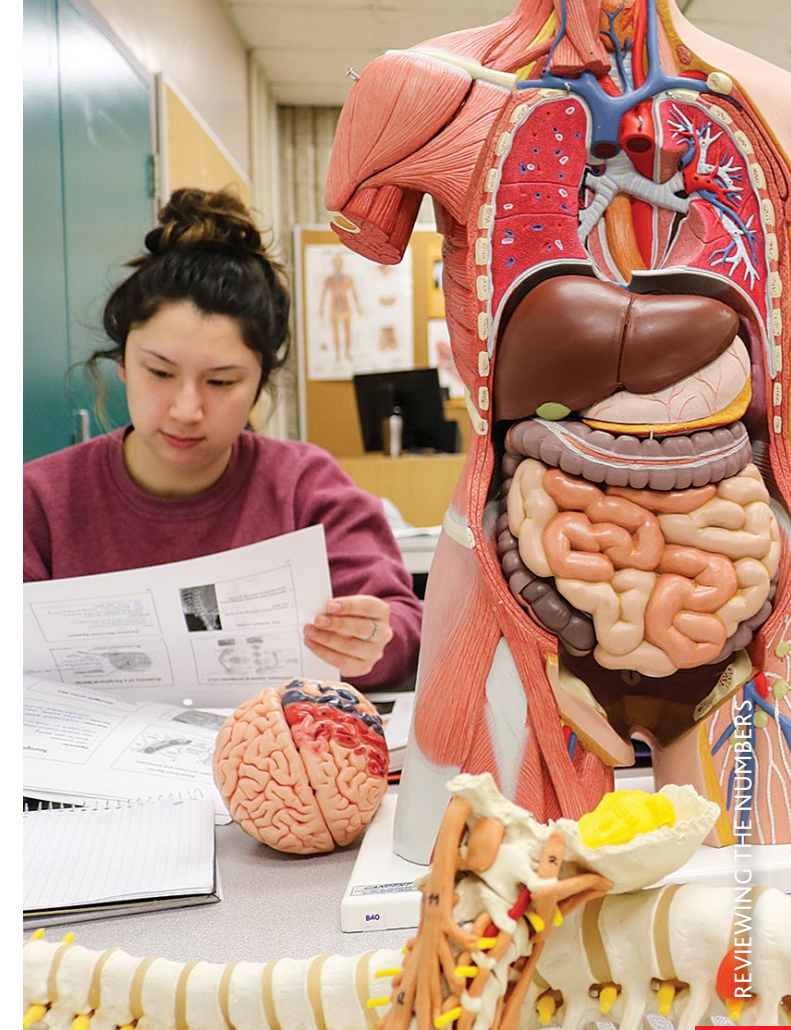


Figure 23: Grant revenue

(\$000s)	2018-19 Actual	2018-19 Budget	2017-18 Actual	2016-17 Actual	2015-16 Actual
Operating Grants					
Core Operating Grant	81,743	82,000	81,743		
Differentiation Grant Envelope	6,398	5,067	4,404		
Basic Operating Grant (including Teacher Education)				71,471	69,820
Undergraduate Accessibility Fund				7,250	5,824
Graduate Expansion Grant				2,415	2,019
General Access and Quality Grant				3,722	3,719
Performance Fund				706	762
Provincial Research Overhead Infrastructure Envelope				147	147
International Student Recovery	(1,452)	(1,400)	(1,319)	(1,254)	(1,052)
Nursing Grant	2,770	2,787	2,838	2,861	2,797
Total operating grants	89,459	88,454	87,666	87,318	84,036
Specific purpose grants	8,468	9,121	9,705	7,691	9,165
Total grant revenue	97,927	97,575	97,371	95,009	93,201

Operating grants

The Ministry of Training, Colleges and Universities (MTCU) introduced a new university funding model in 2017-18. Under this funding model, a number of grants were re-allocated into two grants – the Core Operating Grant (COG) and the Differentiation Grant Envelope, as detailed in Figure 23. In 2018-19, Brock received \$81.7 million related to the COG, which was consistent with 2017-18. The Differentiation Grant Envelope increased \$2.0 million over 2017-18, driven mainly by increases in the funded master's degrees and PhD enrolments, with MTCU-funded master's enrolment increasing 75.5 FTE and PhDs increasing 9.3 FTEs over 2017-18. In addition, during 2018-19, the MTCU funded Brock an additional \$0.4 million related to adjustments to the prior year grant levels.

Specific purpose grants were lower than budget by \$0.7 million. The MTCU-funded Ontario Post-Secondary Access and Inclusion funding was restructured by the MTCU during 2018-19 from the previous First Generation Project, resulting in \$0.3 million less funding than expected. In addition, the MTCU-funded Facilities Renewal Program funds were \$0.2 million less than budget. Also included as an offset to the specific purpose grant revenue is the reversal of the allowances related to the repealing of the Province of Ontario's Cap and Trade program of \$0.7 million (offset in utilities and taxes). This reversal was not planned in the 2018-19 budget.

Offsetting these variances was higher-than-anticipated funding from the Research Support Fund of \$0.2 million, indicating Brock's increase in research output. In addition, new funding received in 2018-19, not included in the budget, included support from the Brock University Students' Union of \$0.2 million related to mental health, and funding from a utilities company of \$0.1 million to support energy efficiency initiatives.

Other revenue

Total other revenue was over budget by \$2.2 million, driven by strong investment income results. General investment income beat budget by \$1.0 million, more fully described in the Treasury section of this report. Offsetting this increase was the fact that the budget included investment income related to the sinking fund of \$0.3 million. This revenue was instead recorded directly in the sinking fund in the actual results.

Figure 24

(\$000s)	2018-19 Actual	2018-19 Budget	2017-18 Actual
Residence fees	18,481	18,257	17,488
Other ancillary revenue	14,898	16,095	14,785
Total ancillary revenue	33,379	34,352	32,273
Investment income ⁽¹⁾	2,199	1,516	1,539
Sales and services	15,755	13,262	14,788
Total other revenue	51,333	49,130	48,600

(1) Excluding sinking fund and employee future benefits reserve investment income.

Sales and services revenue beat budget by \$2.5 million. Ontario University Application Centre revenue and international student applications fee revenue was higher than budget by almost \$0.6 million, reflective of Brock's strong application numbers and a more than seven per cent increase in new first-year students. Revenue related to utilities exceeded budget by \$0.9 million, with \$0.5 million related to utility rebate revenue and \$0.4 million related to the sale of surplus natural gas. Higher revenue was also seen in general unrestricted university donations, higher Health Services billing revenue and additional external contributions related to salary reimbursements.

Residence fees exceeded budget by \$0.2 million resulting from higher-than-anticipated occupancy rates, with Conference and Event Services and Dining Services revenue also exceeding budget by a total of almost \$0.3 million. Despite Campus Store sales and parking revenue missing budget by \$1.2 million and \$0.2 million respectively, strategies are currently being implemented to respond to these variances with overall contributions from Ancillary Operations forecasted to grow by four per cent annually.

Also impacting the revenue miss versus budget for the Campus Store was a reclassification of how certain internal charges are reported, where these internal charges were budgeted as sales and services; however actually reported as internal charges. Campus Store internal charge revenue for 2019-20 was higher than budget by \$0.6 million.

Internal chargebacks and inter-fund revenue

Internal chargebacks exceeded budget by \$1.1 million, as a result of higher than budgeted Campus Store internal charges and other internal revenue transfers by units within the University for goods or services.

Inter-fund revenue was higher than budget by \$1.3 million, mainly as a result of funding from the Strategic Initiative Funds, which were established as part of prior year-end discretionary appropriations, as well as from the encumbrance reserve. Although a variance to the budget is noted, these variances were used to support strategic investments and were fully funded from strategic reserves. Decisions were made throughout the year to utilize strategic reserves by investing in priorities outlined in the Institutional Strategic Plan.

Operating costs

Personnel costs

Our people are what make everything possible at Brock University. Figure 25 illustrates the actual 2018-19 personnel costs versus budget by personnel group. Overall personnel costs were under budget by \$6.9 million. The savings were mainly seen in faculty and professional librarians and admin/professional employee groups, as well as OSSTF and CUPE Unit 1. The figures by employee group presented in Figure 25 include the transfer to the employee future benefits reserve. This transfer, which mainly relates to faculty and professional librarians and SAC, is explained in the Pension Plan section of this report.

Figure 25: Personnel costs by group

Personnel group ⁽¹⁾ (\$000s)	2018-19 Actual			2018-19 Budget		
	Salary/wage	Benefits and pension	Total personnel costs	Salary/wage	Benefits and pension	Total personnel costs
Faculty and professional librarians	89,446	18,050	107,496	90,873	19,559	110,432
Admin/professional	41,602	9,900	51,502	42,319	11,336	53,655
CUPE 4207 – Unit 1	13,265	1,362	14,627	13,990	1,527	15,517
OSSTF	7,606	2,194	9,800	8,164	2,633	10,797
CUPE 1295 FT	7,170	2,085	9,255	6,882	2,349	9,231
SAC	5,359	1,034	6,393	5,173	1,017	6,190
Other	12,987	1,487	14,474	12,940	1,706	14,646
Subtotal – funding basis	177,435	36,112	213,547	180,341	40,127	220,468
Transfer to employee future benefits reserve (EFB)		(900)	(900)		(900)	(900)
Total – funding basis	177,435	35,212	212,647	180,341	39,227	219,568

(1) Faculty and professional librarians – BUFA members, Associate Deans, Associate Vice-Presidents of Research and Associate Librarian; Admin/Professional-administrative/professional and exempt staff; CUPE 4207 – Unit 1 Instructors, teaching assistants, lab demonstrators, course co-ordinators and marker/graders; OSSTF – support and technical staff; CUPE 1295 FT – full-time maintenance, trades and custodial staff; SAC – Senior Administrative Council; Other – all other union groups, part-time teaching and non-teaching positions and stipend transfers.

Non-personnel operating costs

Overall operating costs, excluding inter-fund expenses, were \$0.6 million higher than budget. The following represent the largest variances to budget:

- Purchased services were higher than budget by \$0.9 million, driven by higher-than-budgeted legal and other professional fees as part of Human Rights and Equity Services unit as well as physician fees related to the services provided by the Student Wellness and Accessibility Centre.
- Other operating costs were \$5.3 million higher than budget, driven mainly by an increase to the allowance

for bad debt related in part to unpaid student fees, as well as higher-than-budgeted hospitality charges; offsetting these variances were lower-than-budgeted postage and courier charges, travel expenses and professional development/training fees.

- Utilities costs were lower than budget by almost \$3.0 million, driven by lower electricity pricing, due in part to credits on electricity used (i.e. Global Adjustment Modifier) provided as part of the Ontario Fair Hydro plan regulation introduced by the Ontario Energy Board. In addition, natural gas usage was 25 per cent lower than prior year due to the rebuild of all Cogen engines as part of the District Energy Efficiency projects.

- Undergraduate scholarships and student awards were lower than budget by \$0.5 million, graduate fellowships and student awards were lower by \$0.3 million and employee benefit student tuition waivers were lower by \$0.4 million.
- Cost of sales were lower than budget by \$0.9 million, as a result of Campus Store sales.
- Repairs and maintenance and capital replacement costs were lower than budget by \$0.7 million, driven by Residences and lower-than-budgeted equipment purchases and general building repairs and maintenance related to Brock's Co-generation plant.

Funding results by unit

Figures 27 and 28 present the budgeted revenue and costs of each of the University's responsibility centres based on each unit's responsibility for establishing their respective budgets. The division of responsibility centres is not meant to measure each unit's total revenue impact or fully loaded costs. As such, revenue shown in the Faculties does not include an allocation of global tuition or operating grant revenue. Revenue shown by the responsibility centre only reflects the tuition, fee and grant revenue specifically budgeted in the respective centres, as well as any other revenue generated within each centre.

Total costs, as shown in the responsibility centres, include salaries, benefits and direct non-personnel costs (operating costs). Support service costs have not been allocated in these figures. For example, the majority of utility costs are shown collectively as part of the Utilities, Taxes and Insurance responsibility centre and the majority of scholarships, bursaries and student awards are reported as part of the Scholarships, Bursaries and Student awards responsibility centre.

As detailed in the Revenue and expense allocation model section of this report, the revenue and expense allocation model has been developed and allocates all budgeted revenue and net operating costs of the University, including support service costs, to each of the six teaching Faculties. The Provost, working with Financial Services, is utilizing this model as a planning tool.

It should also be noted that direct, externally funded research revenue and matching expenses are not included in the budget.

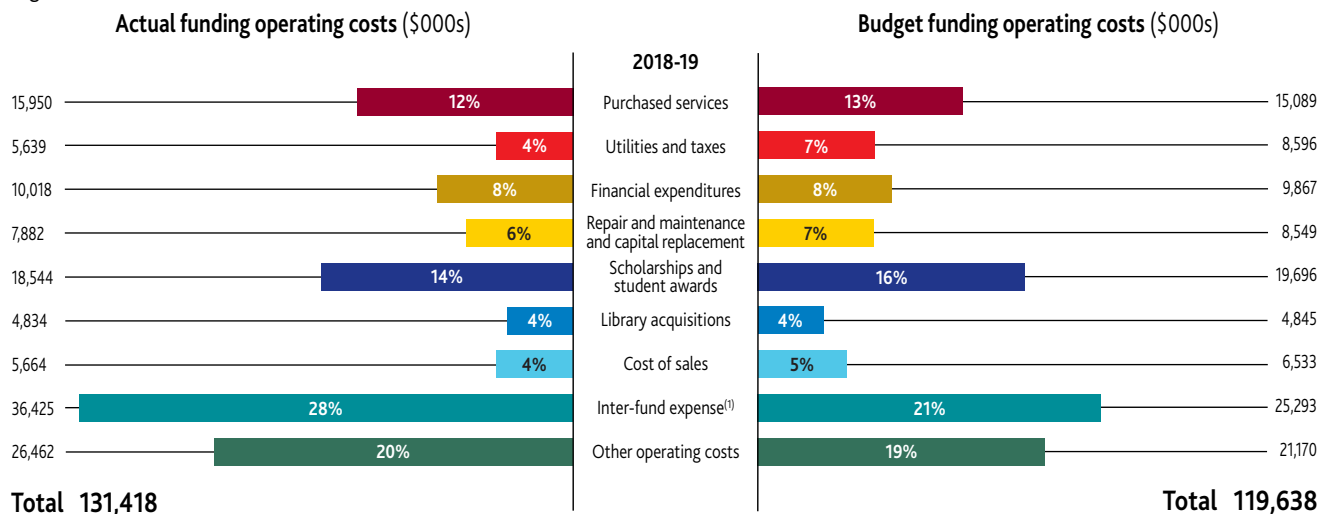
While mitigation efforts contributed to the surplus, we note that teaching Faculties closed out 2018-19 with an almost \$2.5 million positive variance to budget. The Utilities, Taxes and Insurance unit resulted in budget to actual savings of more than \$2.6 million, as a result of the utility cost efficiencies experienced during the year. Further, Student Specific units were also under budget by \$0.9 million, mainly in the Office of the Registrar and Brock International (driven mainly by higher revenues). Global units, including capital contributions and University Global (which represents those costs and revenues that are University-wide and have not been allocated to any specific Faculty or department) had an overall variance to budget of \$7.0 million, driven mainly by funding the discretionary appropriations as a result of the overall funding surplus of the University.

Inter-fund expenses (before discretionary appropriations) were higher than budget by \$4.7 million, representing additional transfers to internally restricted funds. The largest of these transfers was to the capital and related project fund related to the Goodman School of Business capital project and the Rankin Family Pavilion capital project, fully described in the Capital investments section of this report. An additional \$0.993-million transfer to the debt repayment reserve was also included in actuals, related to the planned pay down of the Marilyn I. Walker School of Fine and Performing Arts loan, more fully described in the Debt section of this report.

The annual discretionary appropriations established at year-end, and approved by the Board of Trustees, are also inter-fund transfers, and represent the portion of the University's funding surplus that is reinvested in the University's Strategic Priorities. In 2018-19, the discretionary appropriations were \$6.475 million, which funded the following internally restricted reserves:

- \$4.822 million to the strategic initiative fund (\$3.237 million for the Dean's Strategic Funds, administered by the Provost, \$0.620 million for the Provost's Strategic Fund, \$0.659 million for the Vice President, Research Strategic Fund, and \$0.306 million for the President's Enhancement Fund).
- \$1.478 million of the capital and infrastructure projects and reserve, specifically related to classroom modernization (\$0.5 million), academic space moves (\$0.478 million) and the Canada Summer Games approved at the May 9, 2019 cycle 4 Board of Trustees meeting (\$0.5 million).
- \$0.175 million related to transitional funding to support a long-standing government-sponsored smoking cessation program (Leave the Pack Behind).

Figure 26



(1) Actual inter-fund expenses include discretionary appropriations in the amount of \$6,475.



Funding budget by responsibility centre

Figure 27 details the funding budget by responsibility centre, which in turn are grouped into one of the following categories: Teaching Faculties, Academic Support, Student Specific, Shared Services, Ancillary, Space and Global.

Figure 27: Funding budget by responsibility centre

(\$000s)	2018-19 Actual				2018-19 Budget				Difference of "Net" amounts
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs	Non-personnel costs	Net	
Teaching Faculties									
Faculty of Applied Health Sciences	969	(21,455)	(883)	(21,369)	875	(22,052)	(875)	(22,052)	683
Goodman School of Business	11,495	(27,063)	(3,921)	(19,489)	13,048	(27,789)	(4,259)	(19,000)	(489)
Faculty of Education	3,813	(16,644)	(1,382)	(14,213)	3,736	(16,714)	(1,624)	(14,602)	389
Faculty of Humanities	560	(20,846)	(897)	(21,183)	616	(21,475)	(1,211)	(22,070)	887
Faculty of Mathematics and Science	768	(21,807)	(960)	(21,999)	641	(22,245)	(818)	(22,422)	423
Faculty of Social Sciences	456	(35,802)	(1,276)	(36,622)	459	(36,367)	(1,287)	(37,195)	573
Total Teaching Faculties	18,061	(143,617)	(9,319)	(134,875)	19,375	(146,642)	(10,074)	(137,341)	2,466
Academic Support									
Faculty of Graduate Studies	426	(1,350)	(215)	(1,139)	360	(1,346)	(230)	(1,216)	77
Library	206	(5,288)	(5,428)	(10,510)	507	(5,630)	(5,550)	(10,673)	163
Research Services	2,305	(1,469)	(1,781)	(945)	2,136	(1,543)	(1,745)	(1,152)	207
Centre for Pedagogical Innovation	399	(749)	(464)	(814)	233	(831)	(278)	(876)	62
Total Academic Support	3,336	(8,856)	(7,888)	(13,408)	3,236	(9,350)	(7,803)	(13,917)	509
Student Specific									
The Office of the Registrar	2,817	(3,838)	(1,452)	(2,473)	2,039	(3,948)	(1,184)	(3,093)	620
Student Life and Community Experience	116	(705)	(195)	(784)	185	(766)	(191)	(772)	(12)
Student Wellness and Accessibility	3,054	(3,014)	(1,720)	(1,680)	2,684	(2,938)	(1,301)	(1,555)	(125)
Student Success Centre	1,036	(1,328)	(151)	(443)	1,042	(1,355)	(158)	(471)	28
Brock International	5,615	(4,311)	(2,178)	(874)	5,631	(4,699)	(2,301)	(1,369)	495
Co-op, Career and Experiential Education	2,573	(3,337)	(584)	(1,348)	2,516	(3,251)	(692)	(1,427)	79
Brock Sports and Recreation	7,235	(5,138)	(3,819)	(1,722)	6,983	(5,269)	(3,312)	(1,598)	(124)
Total Student Specific	22,446	(21,671)	(10,099)	(9,324)	21,080	(22,226)	(9,139)	(10,285)	961

Figure 27 continued

(\$000s)	2018-19 Actual				2018-19 Budget				Difference of "Net" amounts
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs	Non-personnel costs	Net	
Shared Services									
Senior Academic and Administration Team ⁽¹⁾	517	(3,391)	(901)	(3,775)		(3,156)	(508)	(3,664)	(111)
Information Technology Services	507	(5,562)	(2,015)	(7,070)	444	(6,177)	(2,109)	(7,842)	772
Financial Services	618	(2,783)	(599)	(2,764)	493	(3,038)	(661)	(3,206)	442
Human Resources	264	(3,377)	(654)	(3,767)	263	(3,310)	(660)	(3,707)	(60)
Marketing and Communications	1,411	(1,510)	(1,979)	(2,078)	1,552	(1,614)	(2,088)	(2,150)	72
Development and Alumni Relations	716	(1,623)	(684)	(1,591)	703	(1,807)	(537)	(1,641)	50
Shared Services Support ⁽²⁾	96	(2,103)	(779)	(2,786)		(2,119)	(251)	(2,370)	(416)
Total Shared Services	4,129	(20,349)	(7,611)	(23,831)	3,455	(21,221)	(6,814)	(24,580)	749
Ancillary									
Ancillary Operations	15,349	(2,621)	(8,681)	4,047	15,755	(2,654)	(8,957)	4,144	(97)
Department of Residence	18,901	(3,315)	(12,903)	2,683	18,696	(3,759)	(13,303)	1,634	1,049
Total Ancillary	34,250	(5,936)	(21,584)	6,730	34,451	(6,413)	(22,260)	5,778	952
Space									
Facilities Management	796	(12,193)	(3,888)	(15,285)	731	(12,578)	(3,693)	(15,540)	255
Campus Security Services	149	(1,553)	(1,055)	(2,459)	122	(1,506)	(1,169)	(2,553)	94
Campus Development and Community Agreements	445	(312)	(1,475)	(1,342)	341	(8)	(1,151)	(818)	(524)
Utilities, Taxes and Insurance	3,152		(7,974)	(4,822)	2,857		(10,298)	(7,441)	2,619
Financing			(7,473)	(7,473)	316		(6,744)	(6,428)	(1,045)
Total Space	4,542	(14,058)	(21,865)	(31,381)	4,367	(14,092)	(23,055)	(32,780)	1,399
Global									
Scholarships, Bursaries and Student Awards	3,352		(20,040)	(16,688)	2,843		(20,940)	(18,097)	1,409
Capital	4,831		(18,884)	(14,053)	5,046		(16,008)	(10,962)	(3,091)
University Global	249,147	1,840	(14,128)	236,859	245,353	376	(3,545)	242,184	(5,325)
Total Global	257,330	1,840	(53,052)	206,118	253,242	376	(40,493)	213,125	(7,007)
Total University	344,094	(212,647)	(131,418)	29	339,206	(219,568)	(119,638)	-	29

(1) Includes the following: the offices of the President; the Vice-President, Administration; the Provost and Vice-President, Academic; the Vice-President, Research; the Vice-Provost and Associate Vice-President, Academic; Vice-Provost, Teaching, Learning and Student Success; the Vice-Provost, Enrolment Management and International; and the Special Advisor on Strategic Engineering as well as the operating costs of the Board of Trustees and Senate.

(2) Includes the following: the University Secretariat, the Office of Government Relations, Institutional Analysis, Internal Audit and Human Rights and Equity.

Funding budget by responsibility centre leader

Figure 28 details the funding budget by responsibility centre, which in turn have been grouped to whom they report.

Figure 28: Funding budget by responsibility centre leader

(\$000s)	2018-19 Actual				2018-19 Budget				Difference of "Net" amounts
	Revenue	Personnel costs	Non-personnel cost	Net	Revenue	Personnel costs	Non-personnel costs	Net	
President									
Development and Alumni Relations	716	(1,623)	(684)	(1,591)	703	(1,807)	(537)	(1,641)	50
Marketing and Communications	1,411	(1,510)	(1,979)	(2,078)	1,552	(1,614)	(2,088)	(2,150)	72
Human Rights and Equity ⁽²⁾	57	(416)	(690)	(1,049)		(386)	(177)	(563)	(486)
Senior Academic and Administration Team (Split) ⁽¹⁾	180	(748)	(417)	(985)		(565)	(188)	(753)	(232)
Shared Services Support (Split) ⁽²⁾	14	(1,103)	(53)	(1,142)		(1,098)	(37)	(1,135)	(7)
Total President	2,378	(5,400)	(3,823)	(6,845)	2,255	(5,470)	(3,027)	(6,242)	(603)
Vice-President, Academic									
Faculty of Applied Health Sciences	969	(21,455)	(883)	(21,369)	875	(22,052)	(875)	(22,052)	683
Goodman School of Business	11,495	(27,063)	(3,921)	(19,489)	13,048	(27,789)	(4,259)	(19,000)	(489)
Faculty of Education	3,813	(16,644)	(1,382)	(14,213)	3,736	(16,714)	(1,624)	(14,602)	389
Faculty of Humanities	560	(20,846)	(897)	(21,183)	616	(21,475)	(1,211)	(22,070)	887
Faculty of Mathematics and Science	768	(21,807)	(960)	(21,999)	641	(22,245)	(818)	(22,422)	423
Faculty of Social Sciences	456	(35,802)	(1,276)	(36,622)	459	(36,367)	(1,287)	(37,195)	573
Faculty of Graduate Studies	426	(1,350)	(215)	(1,139)	360	(1,346)	(230)	(1,216)	77
Library	206	(5,288)	(5,428)	(10,510)	507	(5,630)	(5,550)	(10,673)	163
Centre for Pedagogical Innovation	399	(749)	(464)	(814)	233	(831)	(278)	(876)	62
Co-op, Career and Experiential Education	2,573	(3,337)	(584)	(1,348)	2,516	(3,251)	(692)	(1,427)	79
The Office of the Registrar	2,817	(3,838)	(1,452)	(2,473)	2,039	(3,948)	(1,184)	(3,093)	620
Student Life and Community Experience	116	(705)	(195)	(784)	185	(766)	(191)	(772)	(12)
Student Wellness and Accessibility	3,054	(3,014)	(1,720)	(1,680)	2,684	(2,938)	(1,301)	(1,555)	(125)
Student Success Centre	1,036	(1,328)	(151)	(443)	1,042	(1,355)	(158)	(471)	28
Brock International	5,615	(4,311)	(2,178)	(874)	5,631	(4,699)	(2,301)	(1,369)	495
Strategic Engineering ⁽¹⁾	286	(216)	(70)						-
Senior Academic and Administration Team (Split) ⁽¹⁾	49	(1,416)	(174)	(1,541)		(1,828)	(133)	(1,961)	420
Shared Services Support (Split) ⁽²⁾	25	(336)	(17)	(328)		(381)	(21)	(402)	74
Total Vice-President, Academic	34,663	(169,505)	(21,967)	(156,809)	34,572	(173,615)	(22,113)	(161,156)	4,347

Figure 28 continued

(\$000s)	2018-19 Actual				2018-19 Budget				Difference of "Net" amounts
	Revenue	Personnel costs	Non-personnel costs	Net	Revenue	Personnel costs	Non-personnel costs	Net	
Vice-President, Administration									
Brock Sports and Recreation	7,235	(5,138)	(3,819)	(1,722)	6,983	(5,269)	(3,312)	(1,598)	(124)
Information Technology Services	507	(5,562)	(2,015)	(7,070)	444	(6,177)	(2,109)	(7,842)	772
Financial Services	618	(2,783)	(599)	(2,764)	493	(3,038)	(661)	(3,206)	442
Human Resources	264	(3,377)	(654)	(3,767)	263	(3,310)	(660)	(3,707)	(60)
Ancillary Operations	15,349	(2,621)	(8,681)	4,047	15,755	(2,654)	(8,957)	4,144	(97)
Department of Residence	18,901	(3,315)	(12,903)	2,683	18,696	(3,759)	(13,303)	1,634	1,049
Facilities Management	796	(12,193)	(3,888)	(15,285)	731	(12,578)	(3,693)	(15,540)	255
Campus Security Services	149	(1,553)	(1,055)	(2,459)	122	(1,506)	(1,169)	(2,553)	94
Senior Academic and Administration Team (Split) ⁽¹⁾		(378)	(148)	(526)		(376)	(109)	(485)	(41)
Shared Services Support (Split) ⁽²⁾		(248)	(19)	(267)		(254)	(16)	(270)	3
Total Vice-President, Administration	43,819	(37,168)	(33,781)	(27,130)	43,487	(38,921)	(33,989)	(29,423)	2,293
Vice-President, Research									
Research Services	2,305	(1,469)	(1,781)	(945)	2,136	(1,543)	(1,745)	(1,152)	207
Senior Academic and Administration Team (Split) ⁽¹⁾	2	(633)	(92)	(723)		(387)	(78)	(465)	(258)
Total Vice-President, Research	2,307	(2,102)	(1,873)	(1,668)	2,136	(1,930)	(1,823)	(1,617)	(51)
Global									
Campus Development and Community Agreements	445	(312)	(1,475)	(1,342)	341	(8)	(1,151)	(818)	(524)
Utilities, Taxes and Insurance	3,152		(7,974)	(4,822)	2,857		(10,298)	(7,441)	2,619
Financing			(7,473)	(7,473)	316		(6,744)	(6,428)	(1,045)
Scholarships, Bursaries and Student Awards	3,352		(20,040)	(16,688)	2,843		(20,940)	(18,097)	1,409
Capital	4,831		(18,884)	(14,053)	5,046		(16,008)	(10,962)	(3,091)
University Global	249,147	1,840	(14,128)	236,859	245,353	376	(3,545)	242,184	(5,325)
Total Global	260,927	1,528	(69,974)	192,481	256,756	368	(58,686)	198,438	(5,957)
Total University	344,094	(212,647)	(131,418)	29	339,206	(219,568)	(119,638)	-	29

(1) Senior Academic and Administration Team is split between the President (offices of the President; and the operating costs of the Board of Trustees and Senate); the Vice-President, Academic (offices of the Provost and Vice-President, Academic; the Vice-Provost and Associate Vice-President, Academic; Vice-Provost, Teaching, Learning and Student Success; the Vice-Provost, Enrolment Management and International; and the Special Advisor on Strategic Engineering, which is shown separately in this figure); the Vice-President, Administration (office of the Vice-President, Administration); and the Vice-President, Research (office of the Vice-President, Research).

(2) Student Services Support is split between the President (the University Secretariat, the Office of Government Relations and Human Rights and Equity, which is shown separately in this figure); the Vice-President, Academic (Institutional Analysis); and the Vice-President, Administration (Internal Audit).

Revenue and expense allocation model

During 2018-19, the Revenue and Expense Allocation Model in its current form was implemented. The model was developed with a number of purposes in mind. One of the functions was to promote comprehension and transparency of how revenues are generated and expenses incurred for informed decision making. The model's purpose was also to facilitate longer term planning, and to promote innovation, sustainability and collaboration. It will be used to assist in determining strategic allocations for year-end consolidated surpluses through the use of Dean's Discretionary Funds which can be used to invest in programs requiring one-time funding. This model also has a mechanism to recover unspent amounts to offset situations where year-end funding deficits occur. As an incentive, allocations of the year-end funding surplus for the Dean's strategic funds are allocated based on a two envelope basis. The first envelope recognizes the contributions of the Faculties that have a positive contribution margin (i.e. expenses less than revenue) after space costs, recognizing this contribution margin level reflects expenses Faculties have direct control over. The second envelope provides an incentive for year-over-year improvements in contribution margin after space costs for all Faculties through a method that allocates a share of the

surplus based on the year-over-year percentage change. The use of these funds are bound by the terms of reference with the Provost and are to support the institutional strategic priorities.

Figure 30 reports the full actual funding results for 2018-19 using the Revenue and Expense Allocation Model. Figure 29 is a visual representation of the 2018-19 actual results versus budget, detailing expenses as a percentage of revenues allocated by each Faculty and in total. The model identifies four Faculties generating net positive contributions and two Faculties requiring additional funding from these positive contributions to support their operations. Through guidance from the Council of Academic Deans, this model now reports all tuition based on students in seats. Regardless of a student's home Faculty, all tuition is allocated to the course students take and the Faculty the course belongs to.

Going forward, the model will continue to be evaluated and adjustments to the model will be made, in consultation with the Council of Academic Deans, where appropriate, to ensure the model is meeting its goals as well as supporting the Institutional Strategic Plan.

In addition, a more granular model has been developed, which allocates revenue and expenses by departments and programs within the teaching Faculty to further contribute to usefulness of this model in decision-making.

Figure 29

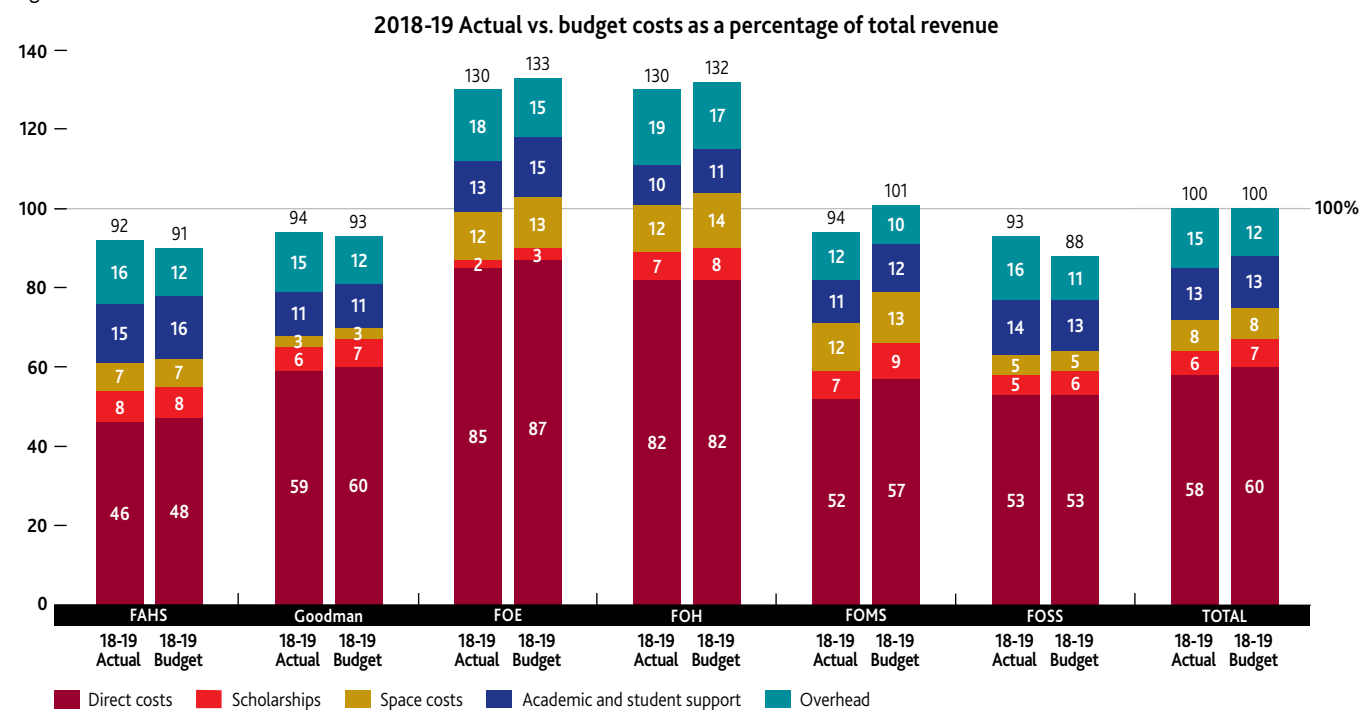


Figure 30: Full revenue and expense allocation model – 2018-19 Actual

	Faculty of Applied Health Sciences	Goodman School of Business	Faculty of Education	Faculty of Humanities	Faculty of Mathematics and Science	Faculty of Social Sciences	Total
Revenue							
Global tuition by teaching Faculty (undergraduate)	19,168	24,099	8,334	17,262	29,002	41,532	139,397
Global tuition by teaching Faculty (graduate)	1,875	2,970	1,342	641	2,193	3,171	12,192
Direct revenue	969	11,495	3,813	560	768	456	18,061
Grant	26,182	14,134	7,727	7,973	11,030	24,388	91,434
Research Support Fund grant revenue	577	31	72	54	752	581	2,067
Total revenue	48,771	52,729	21,288	26,490	43,745	70,128	263,151
Contribution margins							
Direct ongoing personnel costs	18,168	23,101	12,256	17,550	19,043	30,196	120,314
Direct temporary personnel costs	3,287	3,962	4,388	3,296	2,764	5,606	23,303
Direct operating costs	883	3,921	1,382	897	960	1,276	9,319
Contribution margin (before scholarships and bursaries)	26,433	21,745	3,262	4,747	20,978	33,050	110,215
Fellowships, scholarships, bursaries and student awards	3,989	3,207	461	1,953	3,236	3,842	16,688
Contribution margin (after scholarships and bursaries)	22,444	18,538	2,801	2,794	17,742	29,208	93,527
Space costs							
Space costs	3,469	1,587	2,612	3,163	5,260	3,757	19,848
Net contribution (after space costs)	18,975	16,951	189	(369)	12,482	25,451	73,679
Academic and student-specific support units							
Research Services (excluding Research Support Fund grant revenue)	1,099	59	138	102	1,434	1,108	3,940
Faculty of Graduate Studies	158	417	185	45	135	300	1,240
Library	2,775	2,419	1,178	1,197	1,518	3,809	12,896
Centre for Pedagogical Innovation	196	172	84	85	109	269	915
Student Specific ⁽¹⁾	3,027	2,627	1,269	1,267	1,638	4,132	13,960
Net contribution (before overhead allocations)	11,720	11,257	(2,665)	(3,065)	7,648	15,833	40,728
Overhead allocations							
Shared services ⁽²⁾	4,783	5,082	2,400	3,404	3,073	6,709	25,451
Ancillary operations contribution	(1,078)	(935)	(452)	(451)	(583)	(1,470)	(4,969)
Capital	3,015	2,632	1,296	1,309	1,668	4,133	14,053
University Global	1,217	1,056	510	846	874	1,661	6,164
Net contribution	3,783	3,422	(6,419)	(8,173)	2,616	4,800	29

(1) 'Student Specific' includes the Office of the Registrar, Student Life and Community Experience, Student Wellness and Accessibility, Student Success Centre, Co-op, Career and Experiential Education and Brock Sports and Recreation.
 (2) Shared Services includes the Senior Academic and Administration team, Information Technology Services, Financial Services, Human Resources, Marketing and Communications, Development and Alumni Relations, and Shared Services Support.

Funding basis reconciled to the Financial Statements

A full reconciliation of the differences between the audited NFPS basis of accounting and the funding basis will follow; however, there are two key observations regarding these differences:

- The funding basis accounts are a subset of the audited NFPS accounts, which represent operating/unrestricted activities of the University and the unrestricted fund. The Examination of the Net Assets section, starting on page 66, describes each of the funds of the University;
- The largest difference between the funding basis and the NFPS basis is the treatment of capital transactions. On a funding basis, all principal payments on debt and all fund transfers into separate capital funds to purchase capital and related costs are considered expenses. The function of transferring the funds into separate capital fund accounts is a mechanism to ensure cash is actually set aside to purchase capital and related costs. Therefore, when the cash is transferred to separate capital funds, the funding basis treats the transfer as an expense. On a NFPS basis, capital purchases are not expensed, as they result in an

asset, and are included on the Statement of Financial Position. These assets are subsequently expensed through the process of amortization over the useful life of the asset. This is similar to an individual who might purchase a home; the home becomes part of an individual's net worth statement net of any loans used to purchase the home.

Figures 31 and 32 reconcile the 2018-19 financial results from a funding basis to the NFPS basis. The adjustments represent differences in reporting between the NFPS basis and the funding basis, and are primarily for non-cash transactions and timing differences. Each of these differences are described below:

NFPS adjustments

1. Capital grants – The Facilities Renewal Program Funds received by the University are used for capital purchases and are included as part of deferred capital contributions in the NFPS Financial Statements and later amortized over the useful life of the capital item it funded. However, on a funding basis, this grant is recorded as revenue. The actual Facilities Renewal Program Funds received in 2018-19 represent the adjustment.

Figure 31

(\$000s)	2018-19 Funding Actuals	NFPS adjustments	Notes – see Figure 32	Internally restricted funds activity	Eliminate inter-fund transfers	Eliminate inter-fund chargebacks	2018-19 NFPS actuals
Revenue							
Student fees	178,067	440	5	232			178,739
Grant revenue	97,927	(1,539)	1	54			96,442
Internal chargebacks	10,055			231		(10,286)	
Inter-fund revenue	6,712	9	4		(6,721)		
Research revenue		14,592	3				14,592
Other revenue	51,333	10,376	2,4	2,435			64,144
Total revenue	344,094	23,878		2,952	(6,721)	(10,286)	353,917
Operating costs							
Personnel costs	(212,647)	(5,584)	3,4,5,7,8	(2,483)			(220,714)
Inter-fund expense	(36,425)	(1,808)	3-7		38,233		
Other operating costs	(94,993)	(29,133)	2-7	(3,444)		10,286	(117,284)
Total costs	(344,065)	(36,525)		(5,927)	38,233	10,286	(337,998)
Funding surplus (after discretionary appropriations)	29	(12,647)		(2,975)	31,512	-	15,919

Figure 32

Notes	Reconciliation of NFPS adjustments (\$000s)
1	Capital grants (1,539)
2	Amortization of deferred capital contributions 7,328
3	Research, including fellowships 14,592
4	Endowment and trust spending 3,057
5	Course fee revenue 440
	Total revenue adjustments 23,878
2	Amortization of capital assets (19,643)
3	Research spending – personnel (3,769)
3	Research spending – operating (10,823)
4	Endowment spending – personnel (8)
4	Endowment and trust spending – operating costs (3,049)
5	Course fee spending – personnel (14)
5	Course fee spending – operating (426)
6	Principal payments 2,458
7	Non-capital purchases in capital and infrastructure project reserves – personnel (1,198)
7	Non-capital purchases in capital and infrastructure project reserves net of capital purchases from operating – operating costs 542
8	Post-retirement benefits (595)
	Total costs adjustments (36,525)

2. Amortization, net – Amortization is a non-cash expense and is therefore not included in the funding basis. For Financial Statement purposes, the capital asset amortization of \$19.643 million is recorded to reflect the usage of capital assets, and amortization of deferred capital contributions (restricted external donations and grants) of \$7.328 million is being amortized over the useful life of the assets they have funded. These figures represent the adjustments.

3. Research, including fellowships – Research grants for restricted purposes and the offsetting research expenses, including fellowships, have not been included on a funding basis; however, they are included as part of the Financial Statements. The actual 2018-19 research spending and the related revenue represent the adjustments.

4. Endowment and trust spending – Spending in the endowment fund and non-endowed trust fund, mainly in the form of scholarships, is included as an expense with offsetting revenue as part of the NFPS Financial Statements. This spending is not recorded as part of the funding basis (with the exception of inter-fund transactions). The 2018-19 actual endowment and trust spending, along with the offsetting revenue, represents the adjustments.

5. Course fee spending – Course fee revenue, along with the offsetting spending, is included as part of the NFPS Financial Statements. Starting in 2018-19, this revenue and spending is not recorded as part of the funding basis. The 2018-19 actual course fee spending, along with the offsetting revenue, represents the adjustments.

6. Principal payments – Principal payments of long-term debt, which represent a cash outflow and are therefore recorded as an expense in the funding basis, are not considered an expense in the NFPS Financial Statements, as they represent a reduction of a liability. The 2018-19 actual principal payments represent the adjustment.

7. Capital purchases – Capital purchases of \$2.594 million in unit budgets for minor capital are recorded as an asset in the NFPS Financial Statements; but for funding, this spending is recorded as an expense, as it represents a cash outflow. Offsetting these capital purchases are \$3.250 million of non-capital purchases (including personal costs) made in the capital and infrastructure projects and reserves fund. These purchases are reported as an

expense in the NFPS Financial Statements but are not recorded in the funding basis. The expense would have been recognized in the funding basis upon funding of the capital and infrastructure projects and reserves fund. The net of these amounts represent the adjustment.

8. Post-retirement benefits – This amount is actuarially determined and represents the actuarial adjustment to employee future benefits related to current service. An adjustment is required because this amount represents an expense in the NFPS Financial Statements; however, since it doesn't reflect a cash outflow, it is not recorded in the funding basis.

Internally restricted funds activity

In addition to the differences in reporting between the NFPS basis and the funding basis, as described above, activity (revenue and expenses) in the internally restricted funds is recorded as part of the NFPS Financial Statements and is not included in the funding basis. This activity is reported separately in Figure 31 with revenue of \$2.952 million offset by personnel and operating expenses of \$5.927 million, with a net impact of \$2.975 million.

Internal chargebacks and inter-fund transfers

Finally, all internal charges and inter-fund revenue and expenses, while included in the funded basis, are eliminated in the NFPS Financial Statements as they represent internal movement of funds.

The inter-fund revenue of \$6.721 million and inter-fund expenses of \$38.233 million represent transfers between unrestricted, internally and externally restricted funds. These transfers are eliminated for NFPS Financial Statements. Each of these funds are described in the Examination of Net Assets section of this report.

The internal chargeback revenue and expenses of \$10.286 million included in the funding basis represent internal charges between departments within the University and are eliminated for the NFPS Financial Statements.

Examination of net assets

The University is split into a number of different funds, which constitute the University's net assets. The funds and a related description are as follows:

- **Unrestricted** – On a funding basis, activity runs through the unrestricted fund. In fact, the balance of this fund represents the sum of historical surpluses and deficits on a funding basis, which also represents the uncommitted cash balance of the University. If the balance is positive, the University has uncommitted cash, and if it is negative, it has over-extended by spending or committing more cash to projects than it actually has. The net uncommitted cash of the University at April 30, 2019 is \$0.085 million.
- **Internally restricted** – This fund represents funds set aside and committed for future use and is really the sum of a number of funds as follows:
 - *Capital and infrastructure projects and reserves* – This fund was established to transfer funds from the unrestricted fund and other funds into the capital and related projects accounts. As items are capitalized, they are transferred to the invested in capital assets fund.
 - *Operating project accounts* – This fund includes support for ongoing strategic initiatives normally funded out of the unrestricted fund, including the unspent portion of the 2017-18 funding of the Dean's Strategic Discretionary funds, and ensures these funds can be made available in future years if unspent. It recognizes that, for certain

types of activities, we need to take into consideration timing issues with respect to when cash is actually collected and expenses actually incurred, as many activities at the University do not align perfectly to the fiscal year.

- *Research funds with no external obligations* – For the most part, unspent research funds are captured under deferred revenue on the Statement of Financial Position in the NFPS statements. This occurs when there is an external restriction to spend the funds on specific activities or items. The research with no external obligations fund was established to recognize that some research funding has no external restrictions. Examples include the funding of the five transdisciplinary units and The Match of Minds program.
- *Start-up funds* – This fund includes all unspent start-up funds awarded to faculty.
- *Professional expense reimbursement (PER) accounts* – This fund includes all unspent PER and accountable allowance amounts provided to faculty and some senior administration.
- *Sinking fund* – This fund recognizes the funds set aside to repay the \$93-million bond debenture due Dec. 14, 2045.
- *Employee future benefit reserve* – This fund was established to set aside funds to pay our employee future benefit liability. The liability on our Statement of Financial Position is \$24.0 million as of April 30, 2019. This fund also includes the Pension Stabilization Reserve, which was established in 2017-18.

- *Debt repayment reserve* – This fund was established to work towards repaying the outstanding debt of the University. Our financial metrics, as illustrated on page 72, are weaker than other comprehensive universities. The goal of this reserve is to set funds aside to repay outstanding debt when it comes up for renewal. The next maturity date is June 3, 2019.
- *Contingency reserve* – This fund was established to cover potential unanticipated costs with current or previous projects and any future litigation. The funding in 2018-19 is related to section 211 input tax credits for Public Service Bodies (PSB). Given that this tax credit is subject to change-in-use-rules, whereas the University could be required to repay all or a portion of this rebate in the future, it has been the practice of the University to reserve these credits for contingency and support of the financial position of the University.
- *Strategic initiative fund* – This fund was established to support academic and research priorities with one-time funding. It includes the Provost Strategic Fund, the VP Research Strategic Funds, and the President's Enhancement Fund. As of April 30, 2019 this fund also includes the 2018-19 contributions to the Deans' Strategic Funds. Once approved by the Board of Trustees, these funds will be transferred to the Faculties' Operating Project Accounts.
- *Encumbrance reserve* – This fund was established to accommodate situations where the budgeted funding is available and a purchase commitment is established but the goods have not yet been received by year end. This fund allows the budgeted funding to be reserved and utilized in the following year.

- **Invested in capital assets** – This fund represents the balance of capital assets net of long-term debt, deferred capital contributions and debt payments. The balance in this fund can reasonably be compared to an individual's house value, less the mortgage outstanding. In year, the activity in the fund relates to funding; debt or deferred capital contributions and capital assets purchases. The majority of capital assets that were purchased were transacted through either the funding budget recorded in the unrestricted fund discussed above or the capital and infrastructure projects and reserve, which is included in the internally restricted fund, also discussed above.
- **Endowments** – The endowment fund represents the activity and balance of our endowments.
- **Employee future benefits** – This fund is the sum of the pension asset and post-retirement obligations. Unlike the other reserve funds, the post-retirement benefits in this fund remain unfunded. The Board of Trustees approved a plan to reserve \$0.9 million annually for a number of years, including 2018-19, to set aside funds to ensure these obligations will be funded in the future. A further \$1.6 million was established in 2017-18 as a pension stabilization reserve.

Figure 33 details the balances of a number of the internally restricted funds as of April 30, 2019 by teaching Faculty as well as the Library.

Figure 33: Balances by Faculty as of April 30, 2019

(\$000s)	Operating project accounts	Research funds with no external obligations	Start-up funds	PER and accountable allowance accounts	Total
Faculty of Applied Health Sciences	206	916	393	391	1,906
Faculty of Education	120	78	26	279	503
Faculty of Humanities	221	61	14	280	576
Faculty of Mathematics and Science	490	512	202	549	1,753
Faculty of Social Sciences	470	671	535	682	2,358
Goodman School of Business	661	23		440	1,124
Library		1		15	16
Other units	623	79	1	102	805
Total	2,791	2,341	1,171	2,738	9,041



Figure 34

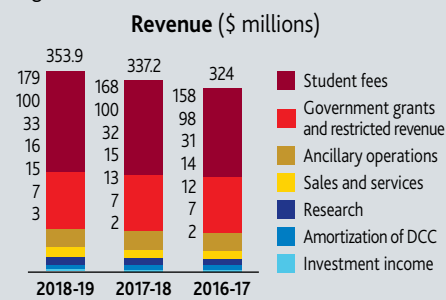


Figure 35

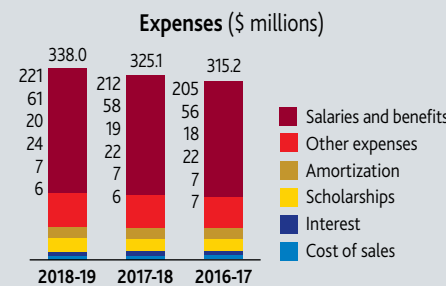


Figure 36

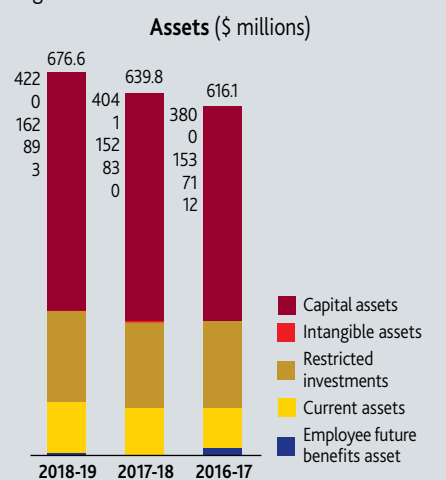


Figure 37

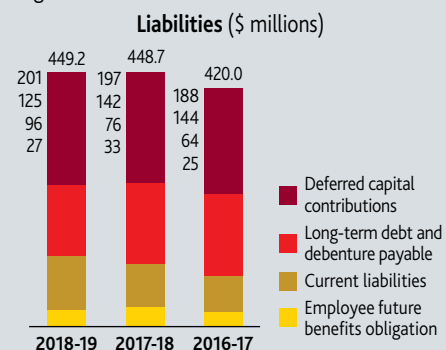
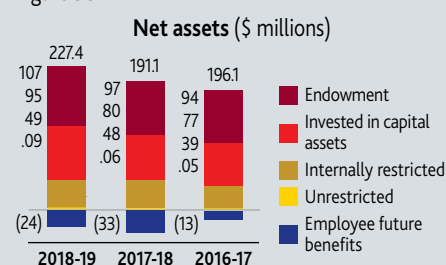


Figure 38



Financial review of the audited Financial Statements

Revenues

Revenues were up year over year to \$354 million. Student fees increased \$111 million, or 6.6 per cent, due to an increase in rate, student mix and a 1.5 per cent increase in enrolment. Sales and services increased \$0.9 million, or 6.2 per cent, driven by an increase in revenue from the Ontario Application system. Ancillary operations revenue increased \$1.1 million, or 3.4 per cent, driven by residence fees. Investment income increased \$1.4 million, or 70.4 per cent, due to increased investment returns, and research grant revenue increased \$1.8 million, or 14.1 per cent.

Expenses

Expenses increased to \$338 million, or 4.0 per cent over last year. Salaries and benefits increased \$8.7 million, or 4.1 per cent. Of the \$8.7 million increase, \$6.1 million relates to 28 additional staff, faculty and librarians as well as collective agreement settlements. The remaining \$2.5 million relates to pension and benefit increases, in part due to increased contributions to the defined benefit portion of the pension plan as a result of the \$17.9 million going concern deficit. Operating expenses increased \$3.9 million, or 9.3 per cent. Scholarships, fellowships and bursaries increased \$1.1 million, or 5.0 per cent, related to the planned changes as set out in the fiscal framework. Offsetting these increases was a decrease in utilities and taxes of \$2.6 million, or 31.3 per cent, resulting from lower electricity pricing due to the Global Adjustment Modifier which provided a credit on electricity used as well as a 25 per cent reduction in natural gas usage resulting from the District Energy Efficiency Project (DEEP).

Assets

Assets increased by \$36.8 million, or 5.8 per cent, over last year. Notably, capital assets increased by \$18.8 million as a result of construction related to the Goodman School Expansion project, the Rankin Family Pavilion and the DEEP. Restricted investments increased \$10.0 million, driven by an increase in endowments of \$10.4 million resulting mainly from investment income. The employee future benefit asset increased by \$2.8 million resulting from the pension plan reverting to an asset as of April 30, 2019.

Liabilities

Liabilities increased by \$0.5 million over last year. Notably, accounts payable and accrued liabilities and deferred revenue increased \$7.1 million due to an increase in spring deferred tuition and student fees. These increases were offset by decreases in the employee future benefit obligation of \$6.7 million, mainly as a result of the Pension benefit plan changing from an employee future benefit obligation to an employee future benefit asset.

Net Assets

Net assets increased in line with the increase in assets and liabilities. The funds included in the endowments, invested in capital assets, and internally restricted and unrestricted reserves are all supported by cash or restricted investments.



Taking a closer look at some of the numbers

The following section provides additional information regarding Brock's treasury portfolio, financial health metrics, pension plan, endowment and capital investments.

Treasury: portfolio commentary

Yield on operating investments for 2018-19 was 2.25 per cent (1.62 per cent 2017-18). Yield on operating investment income increased by 63 basis points (bps) in 2018-19 as a result of a matured guaranteed investment certificate (GIC) ladder investment strategy⁽¹⁾ that began development in October 2015 with the approval of a new investment policy. As at April 30, 2019, \$46.8 million was invested in GICs with an average yield and duration of 2.56 per cent and 1.6 years respectively (1.97 per cent and 1.75 years respectively in 2017-18). In comparison, Government of Canada two-year bonds had an average yield of approximately 1.51 per cent at April 30, 2019. The prime rate affecting cash deposits also increased during 2018-19, which contributed to improved operating investment performance. The prime rate rose in total by 50 bps since May 1, 2018. The cash deposit rates earn prime minus 165 bps and a 31-day notice hold account earns prime minus 150 bps.

The sinking fund posted positive strong returns for the fiscal year yielding 9.76 per cent (4.32 per cent in 2017-18). The difference in rates earned between the sinking fund and employee future benefits (EFB) reserve earning 9.48 per cent (5.08 per cent in 2017-18) reflects timing of additional investments made in the EFB reserve. The sinking fund requires a compounding 5.0 per cent rate of return to achieve the target \$93 million by December 2045, based on the 2018-19 Fiscal Framework update with additional future contributions of \$0.4 million commencing in 2024-25 and another \$1.95 million in 2028-29 when the Sunlife residence loan is repaid. It is expected, given the asset mix of the balanced fund, that returns will experience short-term volatility. Mawer has historically generated exceptional returns, earning an annualized return of 10.27 per cent before management fees (0.25 per cent) over the last 74 months since the establishment of this investment. No change is planned to this investment strategy at this time.

Figure 39 summarizes the investment income year over year and versus budget. Figure 40 details the cumulative monthly investment income performance. Figure 41 details the monthly cash flow over the past five years. Figure 42 represents a year-over-year variance analysis of investment holdings and yield rates. Figure 43 is an analysis of fees for investment management.

(1) An investment strategy in which GICs that have different maturities are assembled into a portfolio.

Figure 39: Summary investment income

(\$000s) Unless otherwise stated	2018-19 Actual	2017-18 Actual	Variance year over year	2018-19 Budget	% of budget achieved
Operating investment income	2,199	1,539	660	1,200	183%
Sinking fund	674	283	391	316	213%
Employee future benefits reserve	462	182	280	NA	
Investment Income⁽¹⁾	3,335	2,004	1,331	1,516	220%

(1) Figures do not include externally restricted trusts with separate investment strategies. Brock currently has three externally restricted segregated trust investments with income of \$0.08 million not included in the figures above.

Figure 40

Cumulative monthly investment income performance 2017-18 vs. 2018-19 (\$000s)

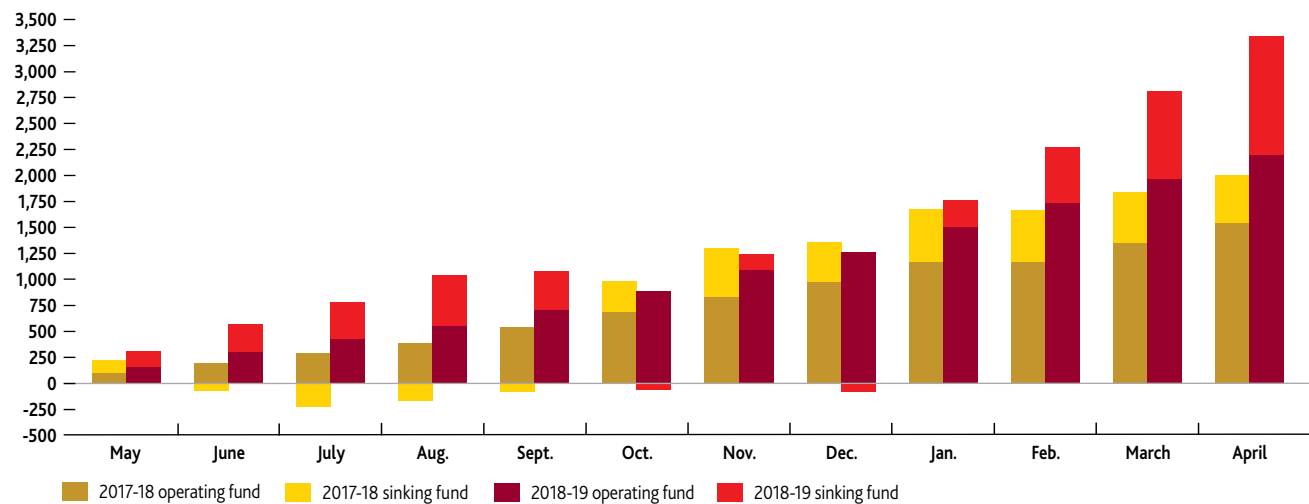


Figure 41

Monthly cash flow – historical trend month-end balances (\$000s)

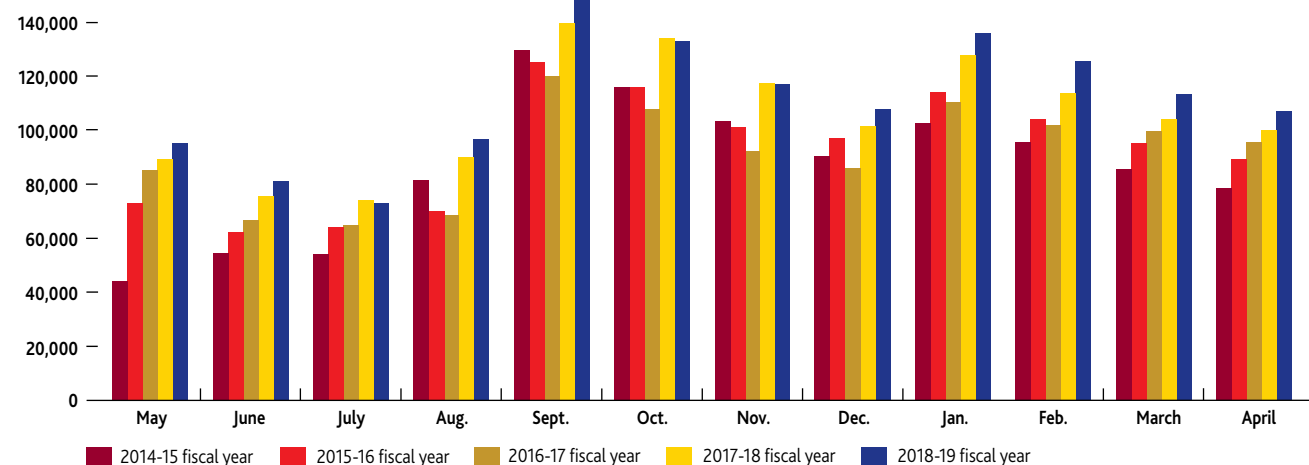


Figure 42: Year-over-year variance analysis of investment holdings

(\$000s) Unless otherwise stated	Average balance ⁽¹⁾	Investment income	Rate of return	Year-over-year change due to rate	Year-over-year change due to balance and investment mix
Money market/guaranteed investment certificates/high-interest savings accounts					
2017-18	67,224	1,138	1.69%		
2018-19	73,114	1,699	2.32%		
Variance better/(worse)	5,890	561	0.63%	424	137
Cash					
2017-18	27,718	400	1.44%		
2018-19	24,506	500	2.04%		
Variance better/(worse)	(3,212)	100	0.60%	166	(66)
Total operating investments					
2017-18	94,942	1,538	1.62%		
2018-19	97,620	2,199	2.25%		
Variance better/(worse)	2,678	661	0.63%	590	71
Sinking fund					
2017-18	6,554	283	4.32%		
2018-19	6,901	674	9.76%		
Variance better/(worse)	347	391	5.44%	357	34
Employee future benefits reserve					
2017-18	3,582	182	5.08%		
2018-19	4,880	462	9.48%		
Variance better/(worse)	1,298	280	4.40%	157	123
Total investment					
2017-18	105,078	2,003	1.91%		
2018-19	109,401	3,335	3.05%		
Variance better/(worse)	4,323	1,332	1.14%	1,104	228

(1) Average balance does not include externally restricted trusts with separate investment strategies. Brock currently has three externally restricted segregated trust investments with income of \$0.08 million not included in the figures above.

Figure 43: Analysis of fees for investment management

(\$) Unless otherwise stated	2018-19 Actual	2017-18 Actual	Variance better/(worse)
Non-discretionary broker accounts			
TD Waterhouse			
BMO Nesbitt Burns	4,268	5,137	869
Scotiabank Investments			
Total non-discretionary	4,268	5,137	869
Mawer – balanced fund	29,532	25,573	(3,959)
Total fees	33,800	30,710	(3,090)
Total fees as a % of balance	0.03%	0.03%	0.00%

Financial health metrics

These financial health metrics compare us to other universities in the comprehensive category as detailed in Figure 44.

The metrics can be explained as follows:

Figure 44

	Brock ⁽¹⁾			Median ⁽²⁾		Weighted average ⁽²⁾	
	April 2019	April 2018	April 2017	April 2018	April 2017	April 2018	April 2017
Primary reserve ratio	16.6%	17.1%	14.6%	30.9%	34.7%	40.3%	37.8%
Debt burden ratio	2.8%	2.9%	3.0%	2.6%	2.6%	2.9%	2.7%
Interest burden %	2.2%	2.4%	2.5%	1.6%	1.7%	1.4%	1.4%
Interest coverage	4.97	4.23	3.70	8.51	7.89	6.98	6.55
Viability ratio	44.8%	39.3%	31.9%	133.7%	154.5%	116.5%	126.2%
Net operating revenues ratio	9.8%	9.2%	5.1%	10.6%	7.5%	9.8%	8.1%
Employee future benefits per student headcount (\$000s)	\$(0.89)	\$(1.47)	\$(0.53)	\$(3.31)	\$(3.03)	\$(2.24)	\$(2.37)
Endowment per student headcount (\$000s)	\$5.60	\$5.13	\$4.98	\$8.44	\$8.75	\$7.69	\$7.42

(1) Certain Brock metrics have been adjusted due to a change in reporting of student headcount to include the number of new-entry students in programs having a Winter Term start date.

(2) Calculated using financial information from 14 other comprehensive universities. Certain 2017 metrics have been updated due to revisions in certain universities' financial statements.

1. The primary reserve ratio refers to the amount of cash available to cover operations. At April 2019, Brock has approximately 61 (2018 – 62) days of expendable reserves.
2. The next two ratios (debt burden ratio and interest burden per cent) describe how Brock utilizes a greater proportion of its annual operating expense to fund debt obligations, although this differential has been narrowing as our peers have been issuing debt over the past few years and Brock has been paying down debt.
3. The interest coverage ratio measures the ability to fund interest charges from cash generated through operations. It remains above the guidance of 2.00 set by the Board of Trustees and above the ratio of 2.50 considered to be the standard by the University's credit rating agency, DBRS, for Brock's current credit rating of A high.
4. The viability ratio is essentially how much of the institution's debt could be paid off with expendable resources. The average institution in our category could pay off all of their debt with expendable resources. Brock can pay off 45 per cent and therefore is vulnerable to unplanned events. However, this metric has been improving over the past three years and is an indication of our strengthening balance sheet.
5. The net operating revenues ratio provides an indication of the extent to which we are generating positive cash flows in the long run to be financially sustainable. We are fairly consistent with our peers on this metric.



6. The employee future benefits per student metric acknowledges certain obligations are owed to certain employees in the future when they retire or cease employment. The negative balance here represents the fact that the obligation is larger than the actual cash set aside to pay these benefits. Despite the fact that we are in a deficit position, Brock compares favourably to our peers on this metric.
7. The endowment per student is an indicator of external support for the institution. Endowments provide relief to the operating budget as a source of additional funding to support areas of the institution's mission. Our endowment per student has been growing but still remains less than our peers.

Our metrics have been improving over the past five years, which is a positive sign and the result of lot of hard work by everyone in the University community.

The comparative April 2019 figures of the other universities in the comprehensive category were not available at the time of writing this annual report.

Our debt

Figure 45 details the current and projected external debt of the University. It includes \$80.5 million of new external debt financing over the coming fiscal years for student experience investments, detailed as "Ancillary Renewal," and outlines roughly the fiscal years in which additional debt financing will occur; however, plans related to longer-term financing strategies for the repayment of this debt are under development at this point in time.

A debt reduction strategy was established by the University, which combined the funding envelopes of deferred maintenance and debt repayment, and increases the total contribution equal to the construction price index (currently planned at 2.5 per cent). The rationale for this combination is that both envelopes relate to infrastructure, since current spending results in new infrastructure and the debt originally issued allowed for new infrastructure to be built at that time.

As the debt is paid off, the infrastructure that was once new now requires deferred maintenance work. It is fiscally responsible to repurpose those debt payments to maintain infrastructure. Furthermore, this debt reduction strategy allows for debt repayment reserve contributions, which increase each year. The budgeted operating contributions

Figure 45: Outstanding debt

(\$000s) (unless otherwise noted)	Actual			Budget	Forecast				
	April 30, 2017	April 30, 2018	April 30, 2019	April 30, 2020	April 30, 2021	April 30, 2022	April 30, 2023	April 30, 2024	April 30, 2025
Bond	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000
Cairns building	24,863	24,109	23,319	22,491	21,623	20,714	13,407	9,443	5,378
Residence	15,215	14,333	13,385	12,366	11,271	10,095	8,831	7,474	6,015
Marilyn I. Walker School of Fine and Performing Arts (MIWSFPA)	15,960	15,240	14,520						
Ancillary renewal ⁽²⁾				29,800	63,900	80,500	80,500	80,500	77,875
Total debt	149,038	146,682	144,224	157,657	189,794	204,309	195,738	190,417	182,268
Total student FFTE⁽¹⁾	20,086	20,303	20,458	21,210	22,087	22,910	23,692	24,217	24,706
Total debt/FFTE (in dollars)⁽¹⁾	\$7,420	\$7,225	\$7,050	\$7,433	\$8,593	\$8,918	\$8,262	\$7,863	\$7,377
Debt reduction strategy									
Sinking fund	6,413	6,696	7,370	6,971	7,319	7,685	8,069	8,473	9,301
Debt repayment reserve	2,895	4,457	6,753	384	2,237	4,375			
M. Walker donation – MIWSFPA	5,326	5,470	5,617						
Other donations – MIWSFPA	717	851	932						
Total assets for debt reduction	15,351	17,474	20,672	7,355	9,556	12,060	8,069	8,473	9,301
Net debt	133,687	129,208	123,552	150,302	180,238	192,249	187,669	181,944	172,967
Net debt/FFTE (in dollars)⁽¹⁾	\$6,656	\$6,364	\$6,039	\$7,086	\$8,160	\$8,391	\$7,921	\$7,513	\$7,001

(1) Fiscal full-time enrolment (FFTE) – used for tuition & grant forecasting. For a definition refer to page 87 of the 2019-20 Budget Report.

(2) Represents student residence with full-cost recovery cash-flow.



to the debt repayment reserve for 2018-19 was \$1.303 million. An additional \$0.993-million contribution was made to the debt repayment reserve in 2018-19 to align with the planned pay down of the Marilyn I. Walker School of Fine and Performing Arts (MIWSFPA) loan that comes due June 2019. This additional contribution in 2018-19 was part of the new draft fiscal framework adjustments developed in support of the Institutional Strategic Plan. This one-time contribution to the debt repayment reserve is also a component of the financing strategy for the strategic student experience infrastructure projects approved at the Nov. 28, 2019 Cycle 2 Board of Trustees meeting and required to meet the target credit rating metrics.

While the existing debt repayment reserve will be maintained in future years, the deferred maintenance plans have been reduced in the 2019-20 budget, along with other capital investment plans and amounts contributed to the debt repayment reserve, to address budget pressures.

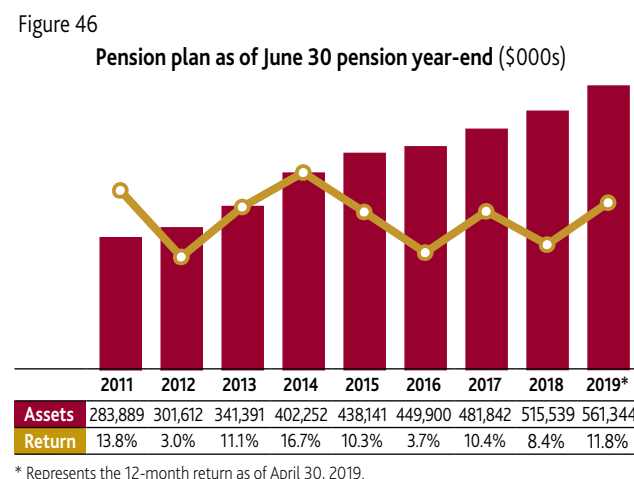
Also included in the projected funding plan, is the repayment in 2045 of the 40-year bullet bond taken out in 2005 for \$93 million. The funding plan is based on an annualized rate of return on the sinking fund of five per cent plus additional payments of \$0.4 million commencing in 2024-25, followed by the repurposing of the \$1.9 million debt payments on the residence loans in 2028-29 when the mortgage is fully repaid.

Pension plan

The actuarial valuation on the pension plan, completed as at July 1, 2017, indicated the plan was 96 per cent funded on a going-concern basis (99 per cent as at July 2014 valuation) and 105 per cent on a solvency basis (105 per cent as at July 2014 valuation). The main contributor to the going concern deficit was a

reduction in the pension plan discount rate of 5.45 per cent (6.0 per cent as at July 2014 valuation). The actuary sets the expected rates of returns based on industry best practices guided by the Canadian Institute of Actuaries. The University has no control or influence over these assumptions used by the actuary. The going concern deficit is \$17.88 million (\$3.56 million as at July 2014 valuation) with required special payments into the plan of \$1.94 million and current service cost payments for the plan of \$14.05 million for a total cost to the University of \$15.99 million annually. Employees also contribute to the money purchase component of the plan (defined contribution), an additional \$7.66 million, resulting in an employer-to-employee funding ratio of 2.1 to 1.0. The Pension Plan also generated strong returns, posting an 11.8 per cent annualized return, as detailed in Figure 46, which exceeded the plan's 6.0 per cent target rate of return.

Additional information on the pension plan may be found at brocku.ca/human-resources/pension/



Endowment summary

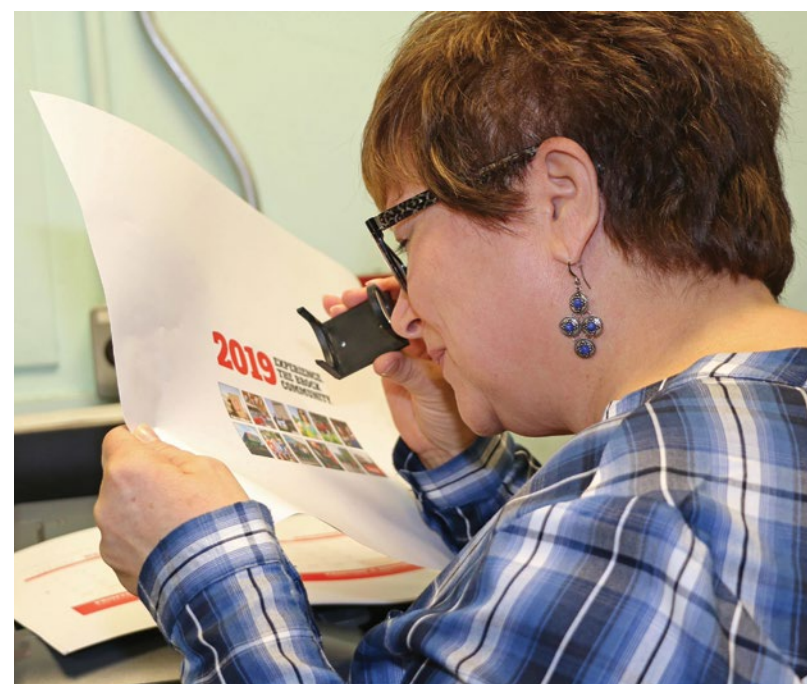
The endowments of the University continue to grow. Figure 47 summarizes the activity of the last six years. Figure 48 details the Top 10 endowments as of April 30, 2019.

Figure 47: Endowment activity

(\$000s)	2018-19 Actual	2017-18 Actual	2016-17 Actual	2015-16 Actual	2014-15 Actual	2013-14 Actual
Opening endowment	96,671	93,697	83,098	81,695	74,527	63,803
Spending	(2,464)	(2,396)	(1,999)	(1,995)	(6,915)	(1,111)
Investment income	10,932	4,099	11,145	2,460	9,933	8,960
New endowments	1,887	1,271	1,453	938	4,150	2,875
Ending endowment	107,026	96,671	93,697	83,098	81,695	74,527

Figure 48: Top 10 endowments (2018-19 Actual)

Amount (\$000s)	Name	Purpose
18,347	Marilyn I. Walker SFPA Fund	Supports the MIWSFPA
8,086	The Harrison-Thompson Bursary Trust	Supports Undergraduate Awards
2,532	VP Research Discretionary Fund	VP Research Discretionary
2,458	The Joyce Foundation Bursary	Supports Undergraduate Awards
1,988	Dr. and Mrs. Moriyama Graduate Fellowship Fund	Supports Graduate Awards
1,939	Bluma Appel Entrance Scholarship For Excellence	Supports Graduate Awards
1,554	Luigi and Amalia Setacci Award	Supports Undergraduate Awards
1,446	Ruth Evelyn Williamson Estate	Supports Undergraduate Awards
1,414	Provost Discretionary Enhancement Fund	Provost Discretionary
1,205	Harrison Scholarship	Supports Undergraduate Awards



Capital investments

In total, the University purchased \$38.5 million in capital additions during 2019-20. These additions represent investments in facilities and information technology supporting a number of projects, including investments in the Goodman School of Business expansion, the Rankin Family Pavilion, the District Energy Efficiency Project (DEEP) – Phases 1 and 2, and many other projects, as well as other smaller capital items such as furniture and computers. One of the main sources of funding for these projects, other than external donations and government grants, was from the capital and infrastructure projects and reserves fund of \$24.5 million, as detailed in Figure 49. Figure 49 illustrates the 2018-19 activity of the capital and infrastructure projects and reserves fund, which makes up a component of the internally restricted net asset balance in the audited NFPS Financial Statements, while Figure 50 illustrates the components of the capital and infrastructure projects and reserves fund balance as at April 30, 2019. During 2018-19, \$16.0 million was

transferred into the fund as set out in the 2018-19 capital and related projects budget. In year, an additional \$6.6 million in approved funding was added to the fund. This additional funding included \$1.4 million from the operating budget to cover shortfalls in donations related to the Goodman School of Business capital project. Further, \$1.5 million in additional funding was required from the operating budget to cover shortfalls in donations as well as incremental costs related to the Rankin Family Pavilion capital project. The additional funding also includes \$1.5 million of discretionary appropriations for classroom modernization projects, academic space moves and the Canada Summer Games (approved at the May 9, 2019 Cycle 4 Board of Trustees meeting).

The key to the capital and infrastructure projects and reserves fund is that funding transferred into it is held in reserve at year-end for spending the following year. This recognizes that capital and related projects can often span one or more years and could have timing delays due to planning or regulatory requirements.

Figure 49: Activity of the capital and infrastructure projects and reserves fund

(\$000s)	Facilities Management (FM) Projects	Information Technology Services (ITS) Projects	Total capital and infrastructure projects and reserves
Opening Balance (May 1, 2018)	10,954	1,431	12,385
Transfer per the funding budget	10,870	5,138	16,008
In-year additional funding from operating and internally restricted reserves	6,560		6,560
Transfer between FM and ITS projects	388	(388)	-
In-year spending (capitalized)	(22,970)	(1,509)	(24,479)
In-year spending (not capitalized)*		(3,250)	(3,250)
Ending Balance (April 30, 2019)	5,802	1,422	7,224

* This spending, although significant to the University and part of the capital and related projects budget, does not meet the requirements to be capitalized in accordance with accounting standards for not-for-profits.

Figure 50: Capital and infrastructure projects and reserves fund balance

(\$000s)	Facilities Management projects	Information Technology Services projects	Total capital and infrastructure projects and reserves
Components			
Work in progress	5,752	1,422	7,174
Reserves	50		50
Total (April 30, 2019)	5,802	1,422	7,224

University Risk Management

The University Risk Management (URM) program continues to advance with the development and integration of a URM strategic foundation, including risk management principles and a framework and process that aligns and supports the Institutional Strategic Plan. The URM program was adapted to be a consultative resource and tool to assist the University community with risk management integrated into planning and decision making processes. The URM philosophy fosters a culture that is risk-aware without being risk-averse. The URM

program is tailored to ensure risks are identified, assessed and managed appropriately in order for University stakeholders to make informed decisions optimizing on and recognizing that the University environment is unique and complex with multiple missions and objectives. Developed with International and Canadian Standards for Risk management and with best practices of the University sector in mind, the University will be further equipped and supported to identify and manage risk and/or seek to optimize risk opportunities in order to achieve the University's academic mission, strategic priorities and goals.

Figure 51

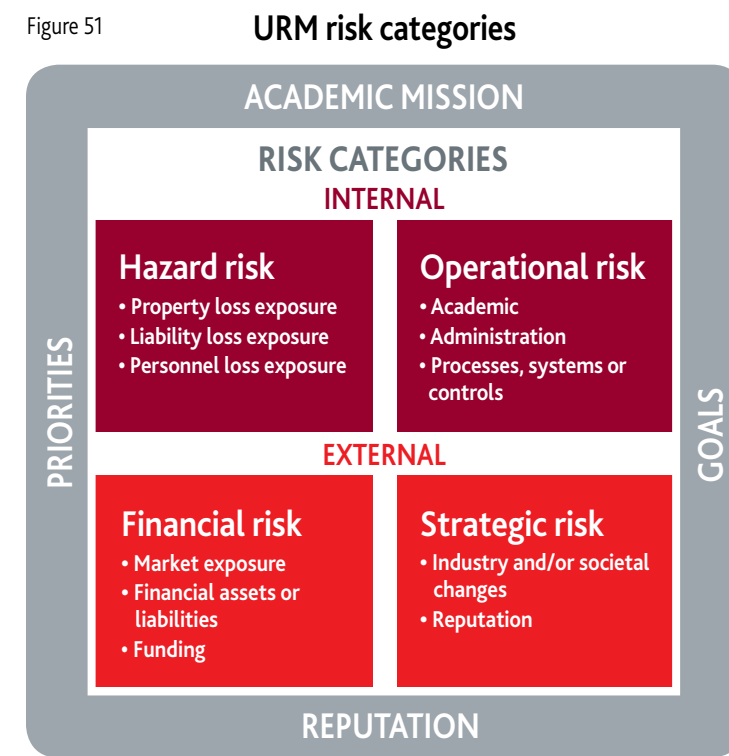
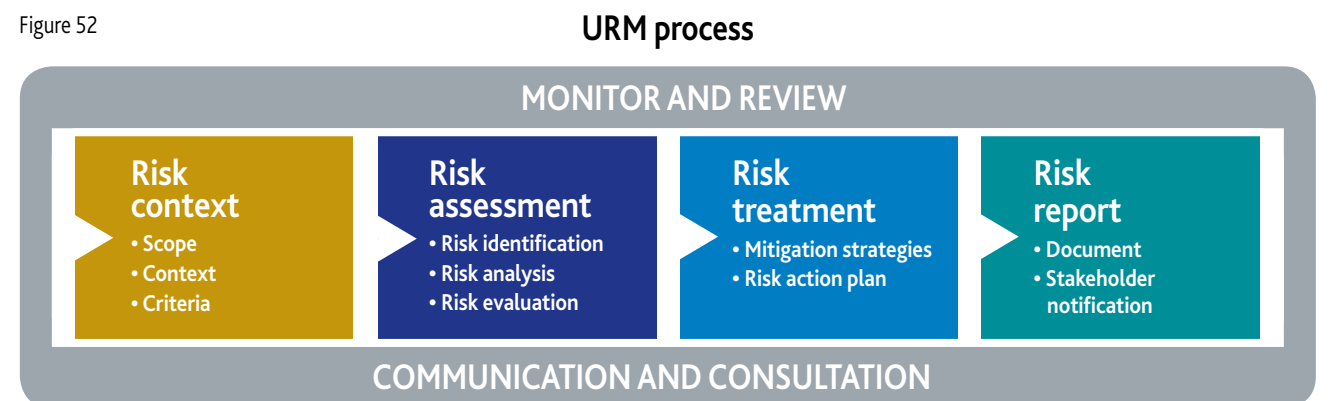


Figure 52



URM Principles, Framework and Process – CSA ISO 31000: 2018 adapted.

Financial Statements of BROCK UNIVERSITY

Year ended April 30, 2019

Statement of Administrative Responsibility

The Administration of Brock University is responsible for the preparation of the financial statements, the notes and all other financial information contained in this annual report.

The Administration has prepared the financial statements in accordance with Canadian accounting standards for not-for-profit organizations. The Administration believes that the financial statements present fairly the University's financial position as at April 30, 2019 and the results of its operations for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the Administration has developed and maintains a system of internal control designed to provide reasonable assurance that University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the financial statements.

The Board of Trustees is responsible for ensuring that the Administration fulfils its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board of Trustees carries out its responsibility for review of the financial statements principally through the Audit Committee. The members of the Audit Committee are not officers or employees of the University. The Audit Committee meets with the Administration, as well as the external auditors, to discuss the results of audit examinations and financial reporting matters and to satisfy itself that each party is properly discharging its responsibilities. The auditors have full access to the Audit Committee with and without the presence of the Administration.

The financial statements for the year ended April 30, 2019 have been reported on by KPMG LLP, Chartered Professional Accountants, Licensed Public Accountants, the auditors appointed by the Board of Trustees. The auditors' report outlines the scope of their audit and their opinion on the financial statements.



Gervan Fearon, Ph.D., CPA, CGA, ICD.D.
President and Vice-Chancellor



Brian Hutchings, CPA, CGA, LL.M.
Vice-President, Administration



KPMG LLP
80 King Street, Suite 620
St. Catharines ON L2R 7G1
Canada
Tel 905-685-4811
Fax 905-682-2008

INDEPENDENT AUDITORS' REPORT

To the Trustees of Brock University

Opinion

We have audited the accompanying financial statements of Brock University (the University), which comprise:

- the statement of financial position as at end of April 30, 2019
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at end of April 30, 2019, and its results of operations, its changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada
June 27, 2019

BROCK UNIVERSITY


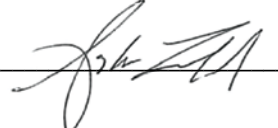
Statement of Financial Position

April 30, 2019 with comparative information for 2018
(in thousands of dollars)

	2019	2018
Assets		
Current assets:		
Cash and cash equivalents (note 2)	\$57,342	\$51,900
Accounts receivable	23,960	23,384
Government grants receivable	6,275	6,114
Prepaid expenses and other assets	106	397
Inventories	1,424	1,100
	89,107	82,895
Restricted investments (note 3)	162,356	152,326
Intangible asset (note 1(o))	-	1,037
Capital assets (note 4)	422,355	403,531
Employee future benefits asset (note 9(a))	2,795	-
	\$676,613	\$639,789
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 16)	\$36,577	\$33,420
Deferred revenue	34,802	30,875
Deferred contributions (note 5)	8,350	9,073
Current portion of long-term debt (note 6)	16,367	2,458
	96,096	75,826
Long-term accounts payable (note 1(o))	-	690
Long-term debt (note 6)	34,857	51,224
Debenture payable (note 7)	90,283	90,236
Deferred capital contributions (note 8)	201,201	197,223
Employee future benefits obligation (note 9(a) and (b))	26,786	33,472
Total liabilities	449,223	448,671
Net assets:		
Endowments (note 10)	107,026	96,671
Invested in capital assets (note 11)	95,206	79,603
Internally restricted (note 12)	49,064	48,260
Employee future benefits	(23,991)	(33,472)
Unrestricted	85	56
	227,390	191,118
Commitments (note 13)		
Contingencies (notes 14 and 15)		
	\$676,613	\$639,789

The accompanying notes are an integral part of these financial statements.

On behalf of the Board:

 Trustee  Trustee

Statement of Operations

Year ended April 30, 2019 with comparative information for 2018 (in thousands of dollars)

	2019	2018
Revenues:		
Student fees	\$178,739	\$167,658
Government grants	96,442	96,156
Ancillary operations	33,379	32,273
Sales and services	16,126	15,179
Other revenues for restricted purposes	3,896	3,639
Investment income	3,415	2,004
Research grants for restricted purposes	14,592	12,794
Amortization of deferred capital contributions (note 8)	7,328	7,494
	353,917	337,197
Expenses:		
Salaries and benefits	220,714	212,064
Operating expenses	45,587	41,702
Scholarships, fellowships and bursaries	23,612	22,489
Expendable equipment, repairs and maintenance	10,036	8,502
Utilities and taxes	5,639	8,208
Interest on long-term debt	7,103	7,226
Cost of sales	5,664	6,141
Amortization of capital assets	19,643	18,817
	337,998	325,149
Excess of revenues over expenses	15,919	12,048
Net transfers to internally restricted net assets	(804)	(9,547)
Net transfers to invested in capital assets	(15,681)	(2,895)
Net transfers from employee future benefits	595	404
Change in unrestricted net assets in the year	(15,890)	(12,038)
Unrestricted net assets, beginning of year	56	46
Unrestricted net assets, end of year	\$85	\$56

The accompanying notes are an integral part of these financial statements.

Statement of Changes in Net Assets

Year ended April 30, 2019 with comparative information for 2018 (in thousands of dollars)

April 30, 2019	Employee future benefits	Endowments (note 10)	Invested in capital assets (note 11)	Internally restricted (note 12)	Unrestricted	Total
Net assets, beginning of year	\$(33,472)	\$96,671	\$79,603	\$48,260	\$56	\$191,118
Excess of revenues over expenses (expenses over revenues)	-	-	(12,315)	-	28,234	15,919
Change in internally restricted net assets	-	-	-	804	(804)	-
Net change in investment in capital assets (note 11(b))	-	-	27,918	-	(27,996)	(78)
Actuarial gain in employee future benefits	10,076	-	-	-	-	10,076
Net current service charge in employee future benefits	(595)	-	-	-	595	-
Change in endowment net assets (note 10(a))	-	10,355	-	-	-	10,355
Net assets, end of year	\$(23,991)	\$107,026	\$95,206	\$49,064	\$85	\$227,390

April 30, 2018	Employee future benefits	Endowments (note 10)	Invested in capital assets (note 11)	Internally restricted (note 12)	Unrestricted	Total
Net assets, beginning of year	\$(12,956)	\$93,697	\$76,630	\$38,713	\$46	\$196,130
Excess of revenues over expenses (expenses over revenues)	-	-	(11,323)	-	23,371	12,048
Change in internally restricted net assets	-	-	-	9,547	(9,547)	-
Net change in investment in capital assets (note 11(b))	-	-	14,296	-	(14,218)	78
Actuarial loss in employee future benefits	(20,112)	-	-	-	-	(20,112)
Net current service charge in employee future benefits	(404)	-	-	-	404	-
Change in endowment net assets (note 10(a))	-	2,974	-	-	-	2,974
Net assets, end of year	\$(33,472)	\$96,671	\$79,603	\$48,260	\$56	\$191,118

The accompanying notes are an integral part of these financial statements.

Statement of Cash Flows

Year ended April 30, 2019 with comparative information for 2018 (in thousands of dollars)

	2019	2018
Cash provided by (used in):		
Operating activities:		
Excess of revenues over expenses	\$15,919	\$12,048
Add (deduct) non-cash items:		
Amortization of capital assets	19,643	18,817
Amortization of deferred capital contributions	(7,328)	(7,494)
Amortization of deferred charges	47	45
(Sale) Donation of land	(78)	78
	28,203	23,494
Net change in non-cash working capital balances related to operations:		
Increase in accounts receivable	(576)	(2,234)
Increase in government grants receivable	(161)	(2,978)
Decrease (increase) in prepaid expenses and other assets	291	(206)
(Increase) decrease in inventories	(324)	667
Decrease (increase) in intangible asset	1,037	(1,037)
Increase in accounts payable and accrued liabilities	2,467	10,901
Increase in deferred revenue	3,927	186
(Decrease) increase in deferred contributions	(723)	1,788
Net current service charge in employee future benefits	595	404
	6,533	7,491
Cash provided by operating activities	34,736	30,985
Financing activities:		
Contributions restricted for capital purposes	11,306	16,644
Repayment of long-term debt	(2,458)	(2,357)
Cash provided by financing activities	8,848	14,287
Investing activities:		
Net change in restricted investments	(10,030)	389
Purchase of capital assets	(38,467)	(41,884)
Change in endowment net assets	10,355	2,974
Cash used in investing activities	(38,142)	(38,521)
Increase in cash	5,442	6,751
Cash and cash equivalents, beginning of year	51,900	45,149
Cash and cash equivalents, end of year	\$57,342	\$51,900

The accompanying notes are an integral part of these financial statements.

Notes to Financial Statements

Year ended April 30, 2019

Incorporated in 1964, Brock University flourishes through the scholarly, creative, and professional achievement of its students, faculty and staff. Offering a range of undergraduate and graduate programs, Brock fosters teaching and research of the highest quality. As a diverse and inclusive community, we contribute positively to Canada and beyond through our imagination, innovation and commitment.

These financial statements reflect the assets, liabilities, net assets, revenue, expenses and other transactions of all of the operations controlled by the University. Accordingly, these financial statements include the academic, administrative and other operating expenditures funded by fees, grants and other general revenue; restricted purpose funds, including endowment, research and trust; and the ancillary operations, such as residence and parking.

The University is a charitable organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

1. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-For-Profit Organizations in Part III of the CPA Canada Handbook.

(a) Cash and cash equivalents:

Cash equivalents are held for the purpose of meeting short-term commitments and are readily convertible to a known amount of cash and are subject to an insignificant amount of risk of changes in value. Cash equivalents include money market funds and investments with maturities of three months or less from the date of acquisition. Cash and cash equivalents are valued at fair value.

(b) Inventories:

Inventories are stated at the lower of cost (weighted average cost) and net realizable value.

(c) Investments:

Investments are recorded at fair value.

(d) Capital assets:

Purchased capital assets are recorded at cost less accumulated amortization. Contributions of capital assets are capitalized at fair market value at the date of contribution. Capital assets are amortized on a straight-line basis using the following annual rates:

Asset	Rate
Buildings	2.5% to 10%
Furnishings and equipment	10% to 33 1/3%
Library books	20%

Construction costs are capitalized as work progresses and amortization commences as work is substantially completed.

1. Significant accounting policies (continued):**(e) Works of art:**

Contributed works of art are recorded as revenue and expense, at fair market value, at the date of contribution. If the fair market value is not determinable, the contribution is recorded at a nominal amount. Artwork purchases are expensed as acquired.

(f) Endowments:

Contributions restricted for endowments consist of restricted donations received by the University and donations internally designated by the Board of Trustees, in the exercise of its discretion. The endowment principal is required to be maintained intact. The investment income generated from endowments must be used in accordance with the various purposes established by donors or the Board of Trustees. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Investment income on endowments that is available for spending at the discretion of the University or is available for spending as the conditions established by the donor have been met has been recorded in the Statement of Operations. University policy has been established with the objective of protecting the real value of the endowments by having an overall investment objective for endowments to earn, over time, a rate of return at least equal to the total of inflation plus spending and the costs of administering the funds. The spending rate is reviewed annually. Investment income in excess of administration costs and spending allocations will be added to capital. In the case of endowments where the original donation adjusted for inflation is higher than the market value of the fund, spending may be temporarily suspended in order to preserve donor capital.

(g) Internally imposed restrictions on net assets:

The University internally restricts the use of portions of its unrestricted net assets for specific future use. When incurred, expenses are charged to operations and the balance of internally restricted net assets is reduced accordingly.

(h) Revenue recognition:

The University follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured. Pledged donations are recognized on a cash basis since pledges are not legally enforceable claims. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized. Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Student fees are recognized as revenue when courses and seminars are held. Sales and services and ancillary revenue is recognized at the point of sale or when the service has been provided.

(i) Employee future benefits:

The University provides pension benefits to employees primarily through a hybrid pension plan. Under this arrangement, the University and employees are required to make contributions based on a specific percentage of the employee's earnings. The amount of pension benefits provided to employees is based on the accumulation of contributions and investment earnings thereon, when the employee retires, subject to a guaranteed minimum benefit amount. Certain faculty are also members of the Teacher's Superannuation Fund, a multi-employer defined benefit plan.

The University provides other non-pension benefits to most of its employees, including retiree medical and dental benefits until the age of 65, accumulating sick leave benefits, pre-retirement leave benefits and for specific employees a health-care spending account.

The University accrues its benefit obligations for these employee future benefits as the employees render the services necessary to earn them. The actuarial determination of the accrued benefit obligations for these employee future benefits uses the projected benefit method prorated on service. For purposes of measuring the benefit obligations, the funding valuation is used for the pension and the accounting valuation is used for the non-pension benefits.

The University recognizes the amount of benefit obligations net of the fair value of plan assets in the Statement of Financial Position. Current service and finance costs are expensed during the year, while remeasurement and other items, representing the total of the difference between actual and expected return on plan assets, actuarial gains and losses, and past service costs, are recognized as a direct increase or decrease in net assets. In years between valuations, a roll-forward technique is used to estimate the accrued benefit obligations.

The most recent actuarial valuation of the pension plan for funding purposes was as of July 1, 2017 and the next required valuation will be as of July 1, 2020.

The most recent actuarial valuation of the non-pension benefits for accounting purposes was as of April 30, 2017.

(j) Derivative financial instrument and hedge accounting:

The University is party to interest rate swap agreements used to manage the exposure to market risks from changing interest rates. The University applies hedge accounting for its interest rate swaps. Payments and receipts under the interest rate swaps are recognized as adjustments to interest expense on long-term debt.

The University's policy is not to utilize derivative financial instruments for trading or speculative purposes.

1. Significant accounting policies (continued):

(k) Pledges:

Pledges are recorded as revenue on a cash basis and accordingly are not set up as assets in the financial statements. The total amount of pledges outstanding is approximately \$9,292,077 (2018 – \$9,144,870) and is expected to be received as follows:

(000's)	2019	2018
2019	\$-	\$2,567
2020	1,565	1,217
2021	512	447
2022	301	278
2023	183	171
2024	180	-
Thereafter	6,552	4,465
	\$9,293	\$9,145

(l) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the effective interest rate method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the University determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the University expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(m) Contributed services and materials:

Volunteers contribute an indeterminable number of hours per year. Because of the difficulty of determining their fair value, contributed services and materials are not recognized in these financial statements.

(n) Use of estimates:

The preparation of financial statements in conformity with Canadian Accounting Standards for Not-For-Profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the period reported. Significant items subject to such estimates and assumptions include the carrying amount of capital assets, valuation allowances for receivables, valuation of derivative financial instruments, accrued liabilities and obligations related to employee future benefits. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in income in the year in which they become known.

(o) Intangible assets:

The carrying amount of an intangible asset whose life is determined to be indefinite is tested for recoverability whenever events or changes in circumstances indicate that the carrying amount may exceed its fair value. An impairment loss is recognized when the asset's carrying amount exceeds its fair value. Impairment losses are not subsequently reversed.

Included in intangible assets are emissions allowances recognized at a cost of \$nil (2018 - \$1,037) resulting from Ontario's Cap and Trade Program under the Climate Change Mitigation and Low-carbon Economy Act, 2016 (the "Cap and Trade program"), which sets out a framework for the reduction in greenhouse gas ("GHG") emissions for the province of Ontario.

On July 3, 2018 the Government of Ontario repealed the Climate Change Mitigation and Low-carbon Economy Act, revoking regulations related to the Cap and Trade Program. Ontario-issued Cap and Trade allowances and program obligations were eliminated and revalued to \$0. Participants' account were frozen and no transactions using allowances or other carbon instruments were allowed. GHG Reporting and verification requirements are still enacted under the Environmental Protection Act (as per O.Reg. 380/18) and it is applicable to Brock.

2. Cash and cash equivalents:

The fair values of the cash and cash equivalents are comprised of:

(000's)	2019	2018
Cash and cash equivalents	\$49,085	\$43,972
Held for future capital projects		
Cash and cash equivalents	8,257	7,928
	\$57,342	\$51,900

3. Restricted investments:

The fair value of investments are as follows:

(000's)	2019	2018
Invested for endowments		
Cash and cash equivalents	\$127	\$344
Walter Scott & Partners Global Equity Fund	51,939	44,410
Mawer Canadian Equity Pooled Fund	14,891	13,726
Barings Global High Yield Credit Strategies Fund	19,977	19,238
AllianceBernstein Core Plus Bond Fund	20,092	18,953
	107,026	96,671
Invested for unspent capital projects		
Cash and cash equivalents	980	2,932
	980	2,932
Invested for future loan repayments		
Mawer Balanced Fund	7,370	6,696
	7,370	6,696
Invested for employee future benefit reserve		
Mawer Balanced Fund	5,485	4,123
	5,485	4,123
Invested for other restricted purposes		
Cash and cash equivalents	40,798	41,248
Sunlife Global Investments	697	656
	41,495	41,904
	\$162,356	\$152,326

4. Capital assets:

April 30, 2019 (000's)	Cost	Accumulated amortization	Net book value
Land	\$59,690	\$-	\$59,690
Buildings	571,957	236,914	335,043
Furnishings and equipment	72,781	47,392	25,389
Library books	44,558	42,325	2,233
	\$748,986	\$326,631	\$422,355

April 30, 2018 (000's)	Cost	Accumulated amortization	Net book value
Land	\$58,883	\$-	\$58,883
Buildings	543,228	221,968	321,260
Furnishings and equipment	66,097	44,852	21,245
Library books	43,792	41,649	2,143
	\$712,000	\$308,469	\$403,531

Included in buildings and furnishings and equipment is \$22,925,966 (2018 – \$43,238,134) of construction in progress that was not amortized during the year.

The increase in net book value of capital assets is due to the following:

(000's)	2019	2018
Balance, beginning of year	\$403,531	\$380,464
Purchase of capital assets funded by deferred capital contributions	13,258	30,357
Purchase of capital assets internally financed	25,538	11,861
Purchase of capital assets funded by the contingency reserve	-	-
Purchase of capital assets financed by proceeds of long term debt	(329)	(334)
Amortization of capital assets	(19,643)	(18,817)
Balance, end of year	\$422,355	\$403,531

5. Deferred contributions:

Deferred contributions represent unspent externally restricted grants and donations for research and other restricted purposes. The changes in the deferred contributions balance are as follows:

(000's)	2019	2018
Balance, beginning of year	\$9,073	\$7,285
Grants, donations and other expendable funds	13,629	14,967
Amounts recorded as revenue during the year	(14,352)	(13,179)
Balance, end of year	\$8,350	\$9,073

6. Long-term debt:

(000's)	2019	2018
Fixed rate instruments:		
Earp student residence:		
7.2% loan with certain residences and investments pledged as security, with monthly blended payments of principal and interest of \$91, due October 1, 2028	\$7,462	\$7,991
Lowenberger student residence:		
7.2% loan with certain residences and investments pledged as security, with monthly blended payments of principal and interest of \$72, due October 1, 2028	5,923	6,342
Cairns Family Health and Bioscience Research Complex:		
4.69% mortgage loan with monthly blended payments of principal and interest of \$159, due June 29, 2022	23,319	24,109
Marilyn I. Walker School of Fine and Performing Arts Building:		
2.45% serial mortgage loan with fixed monthly principal payments of \$60 plus interest, due June 3, 2019	14,520	15,240
	51,224	53,682
Less current portion	16,367	2,458
	\$34,857	\$51,224

Debt maturities:

The following are the future minimum annual debt principal repayments due over the next five fiscal years and thereafter:

(000's)	
2020	\$16,367
2021	1,962
2022	2,085
2023	21,979
2024	1,357
Thereafter	7,474
	\$51,224

(a) Bank credit facility:

The University has available operating lines of credit of \$20,000,000 and \$5,000,000 which were not utilized at April 30, 2019. The interest rate on the operating lines of credit, when drawn, are the Bank's Prime lending rate from time to time minus 0.55% and the Bank's Prime lending rate from time to time, respectively (the prime rate at April 30, 2019 was 3.95%). Amounts are due on demand.

(b) Interest rate swap:

The University has entered into interest rate swap agreements to manage the volatility of interest rates.

The University converted a net notional of \$28,000,000 of floating rate long-term debt relating to the Cairns Family Health and Bioscience Research Complex. The fixed rate paid under the interest rate swap is 4.69%. The maturity date of the interest rate swap is the same as the maturity date of the associated long-term debt of June 29, 2022.

The University converted a net notional of \$18,000,000 of floating rate long-term debt relating to the Marilyn I. Walker School of Fine and Performing Arts Building. The fixed rate paid under the interest rate swap is 2.45%. The maturity date of the interest rate swap is the same as the maturity date of the associated long-term debt of June 3, 2019.

The notional and fair values of the interest rate swap agreements is as follows:

(000's)	2019		2018	
	Notional value	Fair value	Notional value	Fair value
Cairns Family Health and Bioscience Research Complex	\$23,319	\$24,613	\$24,109	\$25,285
Marilyn I. Walker School of Fine and Performing Arts Building	14,520	14,593	15,240	15,247
	\$37,839	\$39,206	\$39,349	\$40,532

The fair value of the swaps are determined using the benchmark valuation methodology without consideration for non-performance or counterparty risk.

7. Debenture payable:

(000's)	2019	2018
Debenture payable, bearing interest at 4.967%, \$2,309 payable interest only semi-annually, due December 14, 2045	\$93,000	\$93,000
Deferred refinancing expenses	(2,717)	(2,764)
	\$90,283	\$90,236

The fair value of the debenture payable is \$117,288,810 (2018 – \$113,074,980). Fair value has been determined using the market quote of the debenture \$126.18 (2018 – \$121.59).

The University has established an internal sinking fund and purchased units in the Mawer Balanced Fund with a market value of \$7,369,771 (2018 – \$6,696,030). It is the University's policy to annually review the sinking fund investment structure and required contributions so that the ultimate proceeds of the investments will be applied against the debenture payable, due December 14, 2045 (note 3).

8. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the Statement of Operations. The changes in the deferred capital contributions balance are as follows:

(000's)	2019	2018
Balance, beginning of year	\$197,223	\$188,073
Less amortization of deferred capital contributions	(7,328)	(7,494)
Add contributions restricted for capital purposes	11,306	16,644
Balance, end of year	\$201,201	\$197,223

The balance of unamortized capital contributions related to capital assets consists of the following:

(000's)	2019	2018
Unamortized capital contributions used to purchase assets	\$200,221	\$194,291
Unspent capital contributions	980	2,932
	\$201,201	\$197,223

9. Employee future benefits obligation:

(a) Pension benefit plan:

The University sponsors a hybrid pension plan, which contains both a defined contribution component and a defined benefit component. The defined contribution component of the plan is funded by University and member contributions and provides a benefit to members based on their accumulated account balance. The defined benefit component of the plan is funded by University contributions and provides for a guaranteed minimum benefit. The latest actuarial funding valuation was performed as at July 1, 2017. The next required actuarial funding valuation will be July 1, 2020.

The University measured its accrued benefit obligation and fair value of plan assets for accounting purposes as at April 30, 2019. A summary of the financial status of the plan is as follows:

(000's)	2019	2018
Accrued benefit obligation	\$558,549	\$510,722
Fair value of plan assets	561,344	502,032
Accrued benefit asset (liability)	\$2,795	\$(8,690)

The principal actuarial assumptions adopted in measuring the University's employee future benefits obligation are as follows:

	2019	2018
Discount rate on defined benefit costs	5.45%	5.45%
Rate of compensation increases	3.25%	3.25%
Expected long-term rate of return on plan assets	6.00%	6.00%

The contribution and the amount expensed for the University's pension benefit plans are as follows:

(000's)	2019	2018
Current service cost (defined contribution)	\$12,112	\$11,940
Current service cost (defined benefit)	1,863	1,335
Unfunded liability (going concern)	1,812	413
Multi-employer teachers plan	-	27
Total	\$15,787	\$13,715

(b) Other benefit plans:

The University has a number of non-pension future benefits that are available to most of its employees. These non-pension benefits include retiree medical and dental benefits until the age of 65, accumulating sick leave benefits and pre-retirement leave benefits and, for specific employees, a health-care spending account. The latest actuarial accounting valuation was performed as at April 30, 2017.

A summary of the financial status of the plans is as follows:

(000's)	2019	2018
Accrued benefit obligation	\$26,786	\$24,782
Fair value of plan assets	-	-
Accrued benefit liability	\$26,786	\$24,782

The University established an internally restricted reserve (note 12) for employee future benefits of \$7,072,166 (2018 – \$5,709,691).

The principal actuarial assumptions adopted in measuring the University's employee future benefits obligation are as follows:

	2019	2018
Discount rate	2.90% – 3.40%	3.40% – 3.80%
Prescription drug costs	7.15% (2018 – 7.45%) decreasing to 4.00% in and after 2040	
Other benefits costs	4.00%	4.50%
Health Care Spending Account	2.00%	2.00%

The expense for the University's other benefit plans is as follows:

(000's)	2019	2018
Non-pension defined benefit plans	\$4,250	\$3,173
Non-pension benefit plans	697	656
Total	\$4,947	\$3,829

10. Endowments:

(a) Change in endowment net assets:

The following were recorded directly to endowment net assets:

(000's)	2019	2018
Contributions restricted for endowments	\$1,887	\$1,271
Investment income	7,032	6,256
Internally allocated for endowment spending	(2,464)	(2,396)
Unrealized gain (loss)	3,900	(2,157)
	\$10,355	\$2,974

It is the University's policy to endow any amounts not made available for spending during the fiscal year. These amounts are recorded as a direct increase to endowments as preservation of capital.

(b) Contributions restricted for endowments consist of the following:

(000's)	2019	2018
Externally endowed	\$99,159	\$89,425
Internally endowed	7,867	7,246
	\$107,026	\$96,671

(c) Ontario Student Opportunity Trust Fund, Phase One:

Externally restricted endowments include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund ("OSOTF") matching program, Phase One to award student aid as a result of raising an equal amount of endowed donations. The OSOTF represents a portion of the endowment fund.

Schedule of Changes in Expendable Funds Available for Awards:

(000's)	2019	2018
Expendable funds available for awards, beginning of year	\$1,323	\$836
Investment income eligible for expenditures	880	855
Bursaries awarded	(502)	(368)
Expendable funds available for awards, end of year	\$1,701	\$1,323
Total OSOTF, Phase One, end of year	\$11,752	\$10,800
Number of bursaries awarded	130	130

Schedule of Changes in Endowment Balance based on book and market value:

(000's)	2019		2018	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$13,473	\$9,479	\$13,243	\$8,955
Unrealized gain (loss) for the year	477	-	(294)	-
Investment income less bursaries awarded	573	573	524	524
Endowment balance, end of year	\$14,523	\$10,052	\$13,473	\$9,479

(d) Ontario Student Opportunity Trust Fund, Phase Two:

Externally restricted endowments include grants provided by the Government of Ontario from the OSOTF matching program, Phase Two to award student aid as a result of raising an equal amount of endowed donations. The OSOTF represents a portion of the endowment fund.

Schedule of Changes in Expendable Funds Available for Awards:

(000's)	2019	2018
Expendable funds available for awards, beginning of year	\$714	\$530
Investment income eligible for expenditures	341	333
Bursaries awarded	(201)	(149)
Expendable funds available for awards, end of year	\$854	\$714
Total OSOTF, Phase Two, end of year	\$4,727	\$4,371
Number of bursaries awarded	31	32

Schedule of Changes in Endowment Balance based on book and market value:

(000's)	2019		2018	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$5,180	\$3,656	\$5,095	\$3,456
Unrealized gain (loss) for the year	183	-	(115)	-
Investment income less bursaries awarded	216	216	200	200
Endowment balance, end of year	\$5,579	\$3,872	\$5,180	\$3,656

(e) Ontario Trust for Student Support:

Externally restricted endowments include grants provided by the Government of Ontario from the Ontario Trust for Student Scholarship ("OTSS") matching program to award student aid as a result of raising an equal amount of endowment donations to an allocated ceiling. The OTSS represents a portion of the endowment fund.

10. Endowments (continued):

Schedule of Changes in Expendable Funds Available for Awards:

(000's)	2019	2018
Expendable funds available for awards, beginning of year	\$4,146	\$3,067
Investment income eligible for expenditures	1,870	1,827
Bursaries awarded	(1,006)	(748)
Expendable funds available for awards, end of year	\$5,010	\$4,146
Total OTSS, end of year	\$26,289	\$24,230
Number of bursaries awarded	583	560

Schedule of Changes in Endowment Balance based on book and market value:

(000's)	2019		2018	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$28,679	\$20,083	\$28,219	\$18,992
Unrealized gain (loss) for the year	1,014	-	(631)	-
Investment income less bursaries awarded	1,194	1,194	1,091	1,091
Endowment balance, end of year	\$30,887	\$21,277	\$28,679	\$20,083

11. Net assets invested in capital assets:

(a) Net assets invested in capital assets consist of the following:

(000's)	2019	2018
Capital assets, net (note 4)	\$422,355	\$403,531
Less amounts financed by:		
Long-term debt (note 6)	(51,224)	(53,682)
Deferred capital contributions (note 8)	(200,221)	(194,291)
Debenture payable	(83,961)	(83,961)
Cash and cash equivalents held for future capital projects (note 2)	8,257	7,928
Donated land	-	78
Balance, end of year	\$95,206	\$79,603

(b) The change in net assets invested in capital assets is calculated as follows:

(000's)	2019	2018
Repayment of long-term debt	\$2,458	\$2,357
Purchase of capital assets internally financed (note 4)	25,538	11,861
Sale/Donated land	(78)	78
Increase in invested in capital assets	27,918	14,296
Amortization expense	(19,643)	(18,817)
Less amortization of deferred capital contributions	7,328	7,494
Decrease in invested in capital assets	(12,315)	(11,323)
Net change in invested in capital assets	\$15,603	\$2,973

12. Internally restricted net assets:

Internally restricted net assets for allocation and spending in subsequent years consist of the following:

(000's)	2019	2018
Capital and infrastructure projects and reserves	\$7,224	\$12,385
Operating project accounts	2,791	2,013
Research funds with no external obligations	2,341	1,727
Start-up funds	1,171	1,124
Professional expense reimbursement accounts	2,738	2,716
Sinking fund (note 7)	7,370	6,696
Employee future benefits reserve (note 9)	7,072	5,710
Debt repayment reserve	6,753	4,457
Contingency reserve	3,558	3,303
Strategic initiative fund	7,596	7,182
Encumbrance reserve	450	947
	\$49,064	\$48,260

13. Commitments:

- a) As at April 30, 2019, the estimated costs to complete approved capital and renovation projects are approximately \$2,193,075 (2018 – \$22,682,523), which will be funded by government grants, donations and operations.
- b) The following are the future minimum annual operating lease payments due over the next five fiscal years and thereafter (in 000's):

(000's)	
2020	\$3,409
2021	3,470
2022	2,200
2023	2,200
2024	1,411
Thereafter	2,048
	\$14,738

14. Canadian Universities Reciprocal Insurance Exchange:

The University is a member of the Canadian Universities Reciprocal Insurance Exchange (CURIE). CURIE is a pooling of the property damage and public liability insurance risks of its members. All members pay annual deposit premiums that are actuarially determined and are subject to further assessment in the event members' premiums are insufficient to cover losses and expenses. No assessment has been made for the year ended April 30, 2019.

15. Contingencies:

The nature of the University's activities are such that there may be litigation pending or in the prospect at any time. With respect to claims at April 30, 2019, the Administration believes that the University has valid defenses and appropriate insurance coverage in place. In the event any claims are successful, Administration believes that such claims are not expected to have a material effect on the University's financial position. No provision has been accrued in these financial statements.

16. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$4,317,000 (2018 – \$4,213,000), which includes amounts payable for payroll-related taxes.

17. Research revenue and expenses:

The Statement of Operations consolidates all the revenue and expense activity of the University. The schedule below separates externally restricted research revenue and expense by financial statement line item for increased transparency of research grant activity.

(000's)	2019	2018
Revenues:		
Grant revenue	\$14,352	\$12,519
Grant revenue – central overhead	240	275
	14,592	12,794
Expenses:		
Salaries and benefits	3,769	3,596
Operating expenses	5,483	5,703
Scholarships, fellowships and bursaries	2,677	2,470
Expendable equipment, repairs and maintenance	2,663	1,025
	14,592	12,794
Excess of revenue over expenses	\$-	\$-

18. Financial risks:

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The University deals with creditworthy counterparties to mitigate the risk of financial loss from defaults.

The carrying amount of accounts receivable is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the statement of operations. Subsequent recoveries of impairment losses related to accounts receivable are credited to the statement of operations. The balance of the allowance for doubtful accounts at April 30, 2019 is \$4,650,425 (2018 – \$5,605,777). There have been no changes in credit risk exposure as compared to the prior year.

(b) Interest rate risk:

The University is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-interest instruments subject the University to a fair value risk while the floating-rate instruments subject it to a cash flow risk.

The University mitigates interest rate risk on its term debt through derivative financial instruments (interest rate swaps) that exchange the variable rate inherent in the term debt for a fixed rate (see note 6). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt. There have been no changes in interest rate risk exposure as compared to the prior year.

(c) Currency risk:

The University is exposed to foreign currency risk with respect to its investments denominated in foreign currencies, including underlying investments in pooled funds denominated in foreign currencies because the fair value and future cash flows will fluctuate due to the changes in the relative value of the foreign currencies against the Canadian dollar. The University manages currency risk through monitoring activities and adherence to the investment policy. Presently equity instruments are not hedged; the University has adopted a mechanism to apply a US dollar hedge under certain market conditions. There have been no changes in currency risk exposure as compared to the prior year.

(d) Liquidity risk:

Liquidity risk is the risk of being unable to meet cash requirements or to fund obligations as they become due. Accounts payable and accrued liabilities are generally paid shortly after year end. For long-term debt, the University has established investments to provide for cash flow requirements (notes 6 and 7). There have been no changes in liquidity risk exposure as compared to the prior year.

Appendix 1

Facilities Management (FM) utilities savings

1. Managing electrical demand

Brock continued as a “Class-A” electricity customer, under the Independent Electricity System Operator’s (IESO) Industrial Conservation Initiative (ICI). The University’s Global Adjustment (GA) costs are calculated based on their electrical demand during the province’s five peak hours of the year. FM had to predict the times when those five peaks could occur and reduce electricity usage via optimizing behind-the-meter generation and load shedding measures. The efforts undertaken in the summer of 2017 yielded a cost avoidance in excess of \$1.0 million between July 1, 2018 and June 30, 2019. In addition, Brock benefited from a provincial program where accounts including a residential building received a credit called “GA modifier.” This resulted in an annual savings in excess of \$0.5 million. Since both programs can change at any time and new programs can arise, FM will continue to monitor the energy market and operate in the most cost effective way.

2. District Energy Efficiency Project (DEEP)

Brock’s Central Plant underwent a major upgrade, replacing eight 25-year-old reciprocating engines with four new ones. In addition, the campus two main chillers were also renewed with high-efficiency units as part of this project. The new equipment will reduce electricity use, natural gas consumption and reduce carbon emissions while increasing Brock’s capacity to meet all of its own electrical needs. The modernization of the plant contributed to utility savings by eliminating the requirement for costly repairs and maintenance needed to continue operating the old equipment. Construction work on this project resulted on several shut downs of the central plant, leading to a reduction of 20 per cent in natural gas consumption.

3. Bypass for excess heat

In the past, heat produced by the engines was ejected into the atmosphere using four cooling towers. These towers use nearly 8,000 gallons of water each for evaporating the heat. As part of DEEP, a bypass was installed, allowing excess heat to be exhausted without the need of using the cooling towers. To date, the central plant has used 40 per cent less water than in 2017.

As the City of St. Catharines continues to raise the cost of potable water and wastewater, this measure will continue to pay dividends in years to come.

4. Lighting replacements and Variable Frequency Drives

FM capital has continued the replacement of old inefficient lighting with LED lights, which not only save energy but also improve the quality of the spaces. Some of these new lights can be seen at Central Utilities Building (CUB) and at Schmon Tower’s outdoor lights. In addition, variable frequency drives (VFD) have been added to pumps and motors in CUB and at Mackenzie Chown.

Appendix 2

Niagara Community Observatory Policy Brief#36:



THE BROCK UNIVERSITY EFFECT:

How thousands of students and millions of dollars energize the economy of Niagara communities.

A report on the economic impact of Brock University, 2017-18

Policy Brief #36, October 2018 | By Jeff Boggs and Lauren Peddle





INTRODUCTION

It is an empirically established and generally accepted fact that universities are not only institutions of higher learning, but also serve as economic engines in their local communities. While economic impact is the focus of this report, we should also keep in mind other dimensions of a university's presence in a region — the social, ecological, and civic dimensions of its effect on a community. Universities are hotbeds of global talent attraction to a region, often drawing the world's best and brightest to participate in the economic, social, and civic life, adding to its vitality. As the Niagara region continues its transition into a knowledge-driven economy, Brock University has become a critical asset in the region's stock of research, innovation, and entrepreneurship, the sheer force of which is capable of taking the region to its next milestone of socioeconomic reinvention.

The social impact of Brock University is immense, and researchers will be moving forward in the coming months to measure that effect on our community. However, our aim in this report is to highlight the economic dimension of Brock University's footprint in Niagara. One thing stands out: the university is a key contributor to the local economy. It should be noted, however, that for all of Brock's economic (as well as social, ecological and civic) contribution to the region, the relationship is symbiotic. Brock's success is inextricably intertwined with, and deeply rooted in, Niagara's vibrant local community and the remarkable support the university receives from community members.

Finally, it should be noted that this study is a pilot project that sets the initial template for a longer process over the years of finessing our understanding of Brock's economic and social footprint in Niagara.

Charles Conteh, PhD
 Director,
 Niagara Community Observatory

About the authors

Jeff Boggs, PhD, is an associate professor in the Dept. of Geography and Tourism Studies at Brock University, specializing in economic geography.

Lauren Peddle, BA, holds an economics degree from Brock University and is a graduate student in Brock's M.A. Geography program.



19,000+
REGISTERED STUDENTS

4,800
FACULTY AND STAFF

\$320 million
ANNUAL OPERATING BUDGET

PURPOSE

With more than 19,000 registered students, 4,800 faculty and staff, and an annual operating budget of \$320 million, exactly how much does Brock University contribute to the local economy?

Over this past summer, we were tasked with measuring Brock's economic impact. A secondary goal was to develop a set of procedures and supporting documentation moving forward so that the university could continue such in-house analysis.

For almost a decade, Canadian universities have been calculating their economic impact as part of

efforts to analyze and communicate their value to the community, and as part of an outreach strategy to government and other stakeholders. This allows us to demonstrate the value society receives from investments in higher education. Such a study is also useful to universities when setting priorities, as they must strategically choose between investments.

This policy brief contains our findings regarding Brock's economic impact on the Niagara region and Ontario. It is an overview of the full analysis, which can be found online.¹ These economic impacts are estimated using two different methods, and which capture some combination of static and dynamic economic impacts. Static impacts correspond to those estimated for the fiscal year under analysis, in this instance, 2017-18. Dynamic impacts correspond to those estimated over many decades.

Before turning to the methodology, we wish to emphasize that this is a pilot project. We expect that future iterations of this analysis will develop on the procedures used here, reflecting both advances in the field and identification of new data sources. As such, reports for future years may not be directly comparable with the findings we present. With that said, the findings in this report are based on the most conservative assumptions, as we opted to undercount rather than inflate Brock's economic impact.

METHODOLOGY

We follow the emerging convention of using two techniques — the Sudmant model and the Canadian Input/Output model — for estimating² a Canadian university's economic impact regionally and provincially.

Both techniques have been used at other Canadian universities in recent years. Using these makes easy a comparison of Brock's impact with other universities' impact, though for reasons of focus we do not make these comparisons.

In particular, two studies — one by Brandon University in 2017 and one conducted by

¹ The full and detailed report, with references, can be found at brocku.ca/niagara-community-observatory/policy/

² We use the layperson's definition of estimation, not the more technical definition of the statistician.

Walter Sudmant at the University of British Columbia in 2009 (the namesake of the Sudmant model) — provided guidance as we 'reverse-engineered' their methodology.³ We refer to the first document as the Brandon Report, whereas the monikers Sudmant Report or UBC Report are applied to the second. The UBC Report was then emulated by other Canadian universities, including the University of Alberta, the University of Saskatchewan, and Western University.

These methods allow us to model how a university impacts the local and provincial economy. Also, they both capture more than just direct economic impacts of a university's expenditures.

How economic impact analysis works

Brock University directly injects money into the local economy through its operating and capital expenditures. This initial expenditure is known as the **direct impact**. As this money circulates through the economy, it has a **multiplicative impact**. Economic impact analysis estimates this cumulative effect.

Economic multipliers allow us to approximate the multiplicative effects of Brock's direct spending. For instance, the Sudmant model uses a 1.5 multiplier. This implies that for every \$1 spent by a university, there is 50 cents of additional value as the initial dollar circulates through the economy.

Both the Sudmant and the Canadian Input/Output models measure this **indirect economic impact** by estimating the impact of an initial expenditure as a source of subsequent expenditures in an economy. For instance, the university purchases \$10,000-worth of printers from a local business, and in turn that business uses this money to purchase goods and services in the form of inventory, employee wages, utilities, and so on.

The basic components used to calculate economic impact in a university setting are operations and capital expenditures (collectively called institutional spending), visitor spending, and student spending.

³ This reverse-engineering was further aided by consultation with Dr. Kim Lemky, Genevieve Maltais Lapoint, and Deb Berkan, currently at Brandon University, and with Dr. Gervan Fearon, formerly of Brandon.



The difference between the two models, however, is in how they calculate total economic impact. The business of multipliers is complicated by whether one calculates just the indirect impact, or also the **induced impact** (how the workforce down the line spends its increased income). In the case of the \$10,000-worth of printers mentioned above, induced impacts capture the third and higher recirculation of that initial \$10,000 through the economy. Thus, the utility workers buy groceries, purchase hockey equipment for their children and pay mortgages. In turn this money percolates even more deeply throughout the economy until its impact is exhausted. The Sudmant multiplier incorporates this induced effect (but does not break it out separately), whereas the Canadian Input/Output model allows one to use or leave it out. When using the Canadian Input/Output model, we follow best practice, which is that the induced impact should not be calculated in an "open" economy. An open economy is one where many transactions exist between the location being analyzed and neighboring locations. This is certainly the case with Niagara, where we found that while more than 93 per cent of Brock's transactions are

within Ontario, a goodly share of those take place outside of Niagara. Therefore, for our purposes we are using only direct and indirect impact to calculate total outcomes in the Canadian Input/Output model.⁴

One other difference is that the Sudmant model calculates dynamic impact — the economic impact over as many as four or five decades (in our case since 1970 and 1978) — whereas the Canadian Input/Output model calculates only the static impact (the impact for one fiscal year). Sudmant uses research impact, and the differential in employment incomes for those with a degree, as components in the calculation of dynamic impact.

The third difference is the use of multipliers. While the Sudmant method uses one single multiplier of 1.5 to capture direct, indirect, and induced impacts of spending, the Canadian Input/Output method uses the year, the location, and industry-specific multipliers found in supply-and-use tables provided by Statistics Canada. This is a more conceptually and empirically sound measurement as it rests on

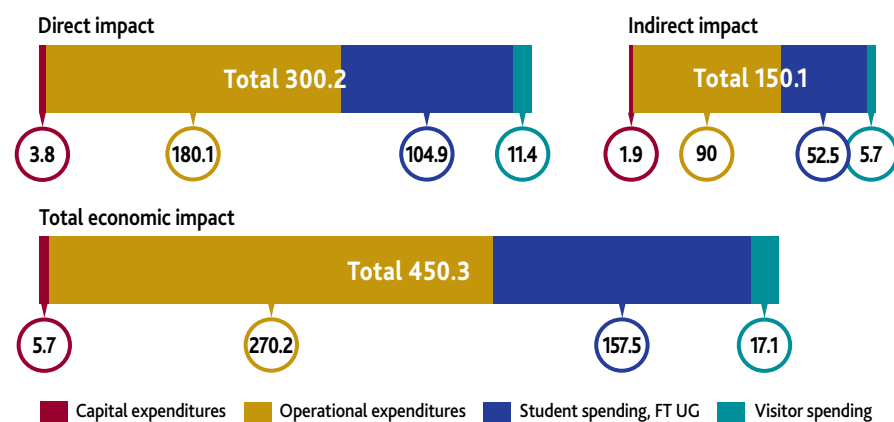
its explicit estimation of the inter-industry linkages in the Canadian and Ontario economy. The heart of the Canadian Input/Output method is the supply-and-use tables. These allow one to track the average impact of one expenditure to a given industry (e.g., commercial construction) on other industries (e.g., construction equipment manufacturing, diesel fuel refining, fast-food dining).

We opted to calculate four static impacts using the Sudmant method: operations (including payroll); capital; visitor spending; and student spending. For the Canadian Input/Output method, we used three: operations (including payroll); capital; and student spending. We did not estimate visitor impact using the Canadian Input/Output method because we lack sufficiently detailed estimates of visitor spending.

For the purposes of this assessment, “simple” multipliers were used to capture direct and indirect impacts of expenditures. This avoids overestimation of impact which are associated with the inclusion of induced impact multipliers.

RESULTS

Brock's impact in Niagara (Sudmant Model, \$ millions)



⁴ As literature on economic impact multipliers indicates, using economic impact multipliers which include both indirect and induced (secondary and tertiary impacts of spending) overestimates outcomes, whereas indirect multipliers alone tend to underestimate outcomes. Due to the open nature of Niagara's economy, as well as these other factors, we opt to use simple multipliers (i.e., those which incorporate both direct and indirect impacts only).

2017-18 total impact per student in Niagara
\$25,204

Brock University had a total economic impact on Niagara of \$450.3 million in the fiscal year 2017-18. Its initial spending in Niagara of \$300.2 million included:

- \$180.1 million in operational expenditures, including \$165 million in payroll
- \$3.8 million in capital expenditures
- An estimated \$104.9 million in total student spending (full-time, undergraduate)
- An estimated \$11.4 million in visitor spending⁵

Using economic impact multipliers to calculate the indirect impact as \$150.1 million (the money generated throughout the economy by that initial spending), and adding that to Brock's initial spending, we get our final total impact of \$450.3 million to the Niagara economy, or **\$25,204 per student**. At this point, we must note that the vast majority of Brock students are here for just eight months, though we are measuring for an entire year.

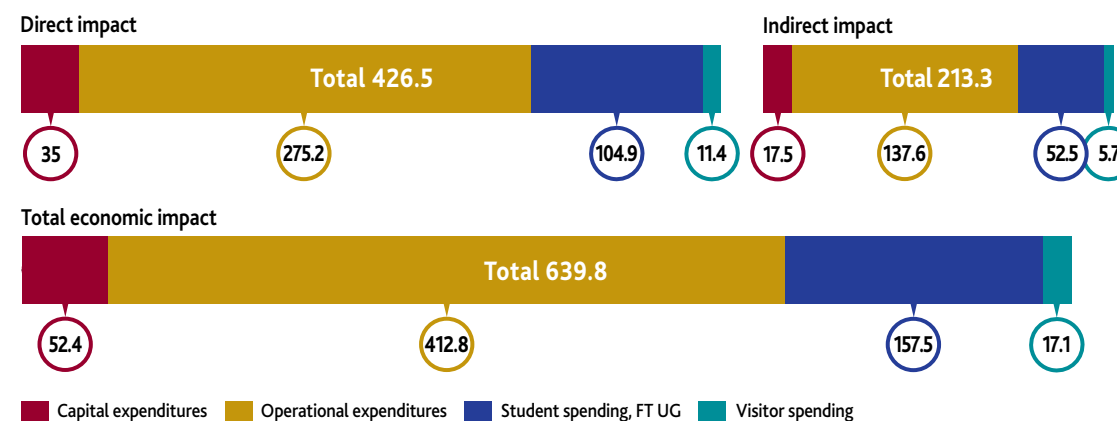
2017-18 total impact per student in Ontario
\$35,833

Brock University had a total economic impact on all of Ontario (including Niagara) of \$639.8 million in the fiscal year 2017-18. Its initial spending of \$426.5 million throughout Ontario included:

- \$275.2 million in operations expenditures (including \$165 million in Niagara payroll and \$40 million in payroll to those living outside Niagara)
- \$35 million in capital expenditures
- An estimated \$104.9 million in student spending
- An estimated \$11.4 million in visitor spending

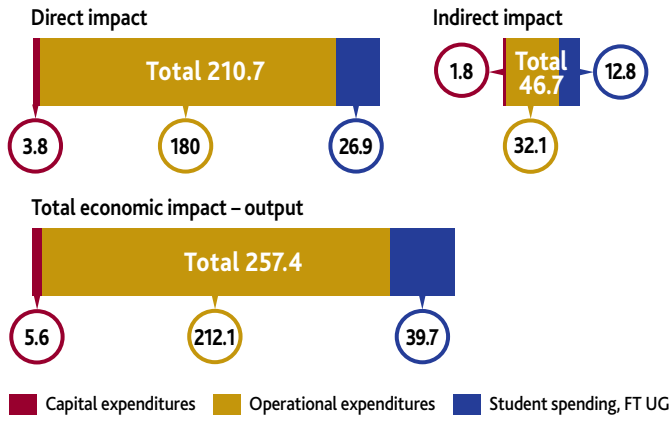
Using economic multipliers to calculate an indirect impact of \$213.3 million, and adding that to Brock's initial spending, we get a total economic impact of \$639.8 million to the Ontario economy, or **\$35,833 per student**.

Brock's impact in Ontario (Sudmant Model, \$ millions)



⁵ **Visitor spending** is an estimate. While Brock's Conference Services tracks the number of visitors using their facilities, they are not the only unit on campus supplying (and tracking) the needs of visitors. BUSU and Athletics are examples of other units which attract visitors to campus. In light of these data shortcomings, we adopted the simpler procedure used in the original Sudmant method, taking total student headcount in Winter 2018 after the final withdrawal date, assume each student would have eight (8) visitors and assume each visitor spends \$80 (an amount calculated by the Ontario Ministry of Tourism). As in the previous cases, we multiply this value by 1.5 to estimate the total impact. A deeper discussion of this methodology can be found in the online report.

Brock's impact in Niagara (Input/Output Model, \$ millions)



Using the Canadian Input/Output model, Brock University had a total economic impact on Niagara of \$257.4 million in the fiscal year 2017-18. Its initial spending in Niagara of \$210.7 million included:

- \$180 million in operations expenditures (including \$165 million in Niagara payroll)
- \$3.8 million in capital expenditures
- An estimated \$26.9 million in student spending
- Visitor spending was not included in this model

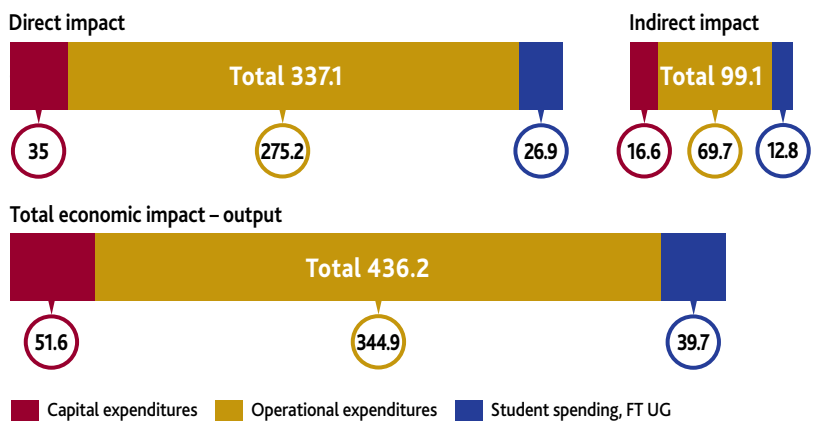
Using economic multipliers to calculate an indirect impact of \$46.7 million, and adding that to Brock's initial spending, we get a total economic impact of \$257.4 million to the Niagara economy, or **\$14,407 per student**, using the Canadian Input/Output model.

Using the Canadian Input/Output model, Brock University had a total economic impact on Ontario (including Niagara) of \$436.2 million in the fiscal year 2017-18. Its initial spending of \$337.1 million across Ontario included:

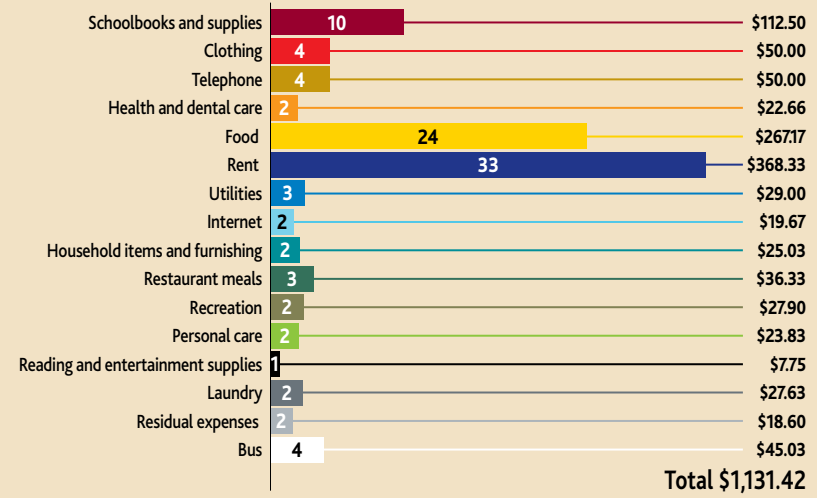
- \$275.2 million in operations expenditures (including \$165 million in Niagara payroll plus the \$40 million in wages to people living outside Niagara)
- \$35 million in capital expenditures
- An estimated \$26.9 million in student spending
- Visitor spending was not included in this model

Using economic multipliers to calculate an indirect impact of \$99.1 million, and adding that to Brock's initial spending, we get a total economic impact of \$436.2 million to Ontario, or **\$24,414 per student**.

Brock's impact in Ontario (Input/Output Model, \$ millions)



Estimated student monthly spending breakdown (%)

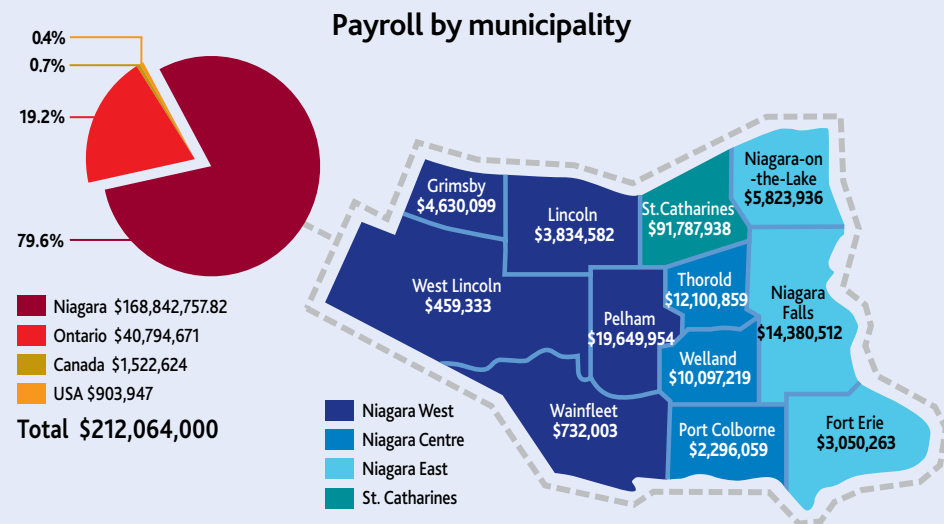


Student spending is estimated by identifying, through Brock's Office of Institutional Analysis, current Brock students who live somewhere in the Niagara region. This estimate is provided for the four semesters — Fall, Winter, Spring, Summer — but always after the corresponding final withdrawal date.

Using these criteria, in an average semester approximately 7,700 of Brock's 19,000 students are counted as residing off-campus in Niagara. While we suspect this procedure undercounts the number of off-campus students, it provides a more conservative estimate of the student impact.

This estimated number of students living in Niagara is then multiplied by the estimated monthly living expenses (excluding fees and tuition, aside from the U-Pass bus pass and healthcare). We estimated monthly living expenses using the 2017 Niagara Living Wage Report and Brock University's Office of Student Accounts and Financial Aid website. We then multiplied the total dollar value by 1.5 to estimate the total impact.

Brock University employs 1,700 full-time and 3,100 part-time employees. Our payroll numbers capture total Brock payroll for the 2017-18 fiscal year. While we did not have access to individual data for reason of confidentiality, we utilized aggregate data for staff and faculty, whether full time, part time, contract, unionized, or non-unionized. Brock is one of the largest employers in the region, and our infographic illustrates our reach into all 12 municipalities.



Sudmant's Dynamic Impact: Degree Premium

As discussed earlier, the Sudmant method also calculates dynamic impact (impact over decades), such as the income differential of a person with an undergraduate degree.

Degree premium is a pay differential expressed over time to calculate an annual ROI for students who have graduated from Brock's undergraduate programs between 1978 and June 2018. We calculate this using two variations found in the literature. In its simplest terms, an earned income differential is the cumulative value of a (in this case, university) degree over the assumed full-time working lifespan⁶ of the undergraduate degree holder, relative to other possible educational choices⁷ over that person's lifetime. Furthermore, it incorporates the actual costs of attending university in terms of the degree's present value. A more detailed explanation can be found in our online report.

Three features stand out. First, the degree premium between a bachelor and high school degree is the largest, with a total value of \$2.83 billion. This is broadly consistent with the relevant literature. Second, the size of the total premium is larger for younger cohorts than for older cohorts. This reflects the fact that Brock's largest cohorts have been its most recent cohorts, with enrollment numbers fluctuating around 18,000 for roughly the past decade. Third and finally, the degree premium is smallest between a bachelor versus a certificate or diploma below bachelor level, at \$1.48 billion. That category includes holders of a college diploma, as well as other post-graduate certificates held by persons whose highest degree is less than a bachelor. We feel that in terms of comparisons, this category is probably the most reasonable for comparing to university degree holders.

⁶ We assume all undergraduate university degree-holders begin degree-relevant employment at age 25 and continue until 65, equaling a 40-year employment career.
⁷ These other educational choices include: completing high school only; completing a college degree; or a "university degree or diploma below bachelor level". We calculated these differences between groups by subtracting the corresponding two median employment incomes.

CONCLUSION

Our study found Brock's economic impact through its operations was \$450.3 million at the regional level and \$639.8 million for Ontario, using the Sudmant model which is specialized for university assessment. It is clear that a significant portion of the overall impact takes place within the region.

Economic impact occurs in various manners, so several different analyses were conducted and can be found in our full report. The contributions to incremental wage gains, for example, while not discussed in this document, was estimated at between \$1.48 billion and \$2.83 billion depending on the comparison group and technique.

Brock is a key driver of economic activity and gains in the standard of living within the Niagara region. In future iterations, we plan to detail Brock's direct and indirect tax contributions to the Niagara Region, including those flowing through its payroll.

Finally, Brock University's full economic impact and contributions very likely remain greater than those identified in this study. Nonetheless, our conservative findings still provide an important and meaningful measure of the role Brock plays in economic and community development. In 2019, a companion study will be conducted to further elaborate on the university's community engagement and contributions.

COMMUNITY ENGAGEMENT

This report has focused on economic impact and is the first stage of an ongoing analysis as the University is currently putting together a second research team to measure its social impact through community engagement.

Brock's community engagement impact — and that of its students, alumni, faculty and staff — provides invaluable benefits across Niagara and beyond. Community engagement impact is attained through the sharing of expertise, ideas and community service, as well as relevant spaces and resources. Various levels of social, cultural and economic impact are established, supported and maintained throughout the region via Brock's research and knowledge mobilization efforts, focus on student experience, and the services that we offer to the community.

These are some of the things at which Brock researchers will be looking more closely in the coming months:

1. Research and knowledge mobilization

Knowledge mobilization activities at Brock have become an increasingly important aspect of our community and an integral part of Brock's

community engagement strategy. Such efforts include products (e.g., toolkits/ educational materials), events (e.g., public lectures) and networks (e.g., social media engagement) that add evidence to substantiate and/or strengthen research outcomes and engage end-user participation.

Where possible, Brock's academics work alongside relevant community partners to support the co-creation of knowledge in areas related to specific social needs. This includes advanced research at the University responding to the needs of local businesses for research and development supports. As well, Brock's partnerships support the capacities of municipalities and policy developers to support the needs of residents.

2. Student experience

Brock students' community engagement includes both curricular opportunities, such as formal co-op placements and experiential education opportunities, as well as co-curricular volunteer opportunities. Annually, Brock students work in partnership with more than 100 local organizations to meet specific societal needs. This equates to more than 3,000 students providing more than 85,000 hours of service to the Niagara community.

3. Service to the community

Brock supports its local community through the use of its facilities, specialized programming, and organizational support. The University's facilities are available to the community, whether through renting space at low to no cost, or through its community recreation activities such as children's camps, swimming, and movement programs. Brock is the site for many high school graduations and not-for-profit and public sector AGM's and monthly meetings. Brock is also the 2021 Canada Summer Games Village, donating our facilities to house the 5,000 athletes.

Brock's staff, faculty and students play key roles on numerous boards and committees throughout the community, lending our knowledge, expertise and time.

Further details on the role Brock plays in the community can be found in the Appendix of our online report.

Meaghan Rusnell
 Brock University
 Community Engagement Committee

Niagara Community Observatory

Members of the research team for this report on the economic impact of Brock University, 2017-18, were:

Dr. Jeff Boggs and Lauren Peddle (authors);
Dr. Gervan Fearon, Dr. Thomas Dunk,
Dr. Anna Lathrop, Dr. Carol Phillips,
Dr. Sarah Pennisi, Brian Hutchings, Joshua Tonnos,
Mary Jasinski, and Meaghan Rusnell

The Niagara Community Observatory at Brock University is a public-policy think-tank working in partnership with the Niagara community to foster, produce, and disseminate research on current and emerging local issues.

More information on our office, and an electronic copy of this report with references, can be found on our website brocku.ca/nco

Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada
905 688 5550

brocku.ca/nco

[@BrockNCO](https://twitter.com/BrockNCO)



JUNE 2018: Rebecca Alcock celebrated after being named Brock University's 100,000th graduate during Spring Convocation Friday, June 8.



Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada
905 688 5550

annualreport@brocku.ca

brocku.ca/finance