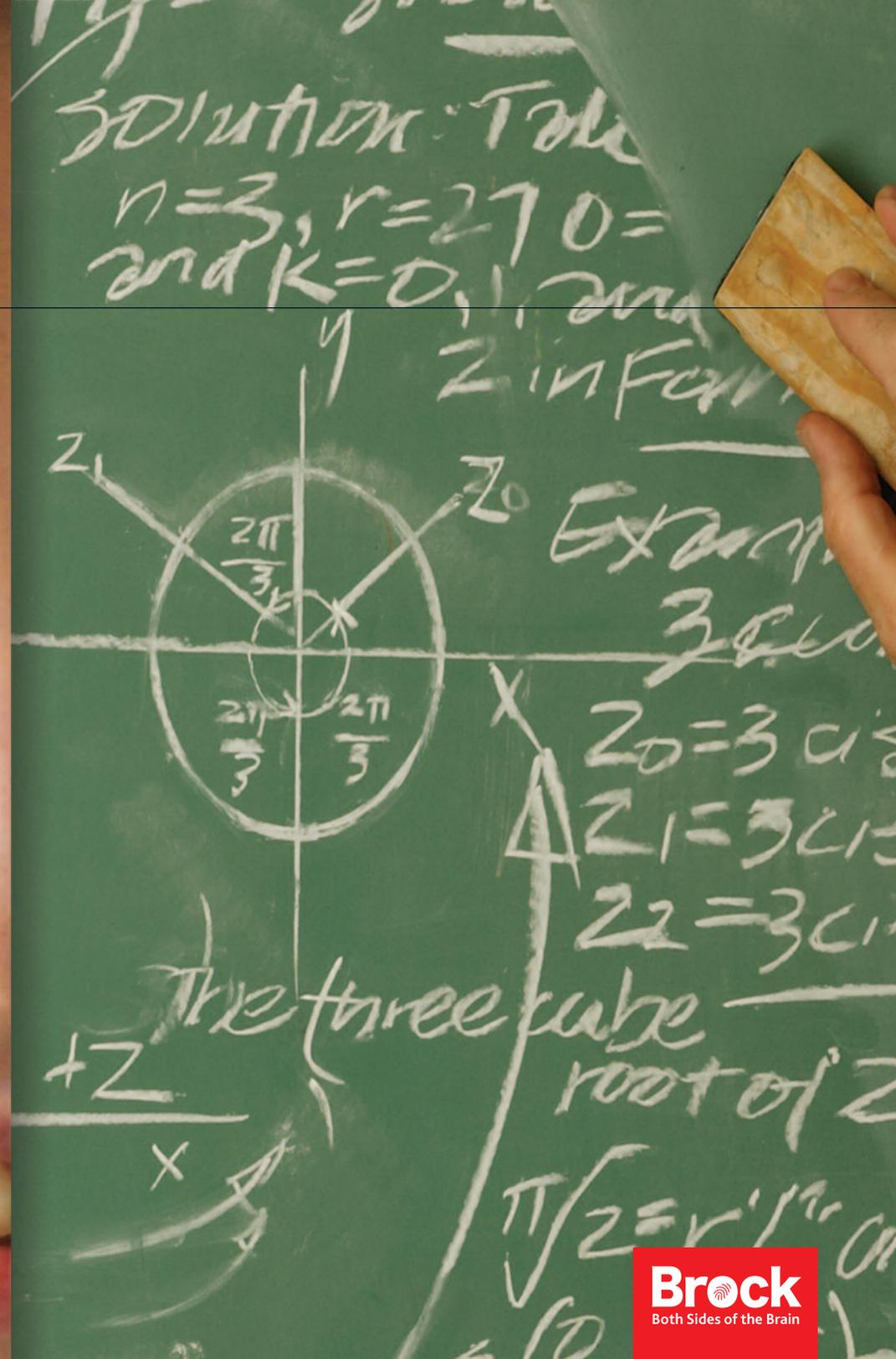


Brock University  
Integrated Strategic Plan  
**Priorities to Actions**



## Introduction

Strategic planning has become the primary mechanism by which private and public institutions define themselves and chart their course for the future. For a University such as Brock, a strategic plan is necessary if we are to control our own destiny while addressing a number of immediate and longer-term issues in a systematic manner. As a University that benefits from significant public and private funding, Brock's strategic path will necessarily be affected by its social, political, economic and cultural moment, and we need to look ahead to the horizon of changing conditions in the post-secondary education climate if we intend to succeed.

## Vision

Brock University envisions itself as a dynamic post-secondary educational institution that:

- Makes a difference in the lives of individuals in our Brock community, the Niagara region, Canada, and the world.
- Demonstrates leadership and innovation in teaching and learning across disciplines.
- Extends knowledge through excellence in research, scholarship and creativity.

## Mission

Our academic mission is to nurture and support our faculty and students in the discovery of knowledge through exemplary scholarship, teaching and learning. We provide undergraduate and professional education of the highest quality, while continuing to expand graduate programs that are integrated into Brock's growing reputation for excellence in research and innovation.

We provide a transformative experience for our students inside and outside the classroom by helping to

develop their full potential as creative, educated citizens in a global community.

Brock University works to enhance the economic, social, cultural and intellectual lives of the communities around us — Niagara, Ontario, Canada, and beyond — and to demonstrate the vital ways in which we contribute to the betterment of society in the 21<sup>st</sup> century.

## Values

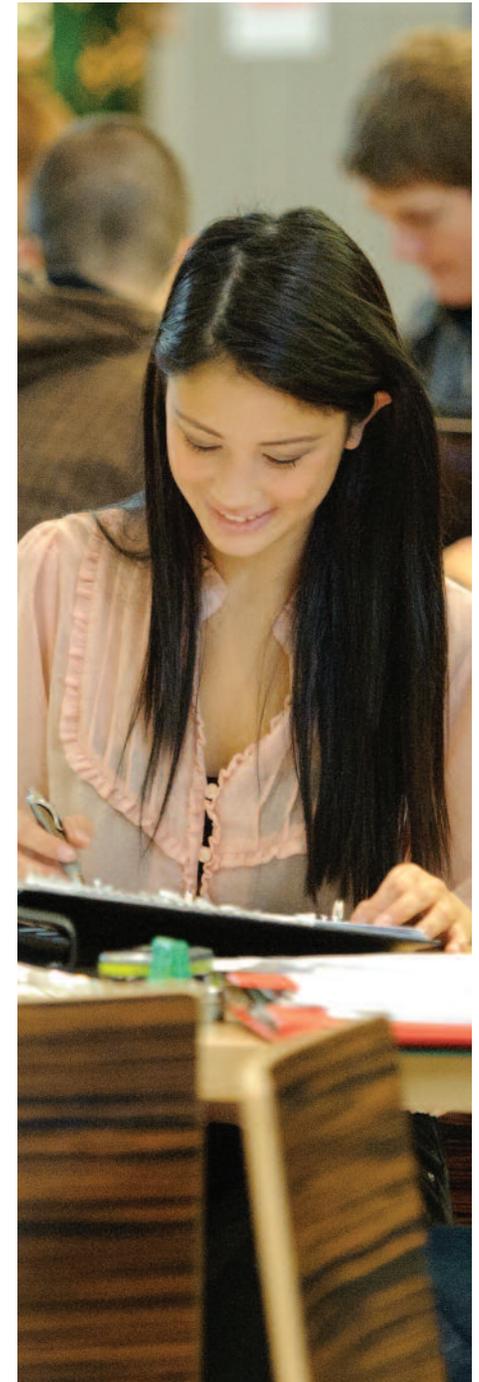
Brock is committed to seven core values that inform and strengthen our actions.

- Integrity and respect
- Freedom of thought and expression coupled with academic responsibility
- Unique student experience
- Innovation
- Accountability and stewardship
- Sustainability
- Generation and mobilization of knowledge

## Strategic priorities

The Brock University community is committed to seven strategic priorities:

- Ensure Brock is a preferred place to work and study.
- Support Brock's undergraduate student-centred focus while maintaining excellence in graduate education.
- Foster excellence in research, scholarship and creativity.
- Serve the social, cultural and economic well-being of the University, as well as the local, national and global communities.
- Encourage transdisciplinary initiatives.
- Promote internationalization.
- Practise accountability, fiscal responsibility, and stewardship.



## From priorities to actions

Brock University is an academic institution composed of Faculties, departments and units, many of which operate on the basis of decentralized collegial governance. It follows that the implementation of, and support for, the Integrated Plan occurs largely at the level of these units. Faculties and units contribute to the overarching longer-term course charted by the Integrated Plan within the context of their own particular path on the road to Brock's future. It is at the Faculty and unit levels that we articulate the appropriate detailed strategies, strategic actions, timelines and internal and external accountability matrices by which we measure our progress and adjust our tack as appropriate.

While each Faculty and unit has its own strategic plan that reflects its particular vision, mission, strategic priorities, relationship to the Integrated Plan, and operational plans, as a University, Brock is committed to ensuring institution-wide realization of its strategic priorities. Building on our existing Academic Plan *Brock 2014: Knowledge, Engagement, Transformation*, the Brock University community is committed to seven strategic priorities:

Note: In the following plans, Timeline indicates projects as being either ongoing (active in this year's plan) or highlights the year the Strategic Action (SA) or Measure of Success (MS) will commence.

### 1. Ensure Brock is a preferred place to work and study

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Incremental Budget Implications
A. Enhance the University's reputation	<p>A.1 Reflected in unit and Faculty strategic plans</p> <p>A.2 Fulfil Brock's brand promise — a University that develops "both sides of the brain" by further developing the integrated institutional marketing and communications strategy to key stakeholder audiences</p> <p>A.3 Create "Both Sides of the Brain" lecture series</p> <p>A.4 Create and maintain a variety of participatory opportunities, leadership roles and a "wellness" focus on campus for students</p>	<p>A.1 Reports associated with unit and Faculty operational plans</p> <p>A.2 Attendance numbers and evaluation survey feedback</p> <p>A.3 Market research metrics regarding awareness, perception and reputation (benchmark)</p>	<p>Ongoing</p> <p>MS A.3 2012-13</p>	

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Incremental Budget Implications
<p>B. Support a culture of engagement for faculty and staff that fosters mutual respect</p>	<p>B.1 Reflected in Faculty, unit and Human Resource departments strategic plans            B.2 Enhance communication at all levels            B.3 Expand distinguished service awards and service recognition events            B.4 Maintain strong wellness, safety and participatory and other engagement opportunities            B.5 Encourage professional development            B.6 Staff profiled in “Both Sides of the Brain”</p>	<p>B.1 Improvement in results of faculty and staff satisfaction survey based on 2011-12 benchmark            B.2 Annual decrease in faculty and staff turnover rate over 2011-12 benchmark            B.3 Monitoring of applicant quality and quantity</p>	<p>MS B.1 May 2012 (2014; 2016)             Ongoing</p>	
<p>C. Provide exceptional accessible facilities and services to the Brock community</p>	<p>C.1 Affirm commitment to the strategic directions and operational plans of the Facilities Management Strategic Plan and the Campus Plan            C.2 Applicable accessibility compliance requirements will be integrated within all Faculty and unit strategic plans            C.3 Develop and maintain a University multi-year accessibility plan.            C.4 Implement the strategic plans of the Library and Information Technology units</p>	<p>C.1 Progress report updates on the Facilities Management Strategic Plan and the Campus Plan            C.2 Meet or exceed annual accessibility compliance requirements            C.3 Progress reports on Library and Information Technology operational plans</p>	<p>Ongoing</p>	

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Incremental Budget Implications
D. Recruit and retain exceptional faculty and staff	D.1 Unit and Faculty strategic plans	D.1 Unit and Faculty recruitment and retention metrics	Ongoing	

## 2. Support Brock's undergraduate student-centred focus while maintaining excellence in graduate education

A. Attract high-quality students and graduate reflective, knowledgeable and engaged alumni (linked with 1A)	A.1 Reflected in Recruitment and Liaison Services' plan and Faculty strategic plans	A.1 Increased number of first-choice applications and acceptances annually, benchmarked internally	Ongoing	SA A.1 Recruitment 375K (annual)
	A.2 Expand undergraduate and graduate recruitment initiatives targeting primary student pools	A.2 Increased undergraduate entrance averages annually, benchmarked internally and externally	Ongoing	
B. Ensure curricula and pedagogy are innovative and relevant within a continuing positive learning environment (linked with 1A, 1C and 1D)	A.3 Enhance engagement initiatives	A.3 Number and amount of student scholarships and awards	Ongoing	SA B.5 Centre for Service Learning and Experiential Learning – 200K (annual)
	A.4 Undertake fundraising to support competitive entrance scholarships and research awards	A.4 Graduation employment statistics (quantitative and qualitative measures)		
	A.5 Establish workshops and symposia geared to post-degree employment	A.5 Alumni attendance at events and engagement survey data results		
	A.6 Reinforce through alumni activities			
	B.1 Reflected in Faculty strategic plans	B.1 Quantitative (e.g. enrolments in co-op, service learning and transdisciplinary programs and graduate placements) and qualitative (e.g. NSSE, CPGSS student interviews) measures	Ongoing	
	B.2 Support small group and seminar learning			
	B.3 Utilize Institutional Quality Assurance Program			

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Incremental Budget Implications
<p>C. Develop focused graduate programs appropriate for Brock's regional, national and international roles and strategic directions (linked with 1A)</p>	<p>B.4 Follow up accreditation recommendations            B.5 Integrate curriculum and pedagogy as essential elements of Faculty strategic plans            B.6 Expand service learning and Co-op opportunities            B.7 Expand online and other innovative pedagogy approaches</p> <p>C.1 Expand number of master's, doctoral and professional graduate programs and re-evaluate existing programs to ensure relevance, quality sustainability and transdisciplinary linkages            C.2 Reflected in Faculty and Graduate Studies strategic plans</p>	<p>C.1 IQAP reports, number of programs, participants and program diversity            C.2 Results of consultations with relevant stakeholders</p>	<p>Ongoing</p>	<p>SA C.1 Doctoral program expansion – 300K per program (net) (annual)</p>
<p>D. Maintain Brock's professoriate as effective, engaged and exceptional</p>	<p>D.1 Acquire, mentor and retain the best faculty as teachers and supervisors from first year to master's and doctoral levels            D.2 Encourage professional development of faculty through CTLET, Graduate Studies and Faculty strategic plans            D.3 Recognize and reward teaching success through teaching nominations and honours</p>	<p>D.1 Number of teaching and mentoring awards and recognitions            D.2 Student academic success at undergraduate and graduate levels</p>	<p>Ongoing</p>	

### 3. Foster excellence in research, scholarship and creativity

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Incremental Budget Implications
A. Support a strong culture of research, scholarship and creativity (linked with 1D and 2E)	<p>A.1 Implement the revised strategic plan of the Office of Research Services (ORS)</p> <p>A.2 Enhance student participation in research, scholarship and creativity as outlined in Faculty strategic plans</p> <p>A.3 Integrate postdoctoral fellows more fully into Brock and research culture</p> <p>A.4 Develop stronger ties between Research and Graduate Studies</p>	A. Report the details of the ORS Operational Plan, Information Technology and Faculty strategic plans	<p>Ongoing</p> <p>SA A.3 2012-13</p>	SA A.3 Post Doc Fellowships – 150 K (annual)
B. Enhance external funding for research, scholarship and creative activities	<p>B.1 Reflected in the ORS and Advancement Strategic Plans</p> <p>B.2 Establish expectation for seeking external funding</p> <p>B.3 Expand Tri-council and contract related mentoring and workshops</p>	B. Annual increase in external and contract funding over 2010-11 benchmark	Ongoing	
C. Promote the successes of Brock scholars and researchers (linked with 1A and 2D)	<p>C.1 Reflected in Faculty, Graduate Studies and ORS Strategic Plans</p> <p>C.2 Encourage publication of research results, scholarly output and creative activity in appropriate forums</p> <p>C.3 Encourage the presentation, exhibition and display of all creative outputs</p>	<p>C.1 Number of peer-reviewed publications and where appropriate journal quality and impact indicators</p> <p>C.2 Peer reviews and assessment of shows, exhibits and performances</p> <p>C.3 Peer and critical reactions to books and reports</p> <p>C.4 Applied research outcomes</p>	Ongoing	

## 4. Serve the social, cultural and economic well-being of the University, as well as the local, national and global communities

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Incremental Budget Implications
A. Develop the capacity of Brock researchers to undertake applied research for commercial application with local, national and global impact (linked with 1E and 3A)	A.1 Integrate the activities of the Business and other incubators into the strategic activities of Niagara economic development organizations A.2 Initiate Entrepreneurial Forum with membership from Brock and regional Chamber of Commerce organizations A.3 Reflected in Faculty and ORS strategic plans	A.1 Number of new enterprises, new investments and jobs created	Ongoing	SA A.1 Incubator – 400 K (annual)
B. Maximize the impact of Brock on the economic, social and cultural life of Niagara (linked with 3A and 4A)	B.1 Reflected in Student Services and Faculty strategic plans B.2 Maximize student civic engagement, including community and service learning placements B.3 Establish ongoing community research and scholarly 'cafes' and lectures throughout Niagara B.4 Enhance the cultural and artistic access in Niagara through the MIWSFPA	B.1 Attendance data, post-event evaluation and survey results	Ongoing	
C. Actively engage with regional, national and international organizations	C.1 Foster relationships through memberships and dialogue with stakeholder organizations as outlined in unit and Faculty strategic plans	C.1 Number of organizations in which Brock faculty, staff and students are in leadership roles	Ongoing	

## 5. Encourage transdisciplinary initiatives

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Incremental Budget Implications
A. Further develop Brock's pre-eminence as the site of inter, multi and transdisciplinary programs, institutes and centres (linked 3 A)	A.1 Establish at least one transdisciplinary institute or centre annually	A.1 Number of scholars involved; external funding; discipline appropriate measures of scholarly, creative and research output A.2 Recognition by national and international scholars – surveys and performance assessments	SA A.1 2012-13	SA A.1 Transdisciplinary Institute – 200K per institute (annual)
	A.2 Establish at least one new transdisciplinary conference		SA A.2 2013-14	
B. Further develop inter-institutional collaborations in inter, multi and transdisciplinary undergraduate and graduate programs (linked with 2A and 2C)	B.1 Exploit Brock's digital connectivity in linking Brock's transdisciplinary interests with national and international partners	B.1 Number of inter-institutional collaborations	Ongoing	
	B.2 Encourage new integrated programs			

## 6. Promote internationalization

A. Enhance and promote Brock Faculty engagement in internationalization activities (linked with 2A and 2C)	A.1 Reflected Faculty strategic plans A.2 Increase internationalization of the curricula across all Faculties A.3 Increase international research collaborations	A.1 Number of undergraduate and graduate courses with an international emphasis A.2 Number of international research collaborations	Ongoing	
--	--	--	---------	--

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Incremental Budget Implications
B. Solidify Brock's position as a Canadian destination for international students and expand international opportunities for domestic students (linked with 2A and 2C)	B.1 Reflected in Faculty and Student Services strategic plans B.2 Increase student mobility B.3 Increase international recruitment in diversified and specific markets B.4 Increase international experiential opportunities B.5 Increase financial support for student mobility participation B.6 Enhance opportunities for international and domestic students to interact to enrich global understanding	B.1 Increased percentage of international exchanges benchmarked to 2011-12 B.2 Increased percentage of full-time international students studying at Brock benchmarked to 2011-12 B.3 Additional articulation agreements with international universities B.4 Number of international and domestic involvement initiatives on campus B.5 Student satisfaction surveys	Ongoing  SA B.2 2012-13  SA B.4 2012-13	SA B.2 International student recruitment – 100 K (annual)  SA B.4 Student mobility scholarship support – 100 K (annual)

## 7. Practise accountability, fiscal responsibility and stewardship

A. Ensure long-term financial viability through effective management of robust budgeting, capital resources and human resources	A.1 Reflected in Financial, Student Services, Capital and Human Resources strategic plans A.2 Manage enrolment strategically to achieve optimal growth targets A.3 Maximize revenue generated through fundraising, investments and contracts A.4 Manage expenditure escalation A.5 Manage the debt capacity of the University	A.1 Progress to balanced budget within existing plan and subsequent maintenance of balanced budget	MS A.1 2012-13  Ongoing	
---	---	--	-------------------------------	--

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Incremental Budget Implications
<p>B. Grow endowments and maintain strong alumni and donor relations activities (linked with 1D, 2A and 3B)</p> <p>C. Advance Brock as a leader in equitable and transparent resource allocation</p> <p>D. Ensure compliance with public sector accountability regimes</p> <p>E. Advance best practices in governance</p>	<p>A.6 Update reports and communicate current budget strategy to Board and Senate Budget Committee</p>	<p>B.1 Meeting annual designated campaign targets</p> <p>C.1 Brock Resource Allocation Model – Gamma edition</p> <p>D.1 Ministry feedback on Multi Year Accountability Agreement report</p> <p>E.1 Committee evaluation feedback E.2 Approval of Annual Integrated Strategic Plan</p>	<p>Ongoing</p>	
	<p>B.1 Reflected in Advancement Strategic Plan B.2 Continue progress on Bold New Brock campaign, targeting new major gifts from individual and corporate partners for endowed chairs, student support and programming</p>		<p>Ongoing</p>	
	<p>C.1 Finalize the current development of a new budget model that promotes revenue growth and rewards performance</p>		<p>MS C.1 2012-13</p>	
	<p>D.1 Ensure compliance with Multi Year Accountability Agreement</p>		<p>Ongoing</p>	
	<p>E.1 Increase communication and co-ordination between the Board of Trustees and Senate by forming the Board and Senate Strategic Planning Committee E.2 Review of Senate committee mandates by Senate Governance committee</p>		<p>Ongoing</p>	

## Faculty and unit strategic plans

As was noted, Deans, Chairs, Directors, and others involved in day-to-day unit operations will utilize the governance modes appropriate in their units to revisit and revise their existing unit plans in conjunction with this overall plan. Although individual unit differences require some measure of flexibility, the following template will be used as a model of the main categories to be included in strategic plans:

1. Vision statement
2. Mission statement
3. Unit's relation to Brock's Integrated Plan, including Faculty-based academic strengths and the potential for Faculty involvement in establishing inter and multidisciplinary institutes and centres across departments, Faculties and institutions.
4. Details of strategic objectives, strategic actions, timelines and measures of success (similar to those utilized above) of how the Faculty or unit will contribute to the University's strategic priorities.
5. Indications of an operational plan to implement unit's strategic plan, including cyclical plans for implementation and evaluation utilizing a matrix or set of measures and criteria for evaluation.

Cover:

**Kristina Wamboldt**

Mathematics.

Math tutor, dancer, dramatic artist.

Goals: Embrace math's logic.

Stretch creative muscles.

**Brock University**  
Niagara Region  
500 Glenridge Ave.,  
St. Catharines, ON  
L2S 3A1 Canada

[brocku.ca](http://brocku.ca)