STUDENT SERVICES
SUPPORTING THE STRATEGIC PLAN
January 2012 - 2014

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

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Budget Implications
A. Continue to enhance the reputation of Brock University.	A1. Implement recommendations from market research that will enhance academic program and institutional reputation. A2. Implement a year round Parents' Program for parents of prospective and current students.	A1. Improved results in preferred institution, program reputation and institutional reputation in market research. A2. Evaluation comments from parents participating in SMART Start.	A1. Market research results available in December, 2013. A2. July 2012-July 2014	A. Market research costs – marketing and recruitment.
B1. Improve effectiveness and efficiency of our services, processes and policies with special attention to the Library, Information Technology Services, Student Services and Human Resources.	B1. Specific focus groups (led by cross-departmental Student Experience Task Force) – students to provide feedback with special attention to high impact areas including student health services, residences, off-campus housing, and financial aid. B2. CUSC student satisfaction survey with graduating students in Feb. 2012, first year students in Feb. 2013. B3. Develop and implement mental health framework. B4. Ensure compliance with Accessibility Standards.	B1&2. Benchmark qualitative and quantitative data in comparison to peer institutions. B3. Staff, faculty and student engagement in mental health training. B4. Annual accessibility compliance report.	B1. Focus groups to be held in Oct. 2013. B2. CUSC survey analysis to be completed by Oct. 2013 B3. 2012-14 B4. Ongoing	B1. Neutral B2. CUSC survey administration. B3. Mental health training costs. B4. tbd

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

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Budget Implications
A. Attracting high-quality undergraduate and graduate students.	A1. Set intake targets to ensure higher admission averages in all faculties and increase admit averages. A2. Increase application and conversion activity with international, aboriginal and new immigrant students.	A1. Higher undergraduate admission averages and increased number of 90%+ students based on 2012 admissions report. A2. Increase in confirmations compared to 2011.	A. September 2012–September 2014	A1. Limited increase in enrolment intake for 2012-13 compared to previous years.
B. Ensure that our curriculum and pedagogy are relevant and innovative thereby graduating alumni who are knowledgeable and engaged.	B1. Incorporate Medplus, Mentorship Plus and Academic Zone into academic programs. B2. Increase service-learning, experiential learning and international opportunities.	B1. Increase academic credits with relevant co-curricular content based on 2010-11 co-curricular inventory. B2. Compared to inventory from 2010-11.	B1. 2012-14 B2. 2012-14	B1&2. Associated costs with CTLET, Mentorship, and International programs.

3. Foster excellence in research, scholarship and creativity.

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Budget Implications
A. Foster a culture of leadership and excellence in research, scholarship and creativity.	A1. Strengthen the connection between research, scholarly activity and career opportunities for students utilizing the Career Services Experience Works program.	A1. Higher participation in and profile for undergraduate students in research positions captured in Experience Works database and in comparison to 2011-12.	A. 2012-14	A. Restructuring of experience works academic research funding.

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	Budget Implications
A. Partner with the community to create initiatives that effect the real change, innovation and prosperity that benefit Niagara.	A1. Mobilize the network of student leaders within the Student Leadership & Innovation Commons to generate and launch new student-driven initiatives for social change within the Niagara community.	A1. Number of participants, hours, opportunities and volunteers through reports generated in an enhanced Student Life database.	A1. 2012-14	A1. Database administration.
	A2. Work with campus and community partners to facilitate increased student participation in community engagement opportunities. Explore ways to partner with Niagara College in support of such efforts.	A2. Increased participation of residence students and off-campus students compared to 2011.	A2. 2012-14	A2. Neutral

5. Encourage trans-disciplinary initiatives.

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Budget Implications
A1. Select and support new trans-discipline institutes to work with Directors to maximize their success.	Not applicable			

6. Promote internationalization.

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Budget Implications
A. Promote Brock as a welcoming, receptive destination for international students and scholars.	A1. Increased use of social media for international student outreach and pre-departure support. A2. Introduce a yearlong welcome and community integration campaign for ESL students, international students and visiting scholars.	A1. Increased contacts with prospective students via social media sites, tracked by website analytics. A2. Feedback from ESL, international students and visiting scholars.	A1. Sept 2012 – April 2014 A2. April 2014	A1&2. Neutral
B. Focus and build on trans-disciplinary international partnerships.	B1. An integrated strategic approach to international partnerships utilizing trans-disciplinary institutes/centres and target geographic regions.	B1. Increased research collaborations in key areas including Brazil, India, U.S. and Germany.	B1. 2012-14	Neutral

7. Practice accountability, fiscal responsibility and Stewardship.

Strategic Objectives	Strategic Actions	Measures of Success	Timeline	Budget Implications
A. To streamline and be efficient in the payment processes to and from the university for donors, community clients, vendors and faculty, staff and students.	A1. Implement a one-stop student service for transactions. A2. Pilot a Communications Centre for Finance and Financial Aid.	A2. Improved response time to inquiries.	2014 2013	tbd
B. To implement a new financial system that will improve the efficient and effective recording, on-line access, reporting and compliance of the University's financial transactions.	tbd			