

# Board of Governors

**Agenda, Minutes and Supporting Documents**

**April 30, 2013**

**4 pm**

**Room 203 Toldo Health Education Centre**

**Please review all documents prior to the Board of Governors meeting.**

**Hardcopies will also be distributed by mail.**

**All documents for this meeting are contained in the one PDF file for easy reading/printing.**

**If you are unable to attend, please notify Carol Perkes at [carol7@uwindsor.ca](mailto:carol7@uwindsor.ca)**

**NOTICE OF MEETING**  
There will be a meeting of the  
**Board of Governors**  
**Tuesday, April 30, 2013**  
**4:00 pm**  
in Room 203, Toldo Health Education Centre

BG130430A
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**AGENDA**

ITEM	DESCRIPTION	DOCUMENT #	ACTION
1	Approval of the Agenda		
2	Minutes of the meeting of February 26, 2013 (p4)	BG130226M	Approval
3	Business arising from the minutes		
4	Outstanding Business/New Business		
4.1	Reports:		
4.1.1	Remarks from the Chair		Jones-Information
4.1.2	President's Report		Wildeman-Information
4.2	Audit Committee		
*4.2.1	Annual Internal Audit Plan for 2013-2014 (p9)	BG130430-4.2.	Farmer-Information
4.2.2	Transition to New Accounting Standards		Farmer-Information
4.2.3	Enterprise Risk Management Framework (p10)	BG130430-4.2.3	Farmer-Approval
4.3	Executive Committee		
*4.3.1	OHREA Accessibility Policy (p19)	BG130430-4.3.1	Jones-Information
4.4	Governance Committee		
4.4.1	Bylaw 1: Board Committee Term Lengths and General Bylaw Amendments (p32)	BG130430-4.4.1	Olivero-Approval
4.5	Investment Committee		
4.6	Pension Committee		
4.7	Resource Allocation Committee		
4.7.1	2013-2014 Proposed Tuition and Ancillary Fees (p33)	BG130430-4.7.1	Allen-Approval
4.7.2	2013-2014 Proposed Meal Plan Fees (p41)	BG130430-4.7.2	Allen-Approval
4.7.3	2013-2014 Proposed Residence Fees (p47)	BG130430-4.7.3	Allen-Approval
4.7.4	CAW Student Centre/Bookstore Renovations (p55)	BG130430-4.7.4	Allen-Approval

<b>4.7.5</b>	<b>Deferred Maintenance Strategy (p58)</b>	BG130430-4.7.5	<b>Allen-Approval</b>
<b>4.7.6</b>	<b>Windsor Star Building Renovation (p60)</b>	BG130430-4.7.6	<b>Allen-Approval</b>

**5 In Camera**

**6 Adjournment**

[Bylaw 1, Section 2.6 – Consent Agenda: Items that normally do not require debate or discussion either because they are routine, standard, or noncontroversial, shall be “starred” (identified by an asterisk (\*)) on the agenda. “Starred” items will not be discussed during a meeting unless a member specifically requests that a “starred” agenda item be ‘unstarred’, and therefore open for discussion/debate. A request to “unstar” an agenda item can be made at any time before (by forwarding the request to the Secretary) or during the meeting. By the end of the meeting, agenda items which remain “starred” (\*) will be deemed approved or received by the Board, as the case may be. No individual motion shall be required for the adoption of “starred” agenda items.]

**Date:** Tuesday, February 26, 2013

**Time:** 4:00 pm – 6:30 pm

**Room:** 203 Toldo Health Education Centre

**Members:** Mr. Greg Aarssen (phone), Ms. Penny Allen, Dr. Beth Daly, Dr. Gordon Drake, Ms. Marilyn Farough, Mr. Norbert Hartmann, Ms. Jennifer Jones (Chair), Mr. Werner Keller, Dr. Ed King, Dr. Marlys Koschinsky, Dr. Dietmar Lage, Ms. Sheila MacKinnon, Rev. Paul McGill, Mr. Dave Montgomery, Mr. Vic Neufeld, Ms. Kim Orr, Mr. Fred Quenneville, Mr. Osman Raza, Ms. Pat Soulliere, Dr. Marijke Taks, Dr. Fouad Tayfour, Mr. Kannappan Thiagarajan, Dr. Alan Wildeman, Mr. William Willis, Mr. Bill Wright.

**Regrets:** Mr. Vince Bassman, Dr. Stanley Cunningham, Mr. Peter Farmer, Mr. Dean Jacobs, Mr. Tony Mancina, Ms. Rachel Olivero.

**Administration and Guest Speakers:** Ms. Sandra Aversa, Ms. Jane Boyd, Mr. Dave Butcher, Mr. Mark Charlton, Ms. Anna Maria Kirby, Ms. Rita LaCivita, Ms. Susan Mark, Dr. Michael Siu, Ms. Holly Ward, Ms. Rose Zanutto, Ms. Renée Wintermute (University Secretary), Ms. Carol Perkes (Board Governance Officer).

## 1 Approval of the Agenda

**MOTION:** That the Agenda be approved.

Keller/Raza  
**CARRIED**

## 2 Minutes of the meeting of November 20, 2012 (see document BG121120M for further information)

**MOTION:** That the minutes of the meeting of November 20, 2012 be approved.

Quenneville/Keller  
**CARRIED**

## 3 Business arising from the minutes

There was no business arising from the minutes.

## 4 Outstanding Business/New Business

### 4.1 Reports

#### 4.1.1 Remarks from the Chair

NOTED:

- Mr. Norbert Hartmann and Mr. William Willis, both new Board members, were welcomed to their first meetings.
- Chair participated in a Council of Chair of Ontario University (CCOU) teleconference which provided the opportunity to compare notes on best practices.
- This University is undergoing an exciting campus transformation with the development of the Downtown Campus and completion of the Ed Lumley Centre for Engineering Innovation. These new developments and directions will require a lot of work and involvement on the part of the Board.

#### 4.1.2 President's Report

(see document BG130226-4.1.2 for further information)

NOTED:

- Dr. Michael Siu, the new Vice-President, Research was introduced to the Board.
- Dr. Wildeman presented, "The Future is Never What it Used to be – Where we've been and where we're headed". The presentation will be distributed to Board members.
- Over the last 18 years, overall undergraduate enrolment has trended down mostly due to declining part-time enrolment. Graduate enrolment increased from 883 in 1994 to 2004 in

2012. Most of this increase was as a result of increases in international graduate enrolment and professional masters programs.

- The net increase in enrolment (full-time and part-time undergraduate and graduate) over the last 18 years is approximately 600 or a 3.2% increase in total student number. During this period, the number of full-time faculty increased by 6% and full-time staff increased by 11%.
- The University of Windsor's enrolment has lagged behind other Ontario universities and therefore it has not been able to fully participate in government-funded growth.
- Recent recruitment initiatives have been successful. For the first time since the double cohort, enrolment numbers have touched the funding corridor in the Winter semester.
- The number Faculty of Engineering applicants has nearly doubled and this is attributed to the new state of the art building.
- The average entrance grade has increased from 75% in 2002 to 80% in 2011, which has allowed Windsor to attract top quality students.
- Gains are being made in retention of students.
- \$37m has been realigned since 2008. Activity Based Budgeting has created budgeting incentives and the Strategic Priority Fund is helping to provide focus and support innovative initiatives that link to the strategic plan. After 5 years of realignments, there is a need to invest in faculty to maintain the academic quality of our programs. 10 new academic positions allocated based on SPF criteria will be awarded.
- Providing an exceptional student experience should raise the University's reputation rating.
- The University has received more than \$5.5m in earned media over the last 12 months. The University has been receiving positive media.
- The enrolment marketing strategy targets Windsor, Chatham, Leamington, Kitchener, Waterloo, Guelph with a heavy focus on London.
- Attendance for Fall Open House was at its highest ever at 2000.
- The number of high school students who ranked UWindsor as their top choice rose by 14.8% over 2012.
- The University will be celebrating 50 years September 2013 – April 2014. Celebration plans were communicated to the Board. The 50<sup>th</sup> Anniversary weekend will be September 19 – 22.
- Results of an Enterprise Risk Management assessment by Deloitte LLP noted the top 10 identified risks for the University.
- Downtown capital projects (Windsor Star, Armouries, Bus Depot) are expected to go forward to the Resource Allocation Committee and Board meetings in April. The Innovation Centre/Parking deck is expected to be complete in September 2013. The Bookstore relocation and Odette School of Business renovations are all on budget. The Welcome Centre will be a design/build project with a completion date of Summer 2014.
- The official opening of CEI will be May 30/13.
- Phase I and Phase II projects were outlined and the funding plan for Phase 1 (\$230m) was provided.
- Individuals are being challenged to re-imagine the campus, its connections and its spaces.
- University Advancement's reorganization was explained to the Board.
- The University will embark on a new fundraising campaign in Spring 2014.
- In response to a question, the gap in student retention from the provincial average was thought to be due to the economic vulnerability of the region and because of previously lower admission averages. The University is trying to improve the retention rate by enhancing student engagement. Admission averages have been increasing and should help improve retention as well.

#### **4.2 Audit Committee**

Nothing to report.

#### **4.3 Executive Committee**

##### **4.3.1 Annual Accessibility Report 2012-2012 and Multi-Year Accessibility Plan 2012-2017**

(see [www.uwindsor.ca/ohrea](http://www.uwindsor.ca/ohrea) and BG130226-4.3.1 for further information)

NOTED:

- Ms. Kaye Johnson, Director, Office of Human Rights, Equity and Accessibility delivered a presentation on the Annual Accessibility Report 2011-2012 and Multi-Year Accessibility Plan 2012-2017.

- Since the enactment of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), there have been five Regulations developed to address: (1) Customer Service; (2) Transportation; (3) Information and Communications; (4) Employment; and (5) the Built Environment. Through the development phase of these five Regulations, the Integrated Accessibility Standard was developed, which incorporates the Employment, Information & Communication and Transportation Standards.
- Several slides depicting accessibility improvements were shown.
- The Accessibility Policy has been posted on the OHREA website.
- Accessibility is a major issue facing public institutions highlighting the need to address and refurbish spaces and remove barriers. The University of Windsor is ahead in many areas of increasing accessibility. The University strives not only to meet the requirements of the Act but aims to provide accessible environments because it is the right thing to do.

#### 4.4 Governance Committee

##### 4.4.1 Board and Committee Evaluation Surveys

(see document BG130226-4.4.1 for further information)

NOTED:

- Draft Board and Committee Evaluation Surveys were distributed with the Board package. The changes that were recommended at the Board Retreat were incorporated.

**MOTION: That the Board approve the Board and Board Committee Evaluation Surveys.**

Wright/Keller  
**CARRIED**

##### 4.4.2 Bylaw Revisions

(see BG130226-4.4.2 for further information)

NOTED:

- In keeping with Robert's Rules of Order and to ensure due diligence, the Board should be given sufficient notice of any item to allow it to carefully review and consider it, although there may be exceptions.

**MOTION 1: That the Board Bylaw be revised as follows:**

##### 2.5 Submission of Agenda Items

All reports, proposals and matters for inclusion on the Board agenda shall come to the Board through a Committee or the President, as appropriate. Notices of motion, Committee reports and all other materials for consideration by the Board must be submitted to the University Secretariat in accordance with the timelines set out by that Office. No other matter, other than that of privilege, shall be dealt with at any regular Board meeting, unless the introduction of such matter is approved by a majority of all Board Members present at such meeting, **normally for consideration at the next Board meeting**, or approved by the Chair in accordance with 2.5.1.

2.5.1 Agendas for Board meetings shall be set by the Chair, the President, and the Secretary.

Wright/Raza

**FRIENDLY AMENDMENT TO THE MOTION:** That the last sentence of paragraph 2.5 be revised as follows, "No other matter, other than that of privilege, shall be dealt with at any regular Board meeting, unless the introduction of such matter is approved by a majority of all Board Members present at such meeting, ~~normally for consideration at the next Board meeting~~, or approved by the Chair in accordance with 2.5.1. ***Whenever possible, new matters should be considered at the next Board meeting.***"

**CARRIED, as amended**

NOTED:

- At the Board Retreat, it was recommended that an individual board member assessment tool not be used therefore necessitating the following change to the Bylaw.

**MOTION 2: That the Board Bylaw be revised as follows:**

2.3.2.8 establishing and implementing a program to evaluate the performance of the Board, Board Standing Committees, ~~and individual Board/Board Committee Members~~, and making recommendations to the Board as appropriate.

Wright/Keller  
**CARRIED**

#### **4.5 Investment Committee**

##### **4.5.1 Revisions to Statement of Investment Policies and Procedures – Pension Fund**

*(see document BG130226-4.5.1 for further information)*

**MOTION: That the Pension fund portfolio that is invested with Phillips, Hager and North (PHN) be invested in PHN's pooled funds; that the requirement of a 2.5% investment in cash be eliminated from the Pension fund for both PHN and Foyston, Gordon and Payne (FGP); that the Statement of Investment Policies and Procedures for the Pension Fund (SIPP) be revised accordingly; and that PHN's Statement of Investment Policies and Procedures for its pooled funds be appended to the University's SIPP.**

Quenneville/MacKinnon

NOTED:

- In response to a question, holding 2.5% investment in cash is unnecessary since the University has other sources of cash that it can access, when needed. With low interest rates, this requirement hinders the University ability to realize greater returns.

**CARRIED**

#### **4.6 Pension Committee**

Nothing to report.

#### **4.7 Resource Allocation Committee**

##### **4.7.1 2012-2013 Operating Budget 9-Month Review**

*(see BG130226-4.7.1 for further information)*

**MOTION: That the Board approve the report on the 2012-2013 Operating Budget 9-Month Review.**

Allen/Tayfour

NOTED:

- The 9-Month Operating Budget is provided to the Board for approval since it represents adjustments to the previously approved budget. It was agreed that the Committee would review whether future budget reviews should come forward to the Board for information or approval.
- Scholarship spending depends on the number of students who meet the eligibility criteria. The University may need to review criteria and increase scholarship amounts to assist in recruitment efforts.
- The amount for Benefits includes Pensions.
- The other category includes, among others, legal fees, management fees, accounting valuation fees, and investment management fees.

**CARRIED**

**4.7.2 Graduate Student Society Renovations**  
(see BG130226-4.7.2 for further information)

**MOTION: That the University proceed to tender and award the construction contract for the Graduate Student Society Renovation to the lowest qualified bidder provided the tender is within budget.**

Allen/Thiagarajan

**NOTED:**

- The GSS was previously relocated to 484 Sunset to allow for the construction of the new Medical Education Building. That location was temporary and the house that it is currently located will be demolished as part of the plans for the closure of Sunset Avenue.
- The new location for the GSS will be space that previously housed the Student Awards and Financial Aid Office. The installation of a full restaurant kitchen and the inclusion of washroom facilities in this space increased the project's cost.
- The University and GSS have agreed that the new space will include: 1) general office space for GSS (including a boardroom with full audio-visual capabilities); 2) community space for graduate students, faculty, staff and visitors; 3) a café/pub style food outlet; and 4) an outdoor patio
- The new GSS space will be operational by Fall 2013.
- The space will be 2,500 square feet. The construction cost is \$230/sq.ft with an all in cost of \$348/sq ft.

Opposed: 2  
**CARRIED**

**5 In Camera**

**6 Adjournment**

**MOTION: That the meeting be adjourned.**

Keller/Soulliere  
**CARRIED**

**University of Windsor  
Board of Governors**

\*4.2.1: **Annual Internal Audit Plan for 2013-2014**

Item for: **Information**

Forwarded by: **Audit Committee**

- The purpose of the Annual Internal Audit Plan is to establish priorities for the allocation of Internal Audit resources. The plan is based on a risk assessment framework, including discussions with senior management on risk areas in the institution. The plan details how the hours of Internal Audit will be allocated between audits, special projects, and other activities. The specific audit areas were selected by the Internal Audit Manager in consultation with members of senior management. In addition, the plan was reviewed by the University's external auditing firm, KPMG. Any significant changes to the plan will be brought to the attention of the Audit Committee.
- To ensure that Internal Audit functions, as much as possible, as an independent office, Internal Audit reports directly to the Audit Committee, then to the President. For administrative matters only, Internal Audit reports to the Vice-President, Administration and Finance.
- The Audit Committee has reviewed and approved the annual internal audit plan for 2013-2014.

University of Windsor  
Board of Governors

4.2.3            **Enterprise Risk Management Framework**

Item for:        **Approval**

Forwarded by: **Audit Committee**

**MOTION:**        **That the Board of Governors approve of the Enterprise Risk Management Framework.**

**Rationale:**

The proposed Enterprise Risk Management Framework was presented to the Audit Committee in detail.  
*See attached.*

University of Windsor  
Enterprise risk  
management assessment  
final report - summary



# University of Windsor ERM initiative objectives

The University of Windsor has embarked on an Enterprise Risk Management initiative in order to have an independent assessment of its risk environment. The risk assessment process has enabled the University to:

- Create an **organization wide risk profile** designed to identify and assess key risks impacting the achievement of strategic objectives.
- **Develop risk mitigation strategies** to address higher exposure risks.
- **Assess current risk management processes, practices and structure** to support continuous improvement.
- Build **risk awareness** within the Senior Team.
- **Integrate and introduce risk** into the planning and decision making process.

## Putting enterprise risk management in context

### Enterprise risk management

- Considers risk in the broadest sense, not limited to financial risk;
- Not just threats; there is upside as well as downside (risk/opportunity);
- Uncertainty and exposure are important concepts to understand;
- Important to consider inter-relationship of risks; and
- Time frame is an important factor when evaluating risk.

**Simply put, risk is defined as anything that can get in the way of meeting goals and objectives.**

### Windsor risk assessment defined

Windsor Risk Assessment – “An assessment of the level of exposure to uncertainties that the University of Windsor must understand and effectively manage as it executes its strategies to achieve its goals and objectives and create value”.

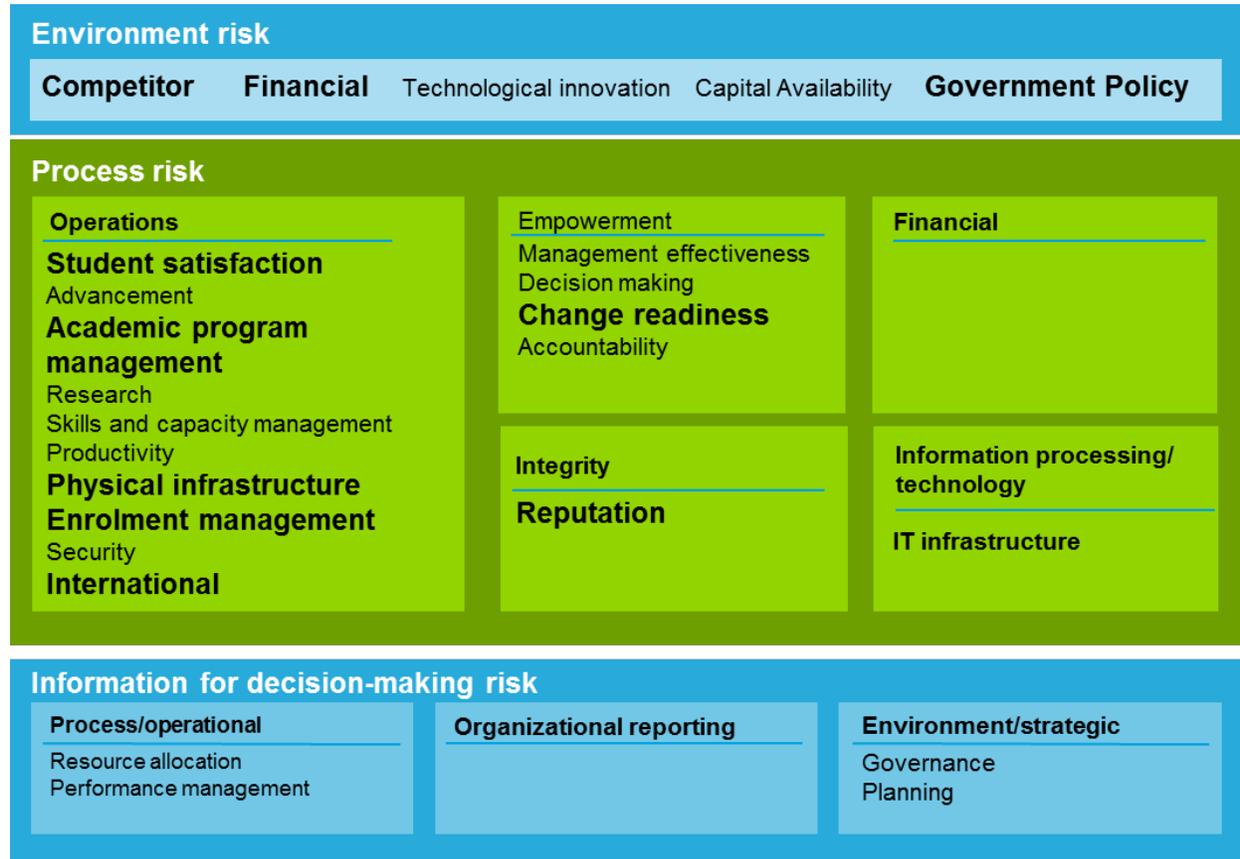
What does this definition mean?

- Risk is not about a single point estimate;
- Time frame is an important factor when evaluating risk (over next 3 years);
- Not just threats; there is an upside as well as a downside; and
- Exposure and uncertainty are important factors.

**Managing risk is nothing more than managing your organization.**

## University of Windsor risk framework

The risk framework aligns with the University's strategic priorities (Bookends and Strategic Plan) document.



Please note: the large, bold risks are the top 10 risks identified during the Enterprise Risk Assessment.

## University of Windsor's strategic priorities

The University's strategic priorities and plan have been developed with Risk Management as an activity within the 'Making it Work' Bookend, demonstrating the importance of this ongoing initiative to the organization.



# Risk assessment workshop results and risk maps

## Key risk assessment criteria

Each of the risks for the University were assessed using the following criteria:

### Significance

The impact that the risk would have on Windsor's ability to execute its strategies and achieve its objectives, assuming that the risk has occurred.

### Inherent likelihood

The probability that the risk event will occur, assuming that no specific risk mitigation activities are in place to manage the risk (time period: 3 years).

### Risk mitigation effectiveness

The effectiveness of the processes, procedures and activities that are in place to prevent, monitor and/or mitigate the risk.

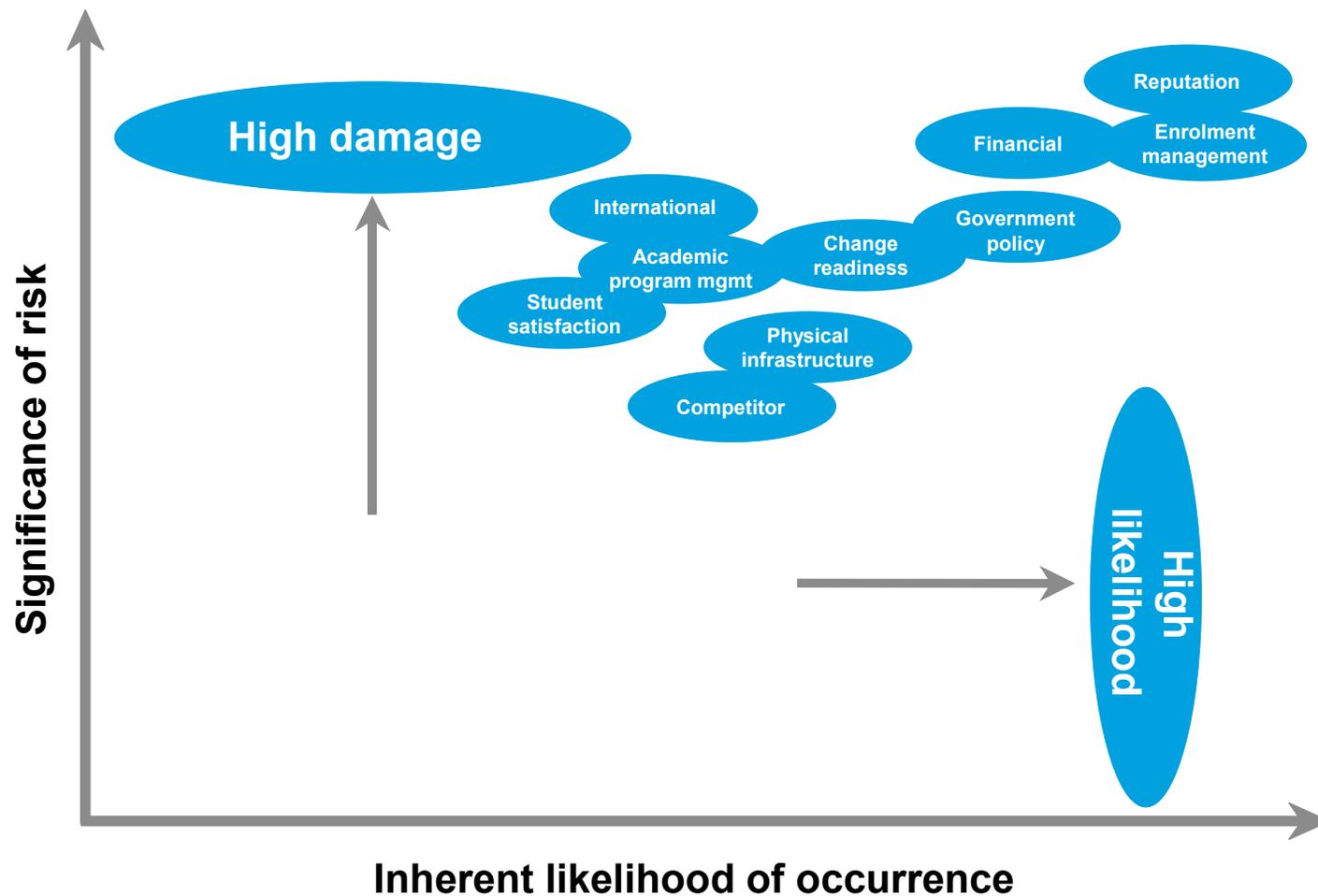
## Risk maps

From the voting results a series of risk maps have been developed to show the University's risk profiles. The risk maps include:

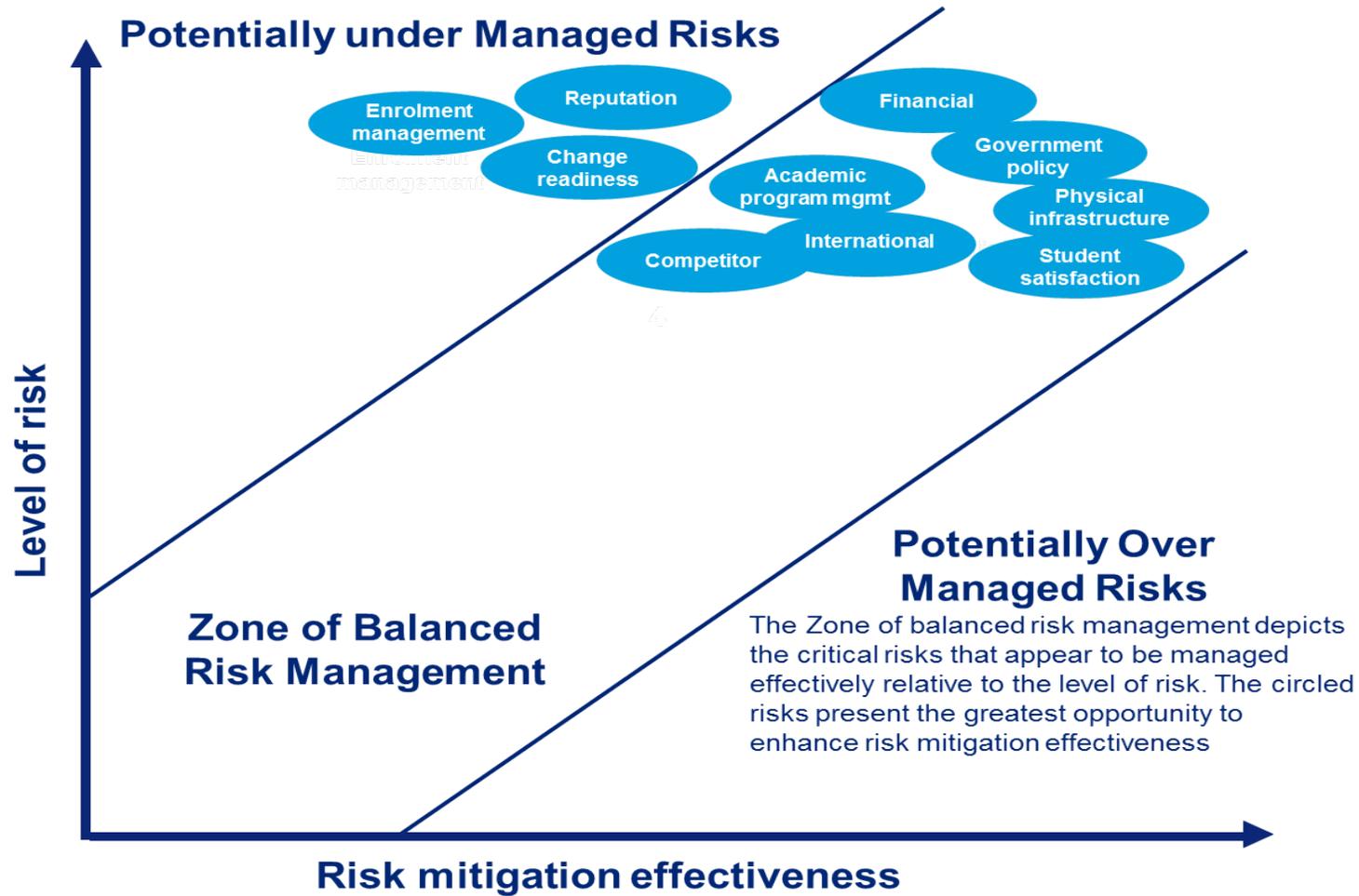
- Risk prioritization map
  - Relative ranking for each risk based on their significance and inherent likelihood
- Risk mitigation effectiveness – Risk mitigation map
  - Depicts the critical risks that appear to be managed effectively and ineffectively relative to the level of risk
- Residual risk map
  - Relative ranking for each risk based on their residual risk exposure for the University

## Risk prioritization map

The risk prioritization map shows the relative ranking for each risk based on their significance and inherent likelihood as assessed by management during the risk assessment workshop.



Risk mitigation effectiveness – Risk mitigation map



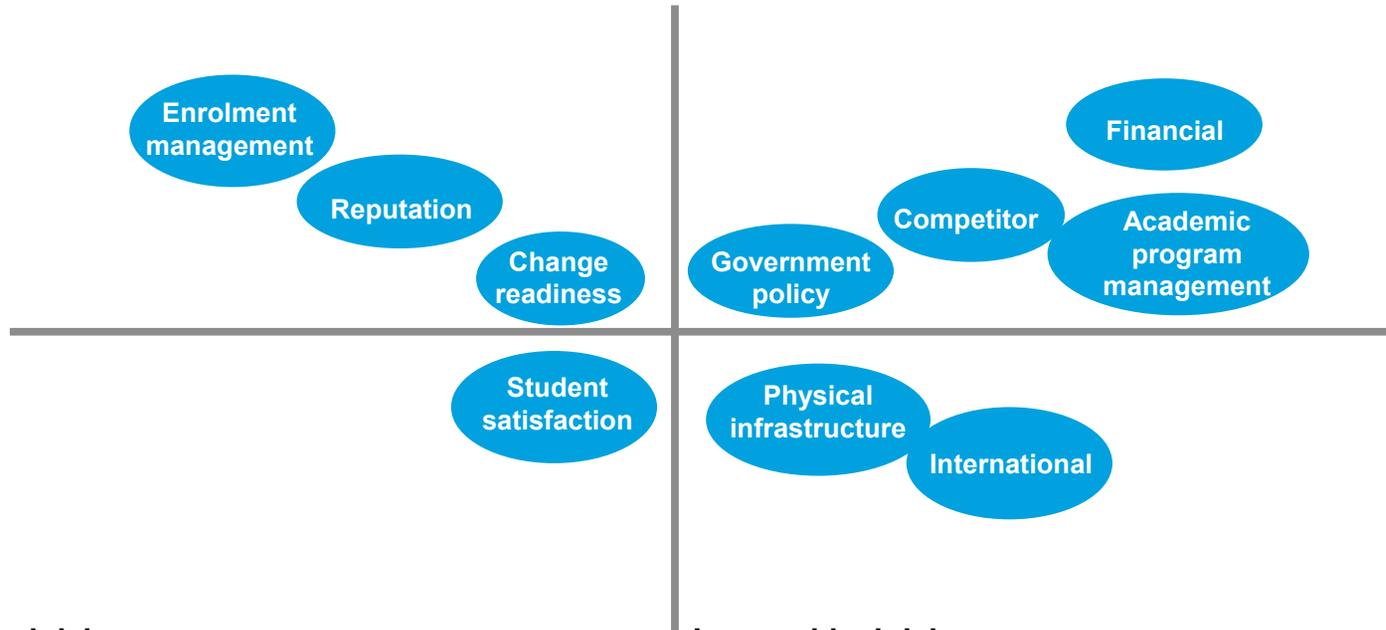
## Residual risk map

### High residual risks

Represents the highest residual risk exposure as the assessed level of risk mitigation effectiveness is insufficient for the level of risk. Management should consider improving risk mitigation plans for these risks.

### Moderate residual risks

Represents additional residual risk exposure that could be investigated further as the assessed risk mitigation effectiveness is not commensurate with the level of risk. Risk mitigation plans should be documented and reviewed for appropriateness.



### Well-managed risks

Represent areas where assessed risk mitigation effectiveness is in excess of the level of risk. Where appropriate, management could consider re-allocating resources to managing risks with higher assessed levels.

### Low residual risks

Areas where risk mitigation effectiveness is commensurate with the level of risk. As risk levels can change over time, the risk mitigation plans should be flexible and updated on a regular basis.

**University of Windsor  
Board of Governors**

**\*4.3.1: Ontario Human Rights, Equity and Accessibility (OHREA) Policy**

Item for: **Information**

Forwarded by: **Executive Committee**

**Rationale:**

See attached.

# Accessibility Policy

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<b>Policy Title:</b>	Accessibility Policy
<b>Policy Number:</b>	OHREA-13-003
<b>Established:</b>	January 2013, Office of Human Rights, Equity and Accessibility
<b>Approved by:</b>	Presidential Accessibility Steering Committee (PASC)
<b>Last Approval Date:</b>	N/A
<b>Revision Date:</b>	N/A
<b>Position Responsible for Maintaining and Administering the Policy:</b>	Director, Office of Human Rights, Equity and Accessibility
<b>Contact:</b>	Kaye Johnson, (519) 253-3000; ext: 2056

## **Accessibility Policy**

### **1. Policy Statement**

The University of Windsor is committed to providing students and employees with disabilities an inclusive environment to study, work and play. The vision of accessibility at the University of Windsor is for members of the Campus community to work together to identify and remove barriers for persons with disabilities and attain the goal of a fully-inclusive University.

The policy is drafted in compliance with the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11 (AODA) and the Integrated Accessibility Standards Regulation 191/11(Regulation) which forms part of the AODA. The University of Windsor is committed to meeting the requirements of the legislation and where possible surpassing the requirements of the legislation.

This policy reflects the University of Windsor's ("the University") continuing commitment to ensuring that students and employees with disabilities have equal opportunity to succeed in academic and employment pursuits. The purpose of this policy is to provide an overarching framework that documents the University's accessible policies, programs, guidelines, procedures and services.

### **2. Scope**

This Policy applies to all University students, employees, volunteers and to any individual or organization that provides goods, services or facilities on behalf of the University, in accordance with the legislation.

### **3. Exceptions to the Policy: None**

#### 4. Cross-References

- a) [Accessibility for Ontarians with Disabilities Act, 2005 \(AODA\)](#)
- b) [Integrated Accessibility Standards, Ontario Regulation 191/11](#)
- c) [Accessibility Standard for Customer Service, Ontario Regulation 429/07](#)
- d) [Blind Persons' Rights Act, R.S.O. 1990, Chapter B.7](#)
- e) [Ontarians with Disabilities Act, 2001 \(ODA\)](#)
- f) [Ontario Human Rights Code](#)
- g) [Worldwide Web Consortium Accessibility Guidelines](#)
- h) [University of Windsor – Accessible Customer Service Policy](#)
- i) [University of Windsor – Employment and Educational Equity Policy](#)
- j) [University of Windsor - Emergency Evacuation of Buildings and Assistance to Persons with Disabilities](#)
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- l) [University of Windsor – Purchasing Policy](#)
- m) [University of Windsor Senate By-Law 31 – Student Affairs](#)
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- o) [University of Windsor Senate Policy F1 – Faculty Duties & Responsibilities](#)
- p) [University of Windsor Senate Policy S2 – Special Needs Policy](#)
- q) [University of Windsor Policy – Presence of Service Animals on Campus](#)
- r) [University of Windsor Senate By-Law 51: Academic Evaluation Procedures](#)

#### 5. Definitions

**Accessible Formats** may include, but are not limited to, large print, recorded audio and electronic formats, Braille and other formats usable by persons with disabilities.

**Accessibility Plan** describes the annual plan that addresses the identification, removal and prevention of barriers to persons with disabilities in the University's policies, programs, practices, guidelines and services.

**Accommodation** describes a process or a series of adjustments that are customized to the needs of an individual with a disability.

**Braille** is a tactile system of raised dots representing letters or a combination of letters. It is used by people who are blind or deafblind and is produced using Braille transcription software.

**Communication Supports** may include, but are not limited to: captioning, alternative and augmentative communication supports, plain language, sign language and other supports that facilitate effective communications.

**Disability** is defined, per Section 2 of the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11 and the Human Rights Code, R.S.O. 1990, c. H.19, as follows:

- a. “Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of

- physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device,
- b. A condition of mental impairment or a developmental disability,
  - c. A learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,
  - d. A mental disorder, or
  - e. An injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.”

**Disability as Universal** is an expansive category used in inclusive design and barrier removal that addresses needs of people of all ages and abilities at all stages of life.

**Equal Opportunity** means having the same chances, options, benefits and results as others from the way services are provided: there should not be significantly more effort required to access or to obtain a service nor should there be an expectation that lesser quality or more inconvenience be tolerated.

**Equal Treatment** incorporates the principles of dignity, independence, equal opportunity, integration and inclusion.

**Independence** means respecting an individual’s autonomy in exercising choice, subject to cost and safety considerations as defined by the regulatory standard of undue hardship.

**Integration** means inclusiveness and full participation. This is a fundamental human right. This principle anchors the University’s mission statement and all of its academic and administrative policies, procedures and practices.

**Kiosk** means an interactive electronic terminal, including a point-of-sale device, intended for public use that allows users to access one or more services or products or both.

**Service Animals** are defined, per Section 4(9) of the Accessibility Standards for Customer Service, O. Reg. 429/07, as follows:

“An animal is a service animal for a person with a disability:

- a. If it is readily apparent that the animal is used by the person for reasons relating to his or her disability; or
- b. If the person provides a letter from a physician or nurse confirming that the person requires the animal for reasons relating to the disability.”

**Support Person** is defined, per Section 4(8) of the Accessibility Standards for Customer Service, O. Reg. 429/07, as follows:

“A support person means, in relation to a person with a disability, another person who accompanies him or her in order to help with communication, mobility, personal care or medical needs or with access to goods or services.”

**Tactile Signage** means signage understood through sense of touch. Characters and pictograms are raised to 0.8 to 1.5 mm above the surface and have Grade 1 Braille located directly below the associated pictograph or large text.

**Transcriptions** are the conversion of speech into written or electronic text document.

**Unconvertible** means information or communications are unconvertible if it is not technically feasible to convert the information or communications, or the technology to convert the information or communications is not readily available.

**Undue Hardship** - the *AODA*<sup>1</sup> states that the undue hardship standard as defined in the *Code* is the standard required by the *Regulation*. The *AODA*<sup>2</sup> also states that reasonable efforts must be used to ensure policies, procedures and practices are consistent with the principles of dignity, independence, equal opportunity and integration.

“Reasonable efforts” for a university funded by government grants and fee paying students incorporates considerations of the more exacting standard of undue hardship as defined by the *Code*<sup>3</sup> and includes quantifiable costs based on available and foreseeable funding as well as health and safety considerations.

## 6. Procedures

### Statement of Commitment

In fulfilling our academic mission, the University is committed to the full inclusion and participation of people with disabilities in all aspects of university life.

In accordance with the University’s Employment and Educational Equity Policy, Human Rights Policy and Special Needs Policy, the University continues to foster an environment that encourages a diversity of perspectives. This diversity of perspectives, including opinions and experiences of persons with disabilities, is vital to ensuring a strong academic community.

The policy is drafted in accordance with the Integrated Accessibility Standards (Ontario Regulation 191/11) and addresses the following:

- a) Accessibility Plans and Policies
- b) Accessibility and Procuring or Acquiring Goods, Services or Facilities
- c) Training Employees and Volunteers
- d) Self Service Kiosks
- e) Accessible Information and Communication
- f) Accessible Employment
- g) Accessible Transportation

<sup>1</sup> Accessibility for Ontarians with Disabilities Act, 2005, Section 38, Service Ontario e-Laws, 2012 01 August, <[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_05a11\\_e.htm#BK50](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm#BK50)>

<sup>2</sup> Accessibility for Ontarians with Disabilities Act, 2005, Section 3(2)(1)

<sup>3</sup> Ontario Human Rights Code, R.S.O. 1990, Chapter H.19, Section 24(2), Service Ontario e-Laws 2012, 01 August, <[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90h19\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h19_e.htm)>

As stated previously in this policy, the University of Windsor is committed to meeting the requirements of the legislation (AODA) and where possible surpassing the requirements of the legislation. To this end, this policy also includes responsibilities outside of the scope of the Integrated Accessibility Standards. Fulfilling the obligations of these responsibilities is necessary for achieving the goal of a fully inclusive University. These responsibilities include:

- h) Accessible Built Environment
- i) Accessible Customer Services
- j) Accessible Training, Education and Awareness

#### **a) Accessibility Plans and Policies**

The University will develop, maintain and document a multi-year Accessibility Plan outlining our strategy to prevent and remove barriers and to meet the requirements under the Regulation. The Accessibility Plan will be reviewed and updated annually, in consultation with the University's Accessibility Committees. Once approved, the Plan will be posted on the University's website. Upon request, a copy of the Accessibility Plan will be provided in accessible formats.

Progress on the Plan will be included in the University's Annual Accessibility Report. The status report will be posted on the University's website. Status reports will also be made available in accessible formats, upon request.

#### **b) Procuring or Acquiring Goods, Services or Facilities**

The University will ensure that accessibility criteria and features are incorporated when it procures or acquires goods, services or facilities, except where it is not practicable to do so. Where it is impracticable to incorporate accessibility criteria and features, the University shall provide an explanation upon request. Details of employees' responsibilities for purchasing accessible goods, services and facilities can be found in the University's Purchasing Policy for more details.

#### **c) Training Employees and Volunteers**

All University employees, volunteers and third parties providing goods and services on the University's behalf shall be required to undergo training on the requirements of the AODA accessibility standards and on the *Human Rights Code* as it pertains to persons with disabilities. The training provided shall be appropriate to the duties of the employee, volunteer or third party. Training shall take place as soon as is practicable and upon completion, the University shall keep a record of the training provided, including the dates on which accessibility training took place.

#### **d) Self Service Kiosks**

The University shall have regard to the accessibility for persons with disabilities and shall incorporate accessibility features when designing, procuring or acquiring self-service kiosks.

## **e) Information and Communication Standards**

### **i. Feedback**

The University's ultimate goal is to ensure that students with disabilities successfully complete their University education and that their accomplishment in doing so is made more memorable because of faculty and staff's dedication to promoting a supportive, inclusive and barrier free environment. It is also important to provide faculty, staff and volunteers with disabilities the same type of environment in which to conduct business.

The University will continue to ensure that its process for receiving and responding to feedback is accessible to persons with disabilities by providing, or arranging for the provision of, accessible formats and communications supports, upon request.

The University provides a database for everyone's feedback on the Campus Accessibility website called "We Need to Hear from You" ([www.uwindsor.ca/campusaccess](http://www.uwindsor.ca/campusaccess)) to set priorities in its planning, training and policy revisions. If preferred, written suggestions and/or concerns can be directed to:

Accessibility and Human Rights Manager  
310 Sunset, University of Windsor  
Windsor, ON N9B 3P4, Tel: 519-253-3000 x. 2046  
[ohrea@uwindsor.ca](mailto:ohrea@uwindsor.ca)  
[www.uwindsor.ca/ohrea](http://www.uwindsor.ca/ohrea)

The University will endeavour to communicate its actions to rectify verifiable standard gaps in its services, programs and facilities upon receipt of a written/email/telephone complaint.

### **ii. Communication**

When communicating with a person with a disability, University employees, volunteers and third party contractors shall do so in a manner that takes into account the person's disability. Guidelines for communicating with people who have various types of disabilities are provided in [Appendix A of the Accessible Customer Service Policy](#).

### **iii. Terminology**

When referring to people with disabilities, University employees, volunteers and third party contractors shall use terminology that adheres to guidelines provided in the University of Windsor's Accessible Customer Service Training.

### **iv. Accessible Formats and Communication Supports**

Upon request, the University will provide, or arrange for the provision of accessible formats and communication supports for persons with disabilities. Accessible formats and communication supports shall be provided in a timely manner and at a cost that is no more than the regular cost charged to other persons.

The University will also notify students, staff, faculty and visitors about the availability of accessible formats and communication supports.

**v. Accessible Websites and Web Content**

The University will ensure that its internet and intranet websites, including web content, conform to the World Wide Consortium Web Content Accessibility Guidelines (WCAG). By January 1<sup>st</sup> 2014, all web content shall conform with WCAG 2.0 Level A, and by January 1<sup>st</sup> 2021, all web content shall conform with WCAG 2.0 Level AA. Where possible, the University will work to have web content conform with WCAG 2.0 AA prior to January 1<sup>st</sup> 2021.

**vi. Unconvertible Information and Communications**

If the University determines that information or communications are unconvertible, the University will provide the person requesting the information or communications with:

- An explanation as to why the information or communications are unconvertible; and
- A summary of the unconvertible information or communications.

**vii. Emergency Procedures, Plans and Information**

The University shall provide all existing public emergency procedures, plans and public safety information, upon request, in an accessible format or with appropriate communication supports in a timely manner.

**f) Accessible Employment**

**i. Recruitment**

The University will notify its employees and the public about the availability of accommodation for applicants with disabilities in the recruitment process.

**ii. Recruitment, Assessment or Selection Process**

The University will notify job applicants, when they are individually selected to participate further in an assessment or selection process that accommodations are available upon request. If a selected applicant requests an accommodation, the University will consult with the applicant and will arrange for the provision of a suitable accommodation in a manner that takes into account the applicant's accessibility needs due to disability.

**iii. Notice to Successful Applicants**

When making offers of employment, the University will notify the successful applicant of its policies for accommodating employees with disabilities.

**iv. Informing Employees of Supports**

The University will inform employees of the policies used to support employees with disabilities, including policies on the provision of job accommodations, that take into account an employee's accessibility needs due to disability. The University will provide this information to new employees as soon as practicable after they begin their employment and provide updated information to all employees whenever there is a change to existing policies on the provision of job accommodations.

**v. Accessible Formats and Communication Supports for Employee**

Upon an employee's request, the University shall consult with the employee to provide or arrange for the provision of accessible formats and communication supports for: (1) information that is needed in order to perform the employee's job; and (2) information that is generally available to employees in the workplace.

The University will consult with the employee making the request in determining the suitability of an accessible format or communication support.

**vi. Workplace Emergency Response Information**

The University shall make new and existing employees aware that individualized workplace emergency response plans are available to employees with disabilities, upon request.

The University will, upon request, assist employees who have a disability in developing their individualized workplace emergency response plan, if the disability is such that the individualized information is necessary, and if the University is made aware of the need for accommodation due to the employee's disability. The University will provide this information as soon as practicable after becoming aware of the need for accommodation by a request from the employee. The individual emergency plan for the employee should be incorporated into the department's emergency plan and procedures.

Where the employee requires assistance, the University will, with the consent of the employee, provide the workplace emergency response information to the Building's Fire Evacuation Committee or any other person(s) designated by the University to provide assistance to the employee. All information shall be kept confidential.

The University, on the request of the employee with the disability, will assist in the review of their individualized workplace emergency response plan if the employee moves to a different location in the organization or when there are necessary changes to the employee's plan.

**vii. Documented Individual Accommodation Plans**

A written process for the development and maintenance of documented individual accommodation plans shall be developed for employees with disabilities, if requested. These plans shall include information regarding accessible formats and communications supports. If requested, the plans shall include individualized workplace emergency response information.

### **viii. Return to Work Process**

The University will maintain a documented return to work process for its employees who have been absent from work due to a disability and who require disability-related accommodations in order to return to work. The return to work process will outline the steps the University will take to facilitate the return to work and will include documented individual accommodation plans as part of the process.

This return to work process will not replace or override any other return to work process created by or under any other statute (e.g. the *Workplace Safety Insurance Act*, 1997).

### **ix. Performance Management and Career Development and Redeployment**

The University shall take into account the accessibility needs of its employees with disabilities as well as any individual accommodation plans when providing career development, performance management and when considering redeployment.

All of the aforementioned employment standards shall be in place by no later than January 1<sup>st</sup> 2014.

### **g) Accessible Transportation**

The University is committed to providing services in an accessible manner. If, at any time, the University provides transportation services to students, employees or members of the public, accessibility needs shall be taken into consideration.

### **h) Accessible Built Environment**

Ensuring that the built environment on Campus is accessible is necessary to having an inclusive experience for employees, students and visitors. The University is committed to ensuring new builds are constructed in a universally-designed manner that is accessible to persons with disabilities. The University is also committed to retro-fitting existing buildings, structures and the built environment to remove physical barriers.

For new builds, the University will consult with the Accessible Built Environment during the planning stages to review proposals. The Accessible Built Environment Committee will work to identify any potential barriers in the plans and will also provide recommendations about accessible additions to the proposals or plans. Where possible, the University will use the Government of Ontario's *Proposed Built Environment Standard* as a guide for the planning and building of new spaces and structures.

For existing spaces that require upgrades and retro-fits, the University commits an annual amount of \$100,000 for accessibility upgrades. The University's Accessibility Committees are responsible for prioritizing the retro-fits and upgrades and include the priority in the University's Annual and Multi-Year Accessibility Plans.

### **i) Accessible Customer Service**

The University approved and implemented the Accessible Customer Service Policy, HR-09-001, in 2010, in accordance with the AODA's [Regulation 429/07, Accessibility Standards for Customer Service](#). The Accessible Customer Service Policy requires that the University provide educational awareness programs

and training for employees and volunteers on disability and accessibility. A number of educational awareness training programs have been developed and are available to employees and volunteers. These training programs include online learning modules and in-person training sessions.

In some instances, new employees or volunteers may have completed accessibility awareness training programs with previous employers. In such instances, staff in the Office of Human Rights, Equity and Accessibility will review and discuss the training programs with the individual. Depending on the detail and content of the training the employee has previously undertaken, there may be the option for the employee to complete a condensed version of the accessibility awareness training. Determination of appropriate type of training to be received shall be handled on a case-by-case basis.

## **j) Accessible Training, Education and Awareness**

### **i. Universal Instructional Design**

The University will continue to develop and update training and course materials in order to provide the materials in formats that are universally designed. Resources shall be made available to Instructors to assist in the development of designing or redesigning courses within the Universal Instructional Design framework. These resources shall include information for Instructors to develop online, face-to-face and blended (mixture of online and face-to-face) courses universally designed.

### **ii. Library Resources**

The University will make accessible formats of library materials available, upon request. University employees will consult with the individual making the request to determine the appropriate accessible format. The individual requiring the accessible format shall pay no additional cost for the material.

## **7. Review Process for the Policy**

The Office of Human Rights, Equity and Accessibility is responsible for reviewing this Policy annually and recommending amendments to ensure on-going compliance with regulated accessibility standards and legislated obligations.

## **8. Process for Communicating the Policy**

The policy will be posted on the University of Windsor's policy website, within two weeks of the approval of the policy, and Public Affairs and Communications will be asked to disseminate the information to the campus through the Daily News if appropriate (some policies will not be advertised through Daily News). A memo will also be sent to the departments directly affected by the policy.

Contact Information: Inquiries regarding the policy should be directed to the Accessibility and Human Rights Manager, email: [ohrea@uwindsor.ca](mailto:ohrea@uwindsor.ca), telephone (519) 253-3000 extension 2046.

**University of Windsor  
Board of Governors**

**4.4.1: Bylaw 1: Board Committee Term Lengths and General Bylaw Amendments**

Item for: **Approval**

Forwarded by: **Governance Committee**

**MOTION 1: That the Board Bylaw be revised as follows:**

Section III (1.6) ~~Board Members~~ Individuals appointed or **elected** to Board Standing Committees shall hold office for three years **and shall normally be eligible for reappointment or re-election, as the case may be, for a total of three consecutive three-year terms.** Terms shall be staggered to ensure consistency and continuity on committees. An "External Member" position on a Committee cannot be filled by Board Members who are University of Windsor faculty, staff or students.

**Rationale:**

- The maximum three three-year term will synchronize the regulations for Board and Committee Membership and is in accordance with the Board Bylaw 1.2 Term of Office for Board of Governors members.

**MOTION 2: That the Board Bylaw be revised as follows:**

1.13 **Officer of the University**, means any of the President, the Provost and Vice-President, Academic, the Vice-President, Planning and Administration, the Vice-President, Research, ~~the Vice-President, University Advancement~~, the Chief Human Resources Officer, the Associate Vice-President, Academic Affairs, Executive Director, Finance, Secretary (but not the Secretary's designate), the Director of Legal Services, and such other officers as the Board may designate from time to time from among University staff;

**Rationale:**

- The position title deletion reflects the recently announced changes to the structure of the University administration. The title of the Associate Vice-President, Academic has been revised.

**University of Windsor  
Board of Governors**

4.7.1: **2013-2014 Proposed Tuition and Ancillary Fees**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

**MOTION:** **That the Board of Governors approve the proposed 2013-2014 Tuition and Ancillary fees.**

**Rationale:**

See attached documents:

- Memorandum dated April 4, 2013 on 2013-2014 Tuition Fee Proposal

## Finance Department

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### **MEMORANDUM**

TO: Members of the Resource Allocation Committee

FROM: Mark Charlton, Executive Director, Finance

DATE: April 4, 2013

SUBJECT: 2013/14 Tuition Fee Proposal

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Included for the Committee's consideration are the proposed student fees for the 2013/14 academic year. Student fees are approved annually by the Board of Governors for implementation in May of each year.

With 98% of the University's operating revenue (student academic fees and government grants) being regulated by the Ministry, the ability to generate sufficient operating revenue to meet the increase in operating costs becomes increasingly more difficult as options for reduction in discretionary spending become more constrained. The University must maximize all opportunities to increase revenues to meet its fiscal obligations.

On March 28, 2013, the Ministry announced a 4-year tuition fee framework starting in 2013/14. The 4-year framework will provide stability and predictability to the sector. The new framework provides some flexibility for institutions within the overall increase. For the four years beginning in 2013/14, the average annual tuition fee increase for all students will be capped at 3%, one percentage point above inflation. For the period of the framework, the Ministry will use 2% as a reasonable estimate of inflation. The 2% represents the average of inflation over the past 10 years, measured using CPI. In developing the enclosed 2013/14 tuition fee proposal, strategic discussions ensued including a review of the 2012/13 tuition fees across the province. Administration will present the details behind the new framework at the meeting.

International tuition fees are not regulated by the Ministry as universities do not receive government grants for international students. The Board approved "Tuition Fee Policy" directs international tuition fees to be established at a tuition rate at least equivalent to the applicable government and tuition fee revenue generated by domestic students while considering the competitive market conditions. Considerations in setting the proposed fees included a review of similar fees across the province, the competitiveness of certain academic programs, opportunities that the market provides, and strategic enrolment discussions.

All proposed changes to the 2013/14 fees have been included in the attached document.

**2013/14 Tuition Fees: Undergraduate - Domestic & International**

UNDERGRADUATE TUITION FEES - PER SEMESTER - DOMESTIC		2013/14 PER SEMESTER	2012/13 PER SEMESTER	Fees paid in	\$ INCREASE	% INCREASE
				2012/13 PER SEMESTER		
<b>FULL TIME</b>						
- Business	1st year	3,814.95	3,633.30	-	181.65	5.0%
- Business	2nd year	3,778.60		3,633.30	145.30	4.0%
- Business	3rd year	3,638.70		3,498.75	139.95	4.0%
- Business	4th year	3,503.90		3,369.15	134.75	4.0%
- Computer Science	1st year	3,928.35	3,741.30	-	187.05	5.0%
- Computer Science	2nd year	3,890.95		3,741.30	149.65	4.0%
- Computer Science	3rd year	3,746.85		3,602.75	144.10	4.0%
- Computer Science	4th year	3,608.05		3,469.30	138.75	4.0%
- Education	1st year	3,301.20	3,205.05	-	96.15	3.0%
- Concurrent Education programs	1st year	2,956.00	2,869.95	-	86.05	3.0%
- Concurrent Education programs	2nd year	2,956.00		2,869.95	86.05	3.0%
- Concurrent Education programs	3rd year	2,941.90		2,856.25	85.65	3.0%
- Concurrent Education programs	4th year	2,927.80		2,842.55	85.25	3.0%
- Engineering	1st year	4,139.50	3,942.40	-	197.10	5.0%
- Engineering	2nd year	4,100.05		3,942.40	157.65	4.0%
- Engineering	3rd year	3,948.25		3,796.40	151.85	4.0%
- Engineering	4th year	3,802.00		3,655.80	146.20	4.0%
- Other	1st year	2,862.05	2,778.70	-	83.35	3.0%
- Other	2nd year	2,862.05		2,778.70	83.35	3.0%
- Other	3rd year	2,848.35		2,765.40	82.95	3.0%
- Other	4th year	2,834.75		2,752.19	82.57	3.0%
- Law	1st year	7,642.20	7,278.30	-	363.90	5.0%
- Law	2nd year	7,569.40		7,278.30	291.10	4.0%
- Law	3rd year	7,289.10		7,008.75	280.35	4.0%
- Joint JD/JD	1st year	7,642.20	7,278.30	-	363.90	5.0%
- Joint JD/JD	2nd year	7,278.30		7,278.30	0.00	0.0%
- Joint JD/JD	3rd year	6,739.20		6,739.20	0.00	0.0%

		2013/14 PER SEMESTER	2012/13 PER SEMESTER	Fees paid in 2012/13 PER SEMESTER	\$ INCREASE	% INCREASE
<b>UNDERGRADUATE TUITION FEES - PER SEMESTER - INTERNATIONAL</b>						
<b>FULL TIME</b>	- Business	1st year	9,515.00	9,150.00	-	365.00 4.0%
	- Business	2nd year	9,515.00		9,150.00	365.00 4.0%
	- Business	3rd year	9,710.00		9,335.00	375.00 4.0%
	- Business	4th year	10,100.00		9,710.00	390.00 4.0%
	- Education, Engineering & Nursing	1st year	10,085.00	9,605.00	-	480.00 5.0%
	- Education, Engineering & Nursing	2nd year	9,990.00		9,605.00	385.00 4.0%
	- Education, Engineering & Nursing	3rd year	9,895.00		9,515.00	380.00 4.0%
	- Education, Engineering & Nursing	4th year	10,100.00		9,710.00	390.00 4.0%
	- Computer Science	1st year	8,665.00	8,250.00	-	415.00 5.0%
	- Computer Science	2nd year	8,580.00		8,250.00	330.00 4.0%
	- Computer Science	3rd year	8,490.00		8,165.00	325.00 4.0%
	- Computer Science	4th year	8,410.00		8,085.00	325.00 4.0%
	- Other	1st year	8,665.00	8,185.00	-	480.00 5.9%
	- Other	2nd year	8,510.00		8,185.00	325.00 4.0%
	- Other	3rd year	8,430.00		8,105.00	325.00 4.0%
	- Other	4th year	8,350.00		8,030.00	320.00 4.0%
	- Law	1st year	12,770.00	12,280.00	-	490.00 4.0%
	- Law	2nd year	12,770.00		12,280.00	490.00 4.0%
	- Law	3rd year	12,300.00		11,825.00	475.00 4.0%
	- Joint JD/JD	1st year	7,569.40	7,278.30	-	291.10 4.0%
	- Joint JD/JD	2nd year	7,278.30		7,278.30	0.00 0.0%
	- Joint JD/JD	3rd year	6,739.20		6,739.20	0.00 0.0%
	- US Neighbor Fee (in US dollars)	1st year	5,000.00			

## 2013/14 Tuition Fees: Graduate - Domestic

GRADUATE TUITION FEES PER TERM - DOMESTIC		2013/14 PER SEMESTER	2012/13 PER SEMESTER	Fees paid in 2012/13 PER SEMESTER	\$ INCREASE	% INCREASE
<b>FULL TIME</b>						
- I. Master's Qualifying						
- Computer Science	1st year	3,928.35	3,741.30	-	187.05	5.0%
- Computer Science	2nd year	3,890.95		3,741.30	149.65	4.0%
- Computer Science	3rd year	3,746.85		3,602.75	144.10	4.0%
- Computer Science	4th year	3,608.05		3,469.30	138.75	4.0%
- Engineering	1st year	4,139.50	3,942.40	-	197.10	5.0%
- Engineering	2nd year	4,100.05		3,942.40	157.65	4.0%
- Engineering	3rd year	3,948.25		3,796.40	151.85	4.0%
- Engineering	4th year	3,802.00		3,655.80	146.20	4.0%
- Other	1st year	2,862.05	2,778.70	-	83.35	3.0%
- Other	2nd year	2,862.05		2,778.70	83.35	3.0%
- Other	3rd year	2,848.35		2,765.40	82.95	3.0%
- Other	4th year	2,834.70		2,752.15	82.55	3.0%
- Master's Candidate & PhD*	1st year	2,555.30	2,555.30	-	0.00	0.0%
- Master's Candidate & PhD*	2nd year	2,555.30		2,555.30	0.00	0.0%
- Master's Candidate & PhD*	3rd year	2,543.10		2,543.10	0.00	0.0%
- Master's Candidate & PhD*	4th year	2,530.90		2,530.90	0.00	0.0%
- Master's Candidate & PhD -Social Work	1st year	2,683.05	2,555.30	-	127.75	5.0%
- Master's Candidate & PhD -Social Work	2nd year	2,657.50		2,555.30	102.20	4.0%
- Master's Candidate & PhD -Social Work	3rd year	2,644.80		2,543.10	101.70	4.0%
- Master's Candidate & PhD -Social Work	4th year	2,632.10		2,530.90	101.20	4.0%
- M.B.A	1st year	4,070.45	3,876.65	-	193.80	5.0%
- M.B.A	2nd year	4,031.70		3,876.65	155.05	4.0%
- Economics (2 Term Accelerated)		3,832.95		3,832.95	0.00	0.0%

\* Includes MEng

### 2013/14 Tuition Fees: Graduate - International

		2013/14 PER	2012/13	Fees paid in		
		SEMESTER	PER	2012/13	\$ INCREASE	% INCREASE
				PER		
				SEMESTER		
<b>FULL TIME</b>						
- Master's Qualifying						
- Business	1st year	9,515.00	9,150.00	-	365.00	4.0%
- Business	2nd year	9,515.00		9,150.00	365.00	4.0%
- Business	3rd year	9,710.00		9,335.00	375.00	4.0%
- Business	4th year	10,100.00		9,710.00	390.00	4.0%
- Engineering & Nursing	1st year	9,990.00	9,605.00	-	385.00	4.0%
- Engineering & Nursing	2nd year	9,990.00		9,605.00	385.00	4.0%
- Engineering & Nursing	3rd year	9,895.00		9,515.00	380.00	4.0%
- Engineering & Nursing	4th year	10,100.00		9,710.00	390.00	4.0%
- Computer Science	1st year	8,665.00	8,250.00	-	415.00	5.0%
- Computer Science	2nd year	8,580.00		8,250.00	330.00	4.0%
- Computer Science	3rd year	8,490.00		8,165.00	325.00	4.0%
- Computer Science	4th year	8,410.00		8,085.00	325.00	4.0%
- Other	1st year	8,665.00	8,185.00	-	480.00	5.9%
- Other	2nd year	8,510.00		8,185.00	325.00	4.0%
- Other	3rd year	8,430.00		8,105.00	325.00	4.0%
- Other	4th year	8,350.00		8,030.00	320.00	4.0%
- Master's Candidate & PhD	1st year	6,005.00	5,775.00	-	230.00	4.0%
- Master's Candidate & PhD	2nd year	6,005.00		5,775.00	230.00	4.0%
- Master's Candidate & PhD	3rd year	5,975.00		5,745.00	230.00	4.0%
- Master's Candidate & PhD	4th year	5,945.00		5,715.00	230.00	4.0%
- Master's Candidate & PhD -Computer Science and Economics	1st year	6,325.00	5,775.00	-	550.00	9.5%
- M.B.A. (Program cost \$26,275 -4 term assessment)	Starts Fall 2013 1st year	6,568.75	6,250.00	-	318.75	5.1%
- M.B.A. (Program cost \$25,000 -4 term assessment)	2nd year	6,250.00		6,250.00	0.00	0.0%
- Economics (2 Term Accelerated)		9,487.50		8,662.50	825.00	9.5%
- MEng - per course fee		2,910.00		2,750.00	160.00	5.8%
- MEng (Undergraduate prerequisite) - per course		1,600.00		1,500.00	100.00	6.7%

## 2013/14 Tuition Fees: Centre for Executive and Professional Education (CEPE)

	2013/14 PER SEMESTER	2012/13 PER SEMESTER	Fees paid in 2012/13 PER SEMESTER	\$ INCREASE	% INCREASE
<b>Charged per Semester</b>					
Masters of Social Work (Includes Practicum) -Domestic	1st year	3,083.05	2,955.30	127.75	4.3%
	2nd year	3,057.50	2,955.30	102.20	3.5%
Masters of Social Work (Includes Practicum) -International	1st year	6,405.00	6,175.00	230.00	3.7%
	2nd year	6,405.00	6,175.00	230.00	3.7%
<b>Charged for the Program</b>					
Masters of Management					
	With English Language Training Program	32,000.00	31,700.00	300.00	0.9%
	With English Academic Preparation Program	29,500.00	29,200.00	300.00	1.0%
	Without English Training	28,000.00	28,000.00	0.00	0.0%
M.Eng (Auto or Civil)					
	With English Language Training Program	29,500.00	29,200.00	300.00	1.0%
	With English Academic Preparation Program	27,000.00	26,700.00	300.00	1.1%
	Without English Training	25,500.00	25,500.00	0.00	0.0%
Masters of Actuarial Sciences					
	With English Language Training Program	31,000.00	30,700.00	300.00	1.0%
	With English Academic Preparation Program	28,500.00	28,200.00	300.00	1.1%
	Without English Training	27,000.00	27,000.00	0.00	0.0%
Masters of Education					
	With English Language Training Program & PreGrad Prep Course	28,800.00	27,700.00	1,100.00	4.0%
	With English Academic Preparation Program & PreGrad Prep Course	26,300.00	25,200.00	1,100.00	4.4%
	With PreGrad Prep Program	24,800.00	n/a	n/a	
	Without English Training	24,000.00	24,000.00	0.00	0.0%
Masters of Medical Biotechnology (2013/14 fee includes \$1,000 lab fee)					
	With English Language Training Program	29,000.00	27,700.00	1,300.00	4.7%
	With English Academic Preparation Program	26,500.00	25,200.00	1,300.00	5.2%
	Without English Training	25,000.00	24,000.00	1,000.00	4.2%
Preparatory Course Fees (charged per Course)					
	Business (for MOM)	1,600.00	1,500.00	100.00	6.7%
	Engineering (for MENG)	1,600.00	1,500.00	100.00	6.7%

## 2013/14 Student Ancillary Fees

	2013/2014 FEES	2012/2013 FEES	\$ INCREASE	% INCREASE
<b><u>UNDERGRADUATE FULL TIME ANCILLARY FEES</u></b>				
UWSA ^	75.93	77.12	-1.19	-1.5%
UWSA Drug and Dental Plan *	273.00	263.00	10.00	3.8%
Health ^	20.88	20.57	0.31	1.5%
Recreation Fee ^	78.66	75.02	3.64	4.9%
CAW Student Centre Expansion - Full time (\$7.52 per course, max. \$37.60) ^	37.60	37.05	0.55	1.5%
Sports and Recreation Capital Fee - (\$17.74 per semester, max. \$35.48/academic year) ^	17.74	17.48	0.26	1.5%
Engineering Students' Endowment Fund - (\$17.74 per semester, max. \$35.48/academic year) ^	17.74	17.48	0.26	1.5%
Law Computerized Examination Fee	25.00	n/a	n/a	n/a
First Year Transition Support Fee	60.00	50.00	10.00	20.0%
Education - Learning Centre Fee ^	26.66	26.26	0.40	1.5%
Nursing Lab Fee 1st Year	76.14	75.00	1.14	1.5%
Nursing Lab Fee 2nd Year	76.14	75.00	1.14	1.5%
Nursing Lab Fee 3rd Year	40.61	40.00	0.61	1.5%
Nursing Lab Fee 4th Year	20.30	20.00	0.30	1.5%
<b><u>UNDERGRADUATE PART TIME ANCILLARY FEES</u></b>				
OPUS ^	25.50	25.12	0.38	1.5%
OPUS Drug and Dental Plan *	225.47	204.97	20.50	10.0%
Health ^	9.49	9.35	0.14	1.5%
Recreation Fee ^	31.46	30.01	1.45	4.8%
CAW Student Centre Expansion - Part time -per course ^	7.52	7.41	0.11	1.5%
Sports and Recreation Capital Fee - (max \$35.48/academic year) ^	17.74	17.48	0.26	1.5%
<b><u>GRADUATE FULL TIME ANCILLARY FEES</u></b>				
Graduate Student Society ^	39.90	39.78	0.12	0.3%
GSS Drug and Dental Plan *	606.87	602.03	4.84	0.8%
Health ^	20.88	20.57	0.31	1.5%
Recreation Fee ^	78.66	75.02	3.64	4.9%
CAW Student Centre Expansion - Full time (\$7.52 per course, max. \$37.60) ^	37.60	37.05	0.55	1.5%
Sports & Recreation Capital Fee (max. \$27.30/academic year) ^	13.65	13.45	0.20	1.5%
<b><u>GRADUATE PART TIME ANCILLARY FEES</u></b>				
Graduate Student Society ^	23.47	23.40	0.07	0.3%
Health ^	9.49	9.35	0.14	1.5%
Recreation Fee ^	31.46	30.01	1.45	4.8%
CAW Student Centre Expansion - Part time -per course ^	7.52	7.41	0.11	1.5%
Sports & Recreation Capital Fee (max. \$27.30/academic year) ^	13.65	13.45	0.20	1.5%
<b><u>OTHER ADDITIONAL COST RECOVERY COURSE FEES</u></b>				
Continuing Education - Distance Education	0.00	40.00	-40.00	-100.0%

^ Fee charged per semester

\* Fee charged annually

**University of Windsor  
Board of Governors**

4.7.2: **2013-2014 Proposed Meal Plan Fees**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

**MOTION:** That the Board of Governors approve the proposed 2013-2014 Meal Plan fees as listed in Appendix B.

**Rationale:**

See attached documents:

- Memorandum dated April 2, 2013 regarding Food Service Meal Plan Fees.

## MEMORANDUM

TO: Members of the Resource Allocation Committee

FROM: Anna Maria Kirby, Executive Director, Campus Services  
Dave McEwen, Department Head, Food Services & Catering

DATE: April 2, 2013

SUBJECT: Food Service Meal Plan Fees – 2013/2014

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### Introduction

Food & Catering Services have been self-operating since July 1990. The Department encompasses ten (10) food outlets on campus and has business partnerships with six (6) local area restaurants (See Appendix A). Catering Services is the exclusive caterer to the campus community and guests including visiting conference groups.

The department is a self-funded operation, establishing its budget on projected revenue and expenses, which includes all direct and indirect costs to run each food outlet and catering services. Each individual food outlet operates on their own budget within the department's master budget.

Food & Catering Services has 210 employees: 9 managers and supervisors (non-union), 29 full-time (CUPE 1001, CAW 2458) and 172 part-time (CUPE 1001).

Annual sales in 2012-2013 are forecasted at \$8.569 million including \$1.2 million in catering and conference revenues. Approximately 54% of the department's total revenue is generated from student meal plans.

## **Business Environment**

As reported last year during the budget discussions, Food & Catering Services closed Cafe Chez Vanier, the primary cafeteria for residence students, for the 2012-2013 school year, in an effort to consolidate its operations. Two factors drove this decision, a decline in the number of students living on campus (residence population of approx. 1300 students) and increased labour costs. Closing Cafe Chez resulted in approximately 30 part-time positions not being posted for September 2012. For the most part, those employees were recent new hires in 2011-2012 who had not achieved their probationary period at the time. These employees were paid at the Department's entry level wage for part-time staff of \$12.96.

Food Services' 2012-2013 budget was based on an all-in part-time hourly rate of \$20 per hour. The actual average rate is closer to \$20.35 per hour. It is expected that 134 of the 172 part-time employees, or approximately 80%, will be earning the maximum rate effective September 2013. The current maximum all-in rate is \$20.65 for general cafeteria cashiers/servers, \$20.97 for grill cooks and \$21.03 for cooks' helpers.

## **Business Challenges in 2012-2013**

In an attempt to maximize sales, the Marketplace was open during Summer 2012 for the first time in four years. The expectations were high and the Department felt it could be successful with two new brands in this location, Subway and Second Cup. The Department had projected sales of \$300,000 for the four months. The actual sales for the four summer months were \$130,000 while the labour cost was \$157,000, excluding wages for management. The Marketplace had a deficit of \$101,000 for the summer months.

The Department had planned to open a cafe at the start of the school year in the Centre for Engineering Innovation (CEI). This location was expected to have sales in the range of \$160,000 with a profit contribution of \$25,000. The cafe was not able to open until the end of January, 2013, and it is too early to determine whether its profit margins will be met on an annual basis.

Closing Cafe Chez Vanier required extensive changes and planning in order to provide essential services for the 1,300 students living on campus. The Department increased hours of business at the Crocodile Grill in the morning and hours of business at Marketplace in the evening. New menus were created for both locations, with a renovation at Marketplace which allowed an increase in the selection of home style meals and added 100 seats to the seating area in order to accommodate the extra students at this location. All of these changes were well received by students and enabled Food Services to service both residence students and commuter students, besides staff, faculty and guests to the University during lunch hour. The volume has put a strain at times to the Marketplace operations with some long lines at peak times but on average, the wait times have been manageable.

## **Planning for the Future**

While changes were introduced during 2012/13 to address the budget challenges in the short term, a long term strategy is required to ensure the long term viability of the operation. Food & Catering Services has engaged the consulting firm FS Strategies to conduct a comprehensive review of the business operations and to assist in the development of a long term master plan. The scope of the review includes obtaining recommendations on service enhancements, products and facility improvements, and identifying the best food service applications for each of the campus locations. They will also be commenting on the costs of the current delivery model. With the review expected to be completed by the end of June, Food Services hopes to implement some of FS Strategies operational recommendations prior to September 2013.

## **Student Consultation**

As part of the annual budget process Food Services engages students to garner feedback on meal plan fee increases. The Department formed a budget sub-committee comprised of five students from the Residence and Food Services Advisory Board (RFSAB) who reviewed the budget in detail. The sub-committee came to the conclusion that meal plan fees would need to be increased for 2013-2014. The actual increase put forward and unanimously approved by members of RFSAB was a 5% increase. With the goal of keeping the increase to a minimum, some changes were made to our structure and implementing further efficiencies, the recommended fees listed in **Schedule B** represents a 3% increase.

## **Proposed 2013 – 2014 Budget**

The balanced 2013 – 2014 operating budget shown in Appendix C, includes few operational changes in anticipation of the pending review noted above. An increase to the meal plan fees of 3% is being proposed. Other factors affecting this revenue is a decrease in the budget of 25 residence students but an increase of revenue as a result of a greater number of students upgrading from the minimum plan. This is based on the 2012-2013 experience.

## **Recommendation**

Food & Catering Services is recommending that the Meal Plan Fees outlined in **Schedule B** adopted for 2013/14.

**Appendix A - Food Outlets and Locations**

<b>Outlet</b>	<b>Location</b>
The Bru C-Store	Alumni Hall Residence
The Bru Cafe	Toldo Health Building
Crocodile Grill	Vanier Hall, Main Floor
Dividends	Odette School of Business
The Gavel	Law Building
The Hub	Centre for Engineering Innov.
Marketplace	CAW Student Centre
Tim Hortons	CAW Student Centre
University Club	Vanier Hall, Main Floor
Williams Fresh Cafe	Leddy Library

**Off Campus Partners**

Applebees	Huron Church Road
Harveys	Wyandotte St. West
Pizza Pizza	Head Office Call Centre (Delivery)
Pizza Pizza	Wyandotte St. W (Walk-In)
Sunset Café	Sunset Ave.
Swiss Chalet	Huron Church Road

**Appendix B - Proposed 2013-2014 Meal Plans**

<u>Plans</u>	<u>2012-13</u>	<u>2013-14</u>	<u>\$ Increase</u>	<u>% Increase</u>	<u>\$ Daily</u>
Minimum*	\$3,800	\$3,910	\$110	2.9%	\$0.52
Light	\$4,000	\$4,120	\$120	3.0%	\$0.57
Full ***	\$4,200	\$4,320	\$120	2.9%	\$0.57
Plus	\$4,400	\$4,520	\$120	2.8%	\$0.57
Clark**	\$1,500	\$1,545	\$ 45	3.0%	\$0.38

(\* ) Minimum amount a resident student must purchase unless they live in Clark Residence (\*\*)

(\*\*\*) Represents the most frequently chosen meal plan

**Appendix C - Operating Budget**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>\$Increase</b>
	Approved Budget	Proposed Budget	(Decrease) Over 2012-13
<b>Revenue</b>			
Meal Plans	\$4,521,000	\$4,641,000	\$120,000
Cash	2,557,000	2,326,000	(231,000)
Catering	1,105,000	1,199,600	94,600
Other	320,000	402,000	82,000
<b>Total Revenue</b>	<b>\$8,503,000</b>	<b>\$8,568,600</b>	<b>\$65,600</b>
<b>Expenditure</b>			
Salaries/Benefits	\$3,661,900	\$3,884,300	\$222,400
Cost of Goods	2,909,800	2,891,800	(18,000)
Utilities	275,000	270,000	(5,000)
Other Allocations	479,470	432,000	(47,470)
Debt Repayment	65,300	81,800	16,500
Service Contracts	212,330	200,800	(11,530)
Repairs/Maintenance	40,000	35,500	(4,500)
Paper Products	199,500	225,800	26,300
Royalties/Advertising	180,000	159,000	(21,000)
Supplies	227,200	262,200	35,400
Equip/Renovations	127,500		(127,500)
<b>Total Expenditures before Deficit Repayment</b>	<b>\$8,378,000</b>	<b>\$8,443,600</b>	<b>\$65,600</b>
<b>Deficit Repayment</b>	<b>125,000</b>	<b>125,000</b>	
<b>Surplus/(Deficit)</b>			

**University of Windsor  
Board of Governors**

4.7.3: **2013-2014 Proposed Residence Fees**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

**MOTION:** That the Board of Governors approve the proposed 2013-2014 Residence Fees as referenced in Schedule 'A'.

**Rationale:**

See attached documents:

- Memorandum dated March 20, 2013 regarding Residence Fees, and Schedules.

## Memorandum

To: Members of the Resource Allocation Committee

From: Dr. Clayton Smith, Vice Provost, Students and International  
Diane Rawlings, Department Head, Residence Services

Date: March 20, 2013

Subject: 2013-2014 Residence Fees

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### Introduction

Residence Services staff are committed to providing a safe and comfortable living environment and provide programming for students in the areas of growth and development, health and wellness, academic success and learning, global awareness and community engagement. In so doing, residence becomes a “living lab” where students are provided with experiences to enhance their education outside of the classroom.

Residence Services manages six residences on campus for close to 1300 students providing them with a variety of offerings, ranging from traditional style dormitories to suite style accommodations.

### Student Consultation

The residence budget is developed in consultation with residence student leaders and departmental staff. The process begins in the fall when the current budget is presented to the Residence and Food Service Advisory Board (RFSAB) and to the Executive of the Windsor Inter-residence Council (WIRC). These advisory committees are composed of residence students and UWSA and OPUS representatives are invited to participate.

A review of revenues and expenditures is done so that students understand how the budget is created and how their residence fees are used. Once again, the Department Head worked with members of the RFSAB finance sub-committee to gather their input throughout the process. This has proven to be very informative for both the students and the Department Head as their input is often used during budget development. Changes were made throughout the process resulting in the final fee proposal (**Schedule A**) which was supported unanimously by both RFSAB and WIRC.

## 2012-2013 Budget

Residence Services was not successful in achieving its target of 1,325 students in 2012-2013 in large part to the shortfall of international students applying to residence. This resulted in a loss of revenue of approximately \$200,000. The intake of students in January however, improved the financial situation. Residence also took advantage of lower interest rates and refinanced the mortgage on Clark residence, generating significant savings to the budget and allowing the Department to project a balanced budget at year end. A portion of the savings will also be used to pay down the existing \$800,000 loan which residence has been paying on expenses incurred from the construction of Alumni 2.

When creating occupancy targets for 2013-2014, careful consideration was given to the trends in applications from each of the following target groups: 1<sup>st</sup> year students (including international), returning and beyond 1<sup>st</sup> year. Marketing materials will highlight the value of living on campus in its promotion to students and parents. Building on the concept of “live and learn”, specialized living environments (theme floors such as Engineering) in MacDonald and Laurier Halls will be offered in 2013-2014. The Department will also continue its successful collaboration with the Faculty of Nursing by offering the Nursing theme floor in Alumni Hall. Upper year nursing students will continue to serve as mentors to first-year nursing students on that floor. There are plans to expand this concept by hiring peer mentors for the other theme floors as they provide significant support to those students transitioning into their first year of study. A programming intern will focus on academic programming and support to the Residence Assistant Academics.

The relationship between the International Student Centre (ISC) and Residence Services continues to strengthen with the move of the centre to Laurier Hall. This has enhanced the ability to provide support for current international students and will be continue to be used as a recruitment tool for prospective students and their parents as the University assumes a bigger role in international recruitment.

Residence Services continues to encourage current students to return to residence. However, the retention rate has dropped to 18% in 2012-2013 as compared to 22% the year before. Students move off campus for a variety of reasons, whether it is for more independence, lower cost of housing or to avoid the mandatory meal plan. The closure of Winclare as the main residence dining lounge has forced residence students to eat at the CAW Student Centre or at other food outlets on campus. This space served as more than a food outlet, it created a sense of community for residence students and a place to host and promote residence wide events.

Given the above, recruitment efforts must focus on all target groups to achieve full occupancy. Residence works closely with Liaison and Student Recruitment participating in applicant receptions across the province and hosting tours during open houses. Because of its partnership with the International Student Centre, residence is housing 45 Brazilian students from the Engineers Without Borders program, and hope to do so once again in 2013-2014. Work will continue with the Faculties of Law and Education to promote the benefits of campus living for upper-year students. A Co-op student will be hired to assist in this regard and increase the Department's presence in social media.

While the University of Windsor's enrolment continues to increase outside of Windsor/Essex County, the campus is composed of a high percentage of local students and this will continue to pose a challenge to increasing residence occupancy. In addition, off campus housing providers offer cheaper alternatives for students but do not offer the same student experience. The current building configurations do not meet the needs of students who prefer single room accommodations, the ability to cook their own meals, all at cheaper cost. To that end, Residence Services has engaged a consultant to conduct an external review of the residence system. Its mandate is to review the current building configurations, needs of students, cost structures and investigate areas of growth with the goal of creating a long term plan for residence.

Given the retention of returning students, the market of first year students from outside of Windsor and Essex County, changes in international recruitment and the elimination of the residence entrance scholarships, Residence Services has set its target occupancy at 1300 students for 2013-2014, a reduction of 25 from the current year. Notwithstanding, every effort will still be made to exceed this target.

On an on-going basis, a review of each budget line item is conducted to identify potential savings. Fixed costs of approximately 50% continue to be a challenge in reducing expenses. This includes the \$268,000 in contribution to the University's budget-realignment process. Further reductions can be made but not without affecting service levels for students. The renegotiation of the Clark mortgage however, will have a significant effect on lowering the debt payment in 2013-2014. Given the level of deferred maintenance in the system, the proposal is to use these savings to bolster the renovation\deferred maintenance line item in the budget. **(Schedule D)** Staffing costs in 2013-2014 are proposed to be lower since those on maternity leave will return on a full time basis therefore eliminating the need for additional temporary staff.

When determining fees, comparisons are done against other institutions **(Schedule B)**. University of Windsor fees are in the middle or below other schools in the categories, but Windsor offers a more "all inclusive" rate than some of its counterparts. In the traditional style category, where 62% of first-year residence students reside, University of Windsor fees rank in the middle of the category. In the suite and townhouse styles, where 38% of the upper year population resides, the University of Windsor fees rank at the bottom and middle of the categories. Although there appears to be room to increase residence fees when comparing to other schools, more attention is given to the cost of off-campus housing locally. With lower operating expenses, their rates are sometimes lower **(Schedule C)** and may be attractive to students. In a year where projected expenses can be addressed through savings in debt payments while still increasing support for differed maintenance, the decision was made to propose a modest blended increase of 1% in residence fees. This additional revenue will be re-invested in renovation projects, a plan supported by residence students at both RFSAB and WIRC.

#### **Recommendation**

Residence Services is therefore making the following recommendation:

**Residence fees be increased 2013-2014 as referenced in Schedule 'A'.**

<b>Schedule A</b>					
<b>Student and International Affairs</b>					
<b>Proposed 2013/2014 Residence Fees</b>					
<b>Blended Increase of 1%</b>					
		Actual 2012/2013 Fees	Proposed 2013/2014 Fees	Increase in \$/Year	Increase in %
<b>MacDonald Hall, Laurier Hall</b>					
	Single	\$6,073	\$6,134	\$61	1.0%
	Double	\$5,075	\$5,177	\$102	2.0%
<b>Electa Main</b>					
	Single	\$5,087	\$5,087		
	Suite	\$4,954	\$5,202	\$248	4.8%
<b>Electa Hall Annex</b>					
	Single	\$6,081	\$6,142	\$61	1.0%
	Double	\$4,962	\$4,962		
<b>Clark Residence</b>					
	Single	\$6,065	\$6,126	\$61	1.0%
	Double	\$5,055	\$5,055		
	2 Bedroom	\$6,675	\$6,742	\$67	1.0%
	Bachelor	\$7,040	\$7,040		
	Premium Single	\$6,609	\$6,609		
<b>Cartier Hall</b>					
	Single	\$6,153	\$6,153		
	Double	\$5,702	\$5,816	\$114	2.0%
<b>Alumni Hall</b>					
	Single	\$6,510	\$6,575	\$65	1.0%
Compulsary Fees (added to annual costs)	2012/2013 Proposed Fees Double/Single (per year)	2013/2014 Proposed Fees Double/Single (per year)			
Fridge	\$45/\$90	\$45/\$90			
Inter-Residence Council Fee	\$15	\$15			
Residence Life Fee	\$20	\$20			
Laundry	\$95	\$95			
Technology Fee	\$200	\$200			

## Schedule B

### Comparison of Residence Fees Across Ontario Schools 2013-2014

#### Included in Fees

	# of Students in Residence	13-14 %age increase	12-13 Single Rates	12-13 Double rates	Cable	Phone	Internet	Laundry
<b>Traditional</b>								
U of Toronto at Mississauga	1398	5%	\$7,426	n/a	yes	no	yes	yes
Western University	4800	3-5%	\$6,350-\$7,140	\$5,660-\$6,450	no	yes	yes	yes
Brock University	2389	2.1-4.5%	\$6,055	\$5,120	yes	yes	yes	no
McMaster University	3685	4%	\$6,020-\$6,420	\$5,335-\$5,745	no	yes	yes	yes
Ryerson University	850	5%	n/a	4634	no	no	no	no
<b>University of Windsor</b>	<b>1300</b>	<b>1.0%</b>	<b>\$5,507-\$6,493</b>	<b>\$5,450</b>	<b>yes</b>	<b>yes</b>	<b>yes</b>	<b>yes</b>
University of Guelph	5000	4-5%	\$5,462-\$6,550	\$5,364-\$5,814	no	yes	yes	no
University of Waterloo	4873	2.5%	\$5,455	\$4,894	no	no	yes	no
York University	3000	3.7%	\$5,397	\$4,702	no	yes	yes	no
Wilfrid Laurier University	3182	3.5%	\$5,007	\$5,007	yes	no	yes	yes

62 % of residence students in 2012-2103, lived in traditional style accommodation

	# of Students in Residence	13-14 %age increase	12-13 Single Rates	12-13 Double rates	Cable	Phone	Internet	Laundry
<b>Suite Style</b>								
McMaster University	3685	4.0%	\$7,405	n/a	no	yes	no	yes
Western University	4800	3-5%	\$7,000-\$7790	n/a	no	yes	yes	yes
University of Guelph	5000	4-5%	\$5,920-\$7,282	n/a	no	yes	yes	no
York University	3000	3.7%	\$5,589	\$4,935	no	yes	yes	no
<b>University of Windsor</b>	<b>1300</b>	<b>1.0%</b>	<b>\$5,329-\$6,930</b>	<b>\$6,077</b>	<b>yes</b>	<b>yes</b>	<b>yes</b>	<b>yes</b>

38% of residence students in 2012-2103, lived in suite style and townhouse accommodations

	# of Students in Residence	13-14 %age increase	12-13 Single Rates	12-13 Double rates	Cable	Phone	Internet	Laundry
<b>Townhouse</b>								
University of Guelph	5000	4-5%	\$7,138	n/a	no	yes	yes	no
Brock University	2389	2.1-4.5%	\$6,805-\$7,025	\$5,715	yes	yes	yes	no
U of Toronto - Mississauga	1398	5.0%	\$6,799	n/a	no	no	yes	yes
York University	3000	3.7%	\$6,553	6,095	no	yes	yes	no
<b>University of Windsor</b>	<b>1300</b>	<b>1.0%</b>	<b>\$6,485-\$7019</b>	<b>n/a</b>	<b>yes</b>	<b>yes</b>	<b>yes</b>	<b>yes</b>
Wilfrid Laurier University	3182	3.5%	\$6,303	n/a	yes	no	yes	yes
Lakehead University	1180	1.2%	\$6,240	n/a	yes	yes	yes	no
Nipissing University	1000		\$5,465	n/a	yes	yes	yes	no
University of Waterloo	4873	2.5%	\$5,200-\$6,512	n/a	no	no	yes	no

#### Approximate Value of Amenities

Cable	\$123
Technology Fee	\$200
Laundry	\$95

**2013-2014 Residence On-Campus vs. Off-Campus Comparison Costs (Appendix C)**

	<i>On-Campus</i>				<i>Off-Campus</i>	
	<i>Alumni Single</i>	<i>Clark Single</i>	<i>Electa Annex or Electa Main Single</i>	<i>Laurier - Macdonald dbl</i>	<i>Off-Campus 5 Bedroom Single Lancerhomes.com 796 Bridge</i>	<i>Example of a 1 BD Apt (1 person)</i>
<b>Base Price</b>	\$6,510	\$6,065-6,609	\$4,954-6,081	\$5,075	\$2,328/5s p.m. \$465.60 p.m.p.s	\$9,588/12m \$799 p.m.
<b>Hydro &amp; Water per year</b>	Included	Included	Included	Included	Included	Included
<b>Hydro &amp; Water Security Deposit</b>	n/a	n/a	n/a	n/a	Included	n/a
<b>Hydro &amp; Water Connection Fee</b>	n/a	n/a	n/a	n/a	Included	n/a
<b>Gas per year</b>	Included	Included	Included	Included	Included	n/a
<b>Gas Security Deposit</b>	n/a	n/a	n/a	n/a	Included	n/a
<b>Gas Connect. Fee</b>	n/a	n/a	n/a	n/a	Included	n/a
<b>Cable/Internet/Phone per year</b>	Included	Included	Included	Included	\$180 12m=\$2160/5 =432 p.s *	Not included
<b>Internet per year</b>	Included	Included	Included	Included	See above	Not included
<b>Microwave</b>	Included	Included	Included	Included	n/a	Not included
<b>Water Heater Rental</b>	Included	Included	Included	Included	Landlord pays	Landlord pays
<b>T.V. Rental</b>	n/a	n/a	n/a	n/a	n/a	n/a
<b>Housekeeping</b>	Incl. in common areas	Incl. in common areas	Incl. in common areas	Incl. in common areas	n/a	n/a
<b>Furnished</b>	Yes	Yes	Yes	Yes	No	No
<b>Telephone Landline per year</b>	\$200 **	\$200 **	\$200 **	\$200 **	See above	\$120 *
<b>Laundry</b>	\$95 **	\$95 **	\$95 **	\$95 **	\$96 *	\$96 *
<b>Fridge</b>	\$90 **	\$90 **	\$90 **	\$45 **	Included	Included
<b>WIRC Fee</b>	\$15 **	\$15 **	\$15 **	\$15 **	n/a	n/a
<b>REZ Activity Fee</b>	\$20 **	\$20 **	\$20 **	\$20 **	n/a	n/a
<b>Parking-optional</b>	\$310 optional	\$310 optional	\$310 optional	\$310 optional	\$30 * (city) optional	\$20- \$35 * optional
<b>TOTAL PER YEAR (not incl. parking)</b>	\$6,930 (including **)	\$6,485-7,029 (including **)	\$5,374-6,501 (including **)	\$5,450 (including **)	\$5,587 (not including *)	\$9,804 (not including *)
<b>Length of Lease</b>	8 m	8 m	8 m	8 m	<b>12 m</b>	<b>12 m</b>
<b>TOTAL PER MONTH</b>	\$866	\$811-879	\$672-813	\$681	\$466/12m	\$817/12m

**Not Available Off Campus**

<b>Residence Life Support (7 days / week)</b>	Approx. \$85 per month included in fees	n/a	n/a			
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**Schedule "D"**

**RESIDENCE SERVICES**

	<b>2012-2013</b> Approved	<b>2013-2014</b> Projected		
	<i>1325 students</i>	<i>1300 students</i>		
			<i>\$ Increase (Decrease over 2012-2013)</i>	<i>% Increase (Decrease over 2012- 2013)</i>
<b>Revenues</b>				
Residence Fees	7,632,520	7,591,360	-\$41,160	-0.5%
Other Fees	639,129	647,404	\$8,275	1.3%
Other Revenues	173,050	146,650	-\$26,400	-18.0%
Total Revenues	8,444,699	8,385,414	-\$59,285	-0.7%
<b>Expenditures</b>				
Salaries, wages & benefits - Facilities and Admin.	525,754	513,904	-\$11,850	-2.3%
Salaries, wages & benefits - Residence Life	813,933	809,064	-\$4,869	-0.6%
Programming and Operations	197,014	214,270	\$17,256	8.1%
Housekeeping	1,109,658	1,127,488	\$17,830	1.6%
Utilities	1,526,340	1,591,158	\$64,818	4.1%
Allocations	464,472	467,696	\$3,224	0.7%
Repairs and Maintenance	405,000	432,500	\$27,500	6.4%
Debt Repayment	2,429,900	1,871,564	-\$558,336	-29.8%
Service Contracts	220,037	260,070	\$40,033	15.4%
Furniture and Equipment	155,000	145,000	-\$10,000	-6.9%
Renovations	377,591	712,700	\$335,109	47.0%
Total Expenditures Before Debt Repayment	8,224,699	8,145,414	-\$79,285	-1.0%
Deficit Repayment	220,000	240,000	\$20,000	8.3%
Total Expenditures	8,444,699	8,385,414	-\$59,285	-0.7%

**University of Windsor  
Resource Allocation Committee**

**4.7.4: CAW Student Centre/Campus Bookstore Renovations**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

**MOTION: That the Board of Governors approve that the University proceed to finalize the plans for the renovation of the new Campus Bookstore with a total project cost of \$2,585,000. Administration to proceed to tender and award the construction contract to the lowest qualified bidder provided the tender is within budget.**

**HISTORY OF PROJECT**

In June 2012, the Board of Governors approved the conversion of the former Bookstore space in the Odette School of Business (OSB) to new renovated space for OSB that would support their strategic goals. As a result, this provided the Bookstore with an opportunity to re-evaluate its space needs. The Bookstore space in OSB approximated 15,600 sq. ft. and as Bookstore operations are changing, there was an opportunity to reduce the footprint. With the closing of the Pub in the CAW Student Centre, approximately 14,000 square feet became available. In partnership with the UWSA and OPUS, it was identified that the CAW Student Centre would be an ideal location to house the new Campus Bookstore, with reduced square footage of approximately 10,100 sf. The inclusion of the Bookstore in the CAW Student Centre would greatly enhance the student service areas and would support the vision of the Centre. In addition to the Bookstore, a Lounge would be run by the UWSA. An agreement between the University and UWSA outlining this intention was signed in April 2012.

A Steering Committee, including representatives from the student associations and staff from the Bookstore and Facility Services, was struck to provide oversight to the joint project. The allocation of the square footage available for the new Campus Bookstore and the Lounge was determined and agreed upon by all parties. It was also agreed that new washroom facilities adjacent to this space were required and would become part of this project.

**GOALS AND OBJECTIVES FOR THE PROJECT**

The goals and objectives for this project is to construct an inviting and functional space in a convenient location for students to acquire their necessary course materials in several formats (hard copies, print-on-demand, electronic), field of study supplies, and basic school supplies. With the trends of bookstores evolving in this digital age, the space would need to accommodate two-peak periods (September & January) and then provide flexible space for other programmatic needs during the year. A flexible design would ensure that the space could be used to its maximum potential. During non-peak periods, the availability of comfortable seating to accommodate studying and socializing would enhance the student experience. The project aligns with the Strategic Plan of the University by providing an exceptional experience for both undergraduate and graduate students and will support faculty and staff activity. In addition, the space will enable the new Campus Bookstore to further its outreach to the Alumni and other community members.

**DESCRIPTION OF PROJECT**

The area is being designed to house a newly transformed Campus Bookstore of 10,129 sq.ft. and an additional unfinished space of 3,350 sq.ft. for use by UWSA for their Lounge area. The scope of the work includes the demolition of approximately 14,000 square feet of space, including the removal of a platform to comply with current and future AODA requirements. With this significant change and other badly needed upgrades, 2,594

sq. ft. of hallway is also being upgraded, bringing the total finished renovated space to 12,723 sq. ft. The ultimate use of the unfinished space will be determined by the UWSA with its own construction project. The Campus Bookstore has been designed to be efficient and flexible. Students will enter through a new glazed main entry and will find an area for course materials, a merchandising space for spirit wear and giftware with an even stronger Lancer presence, a technology centre, a small general reading area, and a comfortable seating space equipped with charging stations. The scope of the project also includes the renewal of a portion of the public corridor on the lower level of the CAW Student Centre.

## **STATUS OF THE PROJECT**

The project design is near completion with tender documents expected to be released early May pending Board approval. Construction is scheduled to begin in June, with an expected completion by late Fall 2013.

The current Bookstore located in OSB was vacated in October 2012 and a temporary location has been set up in Winclare C in Vanier Hall. The temporary Bookstore will remain in operation until the completion of the new space in the CAW Student Centre.

## **PROJECT COST & FUNDING**

The estimated total project cost of the new Campus Bookstore renovation is approximately \$2,585,000 (see detailed budget attached). This estimated cost is based on 85% design completion.

Through the design process, cost savings were identified in an effort to manage the project budget. The project will be funded from three sources:

### **1) Policy Management Board (PMB) - \$122,000**

The washroom upgrades are required to ensure that washroom capacity is sufficient to meet the building code. Given there is not a universal accessible washroom in the building, this was an opportunity to provide for one in the CAW Student Centre. Under the Management Agreement, the University, UWSA, and OPUS manage the operations and maintenance of the CAW Student Centre through fees assessed to students. The joint group, referred to as the Policy Management Board (PMB), will fund the costs associated with the washroom upgrades. A motion was passed at PMB on February 4, 2013 approving this expenditure.

### **2) UWSA - \$ 185,000**

UWSA will be sharing in the cost of upgrading public spaces and common infrastructure included in this project. As noted above, the cost of renovating their space, the Lounge, is not included in this project. The renovation of that space will be completed as final decisions are made on the ultimate use of this space. An agreement was signed on February 26, 2013 confirming the funding of \$185,000 in support of the common costs.

### **3) Bookstore Operations - \$2,278,000**

The creation of the new Bookstore space in the CAW Student Centre represents a new direction for the Bookstore. As noted above, consideration has been given to developing a space that meets the evolving trends of bookstores while meeting the demands for social, study and other programming space for students. This significant investment will ensure the future viability of the Bookstore on campus.

The Bookstore will be funding this capital investment over 15 years and all debt costs associated with an internal loan will be the responsibility of the Bookstore. The pro-forma operating budget for the Campus Bookstore incorporates the increased traffic, a more aggressive marketing plan, and space cost savings derived from the decreased footprint. Management will continue to look for further efficiencies with the new location.

**CAMPUS BOOKSTORE RENOVATION**  
**Project Budget**  
*(Based on 12,723 gross square feet)*

**GENERAL CONTRACTOR**

	Construction Cost	\$1,458,693	
Furniture, Fixtures & Equipment Allowance	425,000		
General Construction Cost		\$1,883,693	<b>\$148 per sf</b>

**CONSULTANTS**

Di Maio Design Consultants	191,788		
Total Consultants Cost:		\$191,788	

**OTHER**

Signage	25,000		
Information Technology/Data Hookup	12,000		
Miscellaneous	5,000		
Total Other Costs		\$42,000	

Project & Construction Contingency		\$183,277	
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\$2,300,758

HST (net of rebate) 3.41%		\$78,456	
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<b>Project Cost before Demolition</b>		<b>\$2,379,214</b>	<b>\$187 per sf</b>
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Demolition of existing space (inclusive of net HST)		205,786	
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<b>TOTAL PROJECT COST</b>		<b>\$2,585,000</b>	
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**University of Windsor  
Resource Allocation Committee**

**4.7.5: Deferred Maintenance Strategy (Phase 2)**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

**MOTION: That the Board of Governors approve the \$14 million Deferred Maintenance Strategy (Phase 2) program.**

**GOALS AND OBJECTIVES FOR THE PROJECT**

In April 2009, the Board of Governors approved the initial Deferred Maintenance Strategy - Phase 1 (DMS1). The Board approved a \$17 million deferred maintenance program to be implemented over 4 – 5 years. While individual projects were not identified at this approval stage, there were a number of categories identified for consideration as individual projects were being prioritized. These categories included: Regulatory, Health & Safety, Classrooms, etc. Facility Services has worked with applicable user groups to implement Phase 1. There will be a presentation of the projects that have been funded from Phase 1 along with evidence of how these improvements have increased students, faculty and staff satisfaction levels.

Based on a 2009 report from the Association of Universities and Colleges of Canada (AUCC), the average building on most Canadian university campuses is 32 years old. Mechanical (plumbing and ventilation systems) and electrical infrastructure require upgrades after 15 to 20 years. Roofs, windows and the exterior façade of buildings require renewal after 25 to 30 years. Research on campuses has become very technical and intense as far as the building infrastructure that must be in place to support these needs. The learning style of students and the changing pedagogy of teaching and learning require upgrades and renewal in classrooms. Changing regulations, code compliance and occupational health and safety standards must be implemented in buildings. New technology in environmentally and sustainable building applications and energy conservation are being globally introduced and a university campus should be the leader in these initiatives.

All of the factors noted above contribute to deferred maintenance, which can affect the University's reputation and the student, faculty, and staff experience. Deferred maintenance is not always perceived as important, but our ability to remedy some of the many infrastructure problems is fundamental to improving the general condition of the facilities of the University.

The goal of the Deferred Maintenance Strategy – Phase 2 (DMS2) is to identify a continued plan of improvements and upgrades. The objective is that each of the projects identified in the DMS2 must align with strategic priorities of the University being:

- ✓ To provide an exceptional undergraduate experience;
- ✓ To provide research and graduate programs that build on strengths;
- ✓ To recruit and retain the best faculty and staff;
- ✓ To enhance the economic and social well-being of the Windsor-Essex region; and
- ✓ To enhance international engagement through the recruitment and programs built on strengths

The recently approved Campus Transformation Plan identified a number of new buildings to be constructed through 2015. In addition to new infrastructure, attention to deferred maintenance issues is important. Addressing deferred maintenance can include improvements in infrastructure or the demolition of buildings no longer feasible to repair. During 2012/13, Cody Hall, the old Drama building and a number of houses were

demolished. This strategy not only addressed the significant levels of deferred maintenance in these buildings but also provided the University with vacant land for future development.

## **DESCRIPTION OF PROJECT**

The DMS2 presentation to be made at the Resource Allocation Committee will demonstrate the work completed as part of DMS1. It will outline where the projects were completed (building, faculty, program) and how each project benefitted the campus experience and aligned with the University's Strategic Plan. DMS2 will again represent another long term strategy over the next 5 years with projects aligned with the Strategic Plan.

The deferred maintenance projects outlined in DMS2 were identified by front-line staff in Facility Services and a number of clients on campus. The projects were prioritized from 1 to 5 by Supervisors, Managers and the Executive Director in Facility Services based on urgent requirements, obsolescent equipment, equity across campus, and the University's Strategic Plan. An active master template of projects has been created.

## **PROJECT COST**

DMS2 being proposed represents a plan to address deferred maintenance issues over the next 5 years with a total overall cost of \$14 million. Approval of the strategy will allow for planning to commence and a strategy for the implementation of significant projects that may span years. Any individual project in excess of \$750,000 will continue to require Board approval. Individual projects will be prioritized based on the above categories.

## **FUNDING OF PROJECT**

The entire \$14 million DMS2 project will be funded from a number of sources identified below:

1. \$3.0 million - Facilities Renewal Program (FRP) government grant - \$603,000 for 5 years
2. \$2.5 million - Operating Budget for Deferred Maintenance - \$500,000 for 5 years
3. \$500,000 - Operating Budget for Accessibility Improvements - \$100,000 for 5 years
4. \$8.0 million – Internal Loan; debt cost to be funded from Ministry Grant for capital expansion

An internal loan in the amount of \$8.0M will be established in accordance with the University's Internal Loan policy. The full debt cost (principal and interest) of this loan, which approximates \$ 681,000, will be funded from the annual Ministry Grant for capital expansion. There will be no further support required from the Operating Budget other than the current budgets noted above.

## **PROCESS**

As noted above, deferred maintenance items have been identified and prioritized from 1 - 5. Examples of these projects include the Biology Renovations, Washroom improvements, and roofing repairs. With the approval of DMS 2, 90% of the priority 1 projects could be completed over the next 5 years. There is flexibility in the program to allow for emergencies to be addressed and the list to be altered as deemed necessary. Opportunities for other funding sources will also be pursued to leverage the DMS2 program.

**University of Windsor  
Board of Governors**

4.7.6: **Windsor Star Building Renovation**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

**MOTION: That the Board of Governors approve that the University proceed to finalize the plans for the renovation of the Windsor Star with a total project cost of \$32,081,000. Administration to proceed to tender and award the construction contract to the most qualified bidder provided that the tender is within budget.**

### **GOALS AND OBJECTIVES FOR THE PROJECT**

The development of the Downtown Campus continues to align with the University's strategic plan and priorities of the institution. The Downtown Campus is a major component of the Board-approved Capital Transformation Plan. The Downtown Campus will enhance the student experience, engage the local community, and provide students, faculty and staff with facilities and services to enable strong programs.

By being part of the transformation of Downtown, the University will play a significant role in the economic and social well-being of the Windsor-Essex region. Creating a downtown nucleus of post-secondary institutions along with St. Clair College will allow for the integration of academics, culture, and industry and will achieve synergies with downtown businesses.

The Windsor Star Building Renovation (Windsor Star) will enhance the experience for students in Social Work and in programs offered through the Centre for Executive and Professional Education (CEPE). The new facilities will not only provide them with spaces designed to suit their needs, but the location of the facility will allow them to be part of the community that they will serve and thrive in.

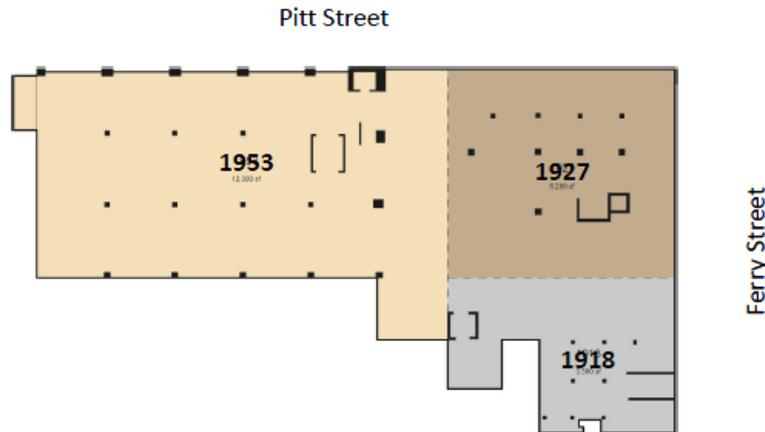
### **HISTORY OF PROJECT**

The concept of developing a Downtown Campus location had been under discussion for many years. The Board of Governors approved the development of a business case for the establishment of a Downtown Campus for the University on April 26, 2011. With the need for the Downtown Campus demonstrated, CS&P Architects Inc. (CS&P) was retained in August 2011 to provide an all-inclusive design and implementation of renovations to the Windsor Star, Armouries and Bus Depot. As reported to the Resource Allocation Committee and the Board in April 2012, the project was approved to continue through the Design Development stage until the Fall of 2012, and then continue to the preparation of construction drawings and specifications into the Spring of 2013. This report provides an update and status report for the Windsor Star, sets out the next steps for the project, and requests approval to proceed to tender for the Windsor Star in May 2013.

In concert with the design and infrastructure planning, academic and operational planning has also proceeded under the direction of the Downtown Campus Steering Committee. The development of a Downtown Campus requires consideration of administrative and student services delivery, logistical planning, communications and marketing, development and fundraising, labour relations, logistics and student support services. All of these issues are being considered by the Steering Committee as part of the Downtown Campus development.

## GENERAL DESCRIPTION

The Windsor Star building, located at the corner of Pitt and Ferry Streets, consists of 3 interconnected buildings of different ages and structural systems, each being three storeys with a below grade basement. The north-east corner building, featuring the key principal entrance and administrative spaces, was constructed in 1927. Connected to, and to the south along Ferry Street, is the older 1918 wing. Also connected to the 1927 structure, and west along Pitt Street, is the 1953 addition, originally built as a printing press hall and warehouse. The property also includes a small open parking area south of the 1918 wing that is bounded by Ferry and Chatham Streets. The following illustrates the 3 distinct buildings:



The combined area of the 3 existing buildings is approximately 66,000 square feet. Purchase of the entire Windsor Star site and properties by the University for \$2.0M was concluded in November 2012.

The existing buildings will be extensively rebuilt, retaining only the heritage features on Pitt and Ferry Streets but effectively demolishing the interiors and building all new facilities behind the façades. The new building with **64,875 square feet** will accommodate more than 800 students, faculty and staff of Social Work and the Centre for Executive and Professional Education (CEPE).

During the design phase, extensive discussions were held with the users of the building considering not only academic program requirements but also the social needs for students, faculty and staff. Included in the design of the building are 7 classrooms that will each seat between 40 – 60 students, 2 multi-purpose seminar rooms, individual and group study spaces, computer labs, faculty and administrative offices, and support space. Exterior landscaping space and courtyards are proposed at the ground level, as well as a rooftop garden. The Architects will be making a presentation at the Resource Allocation Committee meeting on the design features of the building.

## HERITAGE ASPECTS

Retaining the key heritage elements of buildings like the Windsor Star, while requiring some additional effort, helps to reinforce Windsor's sense of place and the University's position as a pillar of the city. The 1927 building and the 1918 building (see illustration above) are both listed on Windsor's Heritage Properties inventory and are protected under Part 9 of the City's Official Plan. The 1953 building to the west is not protected. The University's negotiations with the City culminated in the City Heritage Report, October 3, 2012, which identified the key heritage initiatives as:

- the retention of the exterior street façades of the 1918 and 1927 buildings, as much as possible;
- the University's application for heritage designation of these structures;
- the relocation of the south wall murals with involvement by the City's Public Art Committee; and
- general conservation of heritage value and maintenance of character-defining elements.

Assessments of the buildings have determined, however, that there are significant concerns with the structural integrity of the façades, and in particular with the brick façade of the 1918 building. It has been found that the inferior brick quality and the deterioration of the brick over the years will make it very difficult and costly to maintain the Ferry Street brick wall of the 1918 building. There are currently three options that have been developed and considered by CS&P to deal with this façade. The least costly of the options is to replace the wall with new brick while maintaining some of the heritage features. In March 2013, CS&P initiated discussions with City staff concerning this recent discovery. As the remedy of this issue may vary from the Heritage report noted above, the issue will need to be reviewed and approved by the City’s Heritage Committee and then by City Council. This issue will be discussed at the April 17, 2013 meeting of the Heritage Committee. Due to the uncertainty of the costs associated with resolving the facade issue, an allowance has been included in the capital budget. It is not clear at this time if the timing of the reviews and approvals will impact the project delivery.

**PROJECT STATUS**

Since April 2012, the Project Team have continued with the design of the Windsor Star. In mid-January 2013, MHPM Project Managers Inc. were contracted to act as the project manager for the Downtown Campus, to work with the University, CS&P Architects and other consultants, and with the contractor when the construction contract is awarded. The construction drawings and specifications for the Windsor Star have continued to be detailed with user committee input and refinement of special systems and audiovisual requirements for Social Work and the CEPE. The latest cost estimate for the project has been developed based on the 75% construction documents and this cost estimate forms the basis for the proposed capital cost of the building. It is intended to complete the construction documents to be ready for a *fixed price stipulated sum tender* to be issued in May 2013.

While the expectation is that a single tender would be issued for the construction, the consultant team is reviewing the sequence of construction in some detail. They will be advising the University whether the management of removal of designated substances shall be undertaken as a separate contract prior to the general tender. An advantage of this procedure would be the possibility to initiate the work immediately and have the site readied for the General Contractor prior to the award of tender. If this approach is recommended, the University will be issuing two tender documents. All costs associated with the removal of the designated substances are included in the project cost. The release of the construction tender is subject to RAC and Board approvals, and confirmation by the City’s Heritage Committee and City Council.

In preparation for the construction tender, the Project Team has proceeded with the pre-qualification process for general contractors. Final submissions for interested general contractors are expected in early April, followed by a two-week review period in order to be able to recommend a short list of qualified contractors by the end of April in preparation for the tender release.

**Key Dates & Deadlines**

Complete Construction Documents	April 30, 2013
Complete General Contractor Pre-Qualification	April 26, 2013
Heritage Committee - review of Ferry Street façade	April 17, 2013
Board of Governors Meeting	April 30, 2013
Target Construction Tender Call	early May 2013
Receive Construction Bids	end of May 2013
Review and Award Construction Contract	mid-June 2013
Construction	June 2013 – December 2014

The anticipated completion of the Windsor Star is the end of calendar 2014. Following the completion of the building renovation, time will be required to operationalize the building. The expectation is that the Winter 2015 semester will be held on campus with some activity in the Windsor Star to begin in February 2015. By the start of the Spring/Summer 2015 session, the Windsor Star will be fully operational and all students, faculty and staff will be housed downtown.

## **CAPITAL COST OF PROJECT**

As noted above, the latest cost estimate for the project has been developed based on the 75% construction documents. The projected total cost of the Windsor Star project is \$32,081,000 (see Appendix A). This total project cost includes all construction costs, furniture, equipment and other soft costs, and the acquisition cost of the building. The original estimated cost of the project in April 2012 was \$30,600,000. The estimated cost at that time was based on design work at a 10% level. The size of the building was estimated at 63,389 sq. ft., 1500 sq. ft less than the proposed building. The total estimated project cost, not including the cost of acquisition, was \$451 per sq. ft. in April 2012. The proposed total project cost is \$464 per sq. ft. Details will be provided at the meeting on categories of expenditures that are particular to this building and site.

## **FUNDING OF PROJECT**

The total project cost of \$32,081,000 will be funded from the following 3 sources:

1. Operating Funds/Reserves - \$ 4,500,000
2. Bond Debenture - \$16,300,000
3. Financing - \$ 11,281,000

As outlined in the approved Campus Transformation Plan (CTP), the above 3 sources were identified as funding sources for this project.

Operating Funds/Reserves are available from the operations of the academic units that will be housed in the Windsor Star. Both Social Work and the CEPE have been accumulating reserves in anticipation of this capital investment downtown. The original plan in April 2012 included \$4.3M from reserves. The areas are able to contribute an additional \$200,000 to the project.

Proceeds from the 2006 bond debentures that have not yet been allocated will be directed to this project as planned. There is no change in the allocation from the bond fund as reported in the CTP.

The balance of the funding required will be externally/internally financed. In December 2012, the Board approved up to \$72.1M to be financed in support of refinancing of existing debt and in support of projects under the CTP. The Windsor Star will receive \$10M of this external financing with the balance of the financing required to come from internal financing or external financing monies available that may not be required for other projects. The total debt cost of this financing, principal and interest, will be funded from the operations of academic units in this facility. Enrolment growth in both Social Work and the CEPE are included in the business plan in support of this capital project.

While donation revenue has not been identified as a source of funds, the opportunity for fundraising in support of this facility and other buildings downtown exists. The success of fundraising will leverage the bond proceeds and/or financing to other projects in Phase I or Phase II of the CTP. Strategic conversations are in progress and a fundraising strategy will form part of the University Campaign.

## **OPERATING COSTS**

The operating costs for the building have been determined using current square footage rates and levels of service for utilities, custodial, maintenance and insurance. Additional costs were included associated with servicing of equipment, classrooms and logistical solutions. These incremental costs will be funded from existing base budgets and increasing overhead contributions from Social Work and CEPE.

## WINDSOR STAR PROJECT BUDGET

## APPENDIX A

			<b>Cost per Sq. Ft</b>
Construction Costs	\$	20,122,000	<b>\$ 310</b>
Demolition & Abatement Work		1,026,000	
Heritage & Site Improvement Allowance		800,000	
Architects & Consultants			
Architects: Fees & Disbursements	\$	2,196,000	
Project Management & Consultants (Commissioning, AV, Landscaping & Exterior Wall)		377,125	
Other Fees		<u>107,875</u>	
		2,681,000	
Permits, Development, Testing & Inspections		290,000	
Furniture, IT & AV Equipment		2,250,000	
Miscellaneous, Contingency & Allowances		1,920,000	
HST (net of rebate)		<u>992,000</u>	
		30,081,000	<b>\$ 464</b>
Acquisition Costs		2,000,000	
Total Project Cost	\$	<u>32,081,000</u>	