



University
of Windsor

Board of Governors

Agenda and Supporting Documents

Tuesday, April 21, 2020

4 pm

VIRTUAL MEETING

Link: [Join Microsoft Teams Meeting](#)

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

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

RSVP to Carol Perkes: carol7@uwindsor.ca



NOTICE OF MEETING
There will be a meeting of the
Board of Governors
Tuesday, April 21, 2020
at 4:00 pm

LOCATION: Virtual Meeting
(See meeting invitation for instructions)

AGENDA

Table with 3 columns: ITEM, DESCRIPTION, DOCUMENT/ACTION. Contains agenda items 1 through 4.2.1 with their respective descriptions and document references.

4.3	Executive Committee	
	*4.3.1 Pledge of Shares in the Capital of Lancer Sport and Recreation Centre Corp. (p11)	Willis-Information BG200421-4.3.1
4.4	Governance Committee	
	4.4.1 Revisions to Board Bylaw and List of Signing Authorities (p12) (5:15-5:20)	Wright-Approval BG200421-4.4.1
	4.4.2 Revisions to Bylaw on the President (p13) (5:20-5:30)	Wright-Approval BG200421-4.4.2
4.5	Investment Committee	
4.6	Pension Committee	
4.7	Resource Allocation Committee	
	4.7.1 2020-2021 Proposed Tuition and Compulsory Ancillary Fees (p17) (5:30-6:00pm)	Chetty-Approval BG200421-4.7.1
	4.7.2 2020-2021 Preliminary Operating Budget (p29) (6:00-6:30pm)	Chetty-Information BG200421-4.7.2
	4.7.3 2020-2021 Proposed Residence Fees (p59) (6:30-6:40pm)	Chetty-Approval BG200421-4.7.3
	4.7.4 2020-2021 Proposed Meal Plan Fees (p65) (6:40-6:50pm)	Chetty-Approval BG200421-4.7.4
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.]

**University of Windsor
Board of Governors**

4.1.2.1: Annual Report on Sexual Misconduct Policy (2019 - 2020)

Item for: **Information**

Bill 132 section 17, subsections 7 and 7.1 state that universities are to provide annual reports to their Boards containing the following information:

1. *The number of times supports, services and accommodation relating to sexual violence were requested and obtained by students enrolled at the university, and information about the supports, services and accommodations.*
 - The Sexual Misconduct Response and Prevention Office (SMRPO) is the central site for the coordination of support, services, and accommodation relating to sexual assault. Of the 90 cases opened by the SMRPO, 16 resulted in the coordination of academic accommodation, 3 resulted in the coordination of financial accommodations, 2 resulted in workplace accommodations, 1 resulted in the coordination of housing accommodation, and 1 resulted in assistance with access to safe parking.
 - Within the institution, the following offices were variably consulted: Residences Services, Student Accessibility Services, Student Counselling, Student Health Services, Office of Student Experience, Student Success and Leadership Centre, International Students Centre, Human Resources, Campus Police, and the Office of Human Rights, Equity, and Accessibility.
 - The SMRPO has collaborated with a variety of community organizations including: Windsor Police, the Sexual Assault Crisis Centre, Hiatus House, and the Windsor office of the Ontario Parole Board.
2. *Any initiatives and programs established by the university to promote awareness of the supports and services available to students.*
 - Under the supervision of the SMRPO, the Sexual Wellness and Consent Committee (SWCC) coordinated 5 support events for survivors of sexual violence (with one additional event cancelled due to COVID-19), and lead or participated in 19 public education events to increase awareness and encourage healthy and ethical sexual behaviour on campus (with an additional 3 events cancelled due to COVID-19). In addition, the SWCC ran a wide variety of social media campaigns across the year on facebook and Instagram.
 - The SMRPO coordinated the implementation of Flip the Script, a Sexual Assault Resistance Education program for young women on campus, with the support of the Office of Student Experience. The project has been funded for three years by the Office of the Provost and implementation began in September 2017. Six workshops were delivered in 2017-2018 and 9 were offered in 2018-2019 (for a total of 160 women). This year, a total of 10 workshops were offered, with a total of 6 workshops run (2 cancelled due to low registration, and 2 cancelled due to COVID-19; a total of 76 women completed the workshop). In 2019-2020 we saw record recruitment for this program, with more women expressing interest than in any previous year.
 - The Wen-Do Women's Self Defense two-day basic course was offered twice this year to women and girls in the University of Windsor community. Both courses were well attended, and feedback was overwhelmingly positive.
 - In Winter 2019, the SMRPO continued the collaborated with the Student Success and Leadership Centre to offer a 10-week Bounce Back program tailored to supporting survivors of sexual violence who are struggling academically. This is the second year that this program has been offered.
 - Five Responding to Disclosures workshops were delivered to staff and faculty across campus in Summer 2019. The workshops prepare staff and faculty to Recognize, Respond, and Refer appropriately to disclosures of sexual violence. Training on Responding to Disclosures was run for Teaching Assistants, Residence Advisors, students volunteering at Peer Support Centre and the Womxn's Centre, as well as in a variety of classes.

- The Have You Asked? consent workshop was offered to students living in Residence across September and October 2019. This 1-hour mandatory workshop provided students with activities to explore consent, alcohol, and boundaries. All but two floors completed this training.
- A new version of Sex and Dating: A Canadian Context workshop for International Students was created and piloted across 2019-2020 in partnership with International Student Centre (ISC) and Carolyn Tran (Psychology Master's program placement student). Four workshops were run to students through the ISC, and a feedback report was produced for the SMRPO.
- In Fall 2019, the Sexual Violence Task Force was struck (chaired by Cheryl Collier). The task force identified a variety of recommendations relating to education, prevention, support, and complaint processes on campus. The report from this initiative will be available in Spring 2020.

3. *The number of incidents and complaints of sexual violence reported by students, staff, or faculty and information about such incidents and complaints.*

- 90 cases were opened by the SMRPO between May 2019 and April 2020. Of these, 64 resulted in disclosure for the purpose of seeking emotional support and access to resources. Two of these cases were also filed as reports, meaning that a formal written record of the event will be kept with the SMRPO, but at this time they will not proceed to investigation. Twelve incidents were filed as formal complaints that resulted in investigations. Two incidents resulted in an informal complaint.
- 31 of the concerns presented involved incidents of sexual assault or rape, with 4 of those involving sexual coercion. There were 37 incidents of sexual or gender-based harassment; 5 incidents of sexual exploitation (*i.e.*, non-consensual sharing of images or videos); 3 incidents of intimate partner violence; and 2 incidents of stalking. There was 1 case of vicarious trauma, 1 case where the concern was human trafficking, and 6 cases where the person did not disclose the exact nature of the experience. Eleven cases involved a visit for support as bystanders or witnesses. Note: the total is greater than 90 as some people reported more than one experience.
- Of the cases opened this year, there were 77 where the person who was harmed was a student. There were 5 visits from staff or faculty. (In some cases, someone who was not a member of the campus community contacted the Office, and in some cases the person contacting the Office did not disclose their role). In 28 of the cases, the person causing harm was not a member of the campus community. In 42 of the cases, the person causing harm was a student. In 5 of the cases, the person causing harm was a faculty member, and in 6 of the cases the person was a staff member (note: 4 of these would be students who are working on campus). In 13 cases, the person visiting the Office did not disclose who had caused the harm. (Note: This number adds up to more than 90, as some people disclosed more than one incident).
- 77 of the incidents were classified as recent, as they had occurred within the previous 12 months, and 9 incidents were classified as historical. For 6 cases, the person did not specify the timing of the incident. (Note: in some cases, there was disclosure of more than one incident)
- The overwhelming majority of incidents were perpetrated by persons known to the survivor. In 6 cases the person who caused harm was unknown or was a stranger (Note: many of these were cases of online sexual exploitation).
- In terms of physical geography, the majority of events happened off-campus. Of the events that happened on campus, 28 incidents of sexual harassment occurred on campus, as well as 6 incidents of sexual assault, and 1 of stalking. The remainder of experiences occurred off-campus.
- Five incidents were reported to Windsor Police as well as the SMRPO.

4. *The implementation and effectiveness of the policy.*

- The policy was reviewed in 2018-2019 and recommendations were provided in Fall 2019. The updated version of the policy was approved by the Board of Governors in November 2019.
- In the first year of policy implementation (2016-2017), the SMRPO managed 17 cases and received one formal complaint. In the second year (2017-2018), the SMRPO managed 66 cases and received 10 formal complaints. In the third year (2018-2019), the SMRPO managed 70 cases and received 11 formal complaints. In the fourth year (2019-2020), the SMRPO managed 90 cases and received 14 complaints (some with multiple complainants). From this we can infer that the policy has been effective in creating increased support for survivors on campus, as well as guidance for those seeking to engage formal complaint mechanisms.

**University of Windsor
Board of Governors**

4.1.4: **Vice-Presidents' Reports**

Item for: **Information**

Report of the Provost and Vice-President, Academic
Douglas Kneale

Classes and Final Assessments

- instructors were able to pivot quickly from face-to-face (f2f) delivery to alternative methods
- IT system is holding up well
- COVID-19 website and FAQs for students and for faculty/staff available [here](#)
- only essential services now on campus

Interession/Summer plans

- dates have been announced; registration has begun
- planning for alternative delivery, no f2f
- developing international student scenarios
- flexible planning for Head Start in different formats

Fall

- assuming no f2f, but preparing for a fallback option
- confirmations are tracking well
- possible cancellation of the Ontario Universities' Fair in Toronto
- continuing MS Teams meetings with Provost's Council on ongoing academic matters

There are still many unknowns, but we will continue to preserve the academic integrity of our programs, the academic freedom of our faculty members, and the academic success of our students.

Report of the Vice-President, Human Resources
Rita LaCivita

Since my last report to the Board, the vast majority of HR's efforts have centred around the COVID-19 pandemic matter and its implications to our institution.

- The **Pandemic Response Plan** has been revised and is currently under review. The purpose of the University of Windsor Pandemic Response Plan is to provide organized, comprehensive guidelines for an effective response to a pandemic that helps ensure the health, safety, and well-being of the University community. The document addresses how the University of Windsor will maintain continuity of operations, while providing support to those affected by a pandemic condition based on certain assumptions and uncertainties of the situation. The document is in support of the Windsor-Essex County Health Unit's (WECHU) and other health authorities' efforts to plan for and respond to a possible a pandemic.
- We've developed a 'Tips for Working Remotely' guide which provides both general and health and safety tips for working remotely. This has been well received and is posted to the University's website.
- We continue to support people managers at all levels with planning, employment, labour, health and safety and scheduling matters that arise during this time.

Report of the Vice-President, Planning and Administration

Anna Kirby

- **New Temporary Fee Committee**

Given the changes in the current academic delivery of programs and the general COVID-19 environment, the VPPA is leading an ad hoc fee committee to seek input, discuss, and bring recommendations to the Executive Leadership Team to any changes to the charging of fees and/or policies around the charging and collection of fees. The Committee's scope does not include recommendations of new fees but only changes (downward) to existing fee values or the timing of the charging of fees.

- **Construction Projects**

As of Saturday, April 4th, 2020, the provincial government lowered the number of essential workplace categories. Institutional construction (except Healthcare related) is no longer considered essential. All construction projects on campus, large and small, including the Lancer Sport and Recreation Centre (LSRC), were shut down. All sites were secured to ensure they remain in a safe condition with additional signage where applicable. Evaluation of what the impact of the stoppages will be both on the financial cost and the project timelines are being assessed with various scenarios being contemplated. The true impact can only be evaluated, though, once the restrictions are lifted.

- **Ancillary Operations**

The financial impact is being assessed on the various ancillary operations and revised budgets are being developed using new assumptions. The financial affect for the fiscal 2019/2020 is being felt most in the Ancillary operations due to refunds given for services that the University was no longer able to offer. Unfortunately, the expenditures related to these revenues are committed (i.e. salaries) and therefore, almost no savings are expected.

Report of the Vice-President, Research and Innovation

Michael Siu

- **COVID-19 Research and Innovation Operations**

The Office of the Vice-President, Research and Innovation, Office of Research and Innovation Services, Research Ethics, and Animal Care have mobilized quickly to provide our research community with important guidance, information, and resources to assist in navigating the pandemic. We have developed and provided daily updates to a COVID-19 Research and Innovation Guidance page (<http://www.uwindsor.ca/vp-research/353/covid-19-research-and-innovation-guidance>) on our website, which offers key information on lab operations, animal care, and research ethics services, as well as updates provided by funding agencies and new COVID-19 funding opportunities. We have also developed and posted a Fighting COVID-19 in our Community and Region page (<http://www.uwindsor.ca/vp-research/358/fighting-covid-19-our-community-and-region>), which highlights news stories on UWindsor Covid-19 research, the contributions our research community is making to the fight against Covid-19, and the expertise that our researchers can offer in fighting COVID-19.

Over the course of the past few weeks, my office has issued communiques to our research community limiting research to that which can be conducted virtually, does not require that research be conducted on campus, and does not require travel for either the research team or participants. Exceptions have been made for research that is considered "essential" or "critical", including initiatives aiding in the fight against COVID-19, in consultation with Department Heads/Directors and Deans. Overall, our research community is transitioning well to the new virtual and/or "essential" or "critical" research protocol. On-line research has been able to continue, and a number of new COVID-19-related research initiatives are now underway.

While the staff of our dedicated Animal Care team are considered "essential" and continue to care for and maintain the welfare of research animals on campus, all other aforementioned offices continue to operate fully and provide services to support ongoing research in a virtual format.

- **UWindsor COVID-19 Research Activities**

Our researchers have responded very quickly to the call of our local, provincial, and federal governments and our healthcare community to address some of the challenges imposed by the COVID-19 pandemic. By mid-March researchers in the Department of Chemistry and Biochemistry had already teamed up with a local distillery to produce much-needed hand sanitizer, which was delivered to the community April 3. Researchers from the Department of Mechanical, Automotive and Materials Engineering have partnered with industry to design and manufacture face masks, hands-free attachments for door handles, and parts for face shields and ventilators using 3D printing technology. Their efforts are being supported by staff and 3D printers in EPICentre's Maker Space. Researchers from Law, Education, and the Cross-Border Institute have also provided expert commentary and support on the impact of civil liberties, online home teaching resources, and the impact of international border closures. Researchers from the Great Lakes Institute for Environmental Research (GLIER) are proposing to measure and monitor COVID-19 in wastewater as a way to examine the virus's impact on communities. GLIER researchers are also working with colleagues in the Department of Biomedical Sciences, St. Clair College, and the community to test prototype masks for the community at large.

Mid-March, my office also responded to a call for COVID-19 experts and expertise from the Council of Ontario Universities sent on behalf of the Ministry with a list of more than 30 researchers from across Faculties who self-identified earlier on as willing and able to address or support decision making relating to infectious disease, policy, law, assessment and metrics, education, and mental health.

- **WE-Spark Health Institute COVID-19 Response**

Having only officially launched last month, the WE-Spark Health Institute is doing an incredible job of responding to the COVID-19 challenge. In addition to its efforts to coordinate the provision of supplies and expertise to our local healthcare community, WE-Spark quickly launched a COVID-19 Resources website (<https://www.wesparkhealth.com/covid-19-resources>) to connect and support health researchers and clinicians in our region. The site offers information on Covid-19 research funding opportunities and COVID-19 information and resources relating to healthcare professionals, children and teens, and mental health, as well as local and regional updates on COVID-19 in our community.

Most recently, WE-Spark launched the Igniting Discovery Grants Program – Rapid Response COVID-19 funding program, offering grants to support accelerate the development, testing, and implementation of medical and social countermeasures to mitigate the effects of the COVID-19 outbreak in our region.

**University of Windsor
Board of Governors**

4.2: **Audit Committee – Report**

Item for: **Information**

Forwarded by: **Audit Committee**

Report of the Audit Committee:

The Audit Committee met on April 9, 2020. In addition to reviewing and approving the annual internal audit plan (see item 4.2.1), the Audit Committee also reviewed:

- 1) the results of several internal audits, as well as progress on follow-up actions stemming from the audits;
- 2) KPMG's Audit Planning Report for the year-ending April 30, 2020; and
- 3) a list of potential risk areas that the University has identified through an assessment of the essential services model and remote working conditions, and the controls the University has implemented to mitigate the risks facing faculty and staff, information systems, financial reporting information, and assets.

**University of Windsor
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4.2.1: **Internal Audit Plan for 2020-2021**

Item for: **Information**

Forwarded by: **Audit Committee**

Report of the 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 Auditors in consultation with members of senior management. In addition, the plan was reviewed by the University's external auditing firm, KPMG. Audit areas were finalized following discussion with the Audit Committee. 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, Planning and Administration.
- The Audit Committee has reviewed and approved the annual internal audit plan for 2020-2021.

**University of Windsor
Board of Governors**

*4.3.1: **Pledge of Shares in the Capital of LSRC Corp.**

Item for: **Information**

Forwarded by: **Executive Committee**

Report of the Executive Committee

On March 31, 2020, the Board Executive Committee, acting on behalf of the Board (per the Board Bylaw, section 2.2.2.1), approved that the University be authorized and directed to provide (the “**LSRC Documents**”) (1) a limited recourse guarantee (the “**Guarantee**”) in support of the obligations of LSRC Corp. to be given in favour of The Manufacturers Life Insurance Company (the “**Lender**”) in consideration of the Lender providing certain credit facilities in favour of LSRC Corp. (the “**Loan**”), (2) a pledge of all of the University’s shares in the capital of LSRC Corp in favour of the Lender in support of the Guarantee (the “**Pledge**”), (3) a shareholder’s consent agreement in its capacity as a shareholder of LSRC Corp. (the “**Shareholder Consent Agreement**”), and (4) all such other direct agreements or other documents contemplated by the Loan and otherwise acceptable to the University’s signing authorities and required for the Lancer Sport and Recreation Centre (“**LSRC**”) project.

The Executive Committee discussed, in detail, the risks and benefits of providing the LSRC Documents. The Committee noted that the Board had previously approved, by the passing of motion no. [BG190423-5.3.1], the using of a holding company structure for the LSRC project. An assumption made in passing the aforementioned motion was that the University would not be borrowing directly for the LSRC project. It was noted that in order for the University to satisfy the Lender’s underwriting and financial covenant strength requirements, while eliminating the need of the University being a direct borrower under the Loan, the University will be required to provide the LSRC Documents in favour of the Lender. The Shareholder Consent Agreement shall provide, among other things, that (i) the shareholders of LSRC Corp. approve of the loan transaction between LSRC Corp. and the Lender, and (ii) upon enforcement of the Pledge, the Lender is authorized to transfer the pledged shares of LSRC Corp. to any other third party without the need of such third parties becoming parties to the LSRC Corp. shareholders agreement. The Guarantee proposed in favour of the Lender will be a limited recourse guarantee, and to be secured by the Pledge in favour of the Lender. The limited recourse provision of the Guarantee will specify that in a situation where LSRC Corp. defaults under its obligations to the Lender under or in connection with the Loan (i.e. failure to repay the Loan), the Lender’s recourse and remedies against the University will be limited to the shares in the capital of LSRC Corp. owned by the University and pledged in favour of the Lender pursuant to the Pledge. Accordingly, the University will not be personally liable for the obligations of the LSRC Corp.

University of Windsor
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4.4.1: **Revisions to Board Bylaw and List of Signing Authorities**

Item for: **Approval**

MOTION: That the proposed revisions to the Board Bylaw 1 and the proposed changes to the list of signing authorities be approved.

Proposed Revisions:

Bylaw 1 (effective once VP, Finance and Services is in place)

1.13 **Officer of the University**, means any of the President, the Provost and Vice-President, Academic, the Vice-President, **Finance and Operations Planning and Administration**, the Vice-President, Research and Innovation, the Vice-President, Human Resources, the Associate Vice-President, Academic, ~~Controller~~ **Associate Vice-President, Finance**, ~~Executive Director, Budgets and Financial Services~~, 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;

List of Signing Authorities (effective May 1, 2020 for Manager, University Budgets; effective once VP, Finance and Services is in place for all other changes)

- To \$50,000: Machine Facsimile (~~Controller~~ **Associate Vice-President, Finance**) signature
- To \$200,000: One manual signature of: President, Provost and Vice-President, Academic, Vice-President, **Finance and Operations Planning and Administration**, Director of Legal Services, ~~Controller~~ **Associate Vice-President, Finance, Manager, University Budgets** ~~Executive Director, Budgets and Financial Services~~,
- \$200,000 and over: Two manual signatures from the above list, one of which must be: President, Provost and Vice-President, Academic, Vice-President, **Finance and Operations Planning and Administration**, Director of Legal Services

Rationale:

- For Bylaw 1 (1.13) changes reflect senior administrative organizational changes. These revisions are to take effect once the VP, Finance and Operations position is filled.
- Board Bylaw 1 (4.2) allows the Board to name others as signing authorities under separate resolution. In this case the List of Signing Authorities. With the retirement of the current Executive Director of Budgets and Financial Services, positions have been restructured and the Manager, Budgets will be taking over many of the duties. The addition of the Manager, University Budgets to the list of signing authorities will take effect May 1, 2020.

**University of Windsor
Board of Governors**

4.4.2: **Revisions to Bylaw on the President**

Item for: **Approval**

MOTION: That the proposed revisions to the Bylaw on the President be approved.

Rationale:

- The Senate recently approved language to move away from the restrictive gender binary language in its bylaws and broaden the gender requirement, following consultation and feedback from a number of individuals and from the Office of Human Rights, Equity, and Accessibility. It is proposed that this same language be included in the Bylaw for the President.
- Revisions are proposed to ensure consistency with the resolutions passed by the Board clarifying that the Chair of the Board may serve on the search committee for President but shall not chair the search committee, and that the Board should appoint the Chair of the Search Committee on a recommendation of the Governance Committee. Additional changes reflect best practice in that no member should have two votes.
- Changes to 4.2.2 expand reporting to candidates who self-identified as members of any designated group.
- Other changes include housekeeping revisions to remove gender binary pronouns and revisions to ensure consistency between the bylaw and the Policy on Succession Planning for President.

Proposed Revisions

[revisions are in bold and strikethrough]

Bylaw 15: The President

1 Term of Office

The initial appointment to the office of the President should be for a term of six years, renewable thereafter for a further period or periods without limit to the number of renewal terms ~~until attainment of retirement age~~.

2 Conditions of Office

2.1 Upon appointment by the Board, the Senate will be requested to recommend the appointment of the President to the rank of Professor with tenure in the academic staff of the University.

2.2 During the term of ~~his/her~~ office the President will be entitled to credit toward sabbatical leave as negotiated with the Board at the time of his/her appointment or renewal.

3 Renewal Procedure

Not more than two years nor less than one year prior to the end of the President's term of office, the Chair of the Board of Governors, after appropriate consultation with the Senate and other segments of the University community, shall recommend to the Board the renewal or non-renewal of the President's term of office. If the decision is not to renew, the Search Committee process shall be implemented (Sections 4 and 5 below).

4 Rules and Regulations with Respect to Procedures for Appointment

4.1 Search Committee

4.1.1 There shall be a Search Committee, the composition of which shall be determined by the Board. The following representation is recommended as appropriate for such a Committee:

five Board members;
five members elected by and from the Senate, including one student;
an Employment Equity/Procedures Assessor (EE/PA) [non-voting].

Recognizing the historic and present need for ensuring women's representation on committees, and appreciating the diversity of gender identities, the Search Committee shall have non-student Senate members from at least two different gender identities, one of whom self-identifies as female. ~~Both genders shall be represented among the Senate members on the Search Committee.~~

The ~~Chair of the~~ Board shall appoint one of the five Board members as Chair of the Search Committee, **provided that the Chair of the Board, who may serve as a member of the Search Committee, shall not Chair the Search Committee and the Committee Chair shall be entitled to one vote at all meetings, and a second vote in the event of a tie.**

~~4.1.2 If a member of the Search Committee permits his/her name to be considered for appointment, s/he shall resign immediately from the Committee and the appropriate constituency shall be called upon to provide a substitute.~~

4.1.3 If a member of the Search Committee is **no longer associated** ~~gives notice of his/her intention to sever his/her association~~ with the University or is no longer able to serve on the Committee, **the member s/he shall offer his/her resignation as a member of the Search Committee** a replacement will be elected by ~~to~~ the appropriate constituency.

4.2 Search Procedure

4.2.1 The position shall be advertised and otherwise made known promptly in such manner and in such publications as the Committee may decide, and in all matters, the Committee shall determine its own procedure.

4.2.2 ~~Records shall be kept of all the proceedings and relevant portions shall be made available for the annual report of the Review Committee on Employment Equity (RCEE). The following reporting format should be used for each position:~~

~~number of female/male applicants
number of female/male applicants short listed
number of female/male applicants interviewed
offers made to female or male
appointment made of female or male; conditions of appointment.~~

~~The Search Committee shall prepare a brief report to the President's Commission on Employment Equity (PCEE) on each appointment.~~

Records shall be kept of all the proceedings. All meetings of the Search Committee shall be held *in camera* and the proceedings, discussions, records and any materials kept strictly confidential. A report, following the format outlined in Appendix A, shall be submitted to the Office of Human

Rights, Equity and Accessibility, following the conclusion of the Search. The University of Windsor's five designated groups are: aboriginal persons, persons with disabilities, sexual minorities, visible minorities, and women.

4.2.3 The Search Committee shall present its recommendation to a joint meeting of the Board and Senate, and after discussion the Board shall thereupon by resolution select and appoint a President, or further instruct the Search Committee.

5 Acting President

Where there has not been sufficient time to institute a search for a candidate as provided above or where an **interim acting** appointment is desirable, the Board shall ~~make an interim~~ appointment as an Acting President who will hold office until the Search Committee has completed its work and an appointment has been made. The maximum term for an Acting President shall be two years.

Appendix A

Report to the Office of Human Rights, Equity and Accessibility

Column 1			Column 2			Column 3			Column 4			Column 5		
# of aboriginal persons			# of persons with disabilities			# of sexual minorities			# of visible minorities			# of women		
applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed

Table continued from above:

Column 6 Total # of designated group applicants (do not double count individuals)*	Column 7 Total # of all applicants (designated and non-designated)	Column 8		Column 9	
		Offer made to (mark with an "X"):		Offer accepted by (mark with an "X"):	
		Designated group member	Non-designated group member	Designated group member	Non-designated group member

*An applicant may be a member of multiple designated groups categories. As such, the sum of the numbers from the first five columns may be greater than the total number designated group members. For the "total number of designated group members" column, each applicant is to be counted only once.

**University of Windsor
Board of Governors**

4.7.1: **2020-2021 Proposed Tuition and Compulsory Ancillary Fees**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

MOTION: That the Board of Governors approve the proposed 2020-2021 Tuition and Compulsory Ancillary Fees.

Rationale:

- Compulsory Ancillary fees have been approved by the Compulsory Ancillary Fee Committee.

Report of the Resource Allocation Committee – tuition and fees:

A thorough presentation on the proposed tuition and compulsory ancillary fees for 2020-2021 was delivered to the Resource Allocation Committee. The process of approving fees was explained to the Committee. Members were reminded that Ontario universities are in the second year of a two-year tuition freeze for domestic tuition, and so the proposal is for international tuition fee increases only. The proposal followed a set of key principles, including comparison with competitors; student and market demand; feedback from Deans, international recruiters and prospective students; and comparability of overall revenue between domestic and international student. In terms of the latter, it was noted that domestic students pay lower fees since the University receives a government grant for the students. When added together, the revenue from a domestic student is very similar to that from an international student. Graduate student fees for international students are in line with other universities. Some universities have lower fees, but also may have fewer financial supports for these students.

Importantly, the Committee was advised that the proposal sets the University on the path to transition to multi-year tuition and budget proposals, which would include setting cohort-based tuition fees so that international students can be assured of a constant fee once they begin their programs of study. Consideration is also being given to arriving at zero percent increases for research-based programs, in the longer-term. Finally, the Committee was informed that the proposed tuition fees were not changed as a result of COVID19 and, while the domestic tuition freeze was a consideration in discussions, the fee decisions were guided by a set of principles and based on a rigorous assessment of the international market and consultation with key stakeholders.

The Committee also reviewed and approved the proposed changes to Residence fees and Meal Plan fees, noting that these ancillary services have been significantly impacted by the COVID19 situation and are developing multiple scenarios to mitigate the impact on the 2020-21 year and beyond.

2020/21 Tuition Fees: Undergraduate - Domestic & International

UNDERGRADUATE TUITION FEES - DOMESTIC		2020/21 PER SEMESTER (PROPOSED)	2019/20 PER SEMESTER (APPROVED)	Fees paid in 2019/20 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<u>FULL TIME</u>						
Business	1st year	4,381.85	4,381.85	-	0.00	0.0%
Business	2nd year	4,340.15	-	4,340.15	0.00	0.0%
Business	3rd year	4,298.80	-	4,298.80	0.00	0.0%
Business	4th year	4,298.80	-	4,298.80	0.00	0.0%
Computer Science	1st year	4,512.15	4,512.15	-	0.00	0.0%
Computer Science	2nd year	4,469.15	-	4,469.15	0.00	0.0%
Computer Science	3rd year	4,426.60	-	4,426.60	0.00	0.0%
Computer Science	4th year	4,426.60	-	4,426.60	0.00	0.0%
Education	1st year	3,410.70	3,410.70	-	0.00	0.0%
Education	2nd year	3,410.70	-	3,410.70	0.00	0.0%
Concurrent Education programs	1st year	3,054.05	3,054.05	-	0.00	0.0%
Concurrent Education programs	2nd year	3,054.05	-	3,054.05	0.00	0.0%
Concurrent Education programs	3rd year	3,054.05	-	3,054.05	0.00	0.0%
Concurrent Education programs	4th year	3,054.05	-	3,054.05	0.00	0.0%
Engineering	1st year	4,754.70	4,754.70	-	0.00	0.0%
Engineering	2nd year	4,709.40	-	4,709.40	0.00	0.0%
Engineering	3rd year	4,664.55	-	4,664.55	0.00	0.0%
Engineering	4th year	4,664.55	-	4,664.55	0.00	0.0%
Human Kinetics	1st year	2,985.95	2,985.95	-	0.00	0.0%
Human Kinetics	2nd year	2,985.95	-	2,985.95	0.00	0.0%
Human Kinetics	3rd year	2,985.95	-	2,985.95	0.00	0.0%
Human Kinetics	4th year	2,985.95	-	2,985.95	0.00	0.0%
Science (excl. Computer Science)	1st year	2,985.95	2,985.95	-	0.00	0.0%
Science (excl. Computer Science)	2nd year	2,985.95	-	2,985.95	0.00	0.0%
Science (excl. Computer Science)	3rd year	2,985.95	-	2,985.95	0.00	0.0%
Science (excl. Computer Science)	4th year	2,985.95	-	2,985.95	0.00	0.0%
Social Work	1st year	2,985.95	2,985.95	-	0.00	0.0%
Social Work	2nd year	2,985.95	-	2,985.95	0.00	0.0%
Social Work	3rd year	2,985.95	-	2,985.95	0.00	0.0%
Social Work	4th year	2,985.95	-	2,985.95	0.00	0.0%
Other	1st year	2,899.90	2,899.90	-	0.00	0.0%
Other	2nd year	2,899.90	-	2,899.90	0.00	0.0%
Other	3rd year	2,899.90	-	2,899.90	0.00	0.0%
Other	4th year	2,899.90	-	2,899.90	0.00	0.0%
Law	1st year	8,778.15	8,778.15	-	0.00	0.0%
Law	2nd year	8,694.50	-	8,694.50	0.00	0.0%
Law	3rd year	8,611.70	-	8,611.70	0.00	0.0%
Dual JD	1st year	8,778.15	8,778.15	-	0.00	0.0%
Dual JD	2nd year	8,360.10	-	8,360.10	0.00	0.0%
Dual JD	3rd year	7,962.05	-	7,962.05	0.00	0.0%
Co-op Fee Per Work and Study Terms ^ +		455.00		446.25	8.75	2.0%

^ Fee charged per semester

+ Students who are approved to complete work terms in excess of the standard number of work terms set out in their program, will incur a supplemental co-op fee for each additional work-term.

UNDERGRADUATE TUITION FEES - DOMESTIC			2020/21 PER SEMESTER (PROPOSED)	2019/20 PER SEMESTER (APPROVED)	Fees paid in 2019/20 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<u>PART TIME</u>	Per Course						
Business		1st year	876.37	876.37	-	0.00	0.0%
Business		2nd year	868.03	-	868.03	0.00	0.0%
Business		3rd year	859.76	-	859.76	0.00	0.0%
Business		4th year	859.76	-	859.76	0.00	0.0%
Computer Science		1st year	902.43	902.43	-	0.00	0.0%
Computer Science		2nd year	893.83	-	893.83	0.00	0.0%
Computer Science		3rd year	885.32	-	885.32	0.00	0.0%
Computer Science		4th year	885.32	-	885.32	0.00	0.0%
Education ***		1st year	682.14	682.14	-	0.00	0.0%
Education ***		2nd year	682.14	-	682.14	0.00	0.0%
Concurrent Education programs		1st year	610.81	610.81	-	0.00	0.0%
Concurrent Education programs		2nd year	610.81	-	610.81	0.00	0.0%
Concurrent Education programs		3rd year	610.81	-	610.81	0.00	0.0%
Concurrent Education programs		4th year	610.81	-	610.81	0.00	0.0%
Engineering		1st year	950.94	950.94	-	0.00	0.0%
Engineering		2nd year	941.88	-	941.88	0.00	0.0%
Engineering		3rd year	932.91	-	932.91	0.00	0.0%
Engineering		4th year	932.91	-	932.91	0.00	0.0%
Human Kinetics		1st year	597.19	597.19	-	0.00	0.0%
Human Kinetics		2nd year	597.19	-	597.19	0.00	0.0%
Human Kinetics		3rd year	597.19	-	597.19	0.00	0.0%
Human Kinetics		4th year	597.19	-	597.19	0.00	0.0%
Science (excl. Computer Science)		1st year	597.19	597.19	-	0.00	0.0%
Science (excl. Computer Science)		2nd year	597.19	-	597.19	0.00	0.0%
Science (excl. Computer Science)		3rd year	597.19	-	597.19	0.00	0.0%
Science (excl. Computer Science)		4th year	597.19	-	597.19	0.00	0.0%
Social Work		1st year	597.19	597.19	-	0.00	0.0%
Social Work		2nd year	597.19	-	597.19	0.00	0.0%
Social Work		3rd year	597.19	-	597.19	0.00	0.0%
Social Work		4th year	597.19	-	597.19	0.00	0.0%
Other		1st year	579.98	579.98	-	0.00	0.0%
Other		2nd year	579.98	-	579.98	0.00	0.0%
Other		3rd year	579.98	-	579.98	0.00	0.0%
Other		4th year	579.98	-	579.98	0.00	0.0%
Law continuous enrolment - half time		1st year	4,389.08	4,389.08		0.00	0.0%
Law continuous enrolment - half time		2nd year	4,347.25	-	4,347.25	0.00	0.0%
Law continuous enrolment - half time		3rd year	4,305.85	-	4,305.85	0.00	0.0%

*** N/A for 2020/21 Academic Year

UNDERGRADUATE TUITION FEES - INTERNATIONAL		2020/21 PER SEMESTER (PROPOSED)	2019/20 PER SEMESTER (APPROVED)	Fees paid in 2019/20 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
FULL TIME						
Business	1st year	15,000.00	13,650.00	-	1,350.00	9.9%
Business	2nd year	14,335.00	-	13,650.00	685.00	5.0%
Business	3rd year	14,335.00	-	13,650.00	685.00	5.0%
Business	4th year	14,185.00	-	13,510.00	675.00	5.0%
Education, Engineering & Nursing	1st year	17,000.00	15,165.00	-	1,835.00	12.1%
Education, Engineering & Nursing	2nd year	15,925.00	-	15,165.00	760.00	5.0%
Education, Engineering & Nursing	3rd year	15,630.00	-	14,885.00	745.00	5.0%
Education, Engineering & Nursing	4th year	15,195.00	-	14,470.00	725.00	5.0%
Computer Science	1st year	15,500.00	13,375.00	-	2,125.00	15.9%
Computer Science	2nd year	14,045.00	-	13,375.00	670.00	5.0%
Computer Science	3rd year	13,780.00	-	13,125.00	655.00	5.0%
Computer Science	4th year	13,430.00	-	12,790.00	640.00	5.0%
Science (excl. Computer Science)	1st year	14,440.00	13,125.00	-	1,315.00	10.0%
Science (excl. Computer Science)	2nd year	13,780.00	-	13,125.00	655.00	5.0%
Science (excl. Computer Science)	3rd year	13,780.00	-	13,125.00	655.00	5.0%
Science (excl. Computer Science)	4th year	13,430.00	-	12,790.00	640.00	5.0%
Other	1st year	13,575.00	12,340.00	-	1,235.00	10.0%
Other	2nd year	12,955.00	-	12,340.00	615.00	5.0%
Other	3rd year	12,955.00	-	12,340.00	615.00	5.0%
Other	4th year	12,900.00	-	12,285.00	615.00	5.0%
Law	1st year	21,500.00	19,110.00	-	2,390.00	12.5%
Law	2nd year	20,065.00	-	19,110.00	955.00	5.0%
Law	3rd year	20,065.00	-	19,110.00	955.00	5.0%
Dual JD	1st year	11,265.00	10,240.00	-	1,025.00	10.0%
Dual JD	2nd year	10,240.00	-	10,240.00	0.00	0.0%
Dual JD	3rd year	9,753.50	-	9,753.50	0.00	0.0%
US Neighbour Fee (in Canadian dollars)	1st year	9,765.00	9,300.00	-	465.00	5.0%
US Neighbour Fee (in Canadian dollars)	2nd year	9,765.00	-	9,300.00	465.00	5.0%
US Neighbour Fee (in Canadian dollars)	3rd year	8,955.00	-	8,530.00	425.00	5.0%
US Neighbour Fee (in Canadian dollars)	4th year	8,955.00	-	8,530.00	425.00	5.0%
Co-op Fee Per Work and Study Terms ^ +		565.00		558.75	6.25	1.1%

^ Fee charged per semester

+ Students who are approved to complete work terms in excess of the standard number of work terms set out in their program, will incur a supplemental co-op fee for each additional work-term.

UNDERGRADUATE TUITION FEES - INTERNATIONAL			2020/21 PER SEMESTER (PROPOSED)	2019/20 PER SEMESTER (APPROVED)	Fees paid in 2019/20 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<u>PART TIME</u>	Per Course						
Business	1st year	3,000.00	2,730.00	-	270.00	9.9%	
Business	2nd year	2,867.00	-	2,730.00	137.00	5.0%	
Business	3rd year	2,867.00	-	2,730.00	137.00	5.0%	
Business	4th year	2,837.00	-	2,702.00	135.00	5.0%	
Engineering, Education, Nursing	1st year	3,400.00	3,033.00	-	367.00	12.1%	
Engineering, Education, Nursing	2nd year	3,185.00	-	3,033.00	152.00	5.0%	
Engineering, Education, Nursing	3rd year	3,126.00	-	2,977.00	149.00	5.0%	
Engineering, Education, Nursing	4th year	3,039.00	-	2,894.00	145.00	5.0%	
Computer Science	1st year	3,100.00	2,675.00	-	425.00	15.9%	
Computer Science	2nd year	2,809.00	-	2,675.00	134.00	5.0%	
Computer Science	3rd year	2,756.00	-	2,625.00	131.00	5.0%	
Computer Science	4th year	2,686.00	-	2,558.00	128.00	5.0%	
Science (excl. Computer Science)	1st year	2,888.00	2,625.00	-	263.00	10.0%	
Science (excl. Computer Science)	2nd year	2,756.00	-	2,625.00	131.00	5.0%	
Science (excl. Computer Science)	3rd year	2,756.00	-	2,625.00	131.00	5.0%	
Science (excl. Computer Science)	4th year	2,686.00	-	2,558.00	128.00	5.0%	
Other	1st year	2,715.00	2,468.00	-	247.00	10.0%	
Other	2nd year	2,591.00	-	2,468.00	123.00	5.0%	
Other	3rd year	2,591.00	-	2,468.00	123.00	5.0%	
Other	4th year	2,580.00	-	2,457.00	123.00	5.0%	
Law continuous enrolment - half time	1st year	10,750.00	9,555.00	-	1,195.00	12.5%	
Law continuous enrolment - half time	2nd year	10,032.50	-	9,555.00	477.50	5.0%	
Law continuous enrolment - half time	3rd year	10,032.50	-	9,555.00	477.50	5.0%	
US Neighbour Fee (in Canadian dollars)	1st year	1,953.00	1,860.00	-	93.00	5.0%	
US Neighbour Fee (in Canadian dollars)	2nd year	1,953.00	-	1,860.00	93.00	5.0%	
US Neighbour Fee (in Canadian dollars)	3rd year	1,791.00	-	1,706.00	85.00	5.0%	
US Neighbour Fee (in Canadian dollars)	4th year	1,791.00	-	1,706.00	85.00	5.0%	

2020/21 Tuition Fees: Graduate - Domestic & International

GRADUATE TUITION FEES - DOMESTIC		2020/21 PER SEMESTER (PROPOSED)	2019/20 PER SEMESTER (APPROVED)	Fees paid in 2019/20 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<u>FULL TIME</u>						
Master's Qualifying		All Masters Qualifying tuition rates equal to undergraduate tuition rates				
Master's Candidate & PhD	1st year	2,393.10	2,393.10	-	0.00	0.0%
Master's Candidate & PhD	2nd year	2,393.10	-	2,393.10	0.00	0.0%
Master's Candidate & PhD	3rd year	2,393.10	-	2,393.10	0.00	0.0%
Master's Candidate & PhD	4th year & beyond	2,393.10	-	2,393.10	0.00	0.0%
Master's Candidate & PhD -Social Work	1st year	3,081.75	3,081.75	-	0.00	0.0%
Master's Candidate & PhD -Social Work	2nd year	3,081.75	-	3,081.75	0.00	0.0%
Master's Candidate & PhD -Social Work	3rd year	3,081.75	-	3,081.75	0.00	0.0%
Master's Candidate & PhD -Social Work	4th year & beyond	3,081.75	-	3,081.75	0.00	0.0%
M.B.A. (4 term assessment)	1st year	4,675.25	4,675.25	-	0.00	0.0%
M.B.A. (4 term assessment)	2nd year	4,675.25	-	4,675.25	0.00	0.0%
M.B.A. -Accounting (3 term assessment)	1st year	8,977.50	8,977.50	-	0.00	0.0%
M.B.A. -Accounting (3 term assessment)	2nd year	8,977.50	-	8,977.50	0.00	0.0%
Master's of Applied Economics Policy	1st year	2,795.35	2,795.35	-	0.00	0.0%
Master's of Applied Economics Policy	2nd year	2,795.35	-	2,795.35	0.00	0.0%
Economics	1st year	2,795.35	2,795.35	-	0.00	0.0%
Economics	2nd year	2,795.35	-	2,795.35	0.00	0.0%
Economics	3rd year	2,795.35	-	2,795.35	0.00	0.0%
Economics	4th year & beyond	2,795.35	-	2,795.35	0.00	0.0%
M. Eng.	1st year	2,795.35	2,795.35	-	0.00	0.0%
M. Eng.	2nd year	2,795.35	-	2,795.35	0.00	0.0%
M. Eng.	3rd year	2,795.35	-	2,795.35	0.00	0.0%
M. Eng.	4th year & beyond	2,795.35	-	2,795.35	0.00	0.0%
Co-op Fee Per Work and Study Terms ^ +		455.00		446.25	8.75	2.0%

^ Fee charged per semester

+ Students who are approved to complete work terms in excess of the standard number of work terms set out in their program, will incur a supplemental co-op fee for each additional work-term.

PART TIME

Master's Qualifying		All Masters Qualifying tuition rates equal to undergraduate tuition rates				
Master's Candidate & PhD - half time	1st year	1,196.55	1,196.55	-	0.00	0.0%
Master's Candidate & PhD - half time	2nd year	1,196.55	-	1,196.55	0.00	0.0%
Master's Candidate & PhD - half time	3rd year	1,196.55	-	1,196.55	0.00	0.0%
Master's Candidate & PhD - half time	4th year & beyond	1,196.55	-	1,196.55	0.00	0.0%
Master's Candidate & PhD -Social Work - half time	1st year	1,540.88	1,540.88	-	0.00	0.0%
Master's Candidate & PhD -Social Work - half time	2nd year	1,540.88	-	1,540.88	0.00	0.0%
Master's Candidate & PhD -Social Work - half time	3rd year	1,540.88	-	1,540.88	0.00	0.0%
Master's Candidate & PhD -Social Work - half time	4th year & beyond	1,540.88	-	1,540.88	0.00	0.0%
M.B.A. - per course ***	1st year	935.05	935.05	-	0.00	0.0%
M.B.A. - per course ***	2nd year	935.05	-	935.05	0.00	0.0%
M.B.A. -Accounting - per course ***	1st year	1,795.50	1,795.50	-	0.00	0.0%
M.B.A. -Accounting - per course ***	2nd year	1,795.50	-	1,795.50	0.00	0.0%
Economics - half time ***	1st year	1,397.68	1,397.68	-	0.00	0.0%
Economics - half time ***	2nd year	1,397.68	-	1,397.68	0.00	0.0%
Economics - half time ***	3rd year	1,397.68	-	1,397.68	0.00	0.0%
Economics - half time ***	4th year & beyond	1,397.68	-	1,397.68	0.00	0.0%
M. Eng. - half time	1st year	1,397.68	1,397.68	-	0.00	0.0%
M. Eng. - half time	2nd year	1,397.68	-	1,397.68	0.00	0.0%
M. Eng. - half time	3rd year	1,397.68	-	1,397.68	0.00	0.0%
M. Eng. - half time	4th year & beyond	1,397.68	-	1,397.68	0.00	0.0%

*** N/A for 2020/21 Academic Year

GRADUATE TUITION FEES - INTERNATIONAL		2020/21 PER SEMESTER (PROPOSED)	2019/20 PER SEMESTER (APPROVED)	Fees paid in 2019/20 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
FULL TIME						
Master's Qualifying		All Masters Qualifying tuition rates equal to undergraduate tuition rates				
Master's Candidate & PhD	1st year	7,665.00	7,550.00	-	115.00	1.5%
Master's Candidate & PhD	2nd year	7,665.00	-	7,550.00	115.00	1.5%
Master's Candidate & PhD	3rd year	7,665.00	-	7,550.00	115.00	1.5%
Master's Candidate & PhD	4th year & beyond	7,665.00	-	7,550.00	115.00	1.5%
Master's Candidate & PhD -Economics	1st year	8,085.00	7,965.00	-	120.00	1.5%
Master's Candidate & PhD -Economics	2nd year	8,085.00	-	7,965.00	120.00	1.5%
Master's Candidate & PhD -Economics	3rd year	8,085.00	-	7,965.00	120.00	1.5%
Master's Candidate & PhD -Economics	4th year & beyond	8,085.00	-	7,965.00	120.00	1.5%
Master's Candidate & PhD -Computer Science	1st year	8,120.00	8,000.00	-	120.00	1.5%
Master's Candidate & PhD -Computer Science	2nd year	8,120.00	-	8,000.00	120.00	1.5%
Master's Candidate & PhD -Computer Science	3rd year	8,120.00	-	8,000.00	120.00	1.5%
Master's Candidate & PhD -Computer Science	4th year & beyond	8,120.00	-	8,000.00	120.00	1.5%
M.B.A. (4 term assessment)	1st year	9,200.00	8,400.00	-	800.00	9.5%
M.B.A. (4 term assessment)	2nd year	8,820.00	-	8,400.00	420.00	5.0%
M.B.A. -Accounting (3 term assessment)	1st year	13,000.00	12,075.00	-	925.00	7.7%
M.B.A. -Accounting (3 term assessment)	2nd year	12,680.00	-	12,075.00	605.00	5.0%
M. Eng. - per course (8 courses)		4,312.50	3,750.00	-	562.50	15.0%
Co-op Fee Per Work and Study Terms ^ +		565.00		558.75	6.25	1.1%

^ Fee charged per semester

+ Students who are approved to complete work terms in excess of the standard number of work terms set out in their program, will incur a supplemental co-op fee for each additional work-term.

PART TIME

Master's Qualifying		All Masters Qualifying tuition rates equal to undergraduate tuition rates				
Master's Candidate & PhD - half time	1st year	3,832.50	3,775.00	-	57.50	1.5%
Master's Candidate & PhD - half time	2nd year	3,832.50	-	3,775.00	57.50	1.5%
Master's Candidate & PhD - half time	3rd year	3,832.50	-	3,775.00	57.50	1.5%
Master's Candidate & PhD - half time	4th year & beyond	3,832.50	-	3,775.00	57.50	1.5%
Master's Candidate & PhD -Economics - half time	1st year	4,042.50	3,982.50	-	60.00	1.5%
Master's Candidate & PhD -Economics - half time	2nd year	4,042.50	-	3,982.50	60.00	1.5%
Master's Candidate & PhD -Economics - half time	3rd year	4,042.50	-	3,982.50	60.00	1.5%
Master's Candidate & PhD -Economics - half time	4th year & beyond	4,042.50	-	3,982.50	60.00	1.5%
Master's Candidate & PhD -Computer Science - half time	1st year	4,060.00	4,000.00	-	60.00	1.5%
Master's Candidate & PhD -Computer Science - half time	2nd year	4,060.00	-	4,000.00	60.00	1.5%
Master's Candidate & PhD -Computer Science - half time	3rd year	4,060.00	-	4,000.00	60.00	1.5%
Master's Candidate & PhD -Computer Science - half time	4th year & beyond	4,060.00	-	4,000.00	60.00	1.5%
M.B.A. - per course ***	1st year	1,840.00	1,680.00	-	160.00	9.5%
M.B.A. - per course ***	2nd year	1,764.00	-	1,680.00	84.00	5.0%
M.B.A. -Accounting - per course ***	1st year	2,600.00	2,415.00	-	185.00	7.7%
M.B.A. -Accounting - per course ***	2nd year	2,536.00	-	2,415.00	121.00	5.0%

*** N/A for 2020/21 Academic Year

2020/21 Tuition Fees: Graduate - Course Based Masters Programs

GRADUATE TUITION FEES - COURSE BASED MASTER'S PROGRAMS		2020/21 RATES (PROPOSED)	2019/20 RATES (APPROVED)	Fees paid in 2019/20 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<u>PER SEMESTER RATES</u>						
Master of Social Work -Domestic	1st year	3,081.75	3,081.75	-	0.00	0.0%
Master of Social Work -Domestic	2nd year	3,081.75	-	3,081.75	0.00	0.0%
Master of Social Work -International	1st year	7,665.00	7,550.00	-	115.00	1.5%
Master of Social Work -International	2nd year	7,665.00	-	7,550.00	115.00	1.5%
<u>FULL PROGRAM BASE TUITION</u>						
~Master of Actuarial Sciences **	Entering 20/21	32,000.00	27,700.00		4,300.00	15.5%
	Continuing	29,085.00	27,700.00		1,385.00	5.0%
~Master of Applied Computing **	Entering 20/21	32,000.00	28,350.00		3,650.00	12.9%
	Continuing	29,767.50	28,350.00		1,417.50	5.0%
~Master of Applied Economics and Policy **	Entering 20/21	31,000.00	29,400.00		1,600.00	5.4%
	Continuing	30,870.00	29,400.00		1,470.00	5.0%
Master of Business Administration for Managers and Professionals (International) ++		36,800.00	36,750.00		50.00	0.1%
Master of Business Administration for Managers and Professionals (Domestic) ++		31,500.00	31,500.00		0.00	0.0%
~Master of Education **	Entering 20/21	33,000.00	30,975.00		2,025.00	6.5%
	Continuing	32,523.75	30,975.00		1,548.75	5.0%
Master of Engineering ** (charged per course -8 courses)	Entering 20/21	34,500.00	30,000.00		4,500.00	15.0%
	Continuing	31,500.00	30,000.00		1,500.00	5.0%
Master of Engineering (Auto) ** (charged per course -8 courses)	Entering 20/21	34,500.00	30,000.00		4,500.00	15.0%
	Continuing	31,500.00	30,000.00		1,500.00	5.0%
~Master of Management **	Entering 20/21	36,000.00	33,600.00		2,400.00	7.1%
	Continuing	35,280.00	33,600.00		1,680.00	5.0%
~Master of Medical Biotechnology **	Entering 20/21	31,000.00	28,350.00		2,650.00	9.3%
	Continuing	29,767.50	28,350.00		1,417.50	5.0%
<u>ADDITIONAL PROGRAM FEES (as applicable)</u>						
M. Ed - Preparatory Program		1,500.00	1,500.00		0.00	0.0%
M. Eng. - Preparatory Program		3,000.00	3,000.00		0.00	0.0%
M.M.B. - Lab Fee		1,000.00	1,000.00		0.00	0.0%
M.O.M. - Preparatory Program		3,000.00	3,000.00		0.00	0.0%
M.A.C. - Lab Fee		500.00	500.00		0.00	0.0%
MSW Practicum Fee		400.00	400.00		0.00	0.0%
M.Ed Practicum Fee		1,000.00	1,000.00		0.00	0.0%

** All international cohort-based masters programs will charge a per course fee for course repeats following four full-time terms of registration. The per course fee will be determined by dividing the program fee by the number of required courses.

~ Charged per term over 4 terms

++ Charged per term over 6 terms

2020/21 Compulsory Ancillary Fees

	2020/21 RATES (PROPOSED)	2019/20 RATES (APPROVED)	\$ INCREASE	% INCREASE
<u>UNDERGRADUATE FULL TIME ANCILLARY FEES</u>				
UWSA ^	60.71	59.55	1.16	1.9%
UWSA - Third Party Fees ^	22.91	20.21	2.70	13.4%
UWSA - U-PASS (student bus pass) ^	66.00	66.00	0.00	0.0%
UWSA - U-PASS Administration Fee ^	5.00	5.00	0.00	0.0%
UWSA Drug and Dental Plan *	290.00	290.00	0.00	0.0%
Student Wellness Fee ^	32.89	22.89	10.00	43.7%
Athletics and Recreation Fee ^	102.98	97.21	5.77	5.9%
CAW Student Centre Operating - Full time ^	57.00	53.38	3.62	6.8%
CAW Student Centre Expansion - Full time ^	42.00	41.21	0.79	1.9%
Lancer Sports and Recreation Centre Fee (max of two semester assessments per year) ^ ~	62.50	62.50	0.00	0.0%
Sports and Recreation Capital Fee (maximum of two semester assessments per year) ^	19.82	19.44	0.38	1.9%
Human Kinetics Undergraduate Lounge Fee	10.00	10.00	0.00	0.0%
Human Kinetics Computer Lab	15.00	15.00	0.00	0.0%
Engineering Students' Endowment Fund ^	19.81	19.43	0.38	1.9%
Law Duplicating	17.50	17.50	0.00	0.0%
Law - Career Development Officer ^	130.00	130.00	0.00	0.0%
First Year Transition Support Fee (assessed first semester only)	67.05	65.77	1.28	1.9%
Education Learning Centre Fee ^	29.80	29.23	0.57	1.9%
Nursing Lab Fee 1st Year	85.09	83.46	1.63	1.9%
Nursing Lab Fee 2nd Year	85.09	83.46	1.63	1.9%
Nursing Lab Fee 3rd Year	45.37	44.51	0.87	1.9%
Nursing Lab Fee 4th Year	22.68	22.24	0.43	1.9%
<u>Student Society Fees</u>				
Commerce (Business)	50.00	50.00	0.00	0.0%
Computer Science	20.00	10.00	10.00	100.0%
Dramatic Arts	5.00	5.00	0.00	0.0%
Education	2.25	2.25	0.00	0.0%
Engineering	20.00	20.00	0.00	0.0%
Human Kinetics	5.00	5.00	0.00	0.0%
International Student (full time students only)	3.50	3.50	0.00	0.0%
Law	12.50	12.50	0.00	0.0%
Music	5.00	5.00	0.00	0.0%
Nursing	15.00	15.00	0.00	0.0%
Science	10.00	2.50	7.50	300.0%
Social Science	2.50	2.50	0.00	0.0%
Social Work	5.00	5.00	0.00	0.0%
Visual Arts	5.00	5.00	0.00	0.0%
<u>UNDERGRADUATE PART TIME ANCILLARY FEES</u>				
OPUS ^	35.08	34.42	0.66	1.9%
OPUS - Student Refugee Support Fund ^	2.00	2.00	0.00	0.0%
OPUS - U-PASS (student bus pass) ^	66.00	66.00	0.00	0.0%
OPUS Drug and Dental Plan *	340.97	340.97	0.00	0.0%
Medical Office (Health) Fee ^	14.94	10.40	4.54	43.7%
Athletics and Recreation Fee ^	42.08	39.71	2.37	6.0%
CAW Student Centre Operating - per course (max of 5 course assessments per semester) ^	11.40	10.68	0.72	6.7%
CAW Student Centre Expansion - per course (max of 5 course assessments per semester) ^	8.40	8.24	0.16	1.9%
Lancer Sports and Recreation Centre Fee (max of two semester assessments per year) ^ ~	62.50	62.50	0.00	0.0%
Sports and Recreation Capital Fee (maximum of two semester assessments per year) ^	19.82	19.44	0.38	1.9%
Law Duplicating ^	8.75	8.75	0.00	0.0%
Law - Career Development Officer ^	65.00	65.00	0.00	0.0%
<u>Student Society Fees</u>				
Law	12.50	12.50	0.00	0.0%
Nursing	10.00	10.00	0.00	0.0%

^ Fee charged per semester

* Fee charged annually

~ The Lancer Sports and Recreation Centre fee shall be assessed commencing Fall 2019 or in the academic year that the building becomes operational, whichever comes later.

2020/21 Compulsory Ancillary Fees

	2020/21 RATES (PROPOSED)	2019/20 RATES (APPROVED)	\$ INCREASE	% INCREASE
<u>GRADUATE FULL TIME ANCILLARY FEES</u>				
Graduate Student Society ^	35.17	34.53	0.64	1.9%
GSS U-PASS (student bus pass) ^	66.00	66.00	0.00	0.0%
GSS U-PASS Administration Fee*	5.00	10.00	-5.00	N/A
GSS Drug and Dental Plan (12 Month Fee)	554.44	554.44	0.00	0.0%
GSS Drug and Dental Plan (16 Month Fee)	735.92	735.92	0.00	0.0%
Health ^	32.89	22.89	10.00	43.7%
Athletics and Recreation Fee ^	102.98	97.21	5.77	5.9%
Grad House ^	31.90	31.29	0.61	1.9%
CAW Student Centre Expansion - Full time ^	42.00	41.21	0.79	1.9%
Lancer Sports and Recreation Centre Fee (max of two semester assessments per year) ^ ~	62.50	62.50	0.00	0.0%
Sports and Recreation Capital Fee (maximum of two semester assessments per year) ^	15.24	14.95	0.29	1.9%
<u>Student Society Fees</u>				
M.B.A.	24.66	24.66	0.00	0.0%
Nursing	15.00	15.00	0.00	0.0%
<u>GRADUATE PART TIME ANCILLARY FEES</u>				
Graduate Student Society ^	26.12	25.64	0.48	1.9%
Health ^	14.94	10.40	4.54	43.7%
Athletics and Recreation Fee ^	42.08	39.71	2.37	6.0%
Grad House - per course (maximum of 5 course assessments per semester) ^	6.38	6.26	0.12	1.9%
CAW Student Centre Expansion - per course (max of 5 course assessments per semester) ^	8.40	8.24	0.16	1.9%
Lancer Sports and Recreation Centre Fee (max of two semester assessments per year) ^ ~	62.50	62.50	0.00	0.0%
Sports and Recreation Capital Fee (maximum of two semester assessments per year) ^	15.24	14.95	0.29	1.9%
<u>Student Society Fees</u>				
M.B.A.	12.33	12.33	0.00	0.0%
Nursing	10.00	10.00	0.00	0.0%
<u>INTERNATIONAL STUDENT HEALTH INSURANCE</u>				
Single coverage *	729.65	729.65	0.00	0.0%
Couple coverage (additional premium) *	1,341.10	1,341.10	0.00	0.0%
Family coverage (additional premium) *	1,651.10	1,651.10	0.00	0.0%

^ Fee charged per semester

* Fee charged annually

~ The Lancer Sports and Recreation Centre fee shall be assessed commencing Fall 2020 or in the academic year that the building becomes operational, whichever comes later.

2020/21 Compulsory Ancillary Fees

	2020/21 RATES (PROPOSED)	2019/20 RATES (APPROVED)	\$ INCREASE	% INCREASE
<u>OTHER ADDITIONAL COST RECOVERY COURSE FEES</u>				
Advanced Photography (VSAR-3530)	50.00	50.00	0.00	0.0%
Aeronautics Flight (AERO-1970) - First Year Students	9,985.00	9,695.00	290.00	3.0%
Aeronautics Flight - (AERO-2970) Second Year Students	9,985.00	7,988.00	1,997.00	25.0%
Aeronautics Flight - (AERO 3970/4970) Third/Fourth Year Students	8,228.00	7,988.00	240.00	3.0%
Bio Art (VSAR-3860)	110.00	110.00	0.00	0.0%
Field Methods in Environmental Science (ESC13735-01)	500.00	500.00	0.00	0.0%
Field Measurement and Mapping Techniques (ESC13745-01)	500.00	500.00	0.00	0.0%
Great Lakes Field Biology (BIOL4864-11)	750.00	750.00	0.00	0.0%
Great Lakes Field Biology all other sections (BIOL4864-XX)	350.00	350.00	0.00	0.0%
Global Perspective in Science -Costa Rica (ESC13735-20)	2,500.00	2,500.00	0.00	0.0%
Global Perspective in Science -Iceland (ESC13755-21)	3,000.00	3,000.00	0.00	0.0%
Global Perspective in Science - N. Europe (ESC13755-22)	2,500.00	2,500.00	0.00	0.0%
Green Corridor (VSAR-3850)	55.00	55.00	0.00	0.0%
Independent Studio (VSAR-3650)	84.00	84.00	0.00	0.0%
Introductory Photography (VSAR-2530/CMAF-2530)	100.00	100.00	0.00	0.0%
Introductory Printmaking - Intaglio (VSAR-2330)	80.00	80.00	0.00	0.0%
Introductory Printmaking - Lithography (27-224)	80.00	80.00	0.00	0.0%
Introductory Sculpture (VSAR-2330)	33.50	33.50	0.00	0.0%
Kinesiology - Outdoor Education	450.00	450.00	0.00	0.0%
Kinesiology - PTA of Golf	125.00	125.00	0.00	0.0%
Kinesiology - PTA of Hockey	125.00	100.00	25.00	25.0%
Kinesiology - PTA of Squash	50.00	50.00	0.00	0.0%
Kinesiology - Sports Therapy	55.00	55.00	0.00	0.0%
Kinesiology - PTA of Football (NEW)	25.00	0.00	25.00	0.0%
Kinesiology - PTA of Basketball (NEW)	25.00	0.00	25.00	0.0%
Kinesiology - PTA of Volleyball (NEW)	25.00	0.00	25.00	0.0%
Kinesiology - PTA of Track & Field (NEW)	25.00	0.00	25.00	0.0%
Kinesiology - Special Topics in PTA of Sport (NEW)	25.00	0.00	25.00	0.0%
Music Fee - Private Instruction (1/2 hour)	525.00	525.00	0.00	0.0%
Music Fee - Private Instruction (full hour)	1,050.00	1,050.00	0.00	0.0%
Photography (VSAR-2900/3460/3470/3480)	66.00	66.00	0.00	0.0%
Printmaking (VSAR-3260)	80.00	80.00	0.00	0.0%
Sculpture (VSAR-3330)	55.00	55.00	0.00	0.0%
Studio Practice & Ideas/Space (VSAR-1050)	33.00	33.00	0.00	0.0%
Studio Practice I (VSAR-4800)	90.00	90.00	0.00	0.0%
Studio Practice II (VSAR-4810)	90.00	90.00	0.00	0.0%
VABE Transportation Fee	1,000.00	1,000.00	0.00	0.0%
M.B.A. for Managers and Professionals - Materials and Events Fee	1,500.00	1,500.00	0.00	0.0%
English Academic Preparation Program	1,650.00	1,650.00	0.00	0.0%
English Language Training Program	4,600.00	4,600.00	0.00	0.0%
English Language Training Program (Fast Track)	5,000.00	5,000.00	0.00	0.0%
Introduction to Media Design & Production I (CMAF-1120/CNMA-1120)	30.00	30.00	0.00	0.0%
Introduction to Media Design & Production II (CMAF-1130/CNMA-1130)	30.00	30.00	0.00	0.0%
Fundamentals of Sound Technology (CMAF-2090/CNMA-2090)	30.00	30.00	0.00	0.0%
Podcasting & Internet Media (CMAF-2130)	30.00	30.00	0.00	0.0%
Experimental Film & Video (CMAF-2150/CNMA-2150)	30.00	30.00	0.00	0.0%
The Art of Photoblogging (CMAF-2210)	30.00	30.00	0.00	0.0%
Film Production (CMAF-2310/CNMA-2310)	30.00	30.00	0.00	0.0%
Documentary (CMAF-2320/CNMA-2320)	30.00	30.00	0.00	0.0%
Field & Studio Sound Recording (CMAF-3090/CNMA-3090)	30.00	30.00	0.00	0.0%
Cinematography (CMAF-3100/CNMA-3100)	30.00	30.00	0.00	0.0%
Studio & Location Lightning for Film & Video (CMAF-3140/CNMA-3140)	30.00	30.00	0.00	0.0%
Directing the Screen Performance (CMAF-3170/CNMA-3170)	30.00	30.00	0.00	0.0%
Production Planning & Development (CMAF-3230/CNMA-3230)	30.00	30.00	0.00	0.0%
Digital Video Editing & Post-Production (CMAF-3270/CNMA-3270)	30.00	30.00	0.00	0.0%
Motion Picture Technologies (CMAF-3300/CNMA-3300)	30.00	30.00	0.00	0.0%
Intermediate Film Production (CMAF-3310/CNMA-3310)	30.00	30.00	0.00	0.0%
Intermediate Documentary (CMAF-3320/CNMA-3320)	30.00	30.00	0.00	0.0%
Advance Studio & Location Lightning for Film & Video (CMAF-4150/CNMA-4150)	30.00	30.00	0.00	0.0%

2020/21 Compulsory Ancillary Fees

	2020/21 RATES (PROPOSED)	2019/20 RATES (APPROVED)	\$ INCREASE	% INCREASE
Advanced Television Production (CMAF-4210)	30.00	30.00	0.00	0.0%
Advertising/Marketing Campaign Production (CMAF-4230)	30.00	30.00	0.00	0.0%
Advanced Non-Fiction Media Production (CMAF-4240)	30.00	30.00	0.00	0.0%
Advanced Editing & Post-Production (CMAF-4270/CNMA-4270)	30.00	30.00	0.00	0.0%
Senior Project (CMAF-4280)	30.00	30.00	0.00	0.0%
Topics in Media Production (CMAF-4890)	30.00	30.00	0.00	0.0%
Style in Theatre (DRAM-4000)	90.00	90.00	0.00	0.0%
Special Topics - Global Perspectives - Scotland (FRSC4018-20)	2,500.00	2,000.00	500.00	25.0%
<u>OTHER MISCELLANEOUS FEES</u>				
UWin Card Fee - (all students first term)	30.00	0.00	30.00	NEW

**University of Windsor
Board of Governors**

4.7.2: **2020-2021 Preliminary Operating Budget**

Item for: **Information**

Forwarded by: **Resource Allocation Committee**

Rationale:

See attached 2020-2021 Preliminary Operating Budget document, "Operating Budget 2020 - 2021: Standing Together, Windsor Proud"

Report of the Resource Allocation Committee:

A thorough presentation on the preliminary 2020-2021 operating budget was delivered to the Resource Allocation Committee. Key take-aways: 1) as a result of COVID19, the University will see a third consecutive year where operating revenue has stayed flat (tuition fees revenue and government grant); 2) enrolments are projected at F2018 levels, mostly due to the impact of COVID19 on international enrolment; 3) greater diversification of international recruitment/enrolment would not have helped in this situation given that COVID19 is a pandemic; 4) with family income and summer jobs impacted, enrolment from the tri-county area is expected to increase since students may be less likely to move away or may feel safer close to home; 5) implementation of SMA3 is being delayed and government grants are expected to stay the same; 6) pension valuations will likely result in (significantly) increased payments in light of the financial situation; 7) the University needs to find \$21.5m in expenses to present a balanced budget.

The Resource Allocation Committee was informed that Administration is planning to propose a balanced budget and has established a set of key principles to guide its proposed expenditure adjustments. The \$21.5m expenditure adjustments will be made using a mix of cost reduction strategies and withdrawals from reserves, which the Committee noted represented fair and equitable approaches to addressing the deficit.

It was stressed that the final budget, to be presented for approval in May, might differ (slightly or significantly) from the preliminary budget due to the ever changing COVID19 situation. Administration is to be commended for arriving at this preliminary balanced budget proposal and within such a short period of time.

The Committee also received an update that capital projects have been paused, following the government's announcement that construction (other than that related to health and safety) is not an essential service. Start dates for projects will be reassessed on a case-by-case basis, taking into consideration student needs and student experience, impact on programming, costs and financing, etc.



University
of Windsor

OPERATING BUDGET

2020 - 2021

**STANDING TOGETHER,
WINDSOR PROUD**



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April 8, 2020

To the University of Windsor Campus Community,

Budgets are always eagerly anticipated documents. They are very much a reflection of the recent past and a much-needed look into the future. While every budget has its unique qualities and circumstances, perhaps the 2020/21 University of Windsor Operating Budget comes at a more difficult and uncertain time than any in our institution's history.

The COVID-19 pandemic has changed, and continues to change, our campus in ways we still cannot fully appreciate. As the 2020/21 Operating Budget is released, we are in a mode of providing essential services only, most of our faculty and staff are working remotely, and exams are not being conducted in a traditional face-to-face setting, but through different models of delivery.

Our campus is virtually deserted as we do all that's possible to put the health and safety of every member of our community - students, faculty and staff - first. Their well-being continues to be at the forefront of all the decisions we are making.

But what you can still feel during these exceedingly difficult days is the spirit that is ingrained in each and every member of our campus community. That spirit will sustain us as we go forward, and this year's Operating Budget is designed to do everything it can to help in this process.

First, the 2020/21 budget is balanced. To accomplish this difficult task took an immense effort on the part of a group leaders from various areas of the University, but who came together under a shared set of principles.

Over the next while, we know our students will need support more than ever, and the Operating Budget continues investments in student supports as well as an increased commitment to scholarships and bursaries.

The 2020/21 Operating Budget also sets out to capture the challenges we see to both our international and domestic student intakes and our enrolments. As a result, we've reduced our originally contemplated tuition budget by 10 per cent to reflect the realities of COVID-19, and have established an \$8 million enrolment contingency fund to hedge against losses beyond those contemplated.

When we do emerge from the challenge we are facing, every area of the campus will have a hand in balancing the budget. It will be accomplished through a mix of cost management strategies, a streamlining of strategic initiatives, and the use of a portion of unencumbered reserves.

For the first time, this year's Operating Budget document responsibly includes three different lenses to better find the path we need to take:

- The budget has been contemplated in a pre COVID-19 world.
- There is an adjusted budget model to reflect our best guess at the realities of COVID-19's impact.
- As well, there is a detailed sensitivity analysis disclosing where we are exposed to risk, and how we would propose addressing those risks.

While we are all focused on the COVID-19 challenge, it is also important to remember what an incredibly successful year the University has experienced as the 2019/20 academic year ends. This is only possible through the work and efforts of our exceptional students, faculty, staff and alumni.

One thing is certain as we emerge from the COVID-19 crisis - what we do best will become even more important.

Our University is a major economic engine in Windsor-Essex, and it's a role that we must devote even more energy to. We have made a difference, and we will continue to do so.

- We will continue to address challenges related to the Great Lakes and to our national borders.
- We will help ensure safe, vibrant and healthy communities, and we will promote sustainable manufacturing.
- We will continue to build on our commitment to overall excellence, as well as ground-breaking academic research at our incredible institution.

We are in an incredible position to move forward, and our Operating Budget is part of preparing for the post COVID-19 world. But everyone in our campus community will need to come together to help make 2020/21 a success. I have no doubt that will happen.

Let us continue to celebrate our strengths and we will overcome the challenge we face. That is very much the reason we continue to say we are Windsor Proud.

Dr. Robert Gordon
President and Vice-Chancellor

Standing Together, Windsor Proud: The 2020/21 Operating Budget

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PART ONE: ORIGINAL 2020/21 BUDGET PROPOSAL

I. THE ENROLMENT CENTRED BUDGET MODEL (ECM)

1. MANAGING ENROLMENT: THE OBJECTIVES OF THE ECM MODEL

Student enrolment continues to drive almost all operating revenue for the University of Windsor and remains the primary focus of the Enrolment Centred Management (ECM) budget model. Faculties continue to concentrate their efforts on achieving their enrolment management strategies as base budgets are directly impacted by enrolment levels under ECM.

UWindsor has developed and approved a Strategic Enrolment Management (SEM) plan that is guiding enrolment activities. The SEM is complementary to the ECM in achieving the institution's strategic plan and the metrics included in SMA3.

The Enrolment Centered Management (ECM) budget model was first introduced in 2016/17 with the intent of better aligning Faculty resources with their respective enrolment activities. ECM was designed to achieve institutional priorities by adhering to the following set of guiding principles:

1. **Strategic Mission** – Resource allocations should align and support the core academic and research mission and institutional priorities.
2. **Responsibility** – Ensure the alignment of authority for financial management decisions and the responsibility for those decisions.
3. **Sustainability** – Aim to foster a comprehensive university and incentivize behavior in support of long-term financial sustainability of the institution.
4. **Transparency** – Provide a clear delineation of revenue and expenses by unit in order to support and rationalize decisions.

ECM includes a revenue allocation methodology where the direct costs associated with teaching and learning in Faculties are aligned to their enrolment-driven tuition revenue. Government operating grants, investment income and other revenues are directed towards funding institutional infrastructure, services that support teaching and learning, and strategic investment funds.

For 2020/21, Faculties will continue the established pattern of repositioning 15% of their net position (revenue less expenditures) based on their projected prior year (2019/20) tuition fee results. Therefore, Faculties continue to be “held harmless” (i.e. not impacted positively or negatively) for 85% of their net position.

2. EFFECT OF THE DOMESTIC TUITION RATE REDUCTION UNDER ECM

On January 17, 2019, the Ministry of College's and Universities (MCU) announced that all domestic tuition rates would be decreased 10% for the 2019/20 fiscal year and will remain frozen for the 2020/21 year. Because the ECM budget model calculations are based on prior year tuition fee achievements, the effect of this tuition fee cut was not realized in the ECM budget allocation model until the 2020/21 budget year.

Also, since the ECM model funds Faculties solely based on tuition fees, the reduction of the tuition rate had a dramatic negative effect on the net position for every Faculty unit.

Figure 1 below provides the projected 2019/20 net position for each Faculty with the associated budget adjustment required during the 2020/21 fiscal year.

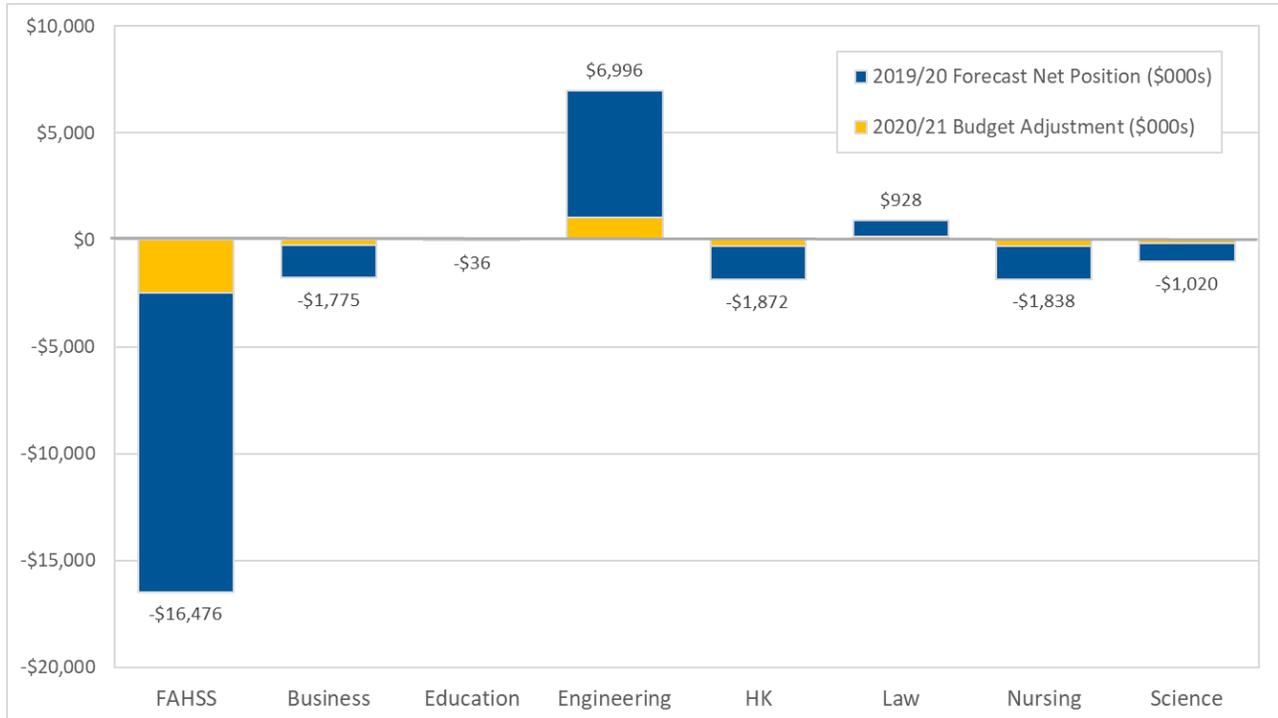


Figure 1: Faculty ECM Net Positions and Budget Adjustments

3. BUDGET MODEL REVIEW AND CHANGES

The 2020/21 fiscal year will mark UWindsor’s 5th year of operations under ECM. A comprehensive and fully consultative review of the ECM budget model has begun. We intend to implement a redesigned budget model for the 2021/22 fiscal year.

II. 2020/21 OPERATING REVENUE

Pre-COVID-19 Operating revenue for 2020/21 is budgeted at \$305.7M, an increase of \$13M (4.7%) over last year.

1. ENROLMENT PROJECTIONS

Enrolment is classified into four main components: 1) undergraduate domestic; 2) undergraduate international; 3) graduate domestic; and 4) graduate international.

There has been a shift over the past several years towards graduate international students and away from undergraduate domestic students as a percentage of the total student population at UWindsor. This shift can be attributed to the continuing growth in international student enrolment in course-based Master's programs in Engineering, Science and Business in particular.

UWindsor's total full-time enrolment was projected at 15,781 in Fall 2020 pre-COVID-19. The totals for undergraduate and graduate students were 10,848 and 4,933, respectively. This total enrolment represents a 6.8% increase over Fall 2019 levels.

i) Undergraduate Students

First-year enrolment is a critical driver of total undergraduate student enrolment. An increase in first-year enrolment has long-lasting effects, as these students continue their studies through the remainder of their 3- or 4-year undergraduate programs.

First-year enrolment has a number of components, including 101s (students entering university directly from high school), 105s (college transfers and out of province Canadian students), international students, students entering Law School, and returning students (those who are continuing at the year 1 level).

In Fall 2020 the predicted pre-COVID-19 number for full-time first-year students at UWindsor was expected to increase to 3,000. This would have marked four continuous years of first-year enrolment growth and return enrolment to Fall 2016 levels.

ii) Graduate Students

Total full-time graduate student enrolment headcount was projected to reach 4,933 in Fall 2020 pre-COVID-19. This number, which included 4,585 Masters and 348 PhD students, would have marked another record year in terms of graduate student counts for UWindsor.

The UWindsor domestic graduate student enrolment projection remains flat to Fall 2019 at 1,510 and has not fluctuated dramatically in recent years. Growth in international graduate student enrolment was projected at 3,423, an increase from 1,441 just five years ago. This growth has been driven largely by increased foreign enrolment in course-based Masters programs in Engineering (Master of Engineering), the Odette School of Business (Master of Management), and Science (Master of Medical Biotechnology, Master of Applied Computing, Master of Actuarial Science and Master of Applied Economic Policy).

2. STUDENT ACADEMIC FEES

In January 2019, MCU announced a new two-year tuition fee framework that included a 10% reduction of all domestic student fee rates effective for the 2019/20 academic year and a freeze at the 2019/20 rates for the 2020/21 academic year.

The pre-COVID-19 budgetary plan at UWindsor was to offset the effects of a domestic tuition rate freeze including the following enrolment and rate adjustments:

- Target 3,000 first year undergraduate enrolment headcount for Fall 2020;
- Increases to international tuition fee rates; and
- Targeted increases in enrolment for graduate course-based masters programs.

Tuition Fees

Pre-COVID-19 tuition fee revenue was budgeted at \$200.3M for 2020/21, up \$21.6M (or 12.1%) from 2019/20. The overall increase is mainly recognized from gains in the Graduate International category of tuition revenue.

There has been a steady shift in tuition revenue away from the highly regulated Domestic fees category towards in-demand Graduate International programs with unregulated tuition rates.

3. GOVERNMENT OPERATING GRANTS

In the 2019 Ontario budget, the government announced that the next round of Strategic Mandate Agreements (SMA3) would see a substantial portion of funding tied to performance in 10 metrics. This would be accomplished using existing levels of funding and reallocating from the Core Operating Grant, into the Differentiation fund which has been renamed to the Performance fund.

Initially 25% of funding will be linked to performance, increasing to 60% by 2024/25 at 'steady state' where all metrics have been developed and activated. This will be achieved by moving the appropriate amount of funds from the Core Operating Grant to the Performance grant.

The metrics and the associated funding would be phased in over three years as per Table 1 below:

Table 1: SMA3 Funding Metrics

	2020/21 Year 1	2021/22 Year 2	2022/23 Year 3	2023/24 Year 4	2024/25 Year 5
Metrics Activated	6	9	10	10	10
Funding	25%	35%	45%	55%	60%

The 10 metrics align with the following government priorities:

- Skills and job outcomes (6 metrics)
- Economic and community impacts (4 metrics)

Included with the SMA3 are two reporting metrics for transparency and accountability only: faculty activity and compensation.

Metrics planned to be activated in 2020/21 are:

- Graduate employment
- Graduation rate
- Institutional strength and focus
- Research funding and capacity
- Community/local impact
- Institution-specific economic impact metric

Two of these metrics allowed input by the university for which there were campus-wide consultation. The Ministry will calculate targets and will apply a band of tolerance, both formulaic, around performance so that small annual variations will not affect funding.

The university assigns each metric a weighting, within ministry parameters, which determines the amount of funding associated with such. Any changes in funding will be calculated for the year and applied to the grant paid in the following year.

The Core Operating Grant (COG) will be adjusted to reflect the roll-in of funding for the actual Education enrolment and the actual graduate enrolment achieved up to the targets that were to be funded. Considering the Core Operating grant, differentiation grant, graduate expansion as well as the Teacher Education time limited funding, there is a small difference of \$25K.

The COG is governed by an enrolment corridor in which the University receives a base level of funding by maintaining eligible enrolment within +3% of the corridor midpoint, established in 2016/17. As funding is moved from COG to the Performance fund, the amount per weighted grant unit will decline.

Special Purpose Grants

Special purpose grants are budgeted at the same level as last year. These are grants provided to address government and system-wide priorities, including Municipal Tax Grant, the Clinical Nursing Grant, and Grants for students with disabilities.

The 2020/21 budget for Special Purpose grants totals \$1.755M and includes the following:

- 1) Funding for Students with Disabilities - \$395,000;
- 2) Municipal Tax grant - \$833,000;
- 3) Clinical Nursing grant - \$427,000; and
- 4) Mental Health Services - \$100,000.

Other Grants

In addition to the above grants, UWindsor has budgeted \$5.48M for the Collaborative Nursing Grant. This separate envelope supports a Collaborative Nursing program offered jointly with St. Clair and Lambton

Colleges and is paid through our college partner. This grant is budgeted based on prior year enrolment levels.

The International Student Recovery (ISR) effectively reduces the COG by \$750 for each international undergraduate and Master’s student enrolled at the institution (PhDs are excluded). Pre-COVID-19 ISR was budgeted at \$3.1M for 2020/21, \$345K over last year as UWindsor projected an increase to international student enrolment levels.

Figure 2 below provides a breakdown by category of the Provincial Operating grants budgeted for UWindsor in 2020/21 with details provided in Appendix B.

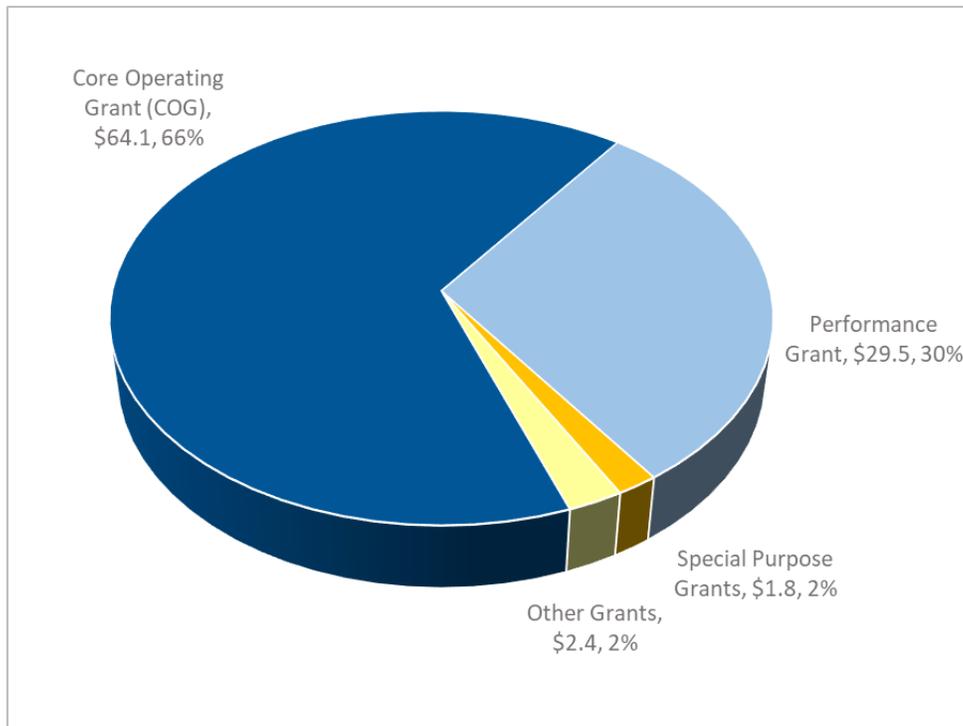


Figure 2: 2020/21 Provincial Operating Grants (in \$M)

On April 8, 2020, MCU communicated their intention of defer the deadline for signing SMA3 agreements, originally set for March 31, 2020, to allow institutions to focus resources on addressing the COVID-19 outbreak. Administration sees this as a delay of the SMA3 and its related metrics, quite possibly until 2021/22.

4. OTHER SOURCES OF OPERATING REVENUE

Other sources of operating revenue include Investment Income on working capital, Student Application Fees, and other Miscellaneous Revenue items. These revenues are budgeted flat to last year at \$5M.

III. 2020/21 OPERATING EXPENDITURES

The 2020/21 operating budget continues UWindsor's history of fiscal responsibility in presenting a balanced budget with operating expenditures (including University Investment Funds) flat to operating revenue at \$305.7M, up \$13.7M (4.7%) from 2019/20.

Under the ECM budget model calculation, all operating units – Faculty and non-Faculty – are responsible for their full cost of operations, including all cost increases resulting from negotiated wage and benefit changes. Net tuition revenue funds the Faculty units in support of their “Direct Costs of Academic Delivery” while government grant revenue, a portion of international student tuition, and other institutional and departmental revenues support non-Faculty units to cover “Infrastructure and Shared Service Costs”.

The largest single component of the institutional budget, comprising approximately 77% of all budgeted expenditures, is the cost of salaries, wages and benefits for faculty and staff.

1. FACULTY & STAFF SALARIES, WAGES & BENEFITS

UWindsor operates with eight bargaining units and a non-union group, including:

- 1) Windsor University Faculty Association – Faculty, librarians, ancillary academic staff and sessional instructors;
- 2) UNIFOR Local 195 – Campus Community Police & Parking;
- 3) UNIFOR Local 2458 Full-time – Office & Clerical Staff;
- 4) UNIFOR Local 2458 Part-time – Office & Clerical Staff;
- 5) UNIFOR Local 2458 Engineers – Stationary Engineers;
- 6) CUPE Local 1001 – Full- & Part-time Food Services, Housekeeping & Grounds;
- 7) CUPE Local 1393 – Technical Staff, trades and professional staff; and
- 8) CUPE Local 4580 – Graduate and Teaching Assistants.

The benefit cost to the institution, which amount to approximately 25.8% of budgeted salaries and wages, can be classified into three main areas:

- i) Legislated Benefits
- ii) Negotiated Benefits
- iii) Pension Contributions

Of these three areas, contributions to the University's two pension plans – 1) the Employees' Plan, and 2) the Faculty Plan – which provide post-retirement support to faculty and staff, are budgeted at approximately 13.0% of salaries and wages. Legislated benefit contributions are budgeted at 6.3% and negotiated benefit contributions at 6.5% of budgeted salaries and wages.

Due to the significant pension plan contribution costs, planning for these required contributions is ongoing. The Financial Services Regulatory Authority of Ontario requires actuarial valuations to be completed at least every three year. The actuarial valuations completed for each pension plan dictate

contribution levels required by the members of the Plans and UWindsor. Mandatory valuations were completed as of July 1, 2017 for the Faculty Plan and January 1, 2018 for the Employees' Plan.

The *Employees' Plan* is fully cost-shared between UWindsor and the Plan members. As of the January 1, 2018 valuation, the Employees' Plan showed a going concern surplus of 110%, and a solvency deficit of 97%. Ontario Pension Legislation does not require special payments to fund solvency deficits unless they are below 85%, thus the Employees' Plan does not make any special payments at this time. The contributions to the Plan are shared evenly between the members and the University, with each group contributing a blended rate of 7.1%. This represents an annual expense for the operating budget of \$3.6M.

The *Faculty Plan* is a hybrid plan comprised of two components: 1) a Money Purchase Plan component (MPP); and 2) the Minimum Guaranteed Benefit (MGB). Contributions to the MPP component for the Faculty Plan is currently 9% of pensionable earnings for plan members and 6% for UWindsor, subject to Income Tax Act annual contribution limits. UWindsor is solely responsible for funding the MGB liability, which represents the amount paid to ensure pensions are at a defined benefit level prescribed in the Plan.

As of the July 1, 2017 valuation the Faculty Plan showed a going concern deficit of 91%, and a solvency surplus of 108%. The special payment required by the University to fund the going concern deficit during 2020/21 will be \$6.4M. In addition to the special payment, the July 1, 2017 valuation requires annual contributions from the plan sponsor at a blended 12.6% rate, representing an annual expense for the operating budget of approximately \$11M. Members of the plan contribute 9.0% annually.

2. DIRECT COSTS OF ACADEMIC DELIVERY

Salaries, wages and benefits for faculty and staff working within Faculty units comprise approximately 91% of the direct cost of academic delivery. The 2020/21 operating budget also includes \$11M in graduate and undergraduate teaching assistantship budget and a further \$2.5M for other expenses.

Under the ECM budget model each Faculty receives increases/decreases to its base expenditure budgets equivalent to 15% of their respective net position (actual revenue generated less base expenditure budgets) based on their prior year activity. Faculties are being "held harmless" for 85% of their current net position.

Faculties receiving incremental base budget can allocate these budgets to best meet the needs of their Faculty. Funds could be invested in faculty to support new program development, staff to enhance student services, or other expenditure budgets that align with the respective Faculty's strategic direction.

Faculties with base reductions will be required to find savings within their base budgets or identify revenue growth opportunities to bridge this gap in the short term.

Operating funds allocated to direct academic and research activities in the 2020/21 pre-COVID-19 budget totaled \$160.2M.

3. INFRASTRUCTURE AND SHARED SERVICES COSTS

Costs of delivering key services in support of academic and research activities of the institution were budgeted at \$135.0M in the 2020/21 pre-COVID-19 budget and can be divided into two broad categories: 1) costs directly linked to supporting the student experience; and 2) costs indirectly linked that provide the infrastructure from which services can be provided.

4. STRATEGIC INVESTMENT FUNDS

Key to a successful budget is its ability to allocate resources in support of strategic initiatives of the institution. The practice of including strategic funds over the last number of years has provided funding primarily to Faculties in meeting their academic and research strategic goals. Table 2 below provides details of the University Strategic Investment Funds that had been planned for the 2020/21 fiscal year:

Table 2: 2020/21 Strategic Investment Funds (in \$000s)

Strategic Investment Fund	2020/21 Base Budget
University Fund	\$3,003
SMA Fund – Mental Health & Sexual Assault Prevention	1,500
Research Activity & Stimulus Funds	800
Student Experience Funds	2,200
UWinsite Fund	1,681
Deferred Maintenance Fund	1,335
Total Strategic Investment Funds	\$10,519

5. ANCILLARY SERVICES

UWindsor operates services in support of the core academic mission that function as entities outside of the operating budget. These Ancillary Services, including Residence Services, Food & Conference Services, Campus Bookstore, Parking Services and the UWinCARD office, are required to cover their respective costs, including capital renewal and other overhead contributions through their own revenue streams.

The COVID-19 pandemic is expected to have a material impact on all ancillary services during 2020/21. However, any financial losses incurred by ancillary service areas are kept separate and do not factor into the UWindsor operating budget. Currently, ancillary areas are only budgeted for modest contributions towards the University operating budget. The ancillary areas will look to address any 2020/21 COVID-19 losses with multi-year payback plans.

i) Residence Services

Residence Services (RS) manages four residences on campus with a capacity to accommodate approximately 925 students. RS fosters an environment of personal growth, which supports students'

efforts to become academically and socially responsible individuals and engaged in both the campus and broader communities. A variety of room style offerings are available, ranging from traditional dormitories to suite-style accommodations. RS' primary role continues to be to provide transition support for first-year students, although it continues to retain and attract upper-year students.

RS did not achieve its occupancy target for 2019/20 and is forecasting a deficit of between \$250,000 to \$300,000 at year end, representing almost 5% of the total RS budget. RS will be identifying several mitigation measures for 2020/21 to achieve a balanced budget. The residence occupancy target for 2020-21 is 850 students, however planning is underway to right-size variable expenses to the extent possible should the target not be met.

ii) Food Services

Food Services (FS) provides essential services supporting students, faculty, staff, and visitors to campus through its residence dining program, retail and catering operations. RS and FS continue to work together on a long-term sustainability strategy. During Winter 2020 focus groups were conducted with international students to get feedback on how we can improve their campus experience and promote the option of living on campus. As a result of the feedback received, FS will be expanding hours of services in selected areas of campus for Fall 2020 and will expand our off-campus restaurant program to include with new restaurants specializing in Indian food.

iii) Parking Services

Parking Services (PS) funds its operating expenses and capital enhancements from parking permit and fine revenues. PS operates on the guiding principals of being equitable for all campus patrons, with rates that are in line with the median cost of the Ontario Universities. PS is proposing a 2% increase in fees for all parking permits for 2020/21, including staff and students.

The pre-tax annual rate for a faculty/staff permit will be \$871.07, an annual increase of \$17.08, with the Hunting Rate fee of \$708.57, an annual increase of \$13.89. The proposed pre-tax parking rates for students will be as follows: an 8-month surface lot pass of \$381.15, an increase of \$7.47; a 12-month pass of \$455.82, an increase of \$8.94 and an 8-month Parking Garage pass of \$580.42, an increase of \$11.38.

PART TWO: COVID-19 ADJUSTED 2020/21 BUDGET PROPOSAL

IV. COVID-19 ADJUSTMENTS

1. ADDRESSING THE FINANCIAL IMPLICATIONS OF COVID-19

The Coronavirus pandemic (COVID-19) will have severe negative effects on the original operating budget planned for the University of Windsor in 2020/21 (the “original budget”). The Provost’s Budget Committee convened a Budget Working Group (BWG), a cross-functional leadership team, to review the original budget with the intention of identifying and recommending adjustments, both to revenues and expenditures, to accommodate for our new realities under COVID-19.

Perhaps most importantly, the group reflected on the fact that the pandemic was changing the world on a minute by minute basis, and uncertainty was at the crux of the decisions they were attempting to make. More than ever, it is important that our budget assumptions be conservative, and we have contingency funds available in-year as a risk mitigation strategy. To that end, we determined a **\$8M enrolment contingency reserve** would be included in the 2020/21 revised budget.

In the first phase of review, the BWG revised enrolment projections considering the realities of COVID-19. Working directly with the Deans and other experts on student recruitment and retention, the group defined a revised enrolment scenario for the 2020/21 academic year, which is reflected in this COVID-19 budget scenario. The scenario contemplates a **loss of \$21.4M in tuition fees from the Original Budget**.

The second phase was an expenditure review. The objective was to identify one-time budget savings of \$21.4M during 2020/21 while maintaining our enrolment protection contingency fund in the base to protect against further potential lost enrolment in the Intersession/Summer and Fall terms. To this end, the BWG recommended twelve expenditure reduction strategies that were all accepted by the Provost’s Budget Committee and have been incorporated into this revised 2020/21 Operating Budget. Appendix A provides complete details of the 2020/21 adjusted operating budget.

2. REVISED ENROLMENT PROJECTIONS UNDER COVID-19

i) Summary of Tuition Revenue Revisions

We would note that the enrolment projections contemplated in this budget were prepared with information available up to and including April 9, 2020.

The COVID-19 adjusted budget contemplates an overall 11% decrease of tuition revenue. The budget’s assumptions contemplate that the Intersession/Summer Semester will be delivered through alternative methods, without in-person classroom sessions, the Fall Semester having a balance of strategies, including some on-campus based learning, and the Winter Semester returning to a more typical campus experience. Similarly, the 2020/21 budget presumes that cross-border travel for international students continues to be permitted by the Government of Canada, and global restrictions for cross-border travel begin to ease starting in the months of July and August 2020.

Table 3 below provides a summary of the impact of the revised enrolment projections on tuition revenue by semester.

Table 3: Tuition Revenue Projections (in \$000s)

Semester	2020/21 Original Budget	2020/21 Adjusted Budget	Variance (\$)	Variance (%)
Summer 2020	\$37,966	\$30,681	(\$7,285)	(19%)
Fall 2020	82,870	74,862	(8,008)	(10%)
Winter 2021	79,462	73,310	(6,152)	(8%)
Total 2020/21	\$200,298	\$178,853	(\$21,445)	(11%)

When factoring in the \$8M enrolment contingency reserve, the revised 2020/21 budget is prepared for a loss of tuition of up to \$29.4M or 15%.

Figure 3 below provides a historical summary of the UWindsor tuition budget compared with the proposed original and adjusted (COVID-19) budgets for 2020/21.

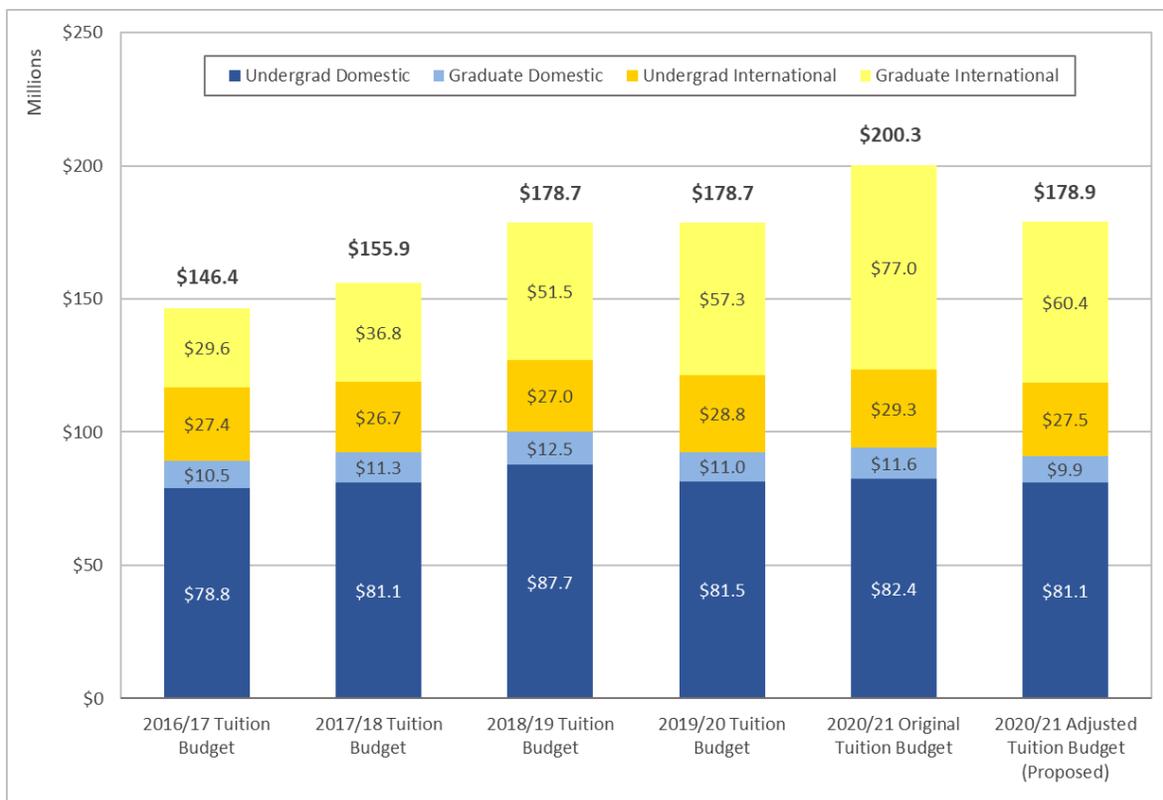


Figure 3: Tuition Budget History with Projections Under COVID-19

ii) Enrolment Adjustments by Semester

Figure 4 below summarizes enrolment headcount projections and adjustments by student classification for each academic semester.

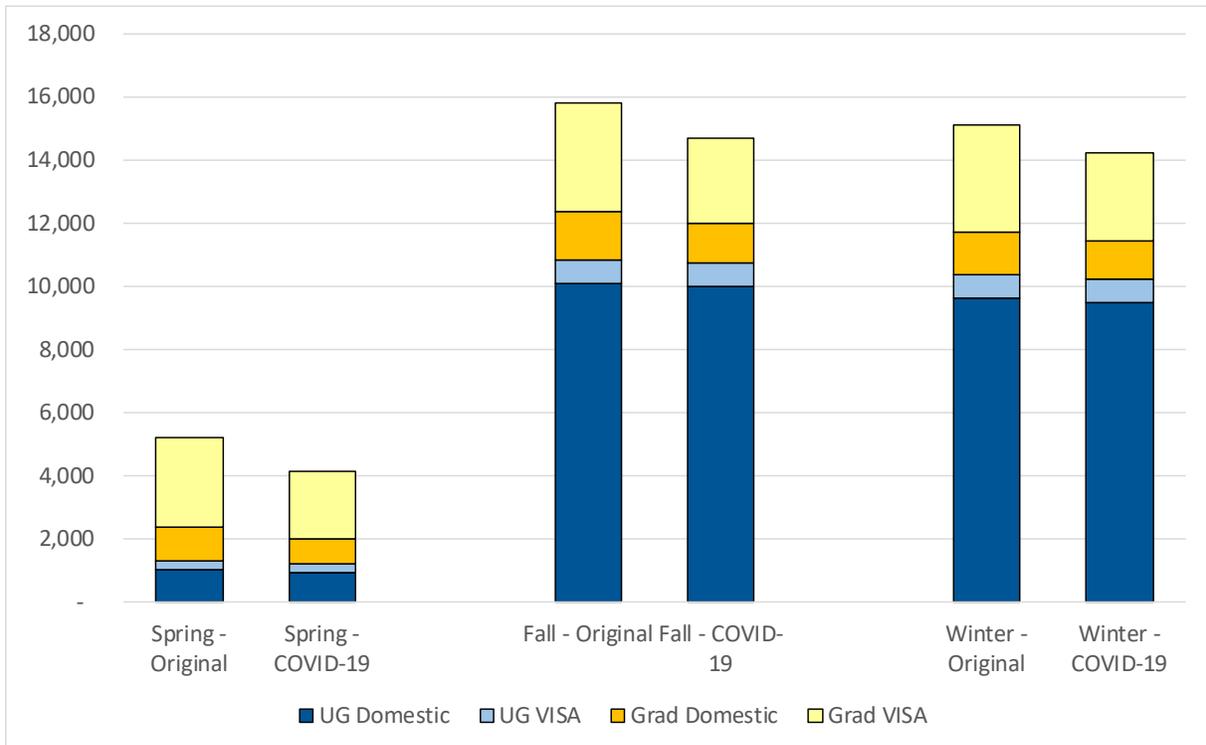


Figure 4: Full-Time Enrolment Adjustments Proposed for COVID-19 Scenario (headcount basis)

Intersession/Summer Semester (Revenue Adjustment - \$7.5M or -20%)

The realities of COVID-19 will change the delivery method used for our Intersession/Summer semester, with faculty and staff planning for alternative delivery methods for the delivery of all courses. Overall, we are anticipating a decrease in enrolment (by headcount) of 20% versus the original budget. As a result, we are planning for a decrease in both domestic and international student enrolment, particularly in lab and other experiential based learning programs.

In the Intersession/Summer semester, most of the students enrolled in classes are returning students; there are very few programs that start during the Summer months. Based on outreach we have done with our international student groups, we have assumed the majority are planning to continue their studies through this Summer Semester.

The Master of Engineering (MEng) program is the sole course-based master’s program with a cohort that was planned to begin in May 2020. These incoming students have been informed that the program will have a delayed (July 2020) start, and while effectively all of these students continue to be committed to arriving in Canada in July, we have scaled back our enrolment projection for this cohort by 60%. Should we be unable to accommodate this cohort in Summer 2020, we may be able to do so during the Fall and

Winter semesters, however we have not budgeted for an increase in the intake in those semesters at this time.

Fall Semester (Revenue Adjustment - \$8.1M or -10%)

The most sensitive assumption of the 2020/21 operating budget requires contemplation of what the state of the COVID-19 pandemic will be in September 2020, and what social and travel restrictions will be in place both locally in Ontario as well as around the world.

Overall, we are planning for a slight decrease in enrolment for Fall 2020, with headcount down by 7% compared to the original plan. The assumption is supported by a strong local domestic base for our undergraduate programs as well as our smaller class sizes. Based on our experience during previous economic downturns in the Windsor-Essex region, we believe that domestic enrolment will be reasonably flat, with the vast majority of domestic students choosing to continue their studies. Finally, UWindsor is a mid-sized institution with smaller class sizes than many other Ontario institutions, and most of our students are commuters. We believe that these factors may appeal to students who are looking to complete their degrees in the current environment.

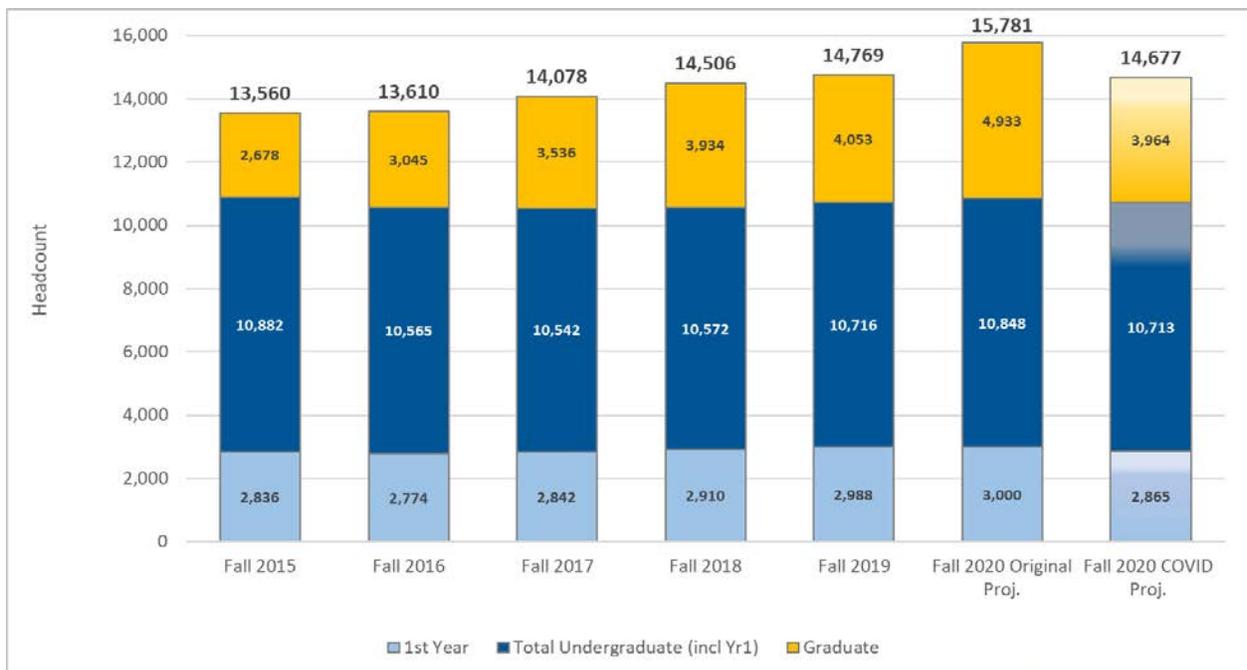


Figure 5: UWindsor Full-time Enrolment Headcount

For year one entries, we are budgeting for a slight decrease in enrolment from 101's and 105's (3%) versus the original budget. We assumed a full composite in Windsor Law's Fall 2020 class due to the continued demand for this program.

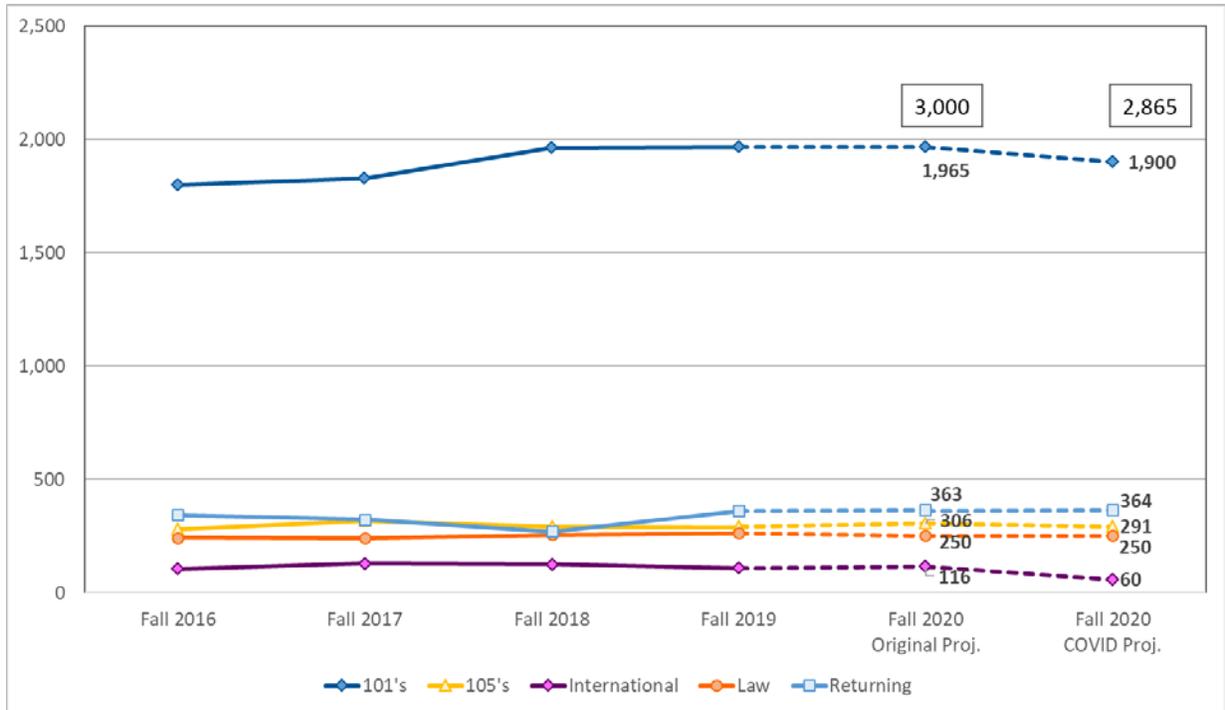


Figure 6: UWindsor adjusted First Year Enrolment Budget

The Fall and Winter budget scenarios both contemplate a softness in the international student market, not as a result of a loss of demand for our programs, rather because we suspect students may be challenged in their ability to arrive in Canada in the coming months.

As a result, we have scaled back our enrolment projections for Fall 2020 incoming international students between 0% and 50%, depending on the program.

Overall, we are expecting international student enrolment at the graduate level to decrease by 20% versus the original plan. The enrolment projections were evaluated on a program by program basis, with data such as country of origin, current geographic location, program demand, as well as feedback from both the incoming students themselves and our network of recruiters around the world.

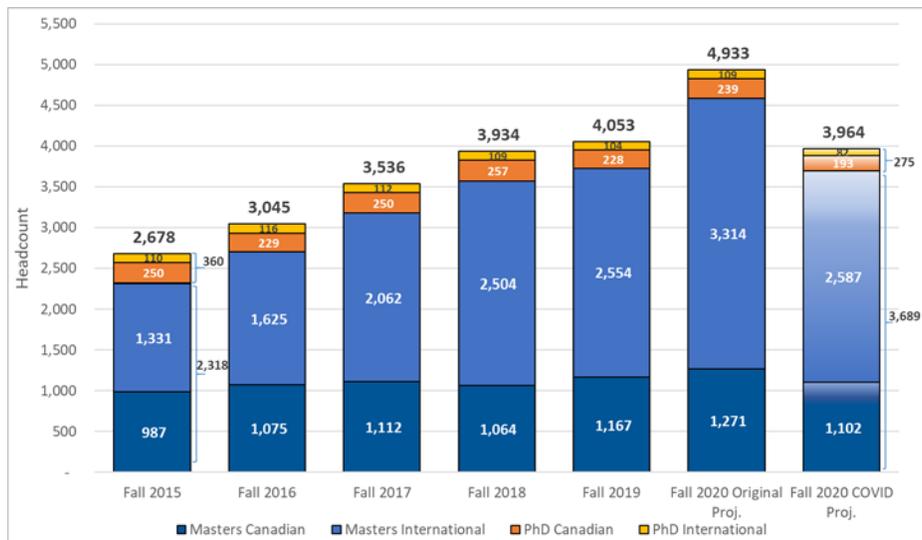


Figure 7: Full-time Graduate Student Enrolment

The particular impact of COVID-19 will be felt in the growth trajectory of the popular course-based masters programs, with enrolment expected to drop closer to Fall 2018 levels. Based on student offers, acceptances, program demand, and a larger number of cohorts than ever, we were anticipating a record-breaking group of students in these programs for Fall 2020.

It is noteworthy that 56% of the revised COVID-19 enrolment in the master’s international group are students in the Master of Engineering program.

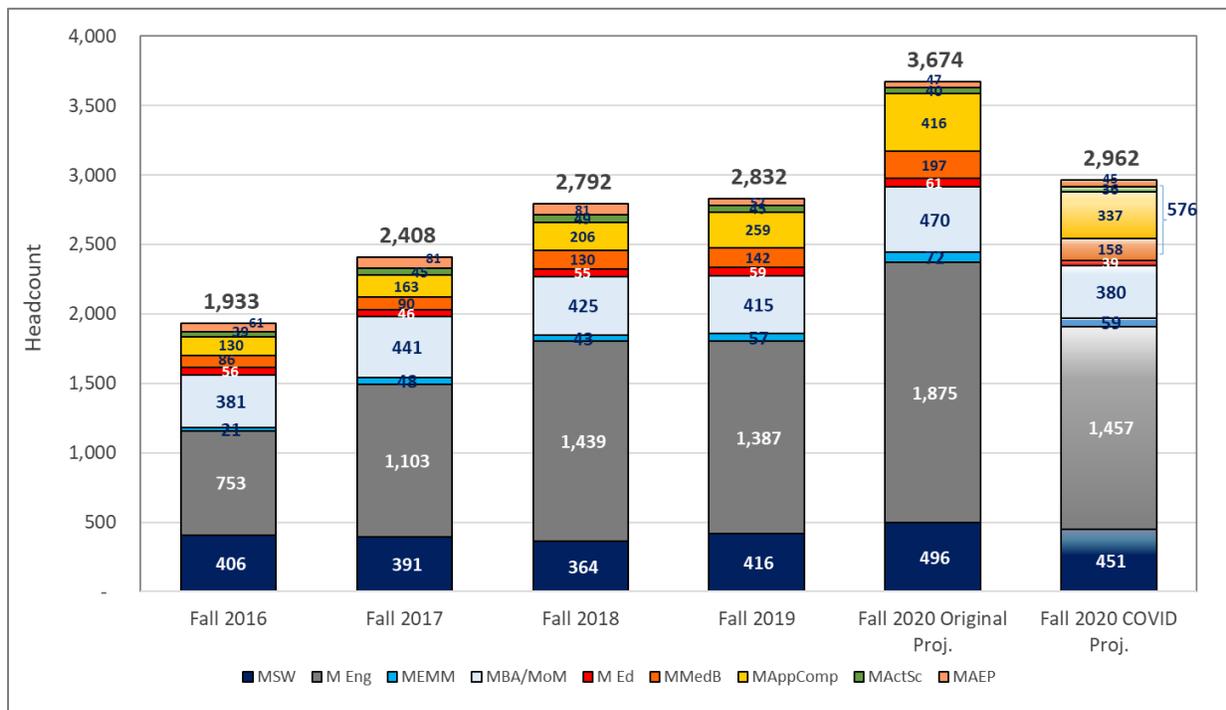


Figure 8: Fall Full Time Course-Based Master's by Program

Winter Semester (Revenue Adjustment - \$6.4M or -8%)

With the arrival of the Winter semester, we hope to have the most significant waves of the pandemic behind us and hope that campus life will return to something more typical. We have therefore not scaled back any of our incoming cohorts for Winter 2021. The decrease in revenue noted here is the flow through impact of smaller Spring 2020 and Fall 2020 classes.

iii) Student Enrolment Protection Fund

As was mentioned earlier, the Original budget included an \$8M set aside as contingency against potential revenue loss from COVID-19, which was in its initial stages when the budget was under development. This contingency fund will remain intact to protect against potential further lost enrolment in the upcoming academic year and will be used to manage the flow through impact of lower enrolment due to COVID-19 in future budget years.

Enrolment projections will be taken ahead of the Fall term to estimate the full impact of COVID-19 on the UWindsor operating budget. If additional tuition adjustments are not required, it will be possible to free up the contingency funds at that time to be allocated on a one-time basis.

3. REQUIRED EXPENDITURE ADJUSTMENTS UNDER COVID-19

i) Principles for Proposed Budget Adjustments

The BWG set the principles that, using the best available data at the time, they would strive to ensure the expenditure adjustments would:

- Cause the least amount of disruption to the student experience as possible;
- Prioritize the health, safety and well-being of our students, faculty and staff;
- Be consistent with our various collective agreements and/or other legislative requirements;
- Support the short- and long-term financial viability of the institution;
- Be flexible, allowing us to scale up or down as external factors change; and
- To the extent possible, align with the strategic direction of the institution.

The expenditure adjustments have been reviewed with a number of campus leaders including the Deans. While the adjustments will be a challenge for the entire campus community, we have strived to be balanced in our approach, and uphold our shared principles, demonstrating a continued commitment to the student experience.

ii) Budget Reduction Strategies

The BWG identified twelve budget reduction strategies to address the COVID-19 deficit. Table 4 below provides a summary of these strategies with the associated funding adjustment for each.

Table 4: Strategies for Balancing the 2020/21 Operating Budget Under COVID-19 (in \$000s)

Budget Reduction Strategy	2020/21 Budget Adjustment
1) Savings from International Student Recovery	\$500
2) Levy 2019/20 Unencumbered Carryovers	6,000
3) Implement a 1.1% Payroll Tax	2,500
4) Consolidate and Reduce Strategic Investment Funds	2,578
5) Defer FAHSS-Engineering Agreement Spending	800
6) Defer Hiring of New Earmarked Positions	630
7) Reduction of one-time funds from Non-academic Provost budget	540
8) Reduction of Executive Contingency Funds	995
9) Maximize our Endowment Funds	370
10) Unwind the Central share of the ECM Fund	3,000
11) Savings for future capital projects and utilities budget	3,200
12) Miscellaneous/other Savings	332
Total Budget Reduction Strategies	\$21,445

Strategy 1 – Savings from the International Student Recovery

The International Student Recovery (ISR) is an offset of \$750.00 per international student against the Provincial operating grant. Based on revised COVID-19 enrolment assumptions, we expect to save approximately \$500K compared to our Original ISR budget due to a reduction in international student enrolment.

Strategy 2 – Levy the 2019/20 Unencumbered Carryover/Appropriations

As at April 30, 2019, appropriations held by Faculties and Departments totaled approximately \$22.4M with the majority of these funds unrestricted. The University does not apply an appropriations policy meaning Faculties and Departments generally receive 100% of their carryover funds. The University has immediately begun to deploy a process, under the leadership of the Provost, to review plans for the use of carryover funds with the intention of recovering approximately \$6M in unrestricted carryover funds from Faculties and Departments to be applied against the 2020/21 funding gap.

Strategy 3 – Implement a 1.1% Payroll Tax

The adjusted budget requires an “across the board” reduction of \$2.5M to be spread out proportionately across campus. However, a general realignment strategy was reviewed and determined to not be in the best interest of the campus at this time because departments with large materials budgets would be penalized, including Information Technology Services and Facility Operations. A payroll tax on all salaries and benefit budget spending of approximately 1.1% is required to balance the 2020/21 budget. To be able to facilitate these savings, a Human Resources Working Group has been deployed to support campus budget owners in identifying tools they might use to help realize these cost savings.

Strategy 4 – Consolidate and Reduce the Strategic Investment Funds

The Original budget included \$10.5M in Strategic Investment Funds. The adjusted budget includes a consolidation of all except the University Fund (see Strategy 10 below), the UWinsite Fund and the Deferred Maintenance Fund into a new 2020/21 Strategic Priority Fund. Approximately \$1.9M from this new fund will be combined with \$500K in earmarked one-time funding and \$200K in Ministry provided COVID-19 relief funding to balance the operating budget. The remaining \$2.65M will be available for 2020/21 strategic priorities.

The chart below provides details of recommended changes to the 2020/21 Investment Funds.

Table 5: 2020/21 Strategic Investment Fund Adjustments

Strategic Investment Fund	2020/21 Original Budget	2020/21 Adjusted Budget	Required Adjustments
2020/21 Strategic Priority Fund	\$0	\$2,650	\$2,650
University Fund (see Strategy 10)	3,003	0	(3,003)
Strategic Mandate Agreement Funds	1,500	0	(1,500)
Research Activity & Stimulus Funds	800	0	(800)
Student Experience Funds	2,200	0	(2,200)
UWinsite Fund	1,681	1,681	0
Deferred Maintenance Fund	1,335	1,335	0
Total Strategic Investment Funds	\$10,519	\$5,666	(\$4,853)

Strategy 5 – Defer the FAHSS-Engineering Agreement Spending

An agreement is currently in place between the Faculty of Engineering and FAHSS to fund a portion of direct costs associated with enrolling 100 additional MEng students per semester over six semesters (i.e. for two years beginning in Fall 2019). As the projected enrolment in the MEng program has decreased as a result of the COVID-19 pandemic, this agreement must be revisited. The 2020/21 budget proposes that the agreement will be deferred until 2021/22 and all associated unencumbered expenditure budgets will be freed up in 2020/21.

Strategy 6 – Defer the Hiring of New Positions

A selection of unposted and unrecruited staff positions included in the original budget will be deferred until 2021/22 with the associated budget (approximately \$630K) freed up in 2020/21.

Strategy 7 – Reduction of one-time funds from non-academic Provost budgets

The University maintains contingency budgets for sports team performance and staff bumping into the Athletics area. Unfortunately, as many teams were unable to travel during 2019/20, this budget was not required, and the funds will be used on a one-time basis in 2020/21 to offset the enrolment losses. In addition, base budget is typically set aside for major investments in new equipment in the IT services areas. The base budget for 2020/21 to this fund will be deferred into 2021/22.

Strategy 8 – Reduce Executive Contingency Funds

One-time contingency funding typically set aside for use at the discretion of the President, Provost and VP, Planning & Administration will be assigned to balance the 2020/21 budget.

Strategy 9 – Maximize the University’s Endowment

During 2008/09, a selection of five internally restricted scholarship Endowment Funds were identified to support the annual scholarship and bursary budget of the institution in the amount of \$400K per year. The spending from those Endowments has not increased since 2008/09 despite significant growth in the Funds. Administration has conducted a review of the capital component of these Endowment Funds and determined that a \$250K increase in spending is supportable. This additional endowment support will replace operating budget to be moved towards balancing for COVID-19 reductions.

Similarly, Administration has recently conducted a review of the practices of other Canadian Universities in terms of allocating direct administrative expenses to the Endowment fund. It has been our practice to allocate a flat \$100K of direct administrative expenses to the Fund. The \$100K amount has been in place for over 30 years. Based on the results of the review conducted, administration will change the strategy for direct administrative expense recovery to be a 20-basis point levy. This change in strategy will result in a \$120K increase in proceeds for the operating budget.

Strategy 10 – Central ECM Budget Adjustments (University Fund)

The ECM budget model adjusts the base budgets for Faculties by 15% of their “net positions” (projected adjusted tuition revenue less their existing base budgets) on a slip-year basis. The 10% domestic tuition rate reduction applied in 2019/20 effectively lowered the net position for Faculties and shifted funding through the ECM budget model to Central. These funds were set up in a “University Fund” and will be fully forfeited to balance the operating budget against COVID-19 losses.

Strategy 11 – Repurpose Facilities Set-aside Funds and Utility Savings

One-time funding of \$1.7M, which had built up over the last few years that had been set aside to support future contemplated capital projects will be assigned to balance the budget.

In addition, utility savings will be recognized during the time while campus is operating under an essential services model, with limited to no buildings open. Also, in a typical year, utilities budget savings are recognized in year for a variety of reasons. We forecast \$1.5M in utility savings to be allocated toward COVID-19 balancing.

Strategy 12 – Miscellaneous/Other Savings

Various other smaller adjustments were recognized in the budget totaling \$332K in savings.

PART THREE: RISK ASSESSMENT

V. RISK ASSESSMENT

The COVID-19 pandemic has changed, and continues to change, our campus in ways we still cannot fully appreciate. The 2020/21 budget has attempted to forecast the future and its impact on our campus and has built in contingencies as high levels of uncertainty exist.

The most material and significant financial risks we observe, at this time, include:

i) The status of COVID-19 related social restrictions prevalent in Fall 2020

The budget contemplates a return to something closer to a ‘typical’ social environment in Fall 2020. The financial impact of this assumption is that we assume we will be able to offer a suite of our in-person courses to students at that time. Should we be unable to offer any in-person programming, we could expect that both domestic and international enrolments will decline beyond what is contemplated in our revised enrolment projections.

The financial mitigation strategy to this risk is the \$8M enrolment protection fund included in the budget.

ii) The status of COVID-19 related travel restrictions prevalent from July 2020 forward

As of the date of this document, the Government of Canada has confirmed that international students already holding the required VISA’s to study in Canada will be permitted entry to the country (with a 14-day self-isolation restriction in effect). While this allows students to enter Canada, the status of international borders across the world is different. For the first time in decades, it is difficult not only to fly across international borders, but also to be admitted to your country of destination. UWindsor’s student population is one-quarter international students, with a high concentration of students coming from India and China.

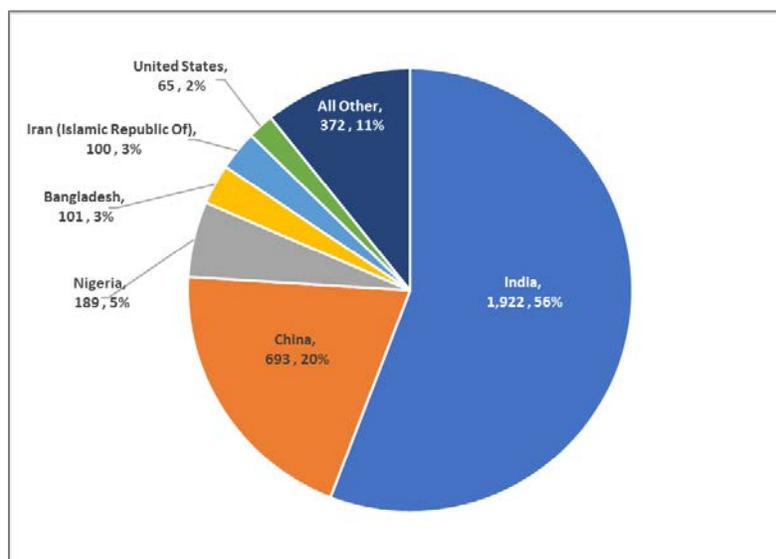


Figure 9: Full-Time International Students by Country of Origin (Fall 2019)

We understand that many students who started their studies prior to March 2020 remain in Canada, however we are planning for some students to have elected to return home, and many others to not be willing or able to travel to Canada.

We have used the best information available about our incoming and current students' intentions, however those are constantly changing, and external regulations will prevail.

In particular, we see risk within the MEng cohort expected to arrive (predominantly from India) in July 2020. We have reduced this enrolment target by 60%, and as a mitigation strategy, are looking to increase the cohort size for Fall 2020 and Winter 2021 to capture any students who cannot arrive in July. To be conservative, we have not increased the budgeted enrolment for the Fall and Winter cohorts.

The financial mitigation strategy to this risk is the \$8M enrolment protection fund included in the budget, as well as not budgeting for the increased class size being planned for MEng in Fall and Winter.

iii) Financial flexibility: limited contingencies and high fixed costs

In general, our business model is dominated by high fixed costs, specifically salaries and benefits expenses, which are primarily dictated by collective agreements. There are risks associated with a 2020/21 budget having smaller than typical amounts of general or central contingency funds (outside of the \$8M enrolment contingency fund), especially given the current environment.

As a financial mitigation strategy, we have carried forward from 2019/20 approximately \$1.5M in one-time funds in a University Fund which will be managed at the President's discretion. Because this is one-time funding from a previous year, it is not reflected in the budget. This fund will give some ability to manage unknown expenses and provide some flexibility. Other one-time savings identified through the 2019/20 fiscal year end close process will also be evaluated as potential contingency funds.

iv) Government support

The budget does not include any incremental government support beyond our typical grant. As of the date of this document, the University has received \$400K in one-time monies from MCU to support COVID-19 efforts. We have not received any correspondence to suggest that more monies will flow and have budgeted assuming no incremental support. Through Universities Canada, the Council of Ontario Universities, and directly, we are lobbying for Provincial and/or Federal support for Universities through the pandemic. We are prepared to provide financial information to support our need for support should it be requested.

We have also been informed that the SMA3 implementation will be delayed as we work through COVID-19 and we are expecting that the government will keep our operating grants stable.

In the case of this assumption, we have been conservative, and any incremental government funding that may flow through 2020/21 can be used to support urgent needs, become part of the enrolment contingency reserve, or be used to ease some of the expenditure mitigation strategies proposed.

VI. CONCLUSION

Even in uncertain times, the need to be fiscally responsible remains a primary focus for UWindsor. Innovative thinking, a balanced budget policy and strategic savings will allow us to endure the COVID-19 crisis through implementation of a one-time funding solution that ensures our commitment to students, faculty, staff, and community are not compromised. These temporary measures will preserve our ongoing ability to deliver an exceptional academic experience for our students while providing stability and strength to the region.

APPENDIX A: 2020/21 OPERATING BUDGET

	2019/20 RECLASSIFIED BASE BUDGET (\$000s)	2020/21 PRELIMINARY BASE BUDGET (\$000s)	2020/21 COVID-19 ADJUSTMENTS (\$000s)	2020/21 ADJ. BUDGET FOR APPROVAL (\$000s)	2020/21 % OF TOTAL BUDGET	\$ INCREASE/ (DECREASE) OVER 2019/20 (\$000s)	% INCREASE/ (DECREASE) OVER 2019/20
OPERATING REVENUE							
Student Academic Fees	\$ 185,841	\$ 207,726	\$ (21,445)	\$ 186,281	65.4%	\$ 440	0.2%
Less: Enrolment Protection Offset	-	(8,000)	-	(8,000)	(2.8%)	(8,000)	100.0%
Government Grant - Provincial	97,799	97,693	500	98,193	34.5%	394	0.4%
Government Grant - Federal	3,369	3,288	-	3,288	1.2%	(81)	(2.4%)
Investment Income	2,500	2,500	-	2,500	0.9%	-	0.0%
Other Revenue	2,528	2,533	-	2,533	0.9%	5	0.2%
TOTAL OPERATING REVENUE	\$ 292,037	\$ 305,740	(20,945)	\$ 284,795	100.0%	\$ (7,242)	(2.5%)
OPERATING EXPENDITURES							
Faculty Expenditures	\$ 152,776	\$ 160,171	\$ (5,759)	\$ 154,412	54.2%	\$ 1,636	1.1%
Research Services	6,779	6,855	(181)	6,674	2.3%	(105)	(1.5%)
Academic & Student Services	27,524	28,776	(1,360)	27,416	9.6%	(108)	(0.4%)
Library	13,238	13,359	(352)	13,007	4.6%	(231)	(1.7%)
Scholarships	13,965	13,998	(370)	13,628	4.8%	(337)	(2.4%)
Administration	20,959	21,735	(5,247)	16,488	5.8%	(4,471)	(21.3%)
Information Technology	11,213	11,336	(1,006)	10,330	3.6%	(883)	(7.9%)
Facility Costs (including Utilities)	29,727	30,391	(1,817)	28,574	10.0%	(1,153)	(3.9%)
External Debt Costs	8,600	8,600	-	8,600	3.0%	-	0.0%
<i>Subtotal Base Operating Expenditures</i>	\$ 284,781	\$ 295,221	(16,092)	\$ 279,129	98.0%	\$ (5,652)	(2.0%)
STRATEGIC INVESTMENT FUNDS							
2020/21 Strategic Priority Fund	\$ -	\$ -	\$ 2,650	\$ 2,650	0.9%	2,650	100.0%
University Fund	740	3,003	(3,003)	-	0.0%	(740)	(100.0%)
Strategic Mandate Agreement Fund	1,500	1,500	(1,500)	-	0.0%	(1,500)	(100.0%)
Student Experience Fund	1,200	1,200	(1,200)	-	0.0%	(1,200)	(100.0%)
International Student Experience Fund	-	1,000	(1,000)	-	0.0%	-	0.0%
Research Activity & Stimulus Funds	800	800	(800)	-	0.0%	(800)	(100.0%)
UWinsite Fund	1,681	1,681	-	1,681	0.6%	-	0.0%
Deferred Maintenance Fund	1,335	1,335	-	1,335	0.5%	-	0.0%
<i>Subtotal Strategic Investment Funds</i>	\$ 7,256	\$ 10,519	\$ (4,853)	\$ 5,666	2.0%	\$ (1,590)	(21.9%)
TOTAL EXPENDITURES	\$ 292,037	\$ 305,740	\$ (20,945)	\$ 284,795	100.0%	\$ (7,242)	(2.5%)
BASE OPERATING POSITION	\$ 0	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	0.0%

APPENDIX B: 2020/21 PROVINCIAL GRANTS

	2019/20 BASE BUDGET (\$000s)	2020/21 PRELIMINARY BASE BUDGET (\$000s)	2020/21 COVID-19 ADJUSTMENTS	2020/21 ADJ. BUDGET FOR APPROVAL	\$ INCREASE/ (DECREASE) OVER 2019/20 (\$000s)	% INCREASE/ (DECREASE) OVER 2019/20
PROVINCIAL GRANT						
Core Operating Grant (COG)	\$ 76,457	\$ 64,121	\$ 0	\$ 64,121	\$ (12,336)	(16.1%)
Performance (Differentiation) Grant	14,451	29,457	0	29,457	15,006	103.8%
Sub-Total	\$ 90,908	\$ 93,578	\$ -	\$ 93,578	\$ 2,670	2.9%
Graduate Expansion Grant (SMA2)	\$ 940	\$ 0	\$ 0	\$ 0	\$ (940)	(100.0%)
Special Purpose Grants	1,761	1,755	0	1,755	(6)	(0.3%)
Teacher Education Grant	1,705	0	0	0	(1,705)	(100.0%)
Collaborative Nursing	5,260	5,480	0	5,480	220	4.2%
International Student Recovery	(2,775)	(3,120)	500	(2,620)	155	5.6%
TOTAL PROVINCIAL GRANTS	\$ 97,799	\$ 97,693	\$ 500	\$ 98,193	\$ 394	0.4%

**University of Windsor
Board of Governors**

4.7.3: **2020-2021 Proposed Residence Fees**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

MOTION: **That the Board of Governors approve the proposed 2020-2021 Residence Fees as referenced in Schedule A.**

Rationale:

- See attached Memorandum dated April 3, 2020 regarding Residence Fees, and Schedules.

Office of Student Experience

Memorandum

To: Members of the Resource Allocation Committee

From: Mr. Ryan Flannagan, Associate Vice President, Student Experience
Diane Rawlings, Department Head, Residence Services

Date: April 3, 2020

Subject: 2020-2021 Residence Fees

Introduction

Living on campus offers students a first step to independence and a unique opportunity for learning outside of the classroom. Four (4) residences are managed by Residence Staff with a capacity to accommodate approximately 925 students. Residence Services (RS) fosters an environment of personal growth which supports students' efforts to become academically and socially responsible individuals, engaged in the campus and broader communities.

Student Consultation

Meetings of the Residence and Food Services Advisory Board (RFSAB) were held throughout the year and student representatives were kept apprised of new developments within the Department, and were able to provide feedback regarding their ongoing experiences in residence. RFSAB and residence staff were involved in the budget process, culminating in a fee proposal presented at the RFSAB. The motion to approve the fee proposal as presented in **Schedule A**, was supported on Friday, March 13, 2020

2019-2020 Budget

RS started the 2019-2020 budget year with a target of 900 students, anticipating an increase in numbers given University application trends and enhance recruitment efforts. Unfortunately, this number of students did not materialize with 850 students at move in September 2019. This occupancy level was significant and resulted in a decrease in revenue of approximately \$365,000. While efforts were made to reduce expenses through the budget year, a deficit of approximately \$300,000 was initially anticipated at year end.

With COVID-19, the RS moved to essential services only and closed its residences on March 28th, 2020. Like universities across Ontario, pro-rated incentives were offered for students who left before March 23rd and March 28th. Altogether, this will result in an additional revenue loss of approximately \$615,000. Given this, the new projected deficit for 19/20 is approximately \$980,000. It should be noted that across the university system in Ontario, UWindsor offered one of the latest pro-rata dates.

When creating occupancy targets for the upcoming year, consideration was given to university enrolment projections for 20-21. Given its experience in the previous year and the current COVID-19 outbreak, RS is developing various occupancy models as it anticipates that the initial target occupancy of 850 is not realistic. Multiple scenarios are being considered, including taking up to two buildings out of service. This will most certainly mean that Residence will be in

a deficit situation in fiscal year 20-21. Several mitigation measures will be implemented to reduce this deficit as much as possible.

The primary role of Residence is to provide transition support for first year students, but it cannot rely solely on this cohort to achieve full occupancy. In 2019-20, students in their second year and above, comprised 31% of the population. Promoting residence is done throughout the year, whether through facilitating tours, presenting to visiting groups of students and parents, or assisting with applicant receptions across the province. RS also continues to partner with the Faculties of Nursing, Engineering and Science to offer living and learning communities.

In 2019-2020, RS developed a residence curriculum establishing educational priorities and areas of focus to enhance student experience. Refinements to these programs will be included in planning for the fall 2020.

Over the past two fiscal years, RS has invested \$4.7M (of \$5M available) into various deferred maintenance priorities. These investments were a continued response to the recommendations of the external review approved by the Board of Governors in April 2018. In the summer of 2019 specifically, RS continued to tackle its deferred maintenance of approximately \$25 million dollars by completing the following projects:

- Upgrades to lounges in Macdonald Hall
- Replacement of lobby floor in Alumni Hall
- Roof replacement in Laurier Hall
- New desks and chairs in Laurier Hall
- 3 floors of washrooms renovations in Macdonald Hall
- Replace suite door locks in Alumni Hall
- Full lighting replacement in Cartier Hall
- Fire system replacement in Alumni Hall

To continue with this capital investment, RS is identifying what projects can be completed with the remaining \$300,000 in the Student Experience Fund. Some projects originally planned for summer 2020 may be put on hold with only essential services running on campus.

Although the \$5 million-dollar investment has resulted in significant improvements to the residence system, more needs to be done to ensure that the University is meeting the needs of its students. RS will work with finance and budgets to develop further investment proposals in the coming years.

The initial creation of the 20-21 budget took into consideration such factors as the change in compensation model for student residence life staffⁱ, the retirement of the previous loan for Macdonald Hall washroom renovations (\$130,000 in annual savings), and the ongoing payment of \$223,000 for the demolitions of Electa Hall and Clark residences. An additional new expense to the budget will be to add a tenant insurance plan as part of residence fees for 20-21. This program will benefit both the student and will cover the cost incurred by the University when damages occur and cover other liabilities such as stolen laptops or phones.ⁱⁱ As mentioned, with expected lower residence enrolments in Fall 2020, the financial situation facing RS is expected to be challenging for the next two to three years. Consolidation of services, building reduction options and other cost savings measures will need to be considered to reduce an expected deficit in 20-21 as close as possible to balanced budget.

In recent years, 1 to 4% increases in residence fees have been used to balance the budget. RS has kept the increase relative to other universities to ensure our rates remained competitive within the system. With this approach, Residence fees remain in the middle range in comparison to other universities, with Windsor offering a more “all inclusive” rate than some of its counterparts. In the traditional style buildings where 63% of first-year residence students reside, residence fees are in the middle of the category provincially, while 37% live in the suite style accommodations (Schedule B).

Earlier in March, an increase of 2 to 4% was proposed to the Residence and Food Services Advisory Board and this range was supported. Residence Services is now proposing a 3% increase in residence fees for fall 2020-2021. (Schedule A)

Recommendation

Residence Services is therefore making the following recommendation:

Residence fees be increased for 2020-2021 as referenced in Schedule 'A'.

ⁱ In fiscal year 19-20, Residence Services moved its payment model for Resident Assistants from placing credits towards an RA's room and meal plans to a salaried model. This approach was implemented primarily due similar to developments across the Ontario system and to pre-empt the collectivization of the RAs. In moving to this model, costs to RS increase by approximately \$55,000.

ⁱⁱ Tenant insurance was pursued for two reasons. First, a student accidentally set a fire in his room in Alumni Hall. Total damages were just over \$40,000. As he was at fault for the fire, the student is to pay a significant portion of the damages. Without insurance, he is directly responsible for these costs. Second, the cost per student is very affordable and will include an opt-out clause if students can provide proof of other insurance. At \$60 per student, for 8 months of coverage, RS feels this is an economical and justifiable expense. This new cost will be covered off by the percentage increase for all 2020-21 residence fees. With a forecasted residence population of 650 students, total cost to the Residence budget will be approximately \$39,000.

**Schedule A
Residence Services
Proposed 2020/2021 Residence Fees**

	Actual Fees 19/20	Proposed Fees 20/21	Increase in \$/Year	Increase in %
MacDonald Hall, Laurier Hall				
Single	\$7,006	\$7,216	\$210	3%
Double	\$5,810	\$5,984	\$174	3%
Cartier Hall				
Single	\$7,165	\$7,380	\$215	3%
Double	\$6,739	\$6,941	\$202	3%
Alumni Hall				
Single	\$7,744	\$7,976	\$232	3%
Compulsary Fees (add to fees above)	Double/Single (per year)	Double/Single (per year)		
Fridge	\$45/\$90	\$45/\$90	no change	
Inter-Residence Council Fee	\$15	\$15	no change	
Residence Life Fee	\$20	\$20	no change	
Laundry	\$95	\$95	no change	
Technology Fee	\$200	\$200	no change	
Total with double fridge	\$375			
Total with single fridge	\$420			

Therefore final total cost for a double room in Mac Hall: $\$5984 + \$375 = \$6,395$
Therefore final total cost for a single room in Alumni Hall: $\$7,976 + \$420 = \$8,396$

Schedule B
Comparison of Residence Fees Across Ontario Schools
2020-2021

Included in Fees

Traditional	Students in Residence	20-21 %age increase	19-20 Single Rates	19-20 Double Rates	Cable	Phone	Internet	Laundry
Ryerson University	1,744	3.0%	8,919	7,390	no	yes	yes	yes
Western University	5,300	3.55 - 4.45%	8,170	7,410	no	no	no	yes
McMaster University	3,600	3.2%	7,924	6,885	yes	no	yes	no
University of Guelph	4,700	2.0%	7,562	6,472	no	no	yes	yes
Brock University	2,475	7.8 - 8.5%	8,340	7,540	yes	yes	yes	no
University of Windsor **	830	3.0%	7,591	6405-7361	Common-areas	yes	yes	yes
University of Waterloo	5,750	2.2%	n/a	6,008	Common-lounges (10)	no	yes	no
York University	2,686	3 - 4.5%	7101 - 7412	6121 - 6476	no	no	no	no
Wilfrid Laurier University	2,800	3.0%	6,295	6,295	no	no	yes	yes

63% of residence students in 2019-2020, lived in traditional style accommodation

Suite Style	Students in Residence	20-21 %age increase	19-20 Single Rates	19-20 Double Rates	Cable	Phone	Internet	Laundry
U of Toronto at Mississauga	1,398	4.8%	10,344	n/a	no	no	yes	yes
Western University	5,300	3.1%	10,100	n/a	no	no	no	yes
University of Windsor **	830	3.0%	8,351	n/a	Common-lounges	yes	yes	yes
McMaster University	3,600	3.2%	7,890	n/a	yes	no	yes	no
Wilfrid Laurier University	2,800	3.0%	7,889	n/a	no	no	yes	yes
University of Guelph	4,700	2%	7,783	n/a	no	no	yes	yes

37% of residence students in 2019-2020, lived in suite style accommodations

Approximate Value of Amenities (per year)

Technology Fee	\$200
Laundry	\$95

**University of Windsor
Board of Governors**

4.7.4: **2020-2021 Proposed Meal Plan Fees**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

MOTION: That the Board of Governors approve the proposed 2020-2021 Meal Plan fees as listed in Appendix A.

Rationale:

- See attached Memorandum dated April 6, 2020 regarding Food Service Meal Plan Fees.



Campus Services

Memorandum

To: Members of the Resource Allocation Committee

From: David McEwen, Executive Director Campus Services (Acting)

Date: April 6, 2020

Subject: 2020/21 Meal Plan Fees

Introduction

Food, Catering & Conference Services (FServices) provides essential services to support students, faculty, staff, and visitors to campus. FServices plays a key role in many student and community events including Head Start, Spring and Fall Open Houses, and celebratory events that recognize excellence in academic, student and staff achievements. The department is essential to the day to day life of students who live on campus, providing them with a “home away from home” experience, while contributing to their social and daily needs.

2019/2020 Budget Planning

FServices’ 2019/20 budget was developed on the assumption of 900 students living in residence, a number necessary to develop a balanced budget. Unfortunately, the actual number of students in September 2019 was 850, which represented a shortfall of \$250,000 in revenue for the department. FServices had planned to mitigate the loss from residence meal plans through increases in retail and catering sales along with implementing tight spending controls.

With COVID-19, FServices moved to an essential service model on March 18, 2020, which resulted in a scaling back of services in retail and residence food outlets. By March 23, 2020 all restaurants and coffee shops were closed, except for one restaurant dedicated to feeding the remaining students living on campus. FServices is projecting lost revenues of \$925,000 for the period March 16 – April 20, 2020, with the net impact resulting in a deficit of \$550,000.

Simultaneously, all catered events were cancelled which represents lost revenues of \$150,000 through the end of April 2020. Additionally, all conference business planned for May and June 2020 have been cancelled, representing another \$300,000 in lost revenues. As articulated in the past, Catering Services generates a surplus each year that helps offset FServices operating cost.

2020/2021 Budget

FServices had developed a balanced budget for 2020/21 based on 850 students living on campus. The budget model included some minor reductions in the hours of service to the restaurants that service our residence students. At this time, there is much uncertainty around what our residence population will be in Fall 2020. FServices will be developing new budget models based on various scenarios in consultation with Residence Services. There is also the uncertainty around classes returning to campus in September 2020, which will impact FServices retail sales.

Student Consultation

FServices held meetings throughout the year with the Residence and Food Services Advisory Board (R/FSAB), providing student representatives with regular updates on new developments in the department. FServices included the R/FSAB committee members in the budget process, who unanimously supported a 3% meal plan fee increase at a meeting on

Friday March 13, 2020. Students did volunteer their support for a greater increase as they were aware of the financial implications COVID-19 was beginning to have on the department.

Recommendation

Approval of the 2020/2021 meal plan fees as referenced in Schedule "A".

Schedule A
Proposed 2020/2021 Meal Plan Fees
Plan Distribution

Plan	Distribution 2019/2020 850 Students	2019/20 Rate	2020/21 Rate	Increase \$	Increase %	Daily \$
Minimum	230	4,800	4,950	150	3.12	0.71
Light	150	5,100	5,250	150	2.94	0.71
Full	400	5,300	5,450	150	2.83	0.71
Plus	70	5,500	5,650	150	2.72	0.71