

## NOTICE OF MEETING

There will be a meeting of the  
Board of Governors  
Tuesday, November 24, 2020  
at 4:00 pm

### VIRTUAL MEETING

Link: [Join Microsoft Teams Meeting](#)

## AGENDA

ITEM	DOCUMENT# & ACTION
<i>Declaration of conflict of interest</i>	
<b>1 Approval of the Agenda</b>	
<b>2 Minutes of the meeting of October 20, 2020</b>	<b>Willis-Approval</b> BG201020M
<b>3 Business arising from the minutes</b>	
<b>4 Outstanding Business/New Business</b>	
<b>4.1 Reports:</b>	
<b>4.1.1 Remarks from the Chair</b> (4:05-4:10pm)	<b>Willis-Information</b>
<b>4.1.2 President's Report</b> (4:10-4:20pm)	<b>Gordon-Information</b>
<b>4.1.3 Guest Speaker</b>	
<b>4.1.3.1 Safeguarding Healthy Great Lakes</b> (4:20-4:35pm)	<b>McKay-Information</b>
<b>4.1.4 Strategic Items/Emerging Priorities/Risk Issues</b>	<b>Gordon-Information</b>
<b>4.1.4.1 COVID-19 – Update</b> (4:35-4:45pm)	
<b>4.1.4.2 Addressing Anti-Black Racism – Update</b> (4:45-4:55pm)	
<b>4.1.4.3 Equity, Diversity, and Inclusion External Review – Update</b> (4:55-5:05pm)	
<b>4.1.5 Questions Arising from Vice-Presidents' Reports (p.3)</b> (5:05-5:15pm)	<b>Kneale/Aversa/LaCivita/Siu-Information</b> BG201124-4.1.5

## **4.2 Audit Committee**

- 4.2.1 Audited Financial Statements of the University of Windsor  
Pension Plans for the year-ended June 30, 2020 (p.6)  
(5:15-5:25pm)**

**Reidel-Approval**  
BG201124-4.2.1

## **4.3 Executive Committee**

## **4.4 Governance Committee**

- \*4.4.1 Revised Pandemic Response Plan (p.43)**

**Wright-Information**  
BG201124-4.4.1

- \*4.4.2 Bylaw Revision – Investment Committee Composition (p.76)**

**Wright-Approval**  
BG201124-4.4.2

- 4.4.3 Policy on Freedom of Expression – Review (p.77)  
(5:25-5:35pm)**

**Wright-Information**  
BG201124-4.4.3

- 4.4.4 Board Bylaw on Non-Academic Vice-Presidents (p.81)  
(5:35-5:45pm)**

**Wright-Approval**  
BG201124-4.4.4

- \*4.4.5 Board Governance Workplan – Update (p.84)**

**Wright-Information**  
GC201005-4.4.5

## **4.5 Investment Committee**

- 4.5.1 Policy on Responsible Investment (p.88)  
(5:45-5:55pm)**

**Allison-Approval**  
BG201124-4.5.1

- \*4.5.2 Statement of Policies and Goals for the Management and  
Investment of Endowment Funds – Revision (p.92)**

**Allison-Approval**  
BG201124-4.5.2

- 4.5.3 Statements of Investment Policies and Procedures for the Pension  
Plans and the Endowment Fund – Asset Mix Revisions (p.115)  
(5:55-6:05pm)**

**Allison-Approval**  
BG201124-4.5.3

## **4.6 Pension Committee**

*(see 4.2.1)*

## **4.7 Resource Allocation Committee**

- 4.7.1 2020/2021 Operating Budget Mid-Year Review (p.117)  
(6:05-6:15pm)**

**Chetty-Information**  
BG201124-4.7.1

- 4.7.2 Planning for the 2021/2022 Operating Budget  
(6:15-6:30pm)**

**Chetty-Information**

## **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**

**4.1.5: Vice-Presidents' Reports**

Item for: **Information**

**Report of the Provost and Vice-President, Academic**

*Douglas Kneale*

**Virtual Fall Open House**

- Our first virtual Fall Open House was held on Saturday, November 21.
- We had a very successful Virtual Open Day on October 3, which served as a good trial run for the Open House.
- Recruitment, both domestic and international, remains a top priority during COVID-19, even though our approach now is mostly virtual.

**International Student Travel**

- Our Readiness Plan has been approved by IRCC.
- International students may now arrive in Canada, come to Windsor, self-isolate, and begin their studies.
- Thanks to AVP Enrolment Management Chris Busch, AVP Student Experience Ryan Flannagan, and their teams for putting together a seamless and robust plan.

**Decanal searches**

- External searches are in progress for the University Librarian and Deans of the Faculty of Engineering, Faculty of Human Kinetics, and Faculty of Law.
- Our internal search for the next Dean of the Faculty of Arts, Humanities, and Social Sciences yielded two shortlisted candidates, Dr Cheryl Collier and Dr Lydia Miljan, who gave public presentations on their visions for FAHSS.

**Humanities Week**

- Each November, Humanities Week concludes with an annual essay contest, this year on the theme of "Why the Humanities matter in times of crisis."
- Congratulations to Mina Wiebe, a 5<sup>th</sup>-year student in English & Creative Writing, on being declared this year's winner!
- Other Humanities Research Group events include celebrated authors Emma Donoghue and Naomi Klein.

**Report of the Vice-President, Finance and Operations**

*Sandra Aversa*

**Alternative Revenue Stream**

- As discussed in several Board meetings, the University wishes to expand its alternative revenue streams in both the short and long term. Beyond the traditional ancillary operations of a campus (parking, food, residence, etc.), the University wishes to come up with innovative, low to medium risk business enterprise or strategic partnership opportunities that will create stable cash flows in support of the institutions' operating budget.
- A formal process to identify, evaluate and pursue potential alternative revenue streams has been kicked-off with the formation of a Steering Committee. A workplan has been established and an interim resource has

been engaged. In collaboration with the Steering Committee, potential initiatives will be identified, and a comprehensive business plan document will be developed for the University's reference.

### **Turtle Island Walk**

- The University of Windsor officially opened Turtle Island Walk on September 21, 2017. The pedestrian thoroughfare is named in recognition of the First Nations history of the land that the University campus sits on. As a final part of Turtle Island Walk, the University has commissioned a steel sculpture of a turtle that has been designed by First Nations artist Teresa Altiman, who grew up on Walpole Island and draws inspiration from both the landscape and her Indigenous heritage. The turtle plays a significant part in indigenous cultures and specifically in the Seven Teachings of the Ancestors – Wisdom, Love, Respect, Bravery, Honesty, Humility and Truth. The first six values have been featured on the banners that anchor the six prominent seating areas beside the walkway. The art featured in the banners is also the work of Teresa Altiman.
- By placing the turtle in its place, the final and critical step in the Walk will be completed. After some delays, the turtle sculpture has been designed with the actual creation of the metal sculpture and the development of the final plaque explaining the seventh teaching of Truth moving forward.

### **Organization Restructuring of VP Office**

- With the organizational restructuring announced earlier this year and in effect November 16<sup>th</sup>, 2020, some time is being dedicated to the review of current initiatives for the VP Office to ensure a seamless transition is achieved.

## **Report of the Vice-President, Human Resources**

*Rita LaCivita*

### ***Employee Pulse Check Survey***

In order to better support our employees during this pandemic, a pulse check survey was developed and launched on October 7 and closed October 21

- The survey was comprised of a Variety of Questions to help identify areas where the University could develop strategies to better support our employees.
- Total number of responses: 1264 for a response rate of 42%
- 3 branches of survey and data analysis based on the work arrangements at the time of the survey:
  - Working Remotely, Working on Campus, Working Remotely and on Campus
- Emerging themes include:
  - Health and safety concerns and having those concerns addressed
  - Mental health and well being
  - Engagement and support
- Next Steps:
  - Report is currently being drafted
  - Communication to the employees who were invited to participate in the survey and to the campus community
  - Report to be presented to the RTC – Staff Working Group and the RTC – Faculty Working Group for the identification of recommendations to be brought forward to the Executive Leadership Team

### ***Revised Pandemic Response Plan October 23, 2020***

- Document outlines how we plan for and respond to a Pandemic and what actions we take to mitigate the impact of a pandemic illness to our University of Windsor Community
- Plan itself is more streamlined and acts as a good reference document
- The Process undertaken to revise the plan was consultative and was presented to the Pandemic Planning Committee, whose composition is outlined in the plan and includes chairs of the 10 working groups that we have been discussing with the Board.
- It was also reviewed and accepted by the Executive Leadership Team
- Plan is an excellent resource for our entire community outlining:

- Leadership structure and what our institutional responsibilities are
- How we communicate
- How we plan for and respond to the various stages of a pandemic
- Identification of Essential personnel and functions
- Some issues and challenges we might encounter
- Finally, it includes various appendices including protocols and some step by considerations for service units and what to plan for at the various stages
- Includes consideration of best practices and our responsibilities to the Board and includes the provision of Senate oversight including for an Emergency Academic Plan.

#### ***Pension Valuations and Pension Administration System***

- Continuing work with pension plan actuary, Mercer, and discussions with our plan member groups on valuations for the Faculty and Certain Others Pension Plan and the Employees' Pension Plan effective January 1, 2019, to be filed with regulators by December 31, 2020.
- Following notification of some significant changes within the structure of our pension administration system provider, Seclon, we are exploring possible alternatives to our in-house pension plan administration system.

#### **Report of the Vice-President, Research and Innovation**

*Michael Siu*

- Our colleagues, **Mike McKay, Daniel Heath, Lisa Porter, Rajesh Seth, and Chris Weisener**, received research infrastructure funding from the Canada Foundation for Innovation's Exceptional Opportunities Fund – COVID-19. The awarded infrastructure will increase the University's capacity and capability to test for the genetic signature of the COVID-19 virus in sewage in Windsor, Lakeshore, Amherstburg, and London. In addition, it will also be an important element to advance screening efforts on campus to facilitate an eventual return to face-to-face instruction at the University.
- **Bill Anderson, Marta Leardi-Anderson, and Laurie Tannous** of the Cross-Border Institute published a policy note entitled: "A Practical Approach to Easing Restrictions at the Canada-US Border in the COVID-19 Pandemic" (<https://www.cb institute.ca/wp-content/uploads/2020/11/Easing-Border-Restrictions-at-the-Canada-US-Border.pdf>) Our colleagues advocated for an approach in which travelers from a country with a higher infectious rate (the U.S.) can be allowed to enter the country with a lower rate (Canada) as long as they pose no higher risk in transmitting COVID-19 than the inhabitants in the country to which they are travelling.
- UWindsor has just submitted two Canada Research Chair (CRC) Tier 2 nominations: one in autonomous and connected vehicles, and the second in international trade law. The CRC Secretariat will send these nominations out for international peer reviews which will inform final adjudication by the Secretariat. We are in the process of searching for a third CRC Tier 2 in environmental engineering, which will be restricted to female applicants. This targeted search will ensure that UWindsor continues to meet the University's CRC equity obligations.

**University of Windsor  
Board of Governors**

**4.2.1: Audited Financial Statements of the University of Windsor Pension Plans for the year-ended June 30, 2020**

Item for: **Approval**

Forwarded by: **Board Audit Committee**

**MOTION 1: That the Audited Financial Statements of the University of Windsor Retirement Plan for Faculty and Certain Employees for the year-ended June 30, 2020 be approved.**

**MOTION 2: That the Audited Financial Statements of the University of Windsor Employees' Retirement Plan for the year-ended June 30, 2020 be approved.**

**Rationale:**

The audited financial statements for the Pension Plans are special purpose statements. These financial statements present the Net Assets Available for Benefits as of June 30, 2020 and the Change in Net Assets Available for Benefits for the year then ended.

These financial statements have been prepared for the sole purpose of providing information to the Trustee of the University of Windsor Pension Plans and the Financial Services Commission of Ontario for compliance with regulations.

The University's external auditors, KPMG, are prepared to issue unqualified audit reports.

*See BG201124-4.2.1a and BG201124-4.2.1b attached.*

**Audit Committee and Pension Committee Report**

*The Audit Committee met on November 5, 2020. At that meeting, the Audited Financial Statements of the University of Windsor Pension Plans for the year-ended June 30, 2020 were approved by the Committee. Both documents subsequently went forward to the Pension Committee for information (later that same day).*

*It was noted that a COVID-19 disclosure note was added to highlight the volatility the equity markets experienced during the fiscal period. Despite this volatility and although Canadian equities returned negative results, Global equities returned positive results and bond markets returned strong results with yields continuing their downward trend; all of which resulted in a 1-year return of 6% as at June 30, 2020.*

*Both the Audit Committee and the Pension Committee noted that KPMG is prepared to issue a clean audit opinion, subject to Board approval of the audited financial pension statements.*

*The Audit Committee also reviewed recommendations and progress relating to the internal audits.*

Fund Financial Statements of

**UNIVERSITY OF WINDSOR  
RETIREMENT PLAN FOR FACULTY AND  
CERTAIN EMPLOYEES**

Registration Number: 0366849  
Year ended June 30, 2020

DRAFT



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## INDEPENDENT AUDITORS' REPORT

To the Trustee of University of Windsor Retirement Plan for Faculty and Certain Employees

### ***Opinion***

We have audited the accompanying financial statements of the University of Windsor Retirement Plan for Faculty and Certain Employees (the Plan), which comprise:

- the statement of net assets available for benefits as at June 30, 2020
- the statement of changes in net assets available for benefits for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the “financial statements”)

In our opinion, the accompanying financial statements present fairly, in all material respects, the net assets available for benefits of the Plan as at June 30, 2020, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario).

### ***Basis for Opinion***

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

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

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





### ***Emphasis of Matter – Financial Reporting Framework***

We draw attention to Note 2 in the financial statements, which describes the applicable financial reporting framework and the purpose of the financial statements.

As a result, the financial statements may not be suitable for another purpose.

Our opinion is not modified in respect of this matter.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

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

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

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

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



We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.  
The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Plan's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Plan to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

November 24, 2020

**UNIVERSITY OF WINDSOR**  
**RETIREMENT PLAN FOR FACULTY AND CERTAIN EMPLOYEES**

(REGISTRATION Number: 0366849)

**Statement of Net Assets Available for Benefits**

(in thousands of dollars)

Year ended June 30, 2020, with comparative information for 2019

		<b>2020</b>	<b>2019</b>
		<b>\$</b>	<b>\$</b>
<b>Assets</b>			
Investments	note 4	594,372	566,747
Other assets		110	179
Total Assets		594,482	566,926
<b>Liabilities</b>			
Accrued liabilities		848	919
<b>Net Assets Available for Benefits</b>		<b>593,634</b>	<b>566,007</b>

*See accompanying notes to the financial statements.*

\_\_\_\_\_  
Administrator

\_\_\_\_\_  
Administrator

**UNIVERSITY OF WINDSOR****RETIREMENT PLAN FOR FACULTY AND CERTAIN EMPLOYEES**

(REGISTRATION Number: 0366849)

**Statement of Changes in Net Assets Available for Benefits**

(in thousands of dollars)

Year ended June 30, 2020, with comparative information for 2019

		2020	2019
		\$	\$
<b>Increase in net assets:</b>			
Investment income	note 6	17,607	13,886
Net realized gain on sale of investments		2,025	20,492
Current period increase in market values of investments		14,068	-
Contributions:			
Employee		8,223	8,024
Employer:			
Current service		11,606	11,362
Special		6,373	7,047
Total Employer Contributions		17,979	18,409
		59,902	60,811
<b>Decrease in net assets:</b>			
Current period decrease in market values of investments		-	5,721
Benefit payments		26,889	25,954
Transfers to other plans		2,311	7,635
Administrative expenses	note 7	3,075	2,811
		32,275	42,121
<b>Increase in net assets</b>		27,627	18,690
<b>Net assets available for benefits, beginning of year</b>		566,007	547,317
<b>Net assets available for benefits, end of year</b>		593,634	566,007

*See accompanying notes to financial statements.*

# UNIVERSITY OF WINDSOR RETIREMENT PLAN FOR FACULTY AND CERTAIN EMPLOYEES

(Registration Number: 0366849)

## Notes to Fund Financial Statements

(in thousands of dollars, unless otherwise noted)

Year ended June 30, 2020

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### 1. DESCRIPTION OF PLAN

The following description of the University of Windsor Faculty and Certain Employees Retirement Plan (the "Faculty Plan") is a summary only. For more complete information, reference should be made to the Faculty Plan's text.

#### (a) General

The University of Windsor ("the University") sponsors two pension plans, the Retirement Plan for Faculty and Certain Employees ("the Faculty Plan") and the Employees' Retirement Plan ("the Employees' Plan"). The Board of Governors of the University is the Administrator of the University's pension plans ("Administrator"). The Faculty Plan is a money purchase plan with a defined benefit minimum guarantee. The Employees' Plan is a defined benefit plan.

The Master Trust Fund (the "Fund") holds the assets for both the Faculty Plan and the Employees' Plan. Although the Plans are distinct and separate, the assets are invested jointly under a Master Trust Agreement in order to maximize investment income while minimizing administrative costs and management fees.

#### (b) Funding policy

The Faculty Plan is a money purchase plan with a defined benefit minimum guarantee covering members of the faculty and certain administrative employees of the University. Members are required to contribute to the money purchase component account an amount equal to 9% of Pensionable Earnings. The University is required to contribute 6% of member Pensionable Earnings to the money purchase component account, and contributes the annual current service costs of the defined benefit minimum guarantee.

The Pension Benefits Act (Ontario) ("Act") requires that the University must fund the benefits determined under the Faculty Plan. The determinations of the value of these benefits are made on the basis of a triennial actuarial valuation and any current legislative requirements.

The most recent actuarial valuation for funding purposes was prepared as at July 1, 2017 by William M. Mercer Limited. A copy of the valuation was filed with the Financial Services Regulatory Authority of Ontario ("FSRA"), Pension Plans Branch as required by the Act.

#### (c) Benefits

Each member who retires from active service with the University will receive a pension in such amount as can be provided from the total balance in the money purchase component to the member's credit, calculated based on actuarial tables. In addition, each member will receive the minimum guaranteed benefit, calculated as 1.5% of the member's best average earnings not in

## **1. DESCRIPTION OF PLAN (cont'd)**

### **(c) Benefits (cont'd)**

excess of the average Canada pension plan base plus 2.0% of the member's best average earnings in excess of the average Canada pension plan base, together multiplied by the member's pensionable service. The normal retirement age of a member is 65.

### **(d) Income taxes**

The Faculty Plan is a Registered Pension Trust as defined in the Income Tax Act and is not subject to income taxes.

### **(e) Investment policy**

The Fund's trustee is Northern Trust ("Trustee"). The unit value of the Fund is calculated based on the fair value of the underlying investments of the Fund. Each of the University's pension plans' interest in the Fund is calculated monthly by the Trustee based on the units held by each of the pension plans.

## **2. BASIS OF PREPARATION**

### **(a) Basis of presentation**

As permitted by FSRA, the Faculty Plan may prepare financial statements in accordance with Canadian accounting standards for pension plans or prepare fund financial statements in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit.

The Faculty Plan has prepared fund financial statements in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit.

In selecting or changing accounting policies that do not relate to its investment portfolio or pension obligations, Canadian accounting standards for pension plans require the Faculty Plan to comply on a consistent basis with either International Financial Reporting Standards ("IFRS") or the Canadian accounting standards for private enterprises. The Faculty Plan has chosen to comply on a consistent basis with IFRS.

These fund financial statements have been prepared to assist the Administrator of the Faculty Plan to comply with the requirements of the FSRA under Section 76 of Regulation 909 of the Act. As a result, the fund financial statements may not be suitable for another purpose.

These fund financial statements of the Faculty Plan do not purport to show the adequacy of the Faculty Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Faculty Plan's actuarial reports and information about the University's financial health.

These fund financial statements have been prepared in accordance with the significant accounting policies set out below.

## **2. BASIS OF PREPARATION (cont'd)**

### **(b) Basis of measurement**

The fund financial statements have been prepared on the historical cost basis, except for investments which are measured at fair value through the Statement of changes in net assets available for benefits.

### **(c) Use of estimates and judgements**

The preparation of the fund financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the Statement of net assets available for benefits and the reported amounts of changes in net assets during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future years affected.

## **3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

### **(a) Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

In determining fair value, the Faculty Plan adopted the guidance in IFRS 13, Fair Value Measurement ("IFRS 13"). As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Faculty Plan uses closing market price as a practical expedient for fair value measurement.

When available, the Faculty Plan measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's length basis.

If a market for a financial instrument is not active, then the Faculty Plan establishes fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

### **3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

#### **(a) Fair value measurement (cont'd)**

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e. the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets. When the transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in profit or loss on an appropriate basis over the life of the instrument but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

Within the Faculty Plan, all changes in fair value, other than interest and dividend income, are recognized in the Statement of changes in net assets available for benefits as part of the current period increase (decrease) in market values of investments.

Fair values of investments are determined as follows:

Pooled fund investments are valued at the unit values supplied by the Trustee, which represent the Faculty Plan's proportionate share of underlying net assets at fair values, determined using closing market prices.

Real asset pooled funds are valued by independent market appraisals. The pooled fund manager performs quarterly valuations of the underlying assets held in the pooled fund to determine fair values.

Bonds and equities not held in pooled funds are valued at year-end quoted market prices where available. Where quoted prices are not available, estimated fair values are calculated using comparable securities.

Short-term notes, treasury bills and term deposits maturing within a year are stated at cost, which together with accrued interest income approximates fair value given the short-term nature of these investments.

Guaranteed investment certificates, term deposits maturing after a year, and mortgages are valued at the present value of estimated future cash flows discounted at interest rates in effect on the last business day of the year for investments of a similar type, quality, and maturity.



### **3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

#### **(b) Financial assets and financial liabilities**

##### **(i) Non-derivative financial assets**

Financial assets are recognized initially on the trade date, which is the date that the Faculty Plan becomes a party to the contractual provisions of the instrument. Financial assets are subsequently measured at fair value through the Statement of changes in net assets available for benefits.

All other non-derivative financial assets including contributions receivable are measured at amortized cost.

The Faculty Plan de-recognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred or in which the Faculty Plan neither transfers nor retains substantially all the risks and rewards of ownership and does not retain control of the financial asset. On de-recognition of a financial asset, the difference between the carrying amount of the asset and consideration received is recognized in the Statement of changes in net assets available for benefits as a net realized gain (loss) on sale of investments.

##### **(ii) Non-derivative financial liabilities**

Financial liabilities are recognized initially on the trade date at which the Faculty Plan becomes a party to the contractual provisions of the instrument. The Faculty Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

The Faculty Plan considers its accrued liabilities to be a non-derivative financial liability.

Financial assets and liabilities are offset and the net amount presented in the Statement of net assets available for benefits when, and only when, the Faculty Plan has a legal right to offset the amounts and it intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

##### **(c) Net realized gain on sale of investments**

The net realized gain on sale of investments is the difference between proceeds received and the average cost of investments sold.

##### **(d) Investment recognition**

Investment income, which is recorded on the accrual basis, includes interest and dividend income.

Brokers' commissions and other transaction costs are recognized in the Statement of changes in net assets available for benefits in the year incurred.

### 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### (e) Foreign currency

The functional and presentation currency of the fund financial statements is Canadian dollars. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are then translated into Canadian dollars at the exchange rate at that date.

Foreign currency differences arising on retranslation are recognized in the Statement of changes in net assets available for benefits as a current period increase (decrease) in market values of investments.

#### (f) Fund unit valuation

The Employees' and Faculty Plans are issued units in the Fund based on the unit value at the Valuation Date, prior to which a contribution was made. Capital gains and losses, plus investment income, net of agency fees, custodian fees and investment managers' fees are allocated to each participating pension plan on a pro-rata basis. The Faculty Plans' units are redeemed based on the unit value at the Valuation Date prior to which the request for redemption is made by the Faculty Plan.

### 4. INVESTMENTS

The following table summarizes the Fund's investments at fair value and cost:

	2020 Fair Value \$	2020 Cost \$	2019 Fair Value \$	2019 Cost \$
Cash and short-term investments	11,579	10,347	11,305	11,193
Canadian bonds and debentures	292,337	267,909	275,336	259,121
Canadian common and preferred shares	215,260	199,618	221,694	213,860
	519,176	477,874	508,335	484,174
Non-Canadian common and preferred shares	317,998	252,863	304,800	238,259
Real assets	27,745	28,294	13,268	13,923
	864,919	759,031	826,403	736,356

The following table summarizes the Faculty Plan's pro-rata share of the investments at fair value and cost in the Fund – 68.72% (2019 – 68.58%):

	2020 Fair Value \$	2020 Cost \$	2019 Fair Value \$	2019 Cost \$
Cash and short-term investments	7,957	7,110	7,753	7,676
Canadian bonds and debentures	200,894	184,107	188,825	177,705
Canadian common and preferred shares	147,926	137,177	152,038	146,665
	356,777	328,394	348,616	332,046
Non-Canadian common and preferred shares	218,528	173,767	209,032	163,398
Real assets	19,067	19,444	9,099	9,549
	594,372	521,605	566,747	504,993

## 5. STATUTORY DISCLOSURES

The following information is provided in respect of individual investments within the Fund with a fair value or cost in excess of 1% of the fair value or cost of the Fund, as required by the Regulation to the Pension Benefits Act (Ontario):

	<b>2020</b>	<b>2020</b>	<b>2019</b>	<b>2019</b>
	<b>Fair Value</b>	<b>Cost</b>	<b>Fair Value</b>	<b>Cost</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Pooled funds:				
FGP Universe Bond Fund	23,848	22,586	28,076	27,599
PHN Core Plus Bond Fund	43,841	41,374	39,725	39,832
PHN Enhanced Long Bond Pension Trust	-	-	119,403	110,612
PHN Long Core Plus Bond Fund	134,367	125,659	-	-
FGP Long Term Bond Fund	90,281	78,290	88,132	81,078
FGP Small Cap Cdn Equity Fund	-	-	7,625	9,252
FGP Cdn Equity Fund	-	-	78,088	85,591
PHN Canadian Equity Value Fund	75,082	72,793	-	-
Fidelity Canadian Equity Pool	140,178	126,825	135,981	119,018
Baillie Gifford Global Alpha Fund	176,391	122,964	167,763	115,446
Burgundy Global Equity Fund	141,606	129,899	137,037	122,813
JP Morgan IIF Cdn 2 L.P.	14,334	15,159	13,268	13,923
IFM Global Infrastructure (Canada) L.P.	13,411	13,135	-	-
	<b>853,339</b>	<b>748,684</b>	<b>815,098</b>	<b>725,164</b>

## 6. INVESTMENT INCOME

The following represents the investment income earned by the Fund:

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Canadian bonds and debentures	9,769	8,837
Canadian common and preferred shares	5,592	5,718
Non-Canadian common and preferred shares	9,415	5,172
Real assets	846	521
	<b>25,622</b>	<b>20,248</b>
Faculty Plan's Pro-rata share of Fund investment income	<b>17,607</b>	<b>13,886</b>

## 7. ADMINISTRATIVE EXPENSES

The following represents the administrative expenses incurred by the Faculty Plan:

	2020	2019
	\$	\$
Investment management fees	2,488	2,282
Actuarial and investment consulting fees	211	149
Sponsor administrative and trustee fees	251	247
Pension information system fees	89	84
Audit fees	9	8
Miscellaneous	27	41
	3,075	2,811

## 8. FINANCIAL INSTRUMENTS

### (a) Fair values

The fair value measurement of investments are as described in note 3(a). The fair values of other financial assets and liabilities, being other assets and accrued liabilities, approximate their carrying values due to the short-term nature of these financial instruments.

Fair value measurements recognized in the Statement of net assets available for benefits are categorized using a fair value hierarchy that reflects the significance of inputs used in determining the fair values.

- Level 1 - unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices included in Level 1 that are observable for the asset, either directly or indirectly; and
- Level 3 - inputs for assets and liabilities that are not based on observable market data

## 8. FINANCIAL INSTRUMENTS (cont'd)

### (a) Fair values (cont'd)

The following table illustrates the classification of the Faculty Plan's financial instruments using the fair value hierarchy as at June 30, 2020:

	Level 1 \$	Level 2 \$	Level 3 \$	2020 Total \$
Cash and short-term investments	3,578	8,001	-	11,579
Canadian bonds and debentures	-	292,337	-	292,337
Canadian common and preferred shares	-	215,260	-	215,260
Non-Canadian common and preferred shares	-	317,998	-	317,998
Real assets	-	-	27,745	27,745
Total investments in Fund	3,578	833,596	27,745	864,919
Faculty Plan's share of Fund assets				594,372

	Level 1 \$	Level 2 \$	Level 3 \$	2019 Total \$
Cash and short-term investments	3,910	7,395	-	11,305
Canadian bonds and debentures	-	275,336	-	275,336
Canadian common and preferred shares	-	221,694	-	221,694
Non-Canadian common and preferred shares	-	304,800	-	304,800
Real assets	-	-	13,268	13,268
Total investments in Fund	3,910	809,225	13,268	826,403
Faculty Plan's share of Fund assets				566,747

Assets with a fair value of \$13,050 were transferred from Level 2 to Level 3 during the year with the investment in the IFM Global Infrastructure (Canada) L.P.

The following table reconciles the Plan's Level 3 fair value measurements from July 1, 2019 to June 30, 2020.

	2020 \$	2019 \$
Real Assets		
Balance, beginning of year	13,268	-
Gain included in the statement of changes in net assets available for benefits	1,427	(383)
Purchases		-
Sales		-
Settlements		-
Transfers in	13,050	13,651
Balance, end of year	27,745	13,268
Faculty Plan's share of Fund Assets	19,067	9,099

## **8. FINANCIAL INSTRUMENTS (cont'd)**

### **(b) Risk management**

#### **(i) Market risk**

Market risk is the risk that value of an instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to an individual investment, its issuer or all factors affecting all instruments traded in the market.

As all of the Faculty Plan's financial instruments are carried at fair value with fair value changes recognized in the Statement of changes in net assets available for benefits, all changes in market conditions will result in an increase (decrease) in net assets available for benefits. Market risk is managed by the Administrator through construction of a diversified portfolio of instruments traded on various markets and across various industries. The Pension Plan Fund Statement of Investment Policies and Procedures ("SIPP") determines the portfolio diversification, and sets limits on the equity holdings of the Fund. In addition, the SIPP permits the hedging of market price risk using derivative financial instruments.

The Fund's investments in common and preferred shares are also sensitive to market fluctuations. An immediate hypothetical increase (decrease) of 10% in equity values will impact the Fund's equity investments by an approximate gain (loss) of \$53,326 (2019 – \$52,649). The Faculty Plan's pro-rata share of this gain (loss) would be \$36,646 (2019 – \$36,107).

#### **(ii) Liquidity risk**

Liquidity risk is the risk that the Faculty Plan will encounter difficulty in meeting obligations associated with financial liabilities. The SIPP determines the portfolio diversification, and set limits on the fixed income investments of the Fund. In addition, the Fund's investments include pooled funds to mitigate liquidity risk.

#### **(iii) Credit risk**

Credit risk is the risk that an issuer or counterparty will be unable or unwilling to meet a commitment that it has entered into with the Faculty Plan. The Administrator does not expect any counterparties to fail to meet their obligations given their high credit ratings. The SIPP also establishes minimum credit rating requirements for such investments to mitigate this risk.

The Fund's fixed income investments are in Canadian-issued instruments and are diversified among federal, provincial, corporate and other issuers. In order to minimize the exposure of risk, a comprehensive investment policy has been developed. There were no significant concentrations of credit risk in the portfolio in either 2020 or 2019. The maximum credit risk exposure as at June 30, 2020 is \$292,337 (2019 – \$275,336). The Faculty Plan's pro-rata share of this risk exposure is \$200,894 (2019 – \$188,825).

## 8. FINANCIAL INSTRUMENTS (cont'd)

### (b) Risk management (cont'd)

#### (iii) Credit risk (cont'd)

The following table provides the breakdown of the total fixed income investments by credit rating. In addition to the table below, the Fund holds mortgages within pooled fund investments with a market value at June 30, 2020 of \$6,667 (2019 – \$10,596). The Faculty Plan's pro-rata share in the mortgage holdings is \$4,582 (2019 – \$7,267).

Credit Rating	2020 Fund Fair Value	2020 Plan's Pro-rata share by credit rating	2019 Fund Fair Value	2019 Plan's Pro-rata share by credit rating
	\$	\$	\$	\$
AAA	57,319	39,389	71,777	49,225
AA	110,103	75,662	100,605	68,995
A	69,113	47,495	57,640	39,529
BBB	42,132	28,953	32,631	22,379
BB and under	7,003	4,813	2,087	1,431
	285,670	196,312	264,740	181,559

#### (iv) Interest rate risk

Interest rate risk is the risk that the market value of the Faculty Plan's investments will fluctuate due to the changes in the market interest rates. To properly manage the Faculty Plan's interest rate risk, appropriate guidelines on the weighting and duration for the bonds and other fixed income investments are set and monitored. The Faculty Plan's investments in fixed income are sensitive to interest rate movements. An immediate hypothetical 1% increase (decrease) in interest rates, with all other variables held constant, would impact Canadian bonds and debentures by an estimated gain (loss) of approximately \$3,003 (2019 – \$2,827) for the Fund. The Faculty Plan's pro-rata share of this gain (loss) would be \$2,063 (2019 – \$1,939).

#### (v) Foreign currency risk

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of the changes in foreign currency rates. The Faculty Plan is exposed to risks that the exchange rate of the foreign currency may change in a manner that has an adverse effect on the value of the portion of the Faculty Plan's underlying assets or liabilities invested in foreign transactions. The Administrator monitors the Faculty Plan's overall currency positions and exposures on a regular basis. In addition, the SIPP permits the hedging of market price risk using derivative financial instruments. The Faculty Plan's exposure to foreign currencies would not create a significant change in the fair value of the assets except for the Faculty Plan's exposure to the US dollar. If the US dollar strengthened or weakened by 5% the Fund's US dollar holdings would change by \$10,116 (2019 – \$9,150). The Faculty Plan's pro-rata share of this risk exposure is \$6,952 (2019 – \$6,275).

## **9. CAPITAL MANAGEMENT**

The capital of the Fund is represented by the net assets available for benefits. The Fund's objective when managing the capital is to safeguard its ability to continue as a going concern and to maintain adequate assets to support pension obligations. The Administrator has adopted the SIPP, which states investment objectives, guidelines and benchmarks used in investing the capital of the plan, permitted categories of investments, asset-mix diversification and rate of return expectations. The SIPP is reviewed annually and was last amended effective May 19, 2020. The SIPP was amended to reflect changes made to the target asset mix and investment manager allocations.

The Faculty Plan invests in units of the Fund, which itself invests in various investment vehicles, in accordance with the SIPP and investment mandates specific to each investment manager. The Fund's investment positions expose it to a variety of financial risks which are discussed in Note 8 – Financial Instruments. The allocation of assets among various asset categories is on a monthly basis. A comprehensive review is conducted quarterly, which includes measurement of returns, comparison of returns to appropriate benchmarks, ranking of returns to appropriate universes and risk analysis.

## **10. RELATED PARTY TRANSACTIONS**

The Faculty Plan defines its key management personnel as the University's Board of Governors and other members of senior administration responsible for planning, controlling and directing the activities of the Faculty Plan. The Faculty Plan has not paid for services provided by key management personnel.

The University provides certain administrative services to the Faculty Plan. The cost to the Faculty Plan for these services during the year ended June 30, 2020 was \$184 (2019 – \$184), which is included in Sponsor administrative and trustee fees in Note 7 – Administrative Expenses.

## **11. COVID-19**

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social impact. As a result, the Plan's global equity, Canadian equity and fixed income markets have experienced volatility and uncertainty. An estimate of the financial impact to the Plan and the Sponsor is not practical at this time. The markets continue to experience unprecedented uncertainty and the impact to the Plan could include uncertainty over future cash flows, significant changes to the assets or liabilities, a decrease in the value of the investment portfolio and negative investment performance.



Fund Financial Statements of

**UNIVERSITY OF WINDSOR  
EMPLOYEES' RETIREMENT PLAN**

Registration Number: 0310573  
Year ended June 30, 2020

DRAFT



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## INDEPENDENT AUDITORS' REPORT

To the Trustee of University of Windsor Employees' Retirement Plan

### ***Opinion***

We have audited the accompanying financial statements of the University of Windsor Employees' Retirement Plan (the Plan), which comprise:

- the statement of net assets available for benefits as at June 30, 2020
- the statement of changes in net assets available for benefits for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the net assets available for benefits of the Plan as at June 30, 2020, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario).

### ***Basis for Opinion***

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

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

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



### ***Emphasis of Matter – Financial Reporting Framework***

We draw attention to Note 2 in the financial statements, which describes the applicable financial reporting framework and the purpose of the financial statements.

As a result, the financial statements may not be suitable for another purpose.

Our opinion is not modified in respect of this matter.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

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

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

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

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



We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.  
The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Plan's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Plan to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

November 24, 2020

**UNIVERSITY OF WINDSOR**  
**EMPLOYEES' RETIREMENT PLAN**

(REGISTRATION Number: 0310573)

**Statement of Net Assets Available for Benefits**

(in thousands of dollars)

Year ended June 30, 2020, with comparative information for 2019

		2020	2019
		\$	\$
<b>Assets</b>			
Investments	note 4	270,547	259,656
Other assets		47	82
Total assets		270,594	259,738
<b>Liabilities</b>			
Accrued liabilities		421	431
<b>Net Assets Available for Benefits</b>		<b>270,173</b>	<b>259,307</b>

*See accompanying notes to the financial statements.*

\_\_\_\_\_  
Administrator

\_\_\_\_\_  
Administrator

**UNIVERSITY OF WINDSOR**  
**EMPLOYEES' RETIREMENT PLAN**

(REGISTRATION Number: 0310573)

**Statement of Changes in Net Assets Available for Benefits**  
(in thousands of dollars)

Year ended June 30, 2020, with comparative information for 2019

		2020 \$	2019 \$
<b>Increase in net assets:</b>			
Investment income	note 6	8,015	6,362
Net realized gain on sale of investments		922	9,389
Current period increase in market values of investments		6,588	-
Required contributions:			
Employee		4,021	4,156
Employer		4,021	4,156
		23,567	24,063
<b>Decrease in net assets:</b>			
Current period decrease in market values of investments		-	2,517
Benefit payments		8,192	7,809
Transfers to other plans		3,023	3,962
Administrative expenses	note 7	1,486	1,337
		12,701	15,625
<b>Increase in net assets</b>		10,866	8,438
<b>Net assets available for benefits, beginning of year</b>		259,307	250,869
<b>Net assets available for benefits, end of year</b>		270,173	259,307

*See accompanying notes to financial statements.*

# UNIVERSITY OF WINDSOR EMPLOYEES' RETIREMENT PLAN

(Registration Number: 0310573)

## Notes to Fund Financial Statements

(in thousands of dollars, unless otherwise noted)

Year ended June 30, 2020

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### 1. DESCRIPTION OF PLAN

The following description of the University of Windsor Employees' Retirement Plan (the "Employees' Plan") is a summary only. For more complete information, reference should be made to the Employees' Plan's text.

#### (a) General

The University of Windsor ("the University") sponsors two pension plans, the Retirement Plan for Faculty and Certain Employees ("the Faculty Plan") and the Employees' Retirement Plan ("the Employees' Plan"). The Board of Governors of the University is the Administrator of the University's pension plans ("Administrator"). The Faculty Plan is a money purchase plan with a defined benefit minimum guarantee. The Employees' Plan is a defined benefit plan.

The Master Trust Fund (the "Fund") holds the assets for both the Faculty Plan and the Employees' Plan. Although the Plans are distinct and separate, the assets are invested jointly under a Master Trust Agreement in order to maximize investment income while minimizing administrative costs and management fees.

#### (b) Funding policy

The Employees' Plan is a defined benefit pension plan covering eligible employees of the University. The Employees' Plan is a fully cost shared plan, with employees contributing between 6.5% and 9.3% of earnings. The contribution rates will continue to the date of the next actuarial valuation, at which time the contribution rates will be assessed. The University matched all contributions during the year.

The Pension Benefits Act (Ontario) ("Act") requires that the University must fund the benefits determined under the Employees' Plan. The determinations of the value of these benefits are made on the basis of a triennial actuarial valuation and any current legislative requirements.

The most recent actuarial valuation for funding purposes was prepared as at January 1, 2018 by William M. Mercer Limited. A copy of the valuation was filed with the Financial Services Regulatory Authority of Ontario ("FSRA"), Pension Plans Branch as required by the Act.

#### (c) Benefits

Retirement benefits are calculated as 1.5% of the member's best average earnings not in excess of the average Canada pension plan base plus 2.0% of the member's best average earnings in excess of the average Canada pension plan base, together multiplied by the member's pensionable service. Post-retirement indexing is applied as one-half of the excess

## **1. DESCRIPTION OF PLAN (cont'd)**

### **(c) Benefits (cont'd)**

of the Average Fund Rate of Return over the valuation interest rate, capped at 50% of the CPI for the year. The normal retirement age of a member is 65.

### **(d) Income taxes**

The Employees' Plan is a Registered Pension Trust as defined in the Income Tax Act and is not subject to income taxes.

### **(e) Investment policy**

The Fund's trustee is Northern Trust ("Trustee"). The unit value of the Fund is calculated based on the fair value of the underlying investments of the Fund. Each of the University's pension plans' interest in the Fund is calculated monthly by the Trustee based on the units held by each of the pension plans.

## **2. BASIS OF PREPARATION**

### **(a) Basis of presentation**

As permitted by FSRA, the Employees' Plan may prepare financial statements in accordance with Canadian accounting standards for pension plans or prepare fund financial statements in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit.

The Employees' Plan has prepared fund financial statements in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit.

In selecting or changing accounting policies that do not relate to its investment portfolio or pension obligations, Canadian accounting standards for pension plans require the Employees' Plan to comply (on a consistent basis) with either International Financial Reporting Standards ("IFRS") or the Canadian accounting standards for private enterprises. The Employees' Plan has chosen to comply on a consistent basis with IFRS.

These fund financial statements have been prepared to assist the Administrator of the Employees' Plan to comply with the requirements of FSRA under Section 76 of Regulation 909 of the Act. As a result, the fund financial statements may not be suitable for another purpose.

These fund financial statements of the Employees' Plan do not purport to show the adequacy of the Employees' Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Employees' Plan's actuarial reports and information about the University's financial health.

These fund financial statements have been prepared in accordance with the significant accounting policies set out below.



## **2. BASIS OF PREPARATION (cont'd)**

### **(b) Basis of measurement**

The fund financial statements have been prepared on the historical cost basis, except for investments which are measured at fair value through the Statement of changes in net assets available for benefits.

### **(c) Use of estimates and judgements**

The preparation of the fund financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the Statement of net assets available for benefits and the reported amounts of changes in net assets during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future years affected.

## **3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

### **(a) Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

In determining fair value, the Employees' Plan adopted the guidance in IFRS 13, Fair Value Measurement ("IFRS 13"). As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Employees' Plan uses closing market price as a practical expedient for fair value measurement.

When available, the Employees' Plan measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's length basis.

If a market for a financial instrument is not active, then the Employees' Plan establishes fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

### **3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

#### **(a) Fair value measurement (cont'd)**

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e. the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets. When the transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in profit or loss on an appropriate basis over the life of the instrument but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

Within the Employees' Plan, all changes in fair value, other than interest and dividend income, are recognized in the Statement of changes in net assets available for benefits as part of the current period increase (decrease) in market values of investments.

Fair values of investments are determined as follows:

Pooled fund investments are valued at the unit values supplied by the Trustee, which represent the Employees' Plan's proportionate share of underlying net assets at fair values, determined using closing market prices.

Real asset pooled funds are valued by independent market appraisals. The pooled fund manager performs quarterly valuations of the underlying assets held in the pooled fund to determine fair values.

Bonds and equities not held in pooled funds are valued at year-end quoted market prices where available. Where quoted prices are not available, estimated fair values are calculated using comparable securities.

Short-term notes, treasury bills and term deposits maturing within a year are stated at cost, which together with accrued interest income approximates fair value given the short-term nature of these investments.

Guaranteed investment certificates, term deposits maturing after a year, and mortgages are valued at the present value of estimated future cash flows discounted at interest rates in effect on the last business day of the year for investments of a similar type, quality, and maturity.

#### **(b) Financial assets and financial liabilities**

##### **(i) Non-derivative financial assets**

Financial assets are recognized initially on the trade date, which is the date that the Employees' Plan becomes a party to the contractual provisions of the instrument. Financial assets are subsequently measured at fair value through the Statement of changes in net assets available for benefits.

All other non-derivative financial assets including contributions receivable are measured at amortized cost.

### **3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

#### **(b) Financial assets and financial liabilities (cont'd)**

##### **(i) Non-derivative financial assets (cont'd)**

The Employees' Plan de-recognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred or in which the Employees' Plan neither transfers nor retains substantially all the risks and rewards of ownership and does not retain control of the financial asset. On de-recognition of a financial asset, the difference between the carrying amount of the asset and consideration received is recognized in the Statement of changes in net assets available for benefits as a net realized gain (loss) on sale of investments.

##### **(ii) Non-derivative financial liabilities**

Financial liabilities are recognized initially on the trade date at which the Employees' Plan becomes a party to the contractual provisions of the instrument. The Employees' Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

The Employees' Plan considers its accrued liabilities to be a non-derivative financial liability.

Financial assets and liabilities are offset and the net amount presented in the Statement of net assets available for benefits when, and only when, the Employees' Plan has a legal right to offset the amounts and it intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

##### **(c) Net realized gain on sale of investments**

The net realized gain on sale of investments is the difference between proceeds received and the average cost of investments sold.

##### **(d) Investment recognition**

Investment income, which is recorded on the accrual basis, includes interest and dividend income.

Brokers' commissions and other transaction costs are recognized in the Statement of changes in net assets available for benefits in the year incurred.

##### **(e) Foreign currency**

The functional and presentation currency of the fund financial statements is Canadian dollars. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are then translated into Canadian dollars at the exchange rate at that date.

Foreign currency differences arising on retranslation are recognized in the Statement of changes in net assets available for benefits as a current period increase (decrease) in market values of investments.

### 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### (f) Fund unit valuation

The Employees' and Faculty Plans are issued units in the Fund based on the unit value at the Valuation Date, prior to which a contribution was made. Capital gains and losses, plus investment income, net of agency fees, custodian fees and investment managers' fees are allocated to each participating pension plan on a pro-rata basis. The Employees' Plan's units are redeemed based on the unit value at the Valuation Date prior to which the request for redemption is made by the Employees' Plan.

### 4. INVESTMENTS

The following table summarizes the Fund's investments at fair value and cost:

	<b>2020</b>	<b>2020</b>	<b>2019</b>	<b>2019</b>
	<b>Fair Value</b>	<b>Cost</b>	<b>Fair Value</b>	<b>Cost</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Cash and short-term investments	11,579	10,347	11,305	11,193
Canadian bonds and debentures	292,337	267,909	275,336	259,121
Canadian common and preferred shares	215,260	199,618	221,694	213,860
	519,176	477,874	508,335	484,174
Non-Canadian common and preferred shares	317,998	252,863	304,800	238,259
Real assets	27,745	28,294	13,268	13,923
	864,919	759,031	826,403	736,356

The following table summarizes the Employees' Plan's pro-rata share of the investments at fair value and cost in the Fund – 31.28% (2019 – 31.42%):

	<b>2020</b>	<b>2020</b>	<b>2019</b>	<b>2019</b>
	<b>Fair Value</b>	<b>Cost</b>	<b>Fair Value</b>	<b>Cost</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Cash and short-term investments	3,622	3,237	3,552	3,517
Canadian bonds and debentures	91,443	83,802	86,511	81,416
Canadian common and preferred shares	67,334	62,441	69,656	67,195
	162,399	149,480	159,719	152,128
Non-Canadian common and preferred shares	99,470	79,096	95,768	74,861
Real assets	8,678	8,850	4,169	4,374
	270,547	237,426	259,656	231,363

## 5. STATUTORY DISCLOSURES

The following information is provided in respect of individual investments within the Fund with a fair value or cost in excess of 1% of the fair value or cost of the Fund, as required by the Regulation to the Pension Benefits Act (Ontario):

	2020 Fair Value \$	2020 Cost \$	2019 Fair Value \$	2019 Cost \$
Pooled funds:				
FGP Universe Bond Fund	23,848	22,586	28,076	27,599
PHN Core Plus Bond Fund	43,841	41,374	39,725	39,832
PHN Enhanced Long Bond Pension Trust	-	-	119,403	110,612
PHN Long Core Plus Bond Fund	134,367	125,659	-	-
FGP Long Term Bond Fund	90,281	78,290	88,132	81,078
FGP Small Cap Cdn Equity Fund	-	-	7,625	9,252
FGP Cdn Equity Fund	-	-	78,088	85,591
PHN Canadian Equity Value Fund	75,082	72,793	-	-
Fidelity Canadian Equity Pool	140,178	126,825	135,981	119,018
Baillie Gifford Global Alpha Fund	176,391	122,964	167,763	115,446
Burgundy Global Equity Fund	141,606	129,899	137,037	122,813
JP Morgan IIF Cdn 2 L.P.	14,334	15,159	13,268	13,923
IFM Global Infrastructure (Canada) L.P.	13,411	13,135	-	-
	853,339	748,684	815,098	725,164

## 6. INVESTMENT INCOME

The following represents the investment income earned by the Fund:

	2020 \$	2019 \$
Canadian bonds and debentures	9,769	8,837
Canadian common and preferred shares	5,592	5,718
Non-Canadian common and preferred shares	9,415	5,172
Real assets	846	521
	25,622	20,248
Employees' Plan's Pro-rata share of Fund investment income	8,015	6,362

## 7. ADMINISTRATIVE EXPENSES

The following represents the administrative expenses incurred by the Employees' Plan:

	2020	2019
	\$	\$
Investment management fees	1,135	1,045
Actuarial and investment consulting fees	154	93
Sponsor administrative and trustee fees	114	113
Pension information system fees	63	58
Audit fees	4	4
Miscellaneous	16	24
	1,486	1,337

## 8. FINANCIAL INSTRUMENTS

### (a) Fair values

The fair value measurement of investments are as described in note 3(a). The fair values of other financial assets and liabilities, being other assets and accrued liabilities, approximate their carrying values due to the short-term nature of these financial instruments.

Fair value measurements recognized in the Statement of net assets available for benefits are categorized using a fair value hierarchy that reflects the significance of inputs used in determining the fair values.

- Level 1 - unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices included in Level 1 that are observable for the asset, either directly or indirectly; and
- Level 3 - inputs for assets and liabilities that are not based on observable market data.

## 8. FINANCIAL INSTRUMENTS (cont'd)

### (a) Fair values (cont'd)

The following table illustrates the classification of the Employees' Plan's financial instruments using the fair value hierarchy as at June 30, 2020:

	Level 1 \$	Level 2 \$	Level 3 \$	2020 Total \$
Cash and short-term investments	3,578	8,001	-	11,579
Canadian bonds and debentures	-	292,337	-	292,337
Canadian common and preferred shares	-	215,260	-	215,260
Non-Canadian common and preferred shares	-	317,998	-	317,998
Real assets	-	-	27,745	27,745
Total investments in Fund	3,578	833,596	27,745	864,919
Employees' Plan's share of Fund assets				270,547

  

	Level 1 \$	Level 2 \$	Level 3 \$	2019 Total \$
Cash and short-term investments	3,910	7,395	-	11,305
Canadian bonds and debentures	-	275,336	-	275,336
Canadian common and preferred shares	-	221,694	-	221,694
Non-Canadian common and preferred shares	-	304,800	-	304,800
Real assets	-	-	13,268	13,268
Total investments in Fund	3,910	809,225	13,268	826,403
Employees' Plan's share of Fund assets				259,656

Assets with a fair value of \$13,050 were transferred from Level 2 to Level 3 during the year with the investment in the IFM Global Infrastructure (Canada) L.P.

The following table reconciles the Plan's Level 3 fair value measurements from July 1, 2019 to June 30, 2020:

	2020 \$	2019 \$
Real Assets		
Balance, beginning of year	13,268	-
Gain included in the statement of changes in net assets available for benefits	1,427	(383)
Purchases		-
Sales		-
Settlements		-
Transfers in	13,050	13,651
Balance, end of year	27,745	13,268
Employees' Plan's share of Fund Assets	8,678	4,169

## **8. FINANCIAL INSTRUMENTS (cont'd)**

### **(b) Risk management**

#### **(i) Market risk**

Market risk is the risk that value of an instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to an individual investment, its issuer or all factors affecting all instruments traded in the market.

As all of the Employees' Plan's financial instruments are carried at fair value with fair value changes recognized in the Statement of changes in net assets available for benefits, all changes in market conditions will result in an increase (decrease) in net assets available for benefits. Market risk is managed by the Administrator through construction of a diversified portfolio of instruments traded on various markets and across various industries. The Pension Plan Fund Statement of Investment Policies and Procedures ("SIPP") determines the portfolio diversification, and sets limits on the equity holdings of the Fund. In addition, the SIPP permits the hedging of market price risk using derivative financial instruments.

The Fund's investments in common and preferred shares are also sensitive to market fluctuations. An immediate hypothetical increase (decrease) of 10% in equity values will impact the Fund's equity investments by an approximate gain (loss) of \$53,326 (2019 – \$52,649). The Employees' Plan's pro-rata share of this gain (loss) would be \$16,680 (2019 – \$16,542).

#### **(ii) Liquidity risk**

Liquidity risk is the risk that the Employees' Plan will encounter difficulty in meeting obligations associated with financial liabilities. The SIPP determines the portfolio diversification, and set limits on the fixed income investments of the Fund. In addition, the Fund's investments include pooled funds to mitigate liquidity risk.

#### **(iii) Credit risk**

Credit risk is the risk that an issuer or counterparty will be unable or unwilling to meet a commitment that it has entered into with the Employees' Plan. The Administrator does not expect any counterparties to fail to meet their obligations given their high credit ratings. The SIPP also establishes minimum credit rating requirements for such investments to mitigate this risk.

The Fund's fixed income investments are in Canadian-issued instruments and are diversified among federal, provincial, corporate and other issuers. In order to minimize the exposure of risk, a comprehensive investment policy has been developed. There were no significant concentrations of credit risk in the portfolio in either 2020 or 2019. The maximum credit risk exposure as at June 30, 2020 is \$292,337 (2019 – \$275,336). The Employees' Plan's pro-rata share of this risk exposure is \$91,443 (2019 – \$86,511).



## 8. FINANCIAL INSTRUMENTS (cont'd)

### (b) Risk management (cont'd)

#### (iii) Credit risk (cont'd)

The following table provides the breakdown of the total fixed income investments by credit rating. In addition to the table below, the Fund holds mortgages within pooled fund investments with a market value at June 30, 2020 of \$6,667 (2019 – \$10,596). The Employees' Plan's pro-rata share in the mortgage holdings is \$2,085 (2019 – \$3,329).

Credit Rating	2020 Fund Fair Value	2020 Plan's Pro-rata share by credit rating	2019 Fund Fair Value	2019 Plan's Pro-rata share by credit rating
	\$	\$	\$	\$
AAA	57,319	17,930	71,777	22,552
AA	110,103	34,441	100,605	31,610
A	69,113	21,618	57,640	18,111
BBB	42,132	13,179	32,631	10,252
BB and under	7,003	2,190	2,087	656
	285,670	89,358	264,740	83,181

#### (iv) Interest rate risk

Interest rate risk is the risk that the market value of the Employees' Plan's investments will fluctuate due to the changes in the market interest rates. To properly manage the Employees' Plan's interest rate risk, appropriate guidelines on the weighting and duration for the bonds and other fixed income investments are set and monitored. The Employees' Plan's investments in fixed income are sensitive to interest rate movements. An immediate hypothetical 1% increase (decrease) in interest rates, with all other variables held constant, would impact Canadian bonds and debentures by an estimated gain (loss) of approximately \$3,003 (2019 – \$2,827) for the Fund. The Employees' Plan's pro-rata share of this gain (loss) would be \$940 (2019 – \$888).

#### (v) Foreign currency risk

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of the changes in foreign currency rates. The Employees' Plan is exposed to risks that the exchange rate of the foreign currency may change in a manner that has an adverse effect on the value of the portion of the Employees' Plan's underlying assets or liabilities invested in foreign transactions. The Administrator monitors the Employees' Plan's overall currency positions and exposures on a regular basis. In addition, the SIPP permits the hedging of market price risk using derivative financial instruments. The Employees' Plan's exposure to foreign currencies would not create a significant change in the fair value of the assets except for the Employees' Plan's exposure to the US dollar. If the US dollar strengthened or weakened by 5% the Fund's US dollar holdings would change by \$10,116 (2019 – \$9,150). The Employees' Plan's pro-rata share of this risk exposure is \$3,164 (2019 – \$2,875).

## **9. CAPITAL MANAGEMENT**

The capital of the Fund is represented by the net assets available for benefits. The Fund's objective when managing the capital is to safeguard its ability to continue as a going concern and to maintain adequate assets to support pension obligations. The Administrator has adopted the SIPP, which states investment objectives, guidelines and benchmarks used in investing the capital of the plan, permitted categories of investments, asset-mix diversification and rate of return expectations. The SIPP is reviewed annually and was last amended effective May 19, 2020. The SIPP was amended to reflect changes made to the target asset mix and investment manager allocations.

The Employees' Plan invests in units of the Fund, which itself invests in various investment vehicles, in accordance with the SIPP and investment mandates specific to each investment manager. The Fund's investments expose it to a variety of financial risks which are discussed in Note 8 – Financial Instruments. The allocation of assets among various asset categories is on a monthly basis. A comprehensive review is conducted quarterly, which includes measurement of returns, comparison of returns to appropriate benchmarks, ranking of returns to appropriate universes and risk analysis.

## **10. RELATED PARTY TRANSACTIONS**

The Employees' Plan defines its key management personnel as the University's Board of Governors and other members of senior administration responsible for planning, controlling and directing the activities of the Employees' Plan. The Employees' Plan has not paid for services provided by key management personnel.

The University provides certain administrative services to the Employees' Plan. The cost to the Employees' Plan for these services during the year ended June 30, 2020 was \$84 (2019 – \$85), which is included in Sponsor administrative and trustee fees in Note 7 – Administrative Expenses.

## **11. COVID-19**

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social impact. As a result, the Plan's global equity, Canadian equity and fixed income markets have experienced volatility and uncertainty. An estimate of the financial impact to the Plan and the Sponsor is not practical at this time. The markets continue to experience unprecedented uncertainty and the impact to the Plan could include uncertainty over future cash flows, significant changes to the assets or liabilities, a decrease in the value of the investment portfolio and negative investment performance.

**University of Windsor  
Board of Governors**

\*4.4.1: **Revised Pandemic Response Plan**

Item for: **Information**

Forwarded by: **Board Governance Committee**

**Report of the Governance Committee:**

The Pandemic Response Plan has been revised in light of experiences with the current COVID-19 pandemic and is being submitted to the Board for information.

*See attached.*



**University  
of Windsor**

# **Pandemic Response Plan**

**Issued: September 9, 2009.**

**Revised: October 23, 2020.**

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# Introduction

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. This 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. This document is in support of the Windsor-Essex County Health Unit’s (WECHU) efforts to plan for and respond to a possible a pandemic.

This plan has incorporated guidelines and recommendations provided by National, Federal, Provincial and local public health agencies such as the World Health Organization (WHO), Health Canada, Ontario Ministry of Health, Local Health Units, and the U.S. Centre for Disease Control.

The **University of Windsor Pandemic Response Plan** will be reviewed and updated on a regular basis as conditions change at the University, in the city, province, country, and around the world.

## Overview of Pandemic Illness

A pandemic is an outbreak of global proportions. It happens when a novel virus emerges among humans - it causes serious illness and is easily human transmissible (spreads easily from person-to-person).

A severe pandemic may lead to a public health emergency with higher rates of infections, hospitalizations and deaths. Such a pandemic has the potential to overwhelm normal healthcare systems and negatively affect local, regional, national and global economies.

At unpredictable intervals a novel (new) virus appears in humans to which we have no immunity. If the novel virus is transmitted easily from person to person and causes significant illness this creates the setting for pandemic; a global outbreak of illness with rapid spread from person to person and country to country. The World Health Organization (WHO) is responsible for announcing a global pandemic.

## Goals of the Pandemic Response Plan

The University’s Pandemic Response Plan describes actions, roles and decisions which may be required to reduce, control, and respond to the effects of a pandemic illness on the students, faculty, staff and operations of the University of Windsor.

The table below shows the phases of a pandemic as determined by the World Health Organization (WHO), as well as the Overarching Public Health and University of Windsor goals and response levels associated with each of those phases.

WHO Pandemic Phase	Overarching Public Health Goals	University of Windsor Goals
<b>Interpandemic period</b>  Phase 1. no viruses circulating among animals have been reported to cause infections in humans.  Phase 2. an animal virus circulating among domesticated or wild animals is known to have caused infection in humans	Strengthen pandemic preparedness at the global, regional, national and If present in animals, the subnational levels. Minimize the risk of transmission to humans; detect and report such transmission rapidly if it occurs.	Normal Business Operations; Regular Self-Care campaigns; Reminders re: Basic Infection, Prevention and Control measures (e.g., hand hygiene); Annual Flu Clinics/Vaccination  UW Response Level: 0
<b>Pandemic alert period</b>  Phase 3. An animal or human-animal virus has caused sporadic cases or small clusters of disease in people but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks.  Phase 4. human-to-human transmission of an animal or human-animal virus able to cause community-level outbreaks has been verified.  Phase 5. human-to-human spread of the virus into at least two countries in one WHO region.	Ensure rapid characterization of the new virus subtype and early detection, notification and response to additional cases.  Contain the new virus within limited foci or delay spread to gain time to implement preparedness measures, including vaccine development.  Maximize efforts to contain or delay spread, to possibly avert a pandemic, and to gain time to implement pandemic response measures	Normal Business Operations  The University will receive updates and consult with WECHU of any pertinent information or warnings received. Increase self-care campaigns re: hand hygiene, proper coughing/sneezing protocol;  Campus Pandemic Planning Committee may be assembled, the University will update Senate and the Board on planning activities  UW Response Level: 0
<b>Pandemic period</b>  Phase 6. Pandemic: community level outbreaks in at least one other country in a different WHO region in addition to the criteria defined in Phase 5.	Minimize the impact of the pandemic.	Assembly of the Pandemic Planning Committee will be required and can be established either virtually or in-person. It is the goal of the Pandemic Planning Committee to ensure that there is ongoing support to the campus community through business continuity planning and through increased communications as well as enhanced communication with the Windsor-Essex County Health Unit.  UW Response Level: 1-3
<b>Post Pandemic Period</b>  Pandemic activity appears to be decreasing; however, it is uncertain if additional waves will occur and countries will need to be prepared for a second wave.		Return to interpandemic period, implementation of recovery plans. During this period the response level may vary and move back and forth between response levels until reaching level 0 when the pandemic is declared over.  UW Response Level: 0-3

## Leadership Structure in Pandemic Response Plan

The Public Health Agency of Canada and the Ontario Ministry of Health have primary responsibility for public health matters in Ontario. Other actions within the Pandemic Response Plan are based on and supported by the university policies and authorizations.

The University's response to a pandemic will be led by the Executive Leadership Team and the Pandemic Planning Committee. The Pandemic Planning Committee will consist of University members with a broad representation of subject-matter experts. The Manager of Environmental Health & Safety will serve as the Chair of the Pandemic Planning Committee and will be the point of contact between the Pandemic Planning Committee and the Executive Leadership Team.

The Pandemic Planning Committee will include the following members:

Manager, Environmental Health and Safety (Chair)

Associate Vice-President, Student Experience

Director, Campus Community Police

Director, Facility Operations

Director, Public Affairs & Communication

Executive Director, Campus Services

Executive Director, Research & Innovation

Executive Director, Student Health Services

Insurance Risk Management & FIPPA Officer

Lead Physician, Student Health Services

University Registrar

Additional members and resource members may be added to the Committee as necessary, as the situation evolves. Working groups and subcommittees may be established to support the Committee.

All members of the Pandemic Planning Committee will identify an alternate member to ensure continuity in the event of member illness. If an outbreak appears imminent on campus, planning should occur to have meetings by conference call, to avoid close contact. The Pandemic Planning Committee will work closely with representatives of the major stakeholder groups on campus (employee and student groups) as communication and consistent messaging will be very important.

## Communication

Communication will be critical to an effective response to the pandemic. The University of Windsor will ensure accurate and effective communication to students, faculty, staff and visitors. Strategies should be developed for communicating with parents, alumni and community stakeholders about changes to, or disruptions in, services.

## Pandemic Response Levels and Plan Activation

During a potential pandemic, the WHO may identify expanding geographically localized clusters of illness caused by a novel virus indicative of increasingly efficient transmission with substantially increased risk of a pandemic. At this time, the University's Pandemic Response Plan will be activated.



The University Pandemic Response Plan utilizes four classifications referred to as University Pandemic Response Levels to assist planners and response units in determining appropriate actions at various points during a pandemic. University Pandemic Response Levels identify key decision points within the Pandemic Response Plan based on the geographic location and spread of the pandemic. The scope and intensity of University response will be determined by the University Pandemic Response Level and the severity of pandemic illness.

There is no certainty that University Pandemic Response Levels will be activated in a progressive manner from Level 0 to Level 3. There is a very real possibility that cases of pandemic virus will already be present in Canada or even in Ontario when a pandemic is announced by the WHO. As a result, the Pandemic Response Plan may be activated at Pandemic Response Level 2 or even Level 3. Implementation of a University Response Level assumes that all actions in preceding levels have already been completed or will be completed rapidly.

### **University Pandemic Response Level 0 (Prevention)**

There is no pandemic event during University Pandemic Level 0. This is the optimal time for the development, testing, and improvement of plans for prevention, response, and recovery based on new knowledge, best practices, and the results of post-exercise review. At the University of Windsor, responsibility for coordination of pandemic planning and testing is delegated to the University's Pandemic Planning Committee with support from working groups comprised of representatives from major stakeholder groups.

During Response Level 0, planning workgroups work with the Pandemic Planning Committee to assess the potential impact of a pandemic and develop plans to meet University needs. There will be a focus on the education of community members on general preventive hygiene measures.

#### **Pandemic Response Level 0 - Response Group Action Overview:**

(Detailed response actions by Service Unit are outlined in Appendix E)

- Review the University's Pandemic Response Plan in consultation with the Windsor-Essex County Health Unit.
- Collaborate with other Ontario universities in the planning process.
- Benchmark and compare other university and agency pandemic plans to identify best practices.
- Ensure the development and distribution of information on general preventative measures (handwashing, use of good respiratory hygiene to prevent spread of infection, protecting oneself from infection during a Pandemic
- Communicate any Public Health information regarding immunization clinics and availability
- Establish education, training, and resources for University Community Members, which could include general preventive measures, FAQs, reference to the University's Pandemic Response plan, and appropriate infection control measures as applicable.

### **University Pandemic Response Level 1 (Preparedness)**

The announcement of a pandemic by WHO with no cases of the pandemic virus reported in Canada will activate University Pandemic Response Level 1. At this time, there is a potential for a pandemic illness, but there is no immediate threat. The University will finalize plans in preparation for the potential pandemic on campus; including assessing options for protecting students, faculty and staff; preparation of teaching, research, and business continuity; and to gather any remaining resources and supplies which will be needed during an outbreak of pandemic.

#### **Pandemic Response Level 1 - Response Group Action Overview:**

(Detailed response actions by Service Unit are outlined in Appendix E)

- Members of the Pandemic Planning Committee and Executive Leadership Team will be notified of the heightened pandemic risk status;

- The Pandemic Planning Committee will be engaged and establish a regular meeting schedule.
- Increased communication and coordination established between the University and other post secondary institutions and networking groups in the area, as well as community partners;
- Development and distribution of pandemic preparedness information for University students, faculty and staff.
- Communication strategy to be established and implemented.
- Departmental Pandemic Response Plans are reviewed to maintain business continuity (Refer to Appendix F; Departmental Pandemic Response Plan (Template)
- Acquisition of Infection Control Supplies (respirators, gloves, cleaning supplies and disinfectants). Refer to Appendix C.

### **University Pandemic Response Level 2 (Response – National Pandemic)**

A confirmed case of pandemic reported in Canada will be the activation prompt for University Pandemic Level 2. With implementation of Pandemic Response Level 2, all previous Response Level activities must continue.

The Executive Leadership Team and Pandemic Planning Committee work with key personnel to develop educational materials for students, faculty and staff regarding the pandemic, the status of the pandemic, prevention practices, symptoms of infection, and the University's response to the pandemic.

#### **Pandemic Response Level 2 - Response Group Action Overview:**

(Detailed response actions by Service Unit are outlined in Appendix E)

- Departmental Pandemic Response Plans to be activated (Appendix F);
- Identification of essential university functions and personnel to ensure business continuity;
- The Executive Leadership Team will begin discussions and decisions on University services, operations, and potential closures.
- Ongoing communication with Windsor-Essex County Health Unit and other public health agencies to determine severity and virulence of pandemic.
- Preparation of the Emergency Academic Plan to bring to Senate.
- Continuation of communication to University community.
- Publish communication links to public health agencies and other resources.
- Cleaning protocols – increased cleaning for high contact points.
- Implementation of physical distancing practices (Appendix A).
- Arrange for respirator fit-testing as required (Refer to Appendix D: Use of Facemasks & Respirators)

### **University Pandemic Response Level 3 (Response – Local Pandemic)**

A suspected case of pandemic infection in Southwestern Ontario will activate the University's Response Level 3. All previous response levels must continue with activation of Response Level 3.

As in Level 2, ongoing contact shall be maintained with the Windsor-Essex County Health Unit to monitor the severity and virulence of the pandemic as key factors in Pandemic Response Actions at this level.

#### **Pandemic Response Level 3 - Response Group Action Overview:**

(Detailed response actions by Service Unit are outlined in Appendix E)

- All actions as outlined above in Response Level 2;

- In-person meetings to be converted to alternate format;
- Daily communication briefs with Executive Leadership Team
- Frequent meetings with Pandemic Planning Committee, and established working groups
- Approval of the Emergency Academic Plan by Senate
- Ongoing communication with Board of Governors, Senate, Provost's Council, and other senior administrators.
- Ongoing communication with Federal, Provincial and local public health agencies, community partners, and networking groups.

## Essential Personnel and Functions of the University

During a pandemic, to ensure the security, safety, or physical operation of the University (including providing services to students) specific personnel and functions of the University may be considered “essential”, as defined by Human Resources. The following units and services are some of those classified as “essential” for the purposes of this Pandemic Response Plan, in the event the university moves to an “essential-services only” model, or a closure:

*Campus Community Police*  
*Central Animal Care Facility*  
*Energy Conversion Centre*  
*Executive Leadership Team*  
*Facility Services*  
*Food Services*  
*Financial Services*  
*Health & Safety*  
*Human Resources*  
*Information Technology Services*  
*Registrars*  
*Residence Services*  
*Student Health Services*

Department heads are familiar with the commitments and requirements of their areas of responsibility within the University and are uniquely positioned to make the decision as to who needs to work as an "essential person" during these times. All employees (essential and non-essential) may be tasked to perform other duties, essential duties, as a result of a pandemic response.

## Issues and Challenges

A pandemic can appear suddenly with a rapid increase in the number of infected individuals over a short period of time.

In responding to a pandemic, the University of Windsor has a number of unique issues and challenges related to its role as a large residential university with strong commitments to learning, research and service locally, regionally and internationally. When responding to a pandemic, some of the issues and challenges listed below should be considered:

### **Students with Special Circumstances:**

The plan identifies student groups who may be more severely affected by a pandemic thus allowing pre-event planning by units/departments responsible for these groups. Groups include:

- Students in residence buildings – higher potential attack rate.

- Students with families – affected by family health, (higher attack rate among school-age children and K-12 school closures)
- International students – may be unable to return home if the University closes .
- Students with certain chronic medical conditions – at higher risk of serious illness, complications, and hospitalization.
- International travelers – may be unaware of University pandemic response or requirements for those returning to campus.
- Students currently studying abroad – study abroad programs should be assessed very early during a pandemic to determine if students should be brought home while travel is still possible.

### **Isolation and Quarantine**

Residence students who cannot leave and are sick with a pandemic illness may have to be isolated in residence or quarantined by order of the Windsor-Essex County Health Unit. These isolated students will have to be housed in residence and determination of where the isolation rooms, floors or buildings will require evaluation to determine best accommodations for the needs of the ill students. Please refer to Appendix B Evaluating Isolation / Quarantine Facilities.

### **Emergency Academic Plan**

During a pandemic emergency, academic programs may be affected. To protect the health & safety of the campus community and to support the work of public health agencies, measures will need to be implemented to provide support and flexibility within academic programs in a short time period. The Emergency Academic Plan and/or equivalent measures will need to be approved by Senate and implemented to ensure Academic continuity.

### **International Travel**

International travel is an integral part of the academic and research mission of the University. During a pandemic, international travelers may be at increased risk of exposure related to travel in an area experiencing pandemic illness or to passage through international airports. The University will need an effective travel policy for students, faculty, and staff which address the following issues.

**Identification:** The University should be able to quickly identify students, faculty and staff who are traveling internationally.

**Communication:** International travelers may be unaware of pandemic-related recommendations, actions and events occurring at the University. Effective means of contacting and communicating with travelers should be established.

**Travel restrictions:** Federal, Provincial and local public health may recommend restricting travel to or from certain destinations to limit the spread of pandemic illness. The University would be expected to comply with these restrictions. Protocols are needed to ensure that student, faculty and staff planning to travel or currently traveling are made aware of these restrictions.

**Screening:** The Federal, Provincial and local public health may recommend that travelers returning to Canada from affected international locations be screened for pandemic illness on arrival. Protocols are needed to identify and screen staff and students (both returning students as well as new students) arriving from specified locations.

**Self-Isolation:** To control the spread of the virus, individuals arriving from affected areas may be required to self-isolate. The Public Health Agency may require returning travellers to isolate themselves in the home-setting and avoid contact with others until advised that they are no longer considered contagious. Isolation may include:

- Not going out of the home setting. This includes school, work, or other public areas
- Not using public transportation (e.g. buses, subways, taxis)
- Identifying a "buddy" to check on and do errands for each another, especially for those who live alone or at high risk for developing complications.
- Having supplies delivered home instead of running errands

### **Domestic Travel**

During a pandemic there may be times when a specific region, province, territory or city within Canada may become an epicentre. Travellers to these areas may be at increased risk of exposure related to travel to these areas. It is possible domestic restrictions could be implemented to control the spread of the virus from these areas. The University would be expected to comply with these restrictions and follow recommendations from public health authorities.

## Evaluation

### **Continuity & Recovery:**

The ability of a pandemic to cause a major disruption of teaching, research, and/or operations at the University of Windsor or to impair recovery may vary widely depending on the severity of the pandemic. Factors affecting pandemic severity include the severity of illness, the attack rate (percentage of persons who become ill), the duration of the pandemic and the demographic groups at greatest risk of illness, complications and death.

Full delineation of a University continuity of operations and recovery plan is beyond the scope of the Pandemic Response Plan however, all-hazard continuity and recovery plans should address the following specific issues:

- Policies to address the possibilities of extended work hours and staff reassignments during a pandemic.
- Modified sick leave and class absence policies which encourage sick students and staff to stay home.
- Work-at-home options if on-campus work is disrupted due to illness and/or implementation of physical distancing policies.
- Plans for addressing reduced staffing due to illness.
- Identification of essential personnel, departments, and services to maintain critical operations of the University.
- Identification of back-ups for essential personnel in case of illness or a requirement for 24-hour staffing.
- Recommended or required cross-training of essential personnel.
- Relocation of essential personnel or departments to alternate emergency locations.
- Continuation of teaching if classes are suspended for an extended period.
- Continuation of teaching if the University closes for an extended period.
- Continuation of research if the University closes.
- Care and safety of research animals if the University closes.
- Maintenance of payroll and business operations.
- provision of medical care, housing, food, and academic/social support for residence hall students who are ill.
- Plans for feeding and housing residence students who are unable to leave campus if the residence halls close.
- Means of modifying the academic calendar if classes are suspended.
- Means of resuming University operations, research, and teaching following school closure.

With the recognition that a severe pandemic event could result in suspension of classroom instruction and University reduction of services for an undefined period, future continuity of operations and recovery/return-to- work planning should address the following:

- Teaching of students
- Faculty research
- Security and policing
- Retention of students, faculty and staff
- Fiscal stability of the University
- Impact on students who are unable to return home during the closure
- University reputation
- Re-establishment of University services and operations.

## Appendices

Appendix A: Physical Distancing Protocol

Appendix B: Evaluating Isolation / Quarantine Facilities

Appendix C: Recommendations – Medical Supplies

Appendix D: Use of Facemasks & Respirators

Appendix E: University Pandemic Response by Service Unit

Appendix F: Departmental Pandemic Response Plan (Template)

## Appendix A: Physical Distancing Protocol

### Introduction

A severe pandemic has the potential to significantly impair the ability of the University to maintain academic, research, and business activities. In preparation for such a situation the University Emergency Response Plan identifies priorities which best support the welfare of the students, faculty, staff and institution.

The priorities of the University of Windsor in responding to a pandemic are:

- Protection of life including pandemic response personnel; University students, faculty and staff; and campus visitors.
- Mobilization of an organized and considered response to the pandemic through implementation of the Pandemic Response Plan and activation of the Pandemic Planning Committee and Executive Leadership Team.
- Protection of University property including facilities, research, and critical records.
- Continuation and/or restoration of critical services, education, and research programs.

The departmental work functions necessary to support critical operations as defined by the University are essential functions. Employees who provide these essential functions are essential employees. The University defines essential functions as the work necessary to support critical operations. Employees who provide these essential functions are essential workers.

### Physical Distancing

Physical distancing refers to various community, workplace and classroom non-pharmaceutical interventions intended to limit the spread of an infectious disease by reducing opportunities for close contact between individuals and groups. Federal, Provincial and local public health recommends timely implementation of physical distancing options as the primary means for controlling the spread of pandemic illness prior to development and distribution of a vaccine.

#### Physical Distancing Measures:

- Increasing the distance between people by reducing density in classrooms, workplaces, public events and public transportation.
- Modifying workplace schedules and practices through actions such as telecommuting, staggered shifts, and teleconferences and other alternatives to close or face-to-face interactions.
- Postponing or cancelling public, group and sporting events and gatherings.
- Suspending classroom instruction for an undefined period.
- Closing residence halls and instructing all students to return home.
- Suspending all academic, research, and business activities other than those functions essential for support of University priorities.
- Limiting on-campus staff to those needed to perform essential functions.
- Self isolation of ill individuals at home.
- quarantine of individuals living with ill persons.

### Implementation of Physical Distancing Actions

In most cases physical distancing actions will be implemented by the University on the instructions of the Windsor Essex Health Unit; however, the actions of other Ontario universities or other peer institutions may affect the University's decision to implement such actions prior to instructions from Federal, Provincial and local public health.

Upon receiving recommendations from public health and/or in consultation with peer institutions the Executive Leadership Team will review options and develop policy recommendations for selected physical distancing actions. Actions may include some or all physical distancing measures.

essential workers must strive to maintain physical distance and minimize exposure to others to the fullest degree possible.

### **Isolation Protocol**

All University directors and department heads, faculty, staff, and students will be notified of the decision to implement isolation procedures for students and/or staff and faculty with suspected or confirmed illness caused by the specific communicable infectious illness. The notice will also indicate whether isolation is voluntary or required based on public health instructions, which may include;

- Explanation to the community and involved individuals of the reason for isolation including its effectiveness and duration as well as support available to persons in isolation.
- Location(s): home and/or community-based facility locations for isolation must be identified, evaluated and prepared for use.
- Food: provision of food to isolated individuals must be insured.
- Monitoring (active or passive) of individuals in home or community facility-based isolation must be in place.
- Educational and/or work needs addressed.
- Communications needs addressed.
- Medical/psychological care needs addressed.
- Financial issues addressed.
- Absence from work or school addressed.
- Hotline for questions and to report status in place and, if necessary, staffed 24/7.
- Enforcement requirements defined and addressed including legal basis.



### **Isolation & Quarantine Facilities**

**Isolation** separates sick people with a contagious disease from people who are not sick. **Quarantine** separates and restricts the movement of people who were exposed to a contagious disease to see if they become sick.

#### **A. Home isolation/quarantine**

Ideally, persons who meet the criteria for a confirmed or probable case of the specified communicable infectious illness and who do not require hospitalization for medical reasons should be isolated in their homes. The home environment is less disruptive to the patient's routine than isolation in a hospital or other community/campus-based facility.

The assessment should center on the following minimum standards for home isolation:

##### **Infrastructure**

- Functioning telephone
- Electricity
- Heat source
- Potable water
- Bathroom with commode and sink

##### **Accommodations**

- Ability to provide a separate bedroom for the patient in isolation
- Accessible bathroom in the residence; if multiple bathrooms are available, one bathroom designated for use by the ill individual.

##### **Resources for patient care and support**

- Support for isolating person to assist in providing
  - Meal preparation
  - Laundry
  - Banking
  - Essential shopping
  - Social diversion (e.g., television, radio, internet access, reading materials)
  - Masks, tissues, hand hygiene products

#### **B. Isolation/quarantine in a community-based facility**

When persons requiring isolation cannot be accommodated either at home or in a healthcare facility, a community/campus-based facility for isolation is required. The availability of a community/campus-based facility is particularly important during a large outbreak.

Much of the work in identifying and evaluating potential sites for isolation should be conducted in advance of an outbreak as part of preparedness planning. The University of Windsor should assemble a team to identify appropriate locations and resources for community/campus-based isolation facilities, establish procedures for activating them, and coordinate activities related to patient management.

The team should consider the use of both existing and temporary structures. Options for existing structures include community/campus owned health centers, homes, apartments, residence halls, and other appropriate campus buildings. Options for temporary structures include trailers, barracks, tents, and "bubble systems."

Considerations include the following:

#### Basic infrastructure requirements

- Meets all local code requirements for a public facility
- Functioning telephone and data system
- Electricity
- Heating, ventilating, and air conditioning (HVAC)
- Potable water
- Bathroom with commode and sink
- Waste and sewage disposal (septic tank, community sewage line)
- Multiple rooms for housing ill patients

#### Ventilation capacity

- Preferably, rooms with individual ventilation systems (e.g., room or window fan coil units that do not recirculate to other parts of the building).
- Alternatively, facility with a non-recirculating ventilation system that permits redirection of the air flow from corridors and staff areas into patient rooms.

#### Access considerations

- Ease of access for delivery of food and medical and other supplies.
- Accessibility

#### Space requirements

- Administrative offices
- Offices/areas for clinical staff
- Holding area for contaminated waste and laundry
- Laundry facilities (on- or off-site)
- Meal preparation (on- or off-site)

#### Social support resources

- Television and radio
- Reading materials
- Computer connection

To determine priorities among available facilities, consider these features:

- Separate rooms for patients or areas amenable to isolation of patients with minimal construction
- Single pass (non-recirculation) ventilation for each room or isolation area
- Feasibility of modifying existing infrastructure as needed to meet AIIR standards (see Supplement I)
- Feasibility of controlling access to the facility and to each room
- Availability of potable water, bathroom, and shower facilities
- Facilities for patient evaluation, treatment, and monitoring
- Capacity for providing basic needs to patients
- Rooms and corridors that are amenable to disinfection
- Facilities for accommodating students, faculty and staff
- Facilities for collecting, disinfecting, and disposing of infectious waste

- Facilities for collecting and laundering infectious linens and clothing
- Ease of access for delivery of patients and supplies
- Legal/property considerations

Additional considerations include:

- Staffing and administrative support
- Training
- Ventilation and other engineering controls
- Ability to support appropriate infection control measures
- Availability of food services and supplies
- Ability to provide an environment that supports the social and psychological well-being of patients
- Security and access control
- Ability to support appropriate medical care, including emergency procedures
- Access to communication systems that allow for dependable communication within and outside the facility
- Ability to adequately monitor the health status of facility students, faculty and staff
- Quarantine Facilities
- Access to supplies such as thermometers, fever logs, phone numbers for reporting symptoms or accessing services, and emergency numbers (these can be supplied by health authorities if necessary)
- Access to mental health and other psychological support services
- Mechanisms for communication, including telephone (for monitoring, reporting of symptoms, gaining access to support services, and communicating with family)
- Services for removal of waste. (Note: No special precautions for removal of waste are required as long as persons remain asymptomatic)

## Appendix C: Recommendations – Infection Control Supplies

### **Supplies / Equipment / Services**

Once a pandemic starts, it may be difficult, if not impossible, to obtain medical supplies. Purchasing ahead and storing non-perishable goods is a prudent strategy. Quantities should be based on a best estimate of the number of students who may not be able to leave campus and the attack rate discussed earlier.

- Compile a list of supplies that would be needed, such as respiratory protection equipment, non-medical masks or face coverings, gloves, gowns, protective eyewear, medications (antibiotics), disinfectants, and IV fluids.
- Identify supply sources and a storage area.
- Provide administration with a cost estimate for securing supplies.
- Maintain a stock supply of necessary medications and equipment; inventory and rotate supplies as appropriate.
- Investigate the feasibility of establishing negative pressure rooms in the clinic, equipment necessary, and cost/benefit. Consult with the Health and Safety Office for assistance in this area.
- Establish a plan for continuation of cleaning services and waste removal services including triggers to increase the frequency of the scheduling of these services.

### **Pandemic Supply List**

Once a pandemic begins, it will be difficult, if not impossible, to secure needed supplies due to increased demand coupled with delays in shipments because of fuel shortages and illness and absenteeism in the transportation industry.

Given the just-in-time purchasing practices of most organizations and the fact that most medical supplies and medications are manufactured overseas, it is anticipated that current medical supplies in Canada will be exhausted quickly under pandemic circumstances. Therefore, Health & Safety in consultation with Student Health Services will determine whether stockpiling of critical supplies would be prudent and, if so, the amount of funding necessary to establish and store supplies.

## Appendix D: Use of Non-Medical Masks (Face covering) & Respirators

### **Non-Medical Masks/Face Coverings**

Non-medical masks or facial coverings are loose fitting masks that cover the nose and mouth. These include non-medical grade masks, dust mask and homemade cloth masks. The use of a non-medical mask or facial covering have not been proven to protect the person wearing them, however they can be an additional measure used to protect others in the community when physical distancing is not possible in public settings (e.g., grocery shopping, in close settings such as public transit). Non-medical masks should not be placed on young children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated or otherwise unable to remove the mask without assistance. Wearing a non-medical mask when in public or other settings is not a replacement for following proven measures such as hand washing and physical distancing.

### **Medical Facemasks**

Medical Facemasks are loose-fitting, disposable medical grade masks that cover the nose and mouth. These include products labelled as surgical, dental, medical procedure, isolation, and laser masks. Facemasks help stop droplets from being spread by the person wearing them. They also keep splashes or sprays from reaching the mouth and nose of the person wearing the facemask. They are not designed to protect against breathing in very small particles. Facemasks should be used once and then thrown away in the trash.

### **Respirators**

Respirators (for example, N95 respirators) are designed to protect against breathing in very small particles which might contain viruses. These respirators fit tightly to the face so that most air is inhaled through the filter material. To work effectively, N95 respirators must be fitted for each person who wears one (fit-testing). Some healthcare workers, such as nurses and doctors, use these types of respirators when taking care of patients with diseases that can be spread through the air. Persons with heart or lung disease may have trouble breathing through N95 respirators. Like facemasks, N95 respirators should be worn only once and then thrown away in the trash.

### **Infection Control Guidelines**

Information on the use of non-medical masks, facemasks and respirators for the control of pandemic in community settings is extremely limited. Thus, it is difficult to assess their potential effectiveness in controlling illness in these settings. In the absence of clear scientific data, the interim recommendations below have been developed on the basis of public health judgment and the historical use of facemasks and respirators in other settings.

During a pandemic, the risk for contracting the virus can be reduced through a combination of simple actions. No single action provides complete protection, but an approach combining the following steps may help decrease the likelihood of infection:

- frequent hand washing
- isolation of persons with confirmed or probable infection
- voluntary quarantine of members of households with confirmed or probable infected cases
- reduction of unnecessary social contacts
- avoidance whenever possible, of crowded or congested social settings.

When it is absolutely necessary to enter a crowded setting or to have close contact with persons who might be infectious, the time spent in that setting should be as short as possible.

### **Facemask-Respirator Guidelines**

In the absence of public health recommendations to the contrary, N95 respirators will not be made available by the University for mild and moderate pandemics (defined as a case mortality rate less than 1%). In a severe pandemic N95 respirators will be fitted and distributed to selected high risk personnel based on Federal, Provincial and local public guidelines and recommendations.

If used correctly, facemasks and respirators may help prevent some exposures, but they should be used together with other preventive measures, such as physical distancing, cough etiquette, and hand hygiene. When crowded settings or close contact with others cannot be avoided, the use of facemasks or respirators should be considered as follows:

- Face coverings should be considered for use by individuals who cannot avoid entering crowded settings, both to protect their nose and mouth from other people's coughs and to reduce the wearers' likelihood of coughing on others. The time spent in crowded settings should be as short as possible.
- Respirators should be considered for use by individuals for whom close contact with infectious persons is unavoidable.
- Fitting and distribution of masks to other personnel will be based on inability to avoid job-related exposures to ill persons.

## Appendix E: University Pandemic Response by Service Unit

In addition to individual departmental response plans, the chart below details some of the essential actions to be taken at each of the University's Pandemic Response Levels.

Service/ Department	Response Level	Response
Campus Community Police	0	<ul style="list-style-type: none"> <li>Review the University's Pandemic Response Plan in consultation with WECHU</li> <li>Develops plan for maintaining security of buildings and classrooms, research facilities, and other university facilities if events are cancelled, classes are cancelled, or the university is closed.</li> </ul>
	1	<ul style="list-style-type: none"> <li>Campus Community Police reviews with Student Health Services, overviews of the current pandemic illness and appropriate responses</li> <li>Develop CCP communication to University community through CPP platforms</li> </ul>
	2	<ul style="list-style-type: none"> <li>Essential personnel receive N95 respirators from H &amp; S.</li> <li>Implementation of social distancing practices</li> <li>Continuation of communication to University community through CCP platforms</li> </ul>
	3	<ul style="list-style-type: none"> <li>Ensure building security and post signage where appropriate</li> <li>Ongoing communication with local, provincial and federal authorities, community partners, and networking partners</li> <li>In-person meetings to be converted to alternate format</li> </ul>
Campus Services	0	<ul style="list-style-type: none"> <li>Develops pandemic plans for Residence Buildings and Food Services</li> <li>Develops plans for housing and feeding of residence students unable to return home if residence halls close</li> <li>Determines if quarantine and/or isolation rooms in residence halls for significant numbers of residence hall students are feasible.</li> </ul>
	1	<ul style="list-style-type: none"> <li>Works with partners to identify appropriate locations, facilities, and rooms for isolation of ill individuals if the university remains open and significant numbers of students residing on campus must be separated from healthy students and staff.</li> <li>Assesses need for stockpiling of additional non-perishable food items and water or identifies other means of providing food and water to on-campus students if food delivery schedules are disrupted by illness</li> <li>Communication strategy to be established and implemented</li> <li>Increased communication and coordination is established between the University and other post secondary institutions and networking groups in the area, as well as community partners</li> </ul>

Service/ Department	Response Level	Response
	2	<ul style="list-style-type: none"> <li>Finalizes plans for disposition of exposed and /or ill students</li> <li>Essential personnel fitted and trained for N-95 masks</li> <li>Assesses food quantities and types of foods and beverages available for use if supplies are limited</li> <li>Finalizes and prepare to implement Residence Services and Food Services pandemic annexes</li> <li>Prepare identified facilities and staff to receive quarantine and/or isolation patients.</li> <li>Set up Housing and Dining command center</li> <li>Identify essential personnel and activate emergency phone tree</li> <li>Ensure availability of additional food and water</li> <li>Implementation of social distancing practices</li> <li>Cleaning protocols – increased cleaning for high contact points</li> <li>Arrange for respirator fit-testing as required</li> </ul>
	3	<ul style="list-style-type: none"> <li>Implement plans for quarantine and/or isolation of ill students if necessary, including locations, care, meals, communications</li> <li>If the decision is made to suspend classes at any point during the pandemic Residence Services will close the residence halls and send students home (who are able to return home)</li> </ul>
Experiential Learning	0	<ul style="list-style-type: none"> <li>Review emergency response plans annually</li> </ul>
	1	<ul style="list-style-type: none"> <li>Review and initiate plans for activation</li> </ul>
	2	<ul style="list-style-type: none"> <li>Activation of Experiential learning platforms</li> <li>Develop and Implement training programs</li> <li>Implementation of social distancing practices</li> </ul>
	3	<ul style="list-style-type: none"> <li>In-person meetings to be converted to alternate format</li> </ul>
Facility Services	0	<ul style="list-style-type: none"> <li>Identifies internal essential services, within the department and develops a plan for continuation of these services during a pandemic</li> <li>Evaluates ventilation systems in residence halls and other buildings identified for use in quarantine and isolation</li> <li>Assesses supplies of basic hygiene materials for use on campus: toilet paper, paper towels, hand sanitizers, hand soap, etc.</li> </ul>
	1	<ul style="list-style-type: none"> <li>Acquisition of Supplies (respirators, gloves, cleaning supplies and disinfectants). Refer to Appendix C</li> </ul>
	2	<ul style="list-style-type: none"> <li>Identify back-up personnel for critical services</li> <li>Essential personnel receive N95 respirators from H &amp; S.</li> <li>Cleaning protocols – increased cleaning for high contact points</li> </ul>
	3	<ul style="list-style-type: none"> <li>Prepare to shut off utilities as required</li> <li>Lock out Buildings across campus 24 hours</li> <li>Remove Fob access to buildings and prepare for lock changes if necessary</li> </ul>
Financial Services	0	<ul style="list-style-type: none"> <li>Collaborate, benchmark and compare with other Universities, networking health agencies on the planning process and best practices</li> </ul>
	1	<ul style="list-style-type: none"> <li>Departmental Pandemic Response Plans are reviewed to maintain business continuity</li> </ul>



Service/ Department	Response Level	Response
	2	<ul style="list-style-type: none"> <li>• Identification of essential personnel and back ups to maintain critical operations.</li> <li>• Student Financial Services will provide service by appointment only</li> <li>• Staff may be reassigned within Finance if needed to fulfill core duties. Staff may be distributed or work from home on a rotating basis to maintain “social distancing” and prevent intra-departmental spread of virus</li> <li>• Accept alternate modes of delivery for timecards and timesheets</li> </ul>
	3	<ul style="list-style-type: none"> <li>• Only core functions, Payroll and Accounts Payable will continue. All other functions will be suspended or become secondary.</li> <li>• Ensure base level Payroll for employees is met.</li> <li>• Primary core utility payments will be maintained in Accounts Payable, followed by other payables on a priority basis</li> </ul>
Health and Safety	0	<ul style="list-style-type: none"> <li>• Environmental Health and Safety Manager chair of pandemic planning committee – Meeting dates established</li> <li>• Review the University’s Pandemic Response Plan in consultation with the Windsor Essex County Health Unit</li> <li>• Works with Public Affairs and Communication (PAC) and Student Health Services to communicate any Public Health information regarding immunization clinics and availability.</li> <li>• Ensure the development of education, training, and resources for University Community Members, which could include general preventive measures, FAQs, and appropriate infection control measures as applicable</li> </ul>
	1	<ul style="list-style-type: none"> <li>• Establish more frequent meeting schedule with Pandemic Planning Committee.</li> <li>• Increase communication and coordination between the University and other post secondary institutions and networking groups in the area, as well as community partners.</li> <li>• Increases level of education efforts for University students, faculty and staff.</li> <li>• Monitors the status of pandemic including transmission, countries affected and current recommendations.</li> <li>• Ensures supplies of respiratory protection equipment are available to essential personnel.</li> <li>• Fit-tests and trains essential personnel in use of N-95 masks.</li> </ul>
	2	<ul style="list-style-type: none"> <li>• Ongoing communication with Windsor-Essex County Health Unit and other public health agencies to determine severity and virulence of pandemic</li> <li>• Ensures contracts with hazardous material company for professional clean-up are up to date</li> <li>• Arrange for hand sanitizers units to be distributed and made operational around entire campus.</li> <li>• Distribute N-95 masks to essential personnel</li> </ul>
	3	<ul style="list-style-type: none"> <li>• Chemical Control Centre - Biohazard pick-up, storage and disposal</li> </ul>

Service/ Department	Response Level	Response
Human Resources	0	<ul style="list-style-type: none"> <li>• Develop business continuity plan to ensure university employees and pensioners continue to be paid and receive benefits.</li> <li>• Identification of essential personnel and back up.</li> <li>• Develops and implements telecommuting policy/communication in the event that non-essential personnel are to refrain from coming to campus.</li> <li>• Develops policies and procedures regarding sick leave and absences during a pandemic.</li> <li>• Develops methods of identifying and contacting university staff who are working in parts of the country or world affected by the pandemic.</li> <li>• Develops plans for feeding and housing of essential personnel if they are unable to return home between shifts.</li> <li>• Develops plans for identifying university personnel available for reassignment during a pandemic.</li> <li>• Addresses applicable labour contract issues.</li> </ul>
	1	<ul style="list-style-type: none"> <li>• Notifies essential personnel of Level 1 pandemic status</li> <li>• Develops and distributes telecommuting policy and action plan specific to current pandemic situation.</li> <li>• Develops and distributes pandemic sick leave action plan specific to current pandemic situation.</li> <li>• Evaluates need for housing and feeding of essential personnel.</li> </ul>
	2	<ul style="list-style-type: none"> <li>• Identification of essential university functions and personnel to ensure business continuity.</li> <li>• In person meetings converted to alternate format</li> <li>• Coordinate reassignment of staff, volunteers, and worksites.</li> <li>• Development and distribution of campus-wide updates.</li> <li>• Monitor absenteeism for any sudden increases.</li> <li>• Activation of Departmental Pandemic Response Plan.</li> </ul>
	3	<ul style="list-style-type: none"> <li>• Coordinate volunteer assignments and employee re-deployment.</li> <li>• Ensure employee absenteeism is reported to Incident Commander on a weekly basis for levels greater than 10%</li> </ul>
IT Services	0	<ul style="list-style-type: none"> <li>• Works with Public Affairs and Communications to develop means of providing information and updates to students and staff quickly and over a variety of platforms.</li> <li>• Works with Human Resources to develop a plan for providing telephone hot lines.</li> <li>• Assesses the need for additional telephone, computer, or web support and services by the Student Health Services, Student Counselling Services, Human Resources, Public Affairs and Communications, and Student Development &amp; Support Services during a pandemic.</li> <li>• Assesses requirements to allow telecommuting, teleconferencing, and/or distance learning with class suspension or university closure</li> </ul>

Service/ Department	Response Level	Response
	1	<ul style="list-style-type: none"> <li>• Implements rapid information and notification systems to provide information and updates to students and staff quickly and in a variety of formats</li> <li>• Prepares to implement telephone hot lines</li> <li>• Reviews and confirms additional telecom support needs for Operations and Logistics units</li> </ul>
	2	<ul style="list-style-type: none"> <li>• Supply needed additional telecommunications and IT equipment to the degree possible</li> <li>• Provide additional phone lines as needed</li> <li>• Assist with distribution of mass e-mails</li> <li>• Assist with staffing of any telephone hotlines</li> </ul>
	3	<ul style="list-style-type: none"> <li>• Post updated messages and information from Public Affairs &amp; Communication on the university home web page</li> <li>• Manage phone and message forwarding</li> </ul>
International Students Centre	0	<ul style="list-style-type: none"> <li>• Develop plan to communicate with international travelers (study abroad participants, traveling faculty members) during a pandemic.</li> <li>• Develop customized notification procedures for international students and study abroad participants including coordination with Public Affairs and Communication.</li> <li>• Develop student travel registry</li> </ul>
	1	<ul style="list-style-type: none"> <li>• Notify study abroad participants in area where cases have been confirmed as well as international students from geographic area affected</li> <li>• Update travel registry with government travel restrictions and cautions</li> <li>• Contact partner institutions from affected areas to ask for updates on the health of U of W students/faculty</li> </ul>
	2	<ul style="list-style-type: none"> <li>• Notify study abroad participants and their families about travel restrictions</li> <li>• Publish communication links to public health agencies and other resources to students</li> <li>• Identification of essential university functions and personnel to ensure business continuity</li> <li>• Implementation of social distancing practices</li> </ul>
	3	<ul style="list-style-type: none"> <li>• In person meetings converted to alternate format</li> <li>• Ongoing communication with, community partners, and networking groups</li> </ul>
Office of the President	0	<ul style="list-style-type: none"> <li>• Received notification of potential pandemic</li> </ul>
	1	<ul style="list-style-type: none"> <li>• Receives notification of pandemic announcement</li> <li>• Establishes regular meetings with executive leadership team and pandemic planning committee chair</li> <li>• Receive information, collaborate with peer institutions, review options, and make policy decisions to ensure optimal University response</li> </ul>

Service/ Department	Response Level	Response
	2	<ul style="list-style-type: none"> <li>• Receives regular updates on the pandemic and University response</li> <li>• Based on information from the Health Unit thoroughly evaluate immediate need for implementation of social distancing protocols: cancellation of public events</li> <li>• President's Executive Assistant works with the University President in addressing correspondence from students, faculty, staff and the general public regarding University response</li> <li>• The Executive Leadership Team will begin discussions and decisions on University services, operations, and potential closures</li> </ul>
	3	<ul style="list-style-type: none"> <li>• Taking into consideration all available information from the Public Health Agency of Canada, the Ontario Ministry of Health and Long Term Care and the Windsor Essex County Health Unit &amp; Windsor Essex County Health Unit Officer make final decisions regarding social distancing options such as cancelling classes and public activities, university closure, and staffing with essential staff only.</li> <li>• Continue to receive information, collaborate with peer institutions, review options, and make policy decisions to ensure optimal University response</li> <li>• Executive Leadership Team works to address students, parents and staff on any decision to suspend classes or close the University</li> <li>• In person meetings converted to alternate format.</li> <li>• Daily communication briefs with Executive Leadership Team.</li> <li>• Ongoing communication with local, provincial and federal health authorities, community partners, and networking groups.</li> </ul>
Provost and Vice-President, Academic	0	<p>Addresses policy issues related to a pandemic such as:</p> <ul style="list-style-type: none"> <li>• Development of a University faculty travel policy to allow tracking of and communication with university staff that have travelled to areas outside Canada.</li> <li>• Development of guidelines related to a pandemic including class or event cancellation, prohibition of mass gatherings, exclusion of susceptible individuals from classes or university buildings, travel restrictions, use of volunteers.</li> </ul> <p>Addresses continuity of operations issues such as:</p> <ul style="list-style-type: none"> <li>• Continuation of teaching and instruction if classes are suspended</li> <li>• Assist Vice-President Research for continuation of research if the University closes.</li> <li>• Business continuity and recovery plans from AAC</li> </ul>
	1	<ul style="list-style-type: none"> <li>• Implementation of policies as required</li> <li>• Development and distribution of pandemic preparedness information for University Faculty and Students</li> </ul>
	2	<ul style="list-style-type: none"> <li>• Activate appropriate pandemic policies related to social distancing, travel, international programs communications</li> </ul>
	3	<ul style="list-style-type: none"> <li>• In person meetings converted to alternate format</li> <li>• Daily Communication briefs with Faculties and Executive leadership team</li> </ul>

Service/ Department	Response Level	Response
Public Affairs and Communication	0	<ul style="list-style-type: none"> <li>• Develops plans for providing students, staff, parents and others with information via a variety of platforms such as web, e-mail, instant messaging, telephone, and print media.</li> <li>• Works with campus and community partners to develop means for quickly distributing information to students and staff.</li> <li>• Works with Student Health Services and Health &amp; Safety to communicate any Public Health information regarding immunization clinics and availability.</li> <li>• Review and Revise communication plan to publish all internal university-wide communications and communications with media in accordance with the Communications Plan.</li> </ul>
	1	<ul style="list-style-type: none"> <li>• Communication strategy to be implemented</li> <li>• Continuation of communication to University community</li> <li>• Assist in the preparation of educational materials for students, faculty and staff</li> </ul>
	2	<ul style="list-style-type: none"> <li>• Makes University Pandemic Response Plan as well as Action Plan available to students, faculty and staff</li> <li>• Drafts and/or reviews content of internal and external public information bulletins and announcements</li> <li>• Assures adequate communication channels between Pandemic Planning Committee, Executive Leadership Team, and Deans, Executive Directors and Department Heads</li> <li>• Establishes communication with fellow Public Information Officers in the community and on other Ontario campuses to assure coordination and consistency of information</li> <li>• Distributes information on the disease, status of disease spread, self protection, signs and symptom of infection, and university response to the pandemic to all university students and staff</li> <li>• Prepares sources of mass communications through the media, university hot lines, and campus web sites</li> <li>• Appoint media liaison to Executive Leadership Team.</li> <li>• Prepare and distribute statement on university response including notification that the University is at Pandemic Level 2</li> <li>• Continuously updates and distributes educational materials to all students and staff addressing prevention as well as signs/ symptom of infection, university response to the pandemic, recommendations for medical evaluation, and medical/other services available for students and staff.</li> <li>• Activate mass communications through the media, university hotlines, and campus web sites</li> <li>• Communicate with community and Ontario Universities Public Information Officers to assure consistency of message</li> <li>• Write scripts for any established telephone hotlines</li> <li>• Implementation of social distancing practices (Appendix A)</li> </ul>

Service/ Department	Response Level	Response
	3	<ul style="list-style-type: none"> <li>Establish Media Relations Center to coordinate press releases and manage news teams and interviews</li> <li>Maintain and update mass communications channels</li> <li>Maintain open channels of communications between Incident Commander, health officials, and university administration</li> <li>In person meetings converted to alternate format</li> <li>Ensure consistent and constant communications coverage</li> <li>Request that faculty and staff report cases to Human Resources</li> </ul>
Registrar	0	<ul style="list-style-type: none"> <li>Works with AVP, Enrollment Management and Provost &amp; Vice-President, Academic to establish plans for cancelling classes and university response to extended cancellation of classes or closure of the university.</li> <li>Works with Student Awards to assess impact of class closure on students with financial aid.</li> <li>Explores possibilities for continuation of instruction if classes are cancelled but the university remains open.</li> <li>Develops policies for student sick leave unique to a pandemic event.</li> <li>Develops plans for continuation of instruction for students in isolation</li> </ul>
	1	<ul style="list-style-type: none"> <li>Reviews and distributes applicable policies and protocols including class start-up and shut-down, classroom reassignment, social distancing, travel, student overseas programs, and alternative methods of instruction</li> <li>Ensure communications systems to students and faculty are operational</li> </ul>
	2	<ul style="list-style-type: none"> <li>Implementation of social distancing practices</li> <li>Identification of essential university functions and personnel to ensure business continuity.</li> <li>Activation of Departmental Pandemic Response Plan.</li> </ul>
	3	<ul style="list-style-type: none"> <li>Continued implementation of social distancing practices.</li> <li>Move operation to a remote service.</li> <li>In person meetings converted to alternate format.</li> </ul>
Research Services	0	<ul style="list-style-type: none"> <li>Develops plans for continuation of research.</li> <li>Creates telephone tree with process for updating.</li> <li>Develops means of monitoring staff absences due to illness.</li> <li>Works with applicable departments to develop plans for feeding, care and protection of research animals.</li> <li>Identifies essential personnel.</li> </ul>
	1	<ul style="list-style-type: none"> <li>Reviews and distributes applicable policies and considerations regarding continuation of research, care of research animals, in the event the classes are cancelled, the university closes, or there is significant absenteeism due to illness.</li> <li>Monitors staff and researcher travel as well as staff absences due to illness.</li> </ul>

Service/ Department	Response Level	Response
	2	<ul style="list-style-type: none"> <li>• Implement plans for continuity and protection of research, facilities and animals.</li> <li>• Implement telecommuting options as allowable.</li> <li>• Implementation of travel plan and social distancing practices.</li> <li>• Identification of essential university research and personnel to ensure business continuity.</li> <li>• Activation of Departmental Pandemic Response Plan.</li> </ul>
	3	<ul style="list-style-type: none"> <li>• Implement additional plans for security of sensitive research materials and care of animals as needed.</li> <li>• Restrict research to essential research only.</li> <li>• Continuation of communication to the Research University Community.</li> </ul>
Office of Student Experience	0	<ul style="list-style-type: none"> <li>• Develops plans to support students including graduate, international and commuter students during a pandemic.</li> <li>• Works with U of W partners to develop a plan to monitor student travelers arriving from, currently residing in, or departing for areas affected by the pandemic.</li> <li>• Works with Public Affairs and Communications, Human Resources and Telecom to develop plans for handling phone calls and other contacts from students and parents.</li> </ul>
	1	<ul style="list-style-type: none"> <li>• Implements student support plan.</li> <li>• Implements plan to monitor student travel to and from affected areas</li> <li>• Reviews and distributes applicable policies and protocols including class start-up and shut-down, classroom reassignment, social distancing, travel, student overseas programs, and alternative methods of instruction.</li> <li>• Ensure communications systems to students and faculty are operational.</li> </ul>
	2	<ul style="list-style-type: none"> <li>• Development and distribution of pandemic preparedness information for University students, faculty and staff.</li> <li>• Communication strategy to be established and implemented.</li> <li>• Increased communication and coordination is established between the University and other post secondary institutions and networking groups in the area, as well as community partners.</li> </ul>
	3	<ul style="list-style-type: none"> <li>• Assist in identifying events and locations attended by students with confirmed pandemic illness.</li> </ul>

Service/ Department	Response Level	Response
Student Health Services	0	<ul style="list-style-type: none"> <li>• Maintains standard universal and respiratory precautions .</li> <li>• Evaluates need for stockpiling of medical supplies which may be needed during a pandemic including IV fluids and antibiotics and makes recommendations to administration for funding support.</li> <li>• Evaluates need for stockpiling of infection-prevention supplies (tissues, masks, alcohol-based hand cleaners, etc) and personal protective equipment (N-95 masks, etc) which may be needed in a pandemic and makes recommendations to administration for funding support.</li> <li>• Works with Public Affairs and Communication (PAC) to communicate any Public Health information regarding immunization clinics and availability.</li> <li>• Develops plans for operation with reduced staffing due to illness within SHS.</li> <li>• Develops policies and procedures for meeting medical needs of students who are in quarantine or isolation.</li> <li>• Develops policies and protocols for clinic flow to minimize exposure of staff and patients during evaluation diagnosis, treatment, and disposition of students with possible pandemic illness.</li> </ul>
	1	<ul style="list-style-type: none"> <li>• Monitors the status of pandemic including transmission, countries affected, and current recommendations of local, regional, and national public health officials and reports current pandemic status to the IC and Executive Leadership Team on a regular basis.</li> <li>• Monitors local, provincial, regional, national, and international reports of pandemic spread, severity of illness, recommended means of preventing spread, and other information related to the pandemic.</li> <li>• Ensures that adequate supplies are available to provide medical care to students.</li> <li>• Reinforces precautions to prevent spread of illness on campus and within the Health Center.</li> <li>• Staff in-service training, education, and talking points provided on pandemic illness.</li> <li>• Implements protocols for evaluating, diagnosing, treating, and discharging students with possible pandemic illness.</li> <li>• Distributes information in multiple formats to students and university staff on proper procedures for accessing medical care if develop symptoms of pandemic illness.</li> <li>• Health Center entry doors have signs instructing patients with pandemic illness symptoms to call to arrange evaluation.</li> </ul>
	2	<ul style="list-style-type: none"> <li>• Continues to monitor pandemic status.</li> <li>• N-95 masks distributed to staff.</li> <li>• Ongoing communication with Windsor-Essex County Health Unit and other public health agencies to determine severity and virulence of pandemic.</li> <li>• Continuation of communication to University community.</li> <li>• Publish communication links to public health agencies and other resources.</li> </ul>



Service/ Department	Response Level	Response
	3	<ul style="list-style-type: none"> <li>Evaluate and determine disposition of students exposed to pandemic illness according to public health guidelines.</li> <li>Works with Windsor Essex Health Unit to implement recommendations for evaluation, treatment, and isolation of cases and tracking of contacts.</li> <li>Continues to monitor pandemic status with regular reports to the Pandemic Planning Committee.</li> <li>Communicate with parents of identified cases, where appropriate.</li> <li>Set up hotlines for ill students.</li> <li>Work with Counselling Center to provide support to students.</li> </ul>
Vice-Provosts, Deans, Department Heads and Executive Directors	0	
	1	<ul style="list-style-type: none"> <li>Liaise and network to ensure that all relevant information from the departments is communicated on a weekly basis. This information to include: faculty absenteeism, any faculty/staff who have travelled to areas outside Canada and any reports from Department Emergency Personnel of any issues which have arisen.</li> </ul>
	2	<ul style="list-style-type: none"> <li>Departmental Pandemic Response Plans to be activated.</li> <li>Continuation of communication with departmental faculty and staff.</li> </ul>
	3	<ul style="list-style-type: none"> <li>Liaise and network to ensure that all relevant information from the departments is communicated on a weekly basis. This information to include: faculty absenteeism higher than 10%, any faculty/staff who have travelled to areas outside Canada and any reports from Department Emergency Personnel of any issues which have arisen.</li> </ul>

## Appendix F: Departmental Pandemic Response Plan (Template)

Department: \_\_\_\_\_ Date Reviewed: \_\_\_\_\_

Please complete the following chart to identify actions to be taken for each University Pandemic Response Level (edit as necessary).

Position Responsible	Response Level	Action to be Taken
	0 (Prevention)	Review educational materials/posters on general preventive hygiene measures with staff.
	0	Advertise vaccination clinics, if applicable.
	0	Provide information and training on infection control procedures, and the use of personal protective equipment, to applicable staff.
	1 (Preparedness)	Review Pandemic Response Plan.
	1	Identify essential services and positions within the department.
	1	Designate a representative in event that you become ill or unable to carry out your position, and conduct cross-training.
	1	Prepare telephone/address/e-mail list of departmental staff, including home contact number.
	1	Create list of outside entities and contact information frequently used by the department.
	1	Order extra stock of departmental supplies as applicable: hand sanitizers, disinfectants/cleaning cloths, tissues.
	2 (Response: National Pandemic)	Inform staff to activate the system for monitoring influenza-like activity.
	2	Report cases of absenteeism related to influenza-like illness to the Human Resources on a daily basis. Initiate use of Departmental Employee Absence Report. Monitor and keep a record of the number of staff calling in sick with pandemic illness-like symptoms.
	2	Instruct staff to offer a mask to wear to anyone who has a cough, or is sneezing, or has a runny nose, in order to prevent the spread of respiratory secretions.
	2	Ask persons displaying or reporting symptoms of pandemic illness-like illness to seek medical attention.
	2	Utilize increased preventive measures such as handwashing, good respiratory hygiene, frequent cleaning of shared tools such as keyboards and telephones, high-contact touch points.
	3 (Response: Local Pandemic)	Prepare back-up system for essential services only.

Position Responsible	Response Level	Action to be Taken
	3	Reassign staff as needed to maintain essential services.
	3 (Closure)	Meet with Executive Leadership Team / Pandemic Planning Committee members to discuss departmental closures / essential services.
	3 (Closure)	Inform staff to prepare to close department and discuss plan for essential services / teleworking.
	3 (Closure)	Implement teleworking plan for department and communicate guidelines/expectations to staff. Ensure all personnel have key contact information and understand reporting structure.
	3 (Closure)	Call clients to cancel affected appointments, deliveries, etc.
	3 (Closure)	Secure all supplies and records, lock the entrance to the department.
	3 (Closure)	Inform clients, and campus staff of departmental closure.
	3 (Closure)	Change the message on the phone (internal and external) and departmental website.
	Recovery	Meet with Executive Leadership Team / Pandemic Planning Committee members to discuss re-opening of services.
	Recovery	Communicate with staff as to when department will re-open.

**University of Windsor  
Board Governance Committee**

\*4.4.2: **Bylaw Revision – Investment Committee Composition**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

**MOTION: That proposed revision to Board Bylaw 1 be approved.**

Proposed Revision

2.4 Investment Committee

2.4.1 Membership:

- [...]
- Such other persons, who are non-Board Members and from outside the University, as the Board may from time to time appoint, to a minimum of one and a maximum of ~~three~~**five**.

**Rationale:**

- The mandate of the Investment Committee calls for strong knowledge of investments among the majority of its membership. Allowing for additional non-board members to the membership will provide the Committee with additional external perspectives from individuals with specialized expertise.
- Given the centrality of the work of the Committee to the financial well-being of the University, this allows the Board to introduce greater capacity on the Investment Committee specifically by identifying individuals from outside the University community with the requisite experience and expertise.

**University of Windsor  
Board of Governors**

**4.4.3: Policy on Freedom of Expression – Review**

Item for: **Information**

Forwarded by: **Board Governance Committee**

**Report of the Governance Committee**

*At its November 2018 meeting, the Board approved the Policy on Freedom of Expression with a requirement that it be reviewed after two years. At its November 2020 meeting, the Governance Committee considered and supported the following assessment of the policy:*

The University has always been committed to upholding freedom of expression and has had longstanding mechanisms for addressing or redressing formal complaints related to freedom of expressing in documents such as labour laws, collective agreements, human rights policy, and the procedures for addressing student non-academic misconduct. The policy simply highlights this commitment in a formal document by explicitly defining a set of principles guiding decision-making relating to freedom of expression and identifying the various associated procedures. As such, the introduction of a standalone policy has had no impact on the student experience or faculty teaching.

Under provincial requirements, the University has been reporting to the Higher Education Quality Council of Ontario (HEQCO) on the implementation of the Freedom of Expression policy by September of each year. During its two years of operation:

- there have been no incidents of curricular or non-curricular events on campus that caused any member of the institutional community (or guests) to make an official complaint about free speech or free expression on campus.
- there have been no instances where a non-curricular event did not proceed due to security concerns or their related costs.

In light of this review, no revisions to the policy are contemplated at this time.

NB: A Freedom of Expression website (<https://www.uwindsor.ca/provost/expression>) was established in 2018 and includes a link to the policy, the annual reports to the HEQCO, and frequently asked questions (FAQs) about freedom of expression and event booking at the University of Windsor.

*See attached for policy.*

### **Policy on Freedom of Expression**

[APPROVED by Board: November 27, 2018]

*[This policy statement applies to faculty and staff (including management), students and guests.]*

This statement is intended to reaffirm the University of Windsor's long-standing commitment to freedom of expression (free speech) in the university community.<sup>1</sup> This commitment is expressed in various university policies.<sup>2</sup> Also reaffirmed in this statement are the freedoms of association and assembly, which are closely related to freedom of expression.

Freedom of expression protects the individual's freedom to communicate - to speak to others, and to hear what others have to say - without interference from the state or from others.

Freedom of expression is protected because it contributes to the growth of public knowledge, because it is necessary to the operation of a democratic form of government, and because it is important to the individual's development as an autonomous agent.

In communicating with others, individuals give shape to their ideas and aspirations, become capable of reflection and evaluation, and gain greater understanding of themselves and the world. It is through communicative interaction that individuals develop and emerge as autonomous agents in the positive sense of being able to consciously direct their lives and to participate in the direction of their community. Through communication individuals create different kinds of relationships with others and participate in different collective activities, such as self-government and the pursuit of knowledge.

Underlying the commitment to freedom of expression is a belief that humans are substantially rational beings capable of evaluating factual and other claims and an assumption that public discourse is open to a wide range of competing views that may be assessed by the audience. Ideas should not be censored simply because we think they are mistaken and fear that some members of the community may find them persuasive or that others may find them offensive. A commitment to freedom of expression means protecting expression for reasons more basic than our agreement with its message.

Freedom of expression, though, is subject to limits. Canadian law includes restrictions on obscenity, hate speech, threats, defamation, and harassment. The law also regulates the time or location at which expression may occur, in order to coordinate expression with other activities in public spaces.

### **The University – Freedom of Expression and Academic Freedom**

The free exchange of ideas and information is central to the University of Windsor's mission of "Enabling people to make a better world through education, scholarship, research and engagement". Members of the academic community must be free to investigate and disseminate ideas, including those that are controversial or unconventional, without fear of censorship or discipline by the university or by the state. Academic freedom is the shape free expression takes within the context of the university's research and teaching mission. The University's commitment to academic freedom<sup>3</sup> is set out in its collective agreement with faculty:

The fundamental purpose of the University and its unique contribution is the search for new knowledge and the free dissemination of what is known. Academic freedom in universities is essential to both these purposes in the teaching function of the University as well as in its scholarship, research, and creative work.

Because academic freedom is rooted in the university's mission, its exercise carries certain responsibilities. Faculty and students are expected to adhere to certain standards of communicative engagement. They are expected to treat other members of the academic community as interlocutors, who should be addressed and heard. The university must be a place of tolerance, respect, and inclusion, where all members are able to live and work free from discrimination and harassment.<sup>4</sup>

The university is composed of many sites or forums, each contributing in a particular way to its larger mission. The rules of speech are different in each of these locations. Speech may be subject to limits in the classroom or meeting-room, concerning who speaks and when, and the manner and subject of the speech. Exchanges in the classroom must be respectful, because the classroom is a place of learning based on thoughtful discussion. Those members of the university community who live on campus should be protected from discriminatory speech in the area of their residence. The university is also a workplace. University employees or members should be protected from degrading or harassing speech in the same way that workers in other offices or workplaces are protected.

### **Free Speech on Campus**

Students, faculty members, staff, and guests have the right to express themselves in the common or open spaces of the university. This right is subject only to those limits that are necessary to protect the operation of the university and to prevent harm to the university's members and guests. Students, staff, faculty members, and guests should be protected from unlawful hate speech and harassment, such as racist or sexual comments. However, no member of the academic community has a right to be protected from the expression of ideas they dislike or regard as wrong or offensive. The individual's expression may be zealous, impassioned, and even uncivil. The university may restrict or limit such expression only when it disrupts the central activities of the institution; when, for example, the expression is so loud that it interferes with teaching activities.<sup>5</sup>

Extra-curricular events, including visiting speakers, are an important part of the university's academic life. Such events should be restricted only when they are likely to involve unlawful speech. At the same time, freedom of expression protects the right of others in the university to protest such an event. The right to protest is protected provided the protestors do not seek to disrupt academic or other activities on campus.

### **Freedom of Expression and the University's Mission**

The free exchanges of ideas and information is central to the university's role as a place of learning and research. The university must permit and protect the free expression of its community members, subject only to limits necessary to protect the operation of the institution or to prevent harm to members of the university. The university must resist any attempt to interfere with the freedom of expression of its members and guests. The university has in place procedures for addressing interferences with the rights of the community's members and guests to express themselves.<sup>6</sup>

## ENDNOTES

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<sup>1</sup> The terms free speech/freedom of speech and free expression/freedom of expression are used interchangeably in this document.

<sup>2</sup> See, for example, *Senate Bylaw 33: Student Rights and Freedoms*, section 2:

The University acknowledges that the mutual respect of student and teacher is fundamental to the learning process. It accepts as first principles the rights of freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication, as interpreted under the Canadian Charter of Rights and Freedoms. These are rights which must be respected and protected if a University is to function and flourish. In the University classroom environment, these freedoms shall mean a reasonable opportunity for a student to question and to comment upon material under discussion and to introduce material relevant to the topic under discussion. It is the instructor's responsibility to assure these freedoms and the freedom of discussion for all students.

The Canadian Charter of Rights and Freedoms also guarantees to everyone the freedom of peaceful assembly and the freedom of association. The University affirms the right of public peaceful assembly and the open expression of ideas and opinions. While the protection of the Charter is afforded to all, this does not diminish the obligation to observe the law and not to interfere with the rights and privileges of others or the continuity of the educational process."

<sup>3</sup> The university's commitment to academic freedom is also articulated in *Senate Bylaw 23: Criteria for Renewal, Tenure and Promotion*:

The academic profession is the only group recognized by society to have the primary purpose of discovering and disseminating knowledge and understanding. In order to pursue this purpose, members of the academic profession must be ensured conditions, as much as possible, which permit the free pursuit of truth and this involves freedom to discuss and to criticize. Academic freedom is a fundamental prerequisite for the academic profession. Academic freedom is intended as a safeguard against all those who would challenge the intellectual autonomy of the University and its members, or who would seek to utilize its resources exclusively for the propagation of their own ideologies. However, academic freedom that promises the common good by ensuring the search for truth and its exposition must not be abused. Therefore, the proper exercise of academic freedom is contingent upon the recognition and adequate discharge of duties and responsibilities. Tenure, a continuing full-time appointment with the University, is one of the basic means of protecting and encouraging the exercise of academic freedom.

<sup>4</sup> The *University of Windsor Human Rights Policy* (1997) [currently under review] provides that: "Every individual at the University is entitled to work/study in an environment free of discrimination and harassment and in particular to work/study in an environment free of discrimination and harassment including but not limited to discrimination and harassment based on race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, handicap, age, marital status, family status, receipt of public assistance or record of offences." (Note that the Ontario *Human Rights Code*, RSO 1990, c. H-19, was amended to include additional grounds of discrimination such as gender identity, gender expression, and disability.) The university's policy defines harassment as "vexatious comment or conduct in relation to a person or group of persons which has the effect or purpose of creating a hostile or intimidating working or educational environment when [ among other thing] ... such treatment has the effect or purpose of offending or demeaning a person or group of persons on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, handicap, age, marital status, family status, receipt of public assistance, or record of offences". The policy further states that: "Harassment may occur during one incident, or over a series of incidents including incidents which, in isolation, would not necessarily constitute harassment. Harassment prevents or impairs the full and equal enjoyment of employment and educational services, benefits and/or opportunities and may occur between people of the same or different status within the University community, regardless of age or sex." Harassment may also be directed at a group as well as at an individual. Harassment may be psychological, verbal or physical or may be all of these.

<sup>5</sup> *University of Windsor, Policy on Student Code of Conduct* (2005). Activities that violate the Code include, "Intentional obstruction or disruption of teaching, research, administration, disciplinary proceedings, or other University activities, including public service functions, and other authorized activities on University premises."

<sup>6</sup> *Procedures for Addressing Student Non-Academic Conduct; Collective Agreements between the Board of Governors of the University of Windsor and the Faculty Assn., Unifor Local 195, Unifor Locals 2458, CUPE Local 1001, CUPE Local 1393, and CUPE Local 4580; Senate Bylaw 32: Procedural Irregularities and Discrimination Regarding Academic Instruction, Academic Evaluation and Academic Grade Appeals.*



**University of Windsor  
Board of Governors**

**4.4.4: Board Bylaw on Non-Academic Vice-Presidents**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

**MOTION: That the proposed bylaw on the appointment of Non-Academic Vice-Presidents be approved.**

**Report of the Governance Committee/Rationale:**

- The proposed bylaw establishes a standard, consistent, and transparent framework for the appointment of non-academic Vice-Presidents.
- It is based mostly on the current Provost and Vice-President, Research and Innovation bylaws, as well as on the old Vice-President, Finance and Services bylaw, and a review of a few other non-academic Vice-President bylaws at other universities.

**Board Bylaw on Non-Academic Vice-Presidents**

ADOPTED by Board:

*Application and Scope*

This bylaw applies to all Vice-Presidents excluding the Provost and Vice-President, Academic and the Vice-President, Research and Innovation, and any other vice-presidential positions that the President determines require the incumbent to also hold an academic appointment.

Bylaws on the Provost and Vice-President Academic and the Vice-President, Research and Innovation, are filed under Senate Bylaw 14 and Senate Bylaw 16, respectively.

**1 Term of Office**

Administrative Vice-Presidents shall serve at the pleasure of the Board of Governors.

**2 Procedures for Appointment**

**2.1 Search Committee**

**2.2.1** There shall be a Search Committee composed of the President, as Chair, two members from the Board, four members holding senior administrative or managerial positions or other relevant roles within the university, a student, and an Employment Equity/Procedures Assessor (EE/PA) [non-voting].

**2.2.2** 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 voting members from at least two different gender identities, one of whom self-identifies as female.

- 2.2.3 If a member of the Search Committee steps down, a replacement will be appointed by the remaining members of the Committee, giving due consideration to the appropriate constituency representation.

## 2.3 Search Process

- 2.3.1 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.

## 2.4 Recommendation

- 2.4.1 The Search Committee shall present in writing the name of a single candidate, together with appropriate supporting material, to the Executive Committee of the Board of Governors for consideration.
- 2.4.2 Following favourable consideration of the single candidate by the Executive Committee of the Board of Governors, the President may thereupon recommend the selected candidate to the Board of Governors which may by resolution either appoint such person, or further instruct the Search Committee.

If the recommended candidate is not favourably considered by the Executive Committee of the Board of Governors, the Search Committee shall resume the search.

- 2.4.4 Should the President declare that a lack of Committee progress requires it, the President may decide among the following alternatives: that an Acting/Interim Appointment be made; and/or that the Search Committee be reconstituted.
- 2.4.5 If the reconstituted Search Committee is unable to make a recommendation, the President may recommend a candidate to the Board of Governors.

## 4 Review

At any time, the Board of Governors may remove a Vice-President from office upon the recommendation of the President, or request a review of a Vice-President's performance.

- 4.1 A review of the performance of an incumbent Vice-President may be requested by a two-thirds vote of the members of the Executive Committee of the Board of Governors. Failure to receive a two-thirds vote of the members of the Executive Committee of the Board of Governors will deny a request.
- 4.2 The performance review shall be performed by a special Committee (including some Board members) appointed by the President.

## 5 Acting Appointments

In the event of a vacancy in the Office of a Vice-President, the President may appoint an acting appointment not normally to exceed twelve months, or until the Vice-President is appointed, whichever comes sooner. An Acting Vice-President shall not normally be replaced by a different Acting Vice-President except in circumstances which must be stated to the Board of Governors. The maximum term for an Acting Vice-President shall not normally exceed 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	Column 7	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
Total # of designated group applicants (do not double count individuals)*	Total # of all applicants (designated and non-designated)				

\*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**

\*4.4.5: **Board Governance Workplan – Update**

Item for: **Information**

Forwarded by: **Board Governance Committee**

**Report of the Governance Committee:**

*Current status of the action items in the Board Governance Work Plan (as approved at the May 19, 2020 Board meeting). The Board Governance Committee is pleased to report that there are only two outstanding items: one is subject to COVID-19 restrictions being lifted to allow for in-person get-togethers; the other awaits the completion of the in-depth external EDI review.*

**Board Governance Work Plan**  
*Goal: Enhance Board Governance*

<b>Governance Areas of Focus</b>	<b>Actions</b>	<b>Timeline</b>	<b>Update/Comments</b>	<b>Completed</b>
1. Introduce a scorecard	a) Approve a Board meeting evaluation scorecard for use after each Board meeting/retreat to assess Board performance and ensure that it is appropriately discharging its responsibilities as the governing body with oversight over fiduciary and operational matters	June 2020	Evaluation scorecard approved at Board of Governors meeting of May 19/20	May 19/20
	b) Establish a process whereby the Governance Committee reports on the results to the Board by posting them to the Board Portal	June 2020	Scorecard implemented at the August 2020 Board meeting. Results to be reviewed at October 2020 Governance Committee meeting and	October 20, 2020

Governance Areas of Focus	Actions	Timeline	Update/Comments	Completed
			reported to the Board at October 20, 2020 meeting. Add as standing item on Governance Committee and Board agendas.	
2. Allocate more time on the meeting agenda for the discussion of strategic items/risk issues	a) Develop list of strategic items/risk issues, inviting suggestions from Board members	May 2020	Email circulated to Board Members on July 14, 2020. Suggestions compiled for review by the Governance Committee and the Board.	October 20, 2020
	b) Add a standing item on the Board agenda for discussion on "Strategic Items/Emerging Priorities/Risk Issues"	June 2020	Approved at Board of Governors meeting of May 19/20. Standing Item has been added to the Board Agenda.	May 19/20
3. Review and update the Board orientation program	a) Following-up on the Governance Committee's 2019 review of the Board Orientation Binder, post the orientation materials to the Board portal	June 2020	Orientation materials posted to Board portal and updated in June 2020	June 2020
	b) Consider providing annual or biennial refresher orientation to all Board members	June 2020	Recommendation to the October 20, 2020 Board of Governors meeting: Biennial refresher orientation	October 20/20
4. Introduce awareness raising and knowledge development opportunities within or outside scheduled meetings	a) Add a standing item on the Board agenda for guest speakers and develop a list of speakers to present on the various key functions and priorities of the University (teaching, learning, research, support services, finance, capital, community initiatives, etc.)	June 2020	Approved at May 19/20 meeting of the Board. This will begin as of the October 2020 Board Meeting.	May 19/20 (beginning Oct 20/20)
	b) Commit to continuing to hold annual Board retreats with discussion on current and emerging strategic items and issues as one way of furthering Board member development	May 2020	Approved by Board at May 19, 2020 meeting. Next Board Retreat is scheduled for January 2021.	May 19/20

Governance Areas of Focus	Actions	Timeline	Update/Comments	Completed
	c) Establish a process for inviting Board members to key events, town halls, etc.	June 2020	Process: In consultation with the President, the Secretariat and/or the Special Events Manager will issue invitations to all Board members to key university events.	June 2020
	d) Provide annual list of events from which members could choose; establish a process for inviting Board members; and consider formalizing a statement that there is an expectation that all Board members attend 2 informational events per year, in addition to the retreat as a way of increasing knowledge of the activities of the University and engagement.	September 2020	Recommend Statement of Principle Regarding Board Member Engagement to the October 20, 2020 Board of Governors Meeting.	October 20/20
	e) See 2(b) above re: regular discussion on strategy/risk issues.	June 2020	Approved at Board of Governors meeting of May 19/20. Standing Item has been added to the Board Agenda.	May 19/20
5. Enhance communication/connection between the Board and Senate	a) Establish a process whereby the Board meeting schedule is shared with Senate and vice-versa, at the beginning of each academic year. Encourage members to attend the public meetings.	June 2020	Process: Senate meeting schedule will be emailed to Board members by September of each year. Board meeting schedule will be included in the September Senate Orientation materials	June 2020
	b) Introduce an annual Board/Senate dinner which could include an orientation session and an information session on a current or emerging key issue affecting the University	September 2020	<b>Work in progress. Hoped to introduce in September 2020, but COVID-19 prevented this. Planning for September 2021, subject to COVID-19.</b>	<b>Possibly F2021</b>

Governance Areas of Focus	Actions	Timeline	Update/Comments	Completed
	c) Commit to continuing to post all public Board and Senate materials online for review by Board and Senate members, and any other individuals	May 2020	All Senate and Board public meeting materials will continue to be posted on the web. Materials can be accessed dating back to 2011-2012 for the Board and 2010-2011 for Senate.	May 2020
6. Board diversity	a) Continue to encourage members to self-identify as members of a designated group, as appropriate, on the self-assessment form	May 2020	The self-assessment form will continue to include a section inviting members to self-identify, as appropriate, as members of a designated group.	May 2020
	b) Establish a process to seek potential Board members who meet the current skills gaps and who identify as members of a designated group	June 2020	<p><b>The University is undertaking an in-depth external review of its EDI goals, policies, practices, and structures with a view to identifying:</b></p> <ul style="list-style-type: none"> <li><b>1) what the University is doing well</b></li> <li><b>2) the barriers to advancing EDI under the current systems</b></li> <li><b>3) specific recommendations for removing barriers and strengthening and improving EDI</b></li> </ul> <p><b>Included in the scope of the external review is a review of the Board's policies and procedures relating to Board composition and membership.</b></p>	<b>Completion of EDI Review</b>

**University of Windsor  
Board of Governors**

**4.5.1: Policy on Responsible Investing**

Item for: **Approval**

Forwarded by: **Board Investment Committee**

**MOTION: That the Policy on Responsible Investing be approved.**

**Report of the Investment Committee/Rationale:**

- On February 25, 2020, the Board of Governors passed the motion that “Administration investigate and, provided there are no adverse implications on current investment policies and procedures, proceed with having the University of Windsor become a signatory of the United Nations Principles for Responsible Investment (UN PRI).” It was noted that becoming a signatory of the UNPRI would publicly demonstrate the University of Windsor’s leadership and commitment to responsible investment.
- Administration conducted the required due diligence and reported to Investment Committee on May 7, 2020 that there were no adverse implications to note, and that the recommended strategy was for the University of Windsor Endowment Fund become a signatory in 2020, followed by the Pension Funds in 2022 or 2023. The strategy was accepted, and the President signed the UN PRI on behalf of the Endowment Fund shortly thereafter.
- The Investment Committee has drafted a Policy on Responsible Investing. The preparation of such a policy is a requirement of the UN PRI.
- A broad consultation on the draft policy was performed, including discussions with investment managers, investment service providers, and the campus community (faculty, staff, students, donors and others). The Investment Committee reviewed the results of that consultation.
- The Policy on Responsible Investing is a stand-alone policy, and to the extent that it applies to the University’s various investment Funds, the Statement of Investment Policies and Procedures (SIPP) of that Investment Fund will cross-reference the Policy on Responsible Investing. A section has been added to the Endowment SIPP to cross-reference the Policy on Responsible Investing.

*See attached.*





University  
of Windsor

**Policy Title:** Policy on Responsible Investing

**Date Established:** TBD

**Office with Administrative Responsibility:** Vice-President, Finance & Operations

**Approver:** Board of Governors

**Revision Date(s):** n/a

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### **Purpose**

Responsible investing is a part of an asset owner's strategy and practice to incorporate Environmental, Social and Governance ("ESG") practices into investment analysis and decision making. The University of Windsor ("University") believes that ESG factors can influence the long-term performance of investments and need to be considered when assessing economic value. Active ownership is another responsible investment practice taken by asset owners.

Through this policy, the University commits to considering ESG issues when making investment decisions as part of the University's fiduciary responsibilities to optimize investment returns.

The purpose of this policy is to set out the responsible investment framework for the University in accordance with guidance from the United Nations' Principles for Responsible Investing ("PRI"). As such, the Responsible Investing (RI) Policy:

- i) Lists the six principles of the United Nations' Principles for Responsible Investment (PRI) and the actions that will be taken by the University
- ii) Outlines the University's policies and approaches to ESG issues
- iii) Provides procedures on reporting and review processes
- iv) Offers transparency to beneficiaries and stakeholders
- v) Creates a mechanism to monitor the University's responsible investment capabilities

### **Application and Scope**

This document outlines the University's RI Policy. This policy was created in response to the Board of Governors decision to become a United Nations PRI signatory in 2020.

The RI Policy applies to any University investment portfolio where the RI policy is specifically referenced in the Fund's Statement of Investment Policies and Procedures ("SIPP").

### **Exceptions to Policy**

This policy is consistent with the SIPP in which it is referenced. If this policy is in conflict with either SIPP, the latter will take precedence.

### **Definitions**

The definitions below are specific to the development and maintenance of the RI Policy.

1. The United Nations PRI is an investor led initiative that works to promote the adoption of six Principles. As of January 2020, the PRI has over 3,000 signatories.

2. The University embraces the United Nations PRI's definition of responsible investing as a strategy and practice to incorporate environmental, social and governance factors into investment decisions and active ownership.<sup>1</sup>
3. ESG investing is an approach that integrates an organization or individual's ethical values and societal concerns in order to better manage risk and generate sustainable long-term returns (see Appendix 1 for ESG factors).
4. Active ownership involves the use of an investor's rights and position of ownership to influence the activities and behaviors of investee companies such as engagement and voting for public equities.

## Policy Statement

### A. PRI Principles

As a signatory of the United Nations PRI, the University has adopted and will implement six Principles. See table 1 below for a list of the six Principles.

### B. ESG Policies

The incorporation of ESG factors in investment decisions is primarily done by the University's investment managers. Appendix 1 contains a list of ESG factors that are considered important by the University and their stakeholders.

### C. Active Ownership

The University is an active owner and therefore, its actions may include, but are not limited to:

- a) Proxy voting delegated to investment managers
- b) Direct engagement with company by an investment manager
- c) Seeking transparency on ESG issues by investee companies and investment managers
- d) Reviewing ESG disclosures for investee companies and investment managers

### D. Investment Managers

A component of the University's evaluation of investment managers is focused on how effectively the managers incorporate ESG policies and active ownership into their responsible investment framework. The following are the minimum requirements for investment managers (except those investment managers specified by the donor) to adhere to the University RI policy:

- i) Adequate and timely ESG disclosure and reporting.
- ii) Signatory and adherence to the United Nations PRI or own RI Policy. This policy should clearly lay out ESG criteria for investment decision making and analysis and active ownership practices. The University will encourage Investment Managers to become a PRI signatory if they are not already.

## Policy Interpretation

### A. PRI Principles

Guided by the six United Nations PRI principles, the University undertakes, where relevant, the following non-exhaustive actions, created based on our expertise and future goals.

**Table 1: Principles and Actions**

PRI Principles <sup>2</sup>	University Actions
1. We will incorporate ESG issues into investment analysis decision-making processes	<ul style="list-style-type: none"> <li>• Develop and implement a reporting framework for ESG rating review and evaluation, and incorporate assessment of ESG considerations into our manager monitoring process</li> <li>• Assess the capabilities and actions of investment managers to incorporate ESG issues</li> <li>• Provide and promote ESG training for internal investment staff</li> </ul>

<sup>1</sup> United Nations Principles for Responsible Investment 2020, *What is responsible investment*, viewed July 28<sup>th</sup>, 2020, <<https://www.unpri.org/pri/an-introduction-to-responsible-investment/what-is-responsible-investment>>.

<sup>2</sup> United Nations Principles for Responsible Investment, 2020, *What are the Principles for Responsible Investment*, viewed on July 28<sup>th</sup>, 2020, <<https://www.unpri.org/pri/an-introduction-to-responsible-investment/what-are-the-principles-for-responsible-investment?adredir=1>>.

<b>PRI Principles<sup>2</sup></b>	<b>University Actions</b>
2. We will be active owners and incorporate ESG issues into our ownership policies and practices	<ul style="list-style-type: none"> <li>• Exercise voting rights through external investment managers</li> <li>• Encourage managers to adopt voting policies that integrate ESG considerations</li> <li>• Ask investment managers to undertake and report on ESG-related engagement</li> </ul>
3. We will seek appropriate disclosure on ESG issues by the entities in which we invest	<ul style="list-style-type: none"> <li>• Ask investment managers to report on ESG issues in the portfolio</li> </ul>
4. We will promote acceptance and implementation of the Principles which we invest	<ul style="list-style-type: none"> <li>• Incorporate assessment of ESG capabilities into our manager selection process</li> <li>• Select managers who are signatories of the PRI</li> <li>• Communicate ESG expectations to investment service providers</li> </ul>
5. We will work together to enhance our effectiveness in implementing the Principles	<ul style="list-style-type: none"> <li>• Engage in the PRI network as a source of learning and collaboration</li> </ul>
6. We will each report on our activities and progress towards implementing the Principles	<ul style="list-style-type: none"> <li>• Disclose to stakeholders how responsible investing is integrated within investment practices</li> <li>• Report to the PRI annually</li> </ul>

### **Roles and Responsibilities**

The Investment Committee of the Board of Governors is responsible for monitoring the administration of this policy to ensure compliance.

### **Monitoring and Compliance**

This policy is subject to review at least annually.

### **Appendix 1: ESG Factors**

**Environmental:** Factors relating to a company's interactions with the physical environment and sustainability. These include but are not limited to climate change, greenhouse gas emissions, biodiversity loss, resource depletion and pollution, the use of genetically modified organisms, waste management, change in land, water and ocean use, and ocean acidification.

**Social:** Factors relating to business practices that have an impact on the rights, well-being and interests of people and communities. These include but are not limited to human rights, labor standards in the supply chain, child, slave and bond labour, workplace health and safety, human capital management and employee relations, diversity, relations with local communities, activities in conflict zones, health and access to medicine, consumer protection and controversial weapons.

**Governance:** Factors relating to the governance of a company. These include but are not limited to board structure, composition, size, diversity, skills and independence, executive compensation, shareholder rights, stakeholder interactions, transparency, business ethics, bribery and corruption, internal controls and conflicts of interest.

**University of Windsor  
Board of Governors**

\*4.5.2: **Statement of Policies and Goals for the Management and Investment of Endowment Funds – Revision**

Item for: **Approval**

Forwarded by: **Board Investment Committee**

**MOTION: That the proposed revision to the Statement of Policies and Goals for the Management of Investment and Endowment Funds be approved.**

*Please see attached SIPP with changes tracked.*

**Report of the Investment Committee/Rationale:**

- The revisions in **Section IV** ensure consistency and compliance with the recently approved revisions to the Policy on the Naming of University Assets (approved by the Board October 20, 2020). The same section has been revised to align more effectively with the University's Scholarship Terms of Reference document, which addresses that scholarships are typically increased in \$100 increments and provides direction on managing donor restrictions.
- **Section V** has been added to cross-reference the Responsible Investing policy.



Statement of Policies and Goals  
for the Management and Investment  
of Endowment Funds  
at the University of Windsor

Approved by:  
The Board of Governors

November 24, 2020

**Deleted:** May 19

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## **I. ENDOWMENT FUND - DESCRIPTIONS AND GOALS**

The following definitions will be used in the document:

- The University of Windsor's Endowment Fund will be referred to as the "Fund";
- The investments made from the Fund will be referred to as the "Portfolio";
- The Investment Committee of the Board of Governors will be referred to as the "Committee";
- The Statement of Investment Policies and Goals for the Management and Investment of Endowment Funds will be referred to as the "SIPP";
- The firm(s) hired to invest the monies allocated to them by the Committee in keeping with the mandate provided by the Committee will be referred to as the "Investment Manager(s)";
- The firm(s) engaged to assist or provide advice in the management of the Endowment Fund will be referred to as the "Consultant(s)";
- The firm(s) engaged to provide custodial service for the administration of the Endowment Funds will be referred to as the "Custodian(s)";
- The Board of Governors will be referred to as the "Board"; and
- The University of Windsor will be referred to as the "University".

The University of Windsor's Endowment Fund was established to generate a stable source of income to fund specific programs identified by the donors and the Board of Governors. With the impact of inflation and increase in student costs, the Fund will have an equity component that will allow the funds to grow over the long run. The Funds' Portfolio was established to ensure the appropriate investment of funds in cases where a donor, legacy or the Board of Governors have placed restrictions on the expenditure of capital in the endowed fund.

The donors normally, but not always, specify the manner in which the revenue generated from their "funds" may be spent. The majority of these funds support scholarships in specific faculties or academic units, where they are an essential source of revenue.

The Portfolio will be managed with the primary qualitative objective of generating a stable income to fund endowment requirements while maintaining the real long term capital value of the Portfolio.

The SIPP was developed to establish policies for the prudent management and investment of the University's endowments. The SIPP provides policy guidelines for investing the Portfolio to ensure sufficient funds to achieve the objectives of the Fund.

The University has developed policies for spending income from endowments. The policies were designed to balance three goals: a flow of revenue adequate to meet donor requirements, growth of revenue over time, and protection for the stream of revenue against market fluctuations. The policies are described in *Section IV - B* of the SIPP.

## **II. ALLOCATION OF RESPONSIBILITIES**

This section outlines the responsibilities of those charged with managing the Funds.

### ***The Committee will:***

- recommend to the Board policies for the investment of the Portfolio;
- recommend to the Board management and spending policies for the Endowment Funds;
- recommend to the Board appropriate levels for the Growth and Protection component of the Fund;
- recommend to the Board the selection and respective mandate(s) of Investment Manager(s), the Consultant(s), and the Custodian(s), if required;
- conduct a review of the SIPP every 3 years or more often if necessary, including a review of the asset mix policy;
- monitor the administration of the SIPP to ensure compliance;
- review and evaluate, both quantitatively and qualitatively, the Investment Manager(s') performance at least semi-annually, including an evaluation of the rates of return achieved relative to the objectives established, and monitor the degree of risk assumed in pursuing the objectives;
- provide Consultant(s) and the Custodian(s), if applicable, with relevant information as it relates to the administration of the Fund;
- recommend to the Board the implementation of contingency plans in circumstances where funds are not available to meet donor requirements; and
- delegate any responsibilities not specifically mentioned in the SIPP.



***The Investment Manager(s) will:***

- manage the asset mix and select securities within their respective mandate(s), subject to applicable legislation and the constraints set out in the SIPP;
- calculate monthly rates of return on their portion of the Portfolio and be prepared to report on all periods requested;
- provide the Committee and the Custodian(s), if applicable, with information in a common format as requested;
- provide the Committee with quarterly reports on the Portfolio, including a transaction listing and a Certificate of Compliance with the SIPP in a format determined by the Committee;
- provide the Committee with information regarding any material changes concerning their firm, including but not limited to, its key personnel or any legal or regulatory proceedings that may impact their specific company; and
- present to the Committee semi-annual reviews of investment performance as well as expectations for future returns on various pooled funds and proposed investment strategies for the following 12 - 24 months and the ensuing business cycle.

***The Consultants(s) will:***

- participate with the Committee and the Investment Manager(s) in the preparation and subsequent annual reviews of the SIPP, as requested;
- in discussion with the Committee prepare recommendations affecting changes to the endowment policies which may affect investment of the Funds' assets, as requested;
- participate with the Committee and the Investment Manager(s) in the annual review of expectations about future returns on asset classes and planned investment strategies, as requested;
- support the Committee in its quantitative and qualitative review and ongoing monitoring of the Investment Manager(s)' performance, as requested;
- support the Committee in the search, selection, and termination of Investment Manager(s), as requested;
- advise the Committee and Administration of changes in legislation, developments at the Investment Manager(s)' firms, and emerging business and investment strategies, including alternative investments, that may affect the Fund; and
- provide the Committee with appropriate statistical information to review the SIPP, as requested.

***The Custodian(s) (if applicable) will:***

- fulfill the regular duties required by law of a Custodian in accordance with the SIPP if appointed.

**III. INVESTMENT POLICIES AND GOALS**

Based on the Capital Market Assumptions as outlined in Section III - F, the University's benchmark has an expected real return of 3.6% and an expected volatility of 10.0% based on the analysis outlined in that section.

**A. Asset Mix Benchmarks**

Long-term asset mix benchmarks listed in Table 1 will best balance the various goals of the Fund.

<b>Table 1: Asset Mix Benchmark</b>	
<i>Asset Class</i>	<i>Percentage of Asset Mix</i>
Cash	5
Fixed Income	30
Canadian Equities	30
Global Equities	30
Alternative Investments (including Infrastructure and Private Equity Investments)	5
TOTAL	100

As the Portfolio is being actively managed, the asset mix may deviate from the mix in Table 1, but must remain within the limits presented in *Section III - C: Asset Mix Policy and Investment Constraints*. The asset mix benchmark will be reviewed by the Committee during periodic reviews of the SIPP.

**B. Investment Manager(s): Objectives and Evaluation**

***I. Active Management Objectives***

The Fund will be actively managed by the Investment Manager(s), employing security selection and asset mix strategies in an attempt to add value to the returns that would be earned by passively managing their

mandate within the asset mix benchmark as described in Section III - A. The Investment Manager(s') decisions, however, shall always be subject to the aggregate and individual investment limits set out in Section III. The expected added value is included in *Section III - G: Basis of Active Management Objectives*.

The quantitative objective of active management will be to add 70 basis points per annum (.70 percent capital) to the Investment Policy Return (see item (c) below). This objective is to be achieved over four years.

**(a) Analysis and Evaluation of Investment Performance**

A semi-annual analysis of the total performance of the Fund will be used to evaluate the quantitative performance of the Investment Manager(s), the asset mix benchmark and the contribution of active management to investment performance. This analysis will involve comparing the actual fund return with the return that would have been earned had the asset mix benchmark been passively managed.

The following return definitions will be used in the attribution of Portfolio performance:

**(b) Actual Total Fund Return**

Actual total fund return is the time-weighted return actually earned by the total Fund. It contains the combined impact of investment policy and active management.

Time-weighted return for a given period is the investment return earned on a constant unit of assets held throughout the measurement period. This return is unaffected by a fund's external cash flow and is therefore an effective standard for evaluating the Investment Manager(s') performance.

**(c) Investment Policy Return**

Investment policy return is the return that could have been earned by the passive management of the asset mix benchmark, assuming quarterly rebalancing. This return is the sum of the market index returns in the appropriate asset class multiplied by the proportion of the asset mix benchmark allocated to each class.

The difference between the actual total fund return and the investment policy return indicates the total impact that active management (security selection and asset mix shifts) has on investment policy. The performance of the Investment Manager(s), as stated earlier, will be considered satisfactory if the annualized return (before investment management fees) meets or exceeds the value added targets outlined in Table 4 (See *Section III – G*).

**(d) Evaluation of Investment Manager(s)**

The Committee will consider the following criteria as it evaluates Investment Manager(s) or their respective mandates.

Such criteria include but are not limited to:

- failure to meet the value-added performance targets in *Section III*;
- significant turnover in the firm's key personnel;
- Committee's decision to alter investment management strategy;
- significant change in the ownership of the firm, which may result in operational changes in the organization;
- dissatisfaction with client servicing;
- failure to satisfy the responsibilities in *Section II*;
- failure to meet the investment constraints in *Section III – C* or any other expectations contained in this SIPP;
- any legal proceedings and/or regulatory investigations that may impact their specific firm; and
- significant changes in the method used by the firm to manage the funds and select investments (i.e. a change in style).

An Investment Manager(s) can be replaced only by the action of the Board.

**C. Asset Mix Policy and Investment Constraints**

Based on a style mix decision of a value bias being most appropriate for the objectives of the Fund, a 60/40 (slight growth/deep value) target mix was established.

The market value proportions will be monitored quarterly by Administration. Should the market values deviate +/- five percent (5%) from the above weightings, monies will be redistributed to rebalance the portfolios. Private market alternative asset classes are not expected to be rebalanced due to the long term illiquid nature of the investments.

The Portfolio is subject to investment constraints as stated below:

## 1. Asset Mix Policy

The market value of the individual asset classes will fall within the following minimum and maximum aggregate investment limits:

Table 2: Allowable Asset Mix Ranges			
Asset Class	Benchmark (percent)	Minimum (percent)	Maximum (percent)
Cash	5	0	15
Fixed Income	30	20	40
Canadian Equities	30	15	40
Global Equities	30	15	40
Alternative Investments (including Infrastructure and Private Equity Investments)	5	0	10

## 2. Investment Constraints

The following are the acceptable investment vehicles for the Portfolio:

### Cash:

Cash on hand, demand deposits, treasury bills, commercial paper, short-term notes and bankers' acceptances, term deposits and guaranteed investment certificates of less than or equal to a one-year term.

### Fixed Income:

Bonds, debentures or notes of Canadian or developed market foreign issuers whether denominated and payable in Canadian or a foreign currency. Preferred shares, mortgage-backed securities, maple bonds and asset-backed securities are also permitted. See fixed income limits section.

Note: The Board has approved an exception to the investment constraints regarding fixed income limits to allow for investment into the FGP Universe Bond Fund. For the purpose of these investments, the investment constraints contained in the investment policy statement for the FGP Universe Bond Fund (Appendix B) applies.

### Equity:

Common shares, limited-liability income trusts, rights, warrants, American Deposit Receipts, Global Deposit Receipts, subscription receipts and securities convertible into common shares. All equity investment categories may be in Canadian or non-Canadian funds.

**Currency Hedging and Derivatives:**

Currency hedging and the use of derivatives including options and futures may only be used with the prior permission of the Committee.

**Private placements:**

Private placements may only be purchased with prior written permission of the Committee.

**Infrastructure:**

Indirect domestic or foreign infrastructure investment via independently managed open-ended or closed-ended pooled funds, limited partnerships, trusts and/or specialized corporate structures.

**3. *Fixed Income Limits***

The Investment Manager(s) may invest in the permitted investment categories listed above, subject to the following quality constraints:

- The cash, short-term and fixed income investments in the securities of one issuer will not exceed ten percent (10%) of the total market value of all cash, short-term and fixed income investments held by the Fund, unless the issuer is guaranteed by the Government of Canada or one of the provinces of Canada.
- The purchase of short-term investments issued by corporations and financial institutions is restricted to those with a minimum rating of R1 (low) or Single A by the Dominion Bond Rating Service, Standard & Poor's or Moody's.
- The purchase of fixed income instruments is restricted to those which have a minimum rating of BBB as established by the Dominion Bond Rating Service, Standard & Poor's or Moody's. In the event of a split rating, the more conservative rating will be used. The market value of fixed income instruments with a BBB rating shall not exceed ten percent (10%) of the market value of the cash, short-term and fixed income securities. The average credit quality of the Portfolio shall be maintained at no lower than an A rating. The credit quality of the fixed income instruments shall be reported quarterly to Administration.
- The market value of cash and bond investments in Canadian securities issued in a foreign currency will not exceed twenty percent (20%) of the total market value of the fixed income investments.
- The market value of investments held by non-Canadian bond issuers will not exceed twenty percent (20%) of the total market value of the fixed income investments.

#### **4. Equity Limits**

The market value of a single Canadian equity investment, represented as a percentage of the Canadian Equity Portfolio, shall not exceed ten percent (10%) of the portion of the Canadian Equity Portfolio managed by a particular Manager. An Investment Manager(s) may request permission to hold more than ten percent (10%) of the Canadian Equity in a single equity. Such a request shall be made in writing and shall specify reasons for the request. In appropriate circumstances, the Committee is authorized to allow the Investment Manager(s) to hold up to ten percent (10%) of the Total Canadian Equity Portfolio in a single equity investment.

If the S&P/TSX Composite Index weight of any single equity is greater than ten percent (10%), the Committee shall take into account the restrictions placed on the Investment Manager when evaluating their performance.

For non-Canadian equities, an investment in the shares of any single company should not exceed ten percent (10%) of the market value of all non-Canadian equities held.

#### **5. Infrastructure Investments**

Infrastructure investments shall consist primarily of well diversified core or core plus funds predominantly invested in developed countries. Infrastructure investments will include, but are not limited to, transportation, energy, power, utilities, water, waste, natural resources, communications, and certain social infrastructure projects.

#### **6. Other Limits**

All investments shall be made in accordance with all applicable legislation and with Standard III C of the Institute of Chartered Financial Analysts. The standard requires that when an Investment Manager(s) undertakes an investment action for a specific portfolio or client, they consider its appropriateness and suitability for the portfolio or client. In such matters, the Investment Manager(s) shall take into account:

- the needs and circumstances of the client;
- the basic characteristics of the investment involved; and
- the characteristics of the total portfolio.

The Investment Manager(s) will use reasonable judgment to determine the applicable relevant factors.

## **7. Policies of the Investment Manager(s)**

In some circumstances the Investment Manager(s) will have published policies in place, which are more restrictive than those outlined in the SIPP. Should the Investment Manager(s) wish to change existing policy, while respecting the SIPP, they shall inform the University in writing at least 60 days prior to the change. The Investment Manager(s) shall specify the reason for the proposed change and the proposed time at which the change would be effected. Unless the Committee registers concern within reasonable mutually-agreed upon period of time, the Investment Manager(s) will be authorized to effect the change.

To the extent the Fund invests in an Investment Manager(s') pooled funds, the foregoing investment constraints, and any other provisions of the SIPP that may be affected (including the proxy voting guidelines), shall not apply. The Investment Manager(s) shall be governed by the Investment Manager's own investment policy for the applicable pooled funds. The Investment Manager(s) shall inform the Chair of the Committee when and how the guidelines of the pooled funds differ from the guidelines of the SIPP and provide a minimum of 45 days advance notice of any changes to their pooled fund policies.

## **D. Conflict of Interest Policy and Disclosure Requirements**

These guidelines apply to:

- the Committee;
- the Board;
- the Investment Manager(s);
- the Custodian(s);
- the Consultant(s); and
- any individual involved in the administration or decision-making process relating to the investment of the Fund.

### **1. Conflict of Interest**

Any person listed above must disclose any direct or indirect association or material interest or involvement in aspects related to their role with regard to the Fund that would result in any potential or actual conflict of interest.

Without limiting the generality of the foregoing, a conflict of interest arises when one of the individuals governed by the guidelines receives a material benefit from any asset held in the Portfolio, or a benefit from any actual or proposed contracts which are or will be included in the Portfolio or arise out of other normal business relationships.



## **2. Procedures on Disclosure**

Any persons listed above must disclose the nature and extent of their conflict to the Committee in writing, or request to have entered in the minutes of the meeting of the Committee at the earliest of:

- a) upon first becoming aware of the conflict;
- b) at the first meeting in which the matter at issue is discussed;
- c) at the first meeting and every subsequent meeting in which they know or ought to have known that they had an interest in the matter discussed.

For the purposes of b) above, the disclosure must be made verbally if knowledge of the conflict arises in the course of a discussion at the meeting. If the party cannot exercise voting power on decisions affecting the Fund, they may elect not to participate in the activities related to the issue in conflict, or they may continue their activities with the approval of the Committee.

If the party disclosing the conflict does have voting power, they may continue in their activities in respect to the issue in conflict only with the unanimous approval of the other participants with voting rights. In this situation they may elect not to participate with respect to the issue in conflict, but they must not participate without the unanimous approval of the other members. The notification made by them shall be considered a continuing disclosure on that issue, subject to any future notification by them, for the purpose of the obligations outlined by these guidelines.

No purchase by an Investment Manager(s) is to be made of its own securities. Purchase of any related company, or companies in which the Investment Manager(s) may have a conflict of interest, may not be made without prior approval by the Committee.

## **E. Other Investment Issues**

### **1. Delegation of Voting Rights**

The Investment Manager(s) are delegated the responsibility of exercising all voting rights acquired through the Portfolio's investments. The Investment Manager(s) will exercise all acquired voting rights with the intent of fulfilling the investment objectives and policies as outlined in the SIPP. Should the Investment Manager(s) vote against management of a particular investment, they will notify the Committee.

### **2. Valuation of Investments**

It is expected that all securities held by the Portfolio will have an active market. Their valuation, therefore, will be based on their market value. If a security held by the Portfolio does not have an

active market, it will be valued at least annually by the Investment Manager(s), using accepted principles of valuation analysis.

### **3. *Lending of Cash and Securities***

The Portfolio may not lend cash for any purpose. The purpose of the Fund is to make investments permitted in the SIPP.

The Portfolio may enter into securities loan agreements providing the loaned investments are secured by cash or highly liquid investments having a market value of at least 102 percent of the loan, and that this 102 percent level of security is maintained at least daily.

## **F Capital Market Assumptions**

The capital market assumptions were used in the development of the benchmark. These assumptions, contained in Table 3, are intended to represent reasonable expectations for the next 20 years.

The development of asset class assumptions incorporates a wide range of considerations including:

- Historical return, risk and correlation statistics of broad indices;
- Estimation of expected future bond yields and returns, based on:
  - Convergence to the equilibrium yield curve (EYC), with
  - 10-year maturity of the EYC set to 90% of assumed long-term nominal GDP growth;
  - Remainder of the EYC established using long-term average term premia for other maturities;
- Estimation of component returns to develop total equity returns, using as starting points such items as:
  - Current level of equity earnings yield;
  - Inflation expectations (based on the inflation target set by the central bank);
  - Expected economic growth;
- Expected relative relationships between asset classes;
- Some forward-looking judgment.

The use of different historical periods, different indices and/or different assumptions about the distribution of returns will produce different estimates of return and risk characteristics in the asset mix benchmark.

**Table 3: Asset Class Input Factors**

Asset Class	Median 20 year return	Standard deviation	Correlations											
			1	2	3	4	5	6	7	8	9	10	11	12
1 Treasury Bills	1.6%	1.5%	1.00	(0.05)	0.01	(0.01)	0.09	(0.08)	(0.26)	(0.24)	(0.30)	(0.05)	(0.03)	(0.07)
2 Real return bonds	2.6%	7.5%	(0.05)	1.00	0.73	0.76	0.72	0.26	0.06	0.15	0.08	0.28	0.03	0.07
3 Strip 20+	1.3%	17.0%	0.01	0.73	1.00	0.98	0.92	(0.03)	0.05	0.35	(0.02)	0.09	0.11	0.17
4 Overall long-term bonds	2.5%	8.5%	(0.01)	0.76	0.98	1.00	0.96	(0.05)	0.02	0.36	(0.03)	0.08	0.07	0.14
5 Overall Universe	2.8%	5.4%	0.09	0.72	0.92	0.96	1.00	(0.15)	(0.07)	0.31	(0.11)	(0.01)	0.03	0.14
6 Canadian equity (large cap.)	6.4%	19.5%	(0.08)	0.26	(0.03)	(0.05)	(0.15)	1.00	0.68	0.31	0.73	0.78	0.12	(0.04)
7 Global equity (large cap.)	6.4%	16.1%	(0.26)	0.06	0.05	0.02	(0.07)	0.68	1.00	0.77	0.95	0.71	0.50	0.40
8 Global low vol equity	5.8%	13.0%	(0.24)	0.15	0.35	0.36	0.31	0.31	0.77	1.00	0.69	0.37	0.58	0.52
9 Global equity (small cap.)	7.0%	17.6%	(0.30)	0.08	(0.02)	(0.03)	(0.11)	0.73	0.95	0.69	1.00	0.71	0.45	0.36
10 Emerging equity	7.6%	25.0%	(0.05)	0.28	0.09	0.08	(0.01)	0.78	0.71	0.37	0.71	1.00	0.22	0.15
11 Private equity	9.7%	25.0%	(0.03)	0.03	0.11	0.07	0.03	0.12	0.50	0.58	0.45	0.22	1.00	0.81
12 Hedge funds	5.1%	11.0%	(0.07)	0.07	0.17	0.14	0.14	(0.04)	0.40	0.52	0.36	0.15	0.81	1.00
13 Infrastructure	6.2%	13.0%	0.07	0.35	0.23	0.22	0.22	0.21	0.29	0.25	0.25	0.38	0.28	0.20
14 Real estate unlevered	5.2%	13.0%	0.36	0.02	0.03	(0.03)	(0.09)	0.16	0.20	0.15	0.17	0.20	0.46	0.14

Source: Mercer's Canadian long-term capital market assumptions (March 31, 2020). Expected return represents expected return over the next 20 years.

Based on the Mercer's Capital Market Assumptions , which used the foregoing inputs, the University's benchmark has an expected real return of 3.6% and an expected volatility of 10.0%.

The asset classes reported in Table 3 are modeled based on the following Total Return Indices:

Asset Class	Total Return Index
Cash	FTSE 91 Day Treasury Bill
Overall Universe	FTSE Overall Universe
Overall long-term bonds	FTSE Overall Long Term
Real return bonds	FTSE RRB Overall
Canadian equity (large cap.)	S&P/TSX 60
Global equity (large cap.)	MSCI World Standard (CAD)
Global low vol equity	MSCI World Minimum Volatility (CAD)
Global equity (small cap.)	MSCI World Small Cap (CAD)
Emerging equity	MSCI Emerging Markets (CAD)
Real estate	REALpac/IPD Canada Property
Infrastructure	Composite of Mercer GIMD unlisted infrastructure managers
Hedge funds	HFRI FOF: Diversified (CAD)

- <sup>1</sup> Expected returns include the expected level of inflation (2%) but do not include allowance for manager value added. Returns are gross i.e. do not reflect the expenses of investment management.
- <sup>2</sup> Risk is measured as the annual standard deviation in returns of the asset class.

## G. Basis of Active Management Objectives

The following table was used to establish the Active Management Objectives of the Portfolio:

Table 4: Annual Value-Added Targets by Asset Class		
Asset Class	Premium (Base Points)	Benchmark Index
Cash	0	FTSE Canada 91-Day T-Bill Total Return Index
Fixed Income	25	FTSE Canada Universe Bond Total Return Index
Canadian Equities	100	S&P/ TSX Capped Total Return Index (note *)
Global Equities	150	MSCI All Country World Total Return Index (Gross of Dividends) or MSCI World Index
Alternative Investments	0	Consumer Price Index (Canadian) + 4%
TOTAL	70	

\*This index represents the Main index including income trusts.

## **H. Environmental, Social, and Governance Factors**

Environmental, Social, and Governance (ESG) factors can affect the performance of companies and other entities in which the plan invests, and may therefore be considered where relevant and material to the assessment of investment value and mitigation of investment risk.

The plan administrator has delegated to the investment portfolio managers full discretion in evaluating ESG risks and opportunities, alongside other considerations, in regards to the Fund's investments.

## **IV. ENDOWMENT MANAGEMENT AND SPENDING POLICY**

### **A. Introduction**

The policies of the Fund were designed to comply with the terms of reference outlined by donors in the documents establishing the individual endowments and to balance the following goals of the University:

- to fund programs at the desired level, normally the level which is stipulated by the donor;
- to grow funding over time to provide continued support for future generations; the growth should reflect, as far as possible, the loss in value of money over time; and
- to protect the flow of funds to programs in any year when income earned is less than the required four percent (4 %) as outlined in the terms of reference.

### **B. Spending Policy and Endowment Protection**

This policy provides for the use of re-invested income from the endowment as a source of funding in any year in which earnings are not adequate to support the designated program. This portion of the endowment will henceforth be referred to as the "Growth and Protection Fund".

#### **1. General Operation of Policy**

Expenditures from the Endowment Fund will be made from investment income earned net of applicable expenses, in the previous year or from the Growth and Protection Funds if required. The Fund operates under the University's fiscal year, May 1 to April 30. Annual net income earned is reported for this period.

Three sub accounts are to be established for each endowment:

- a. the original endowment donation;
- b. funds re-capitalized by the University; and
- c. the Growth and Protection Fund.

Note: The original donation and funds re-capitalized by the University are considered the endowment capital.

Each year the University will first allocate income up to four percent (4%), as per the terms of reference of the endowment, of the previous year's endowment capital for expenditure. The expenditure shall be funded from the previous year's income on the endowment capital. Note: there are certain exceptions to the four (4%) allocation due to grandfathering of this policy.

The University's policies are designed to provide spending stability should income fall below the four (4%) percent of capital. (*See IV - B - 2: Contingency Plans.*) That portion of the previous year's income which exceeds four (4%) percent of capital is allocated to the Growth and Protection Fund.

The size of the Growth and Protection Fund is established by the Board as a percentage of the endowment's capital. As of May 1, 2000 the Growth and Protection Fund will be set at 12 percent (12%) of the endowment's capital. When the Endowment Growth and Protection Fund reaches this size, any additional income will be allocated to the endowment's capital, i.e. the "Funds - Re-capitalized by the University" account. This procedure increases the capital on which the four (4%) percent for spending is calculated as noted above.

Scholarships will normally be increased in \$100 increments. Where possible, donors will be consulted regarding any non-routine change to scholarship amounts.

**2. Contingency Plans (where the previous year's income is less than four (4 %) percent of the endowment capital)**

The University's policy is to maintain spending at the level published in the University calendar. The Growth and Protection Fund is now set at twelve percent (12%). The Growth and Protection Fund will enable the University's policy to be maintained in all but the most negative market conditions.

Specific policies governing the operation of the Growth and Protection Fund in adverse market conditions are the responsibility of the Committee. The appropriate response may vary, depending on specific market conditions.

In cases of severe and prolonged adverse market conditions where the University cannot maintain this policy, donors will be contacted wherever possible, to identify a mutually acceptable course of action. If donors cannot be contacted, the Board's policy will be applied.

### 3. Protection of New Endowments

New endowments will be protected should income be less than four (4%) percent of capital before an endowment has built up an adequate Growth and Protection Fund.

New endowments will be protected as follows:

- No payments will be made in the year in which an endowment is received. Expenditures made in the year after an endowment is established will depend on the income which it earns. Partial expenditures may be necessary if funds were not endowed for a full year.
- The University has established a General Growth and Protection Fund for emergency support.

### 4. General Growth and Protection Fund (see Table 5)

The University has several general endowments which allow the Board very broad discretion in spending. The Board has also established several endowments under its direct control (Board endowments). A General Growth and Protection Fund will be established by increasing the Growth and Protection Funds of these endowments by three (3%) percent to fifteen (15%) percent as of May 1, 2000. The policies governing the operation of this fund in years when income is less than five (5%) percent of capital are the responsibility of the Committee.

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### 5. Donor Restricted Endowment Funds

Endowed Funds are generally restricted for use on a specific purpose (for example, in support of a certain Faculty or academic program) by the donor. These restrictions are documented through the Endowment Fund's Terms of Reference. In the event that the circumstances make the specified use of a Fund no longer practicable or desirable (for example, the discontinuation of an academic program), the University will make reasonable attempt to contact the donor(s) to amend the Terms of Reference. Where donor amendment is not possible, the University is authorized to make changes it deems necessary in the Terms of Reference of the Fund. However, such changes are to be keeping, as far as possible, with the spirit and general intent of the original Terms of Reference for the Fund.

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## C. Donation Policies

### 1. Small Donations

The University and each Faculty or other campus unit of sufficient size will have a General Endowment Fund to encourage small donations. Donations in excess of \$100 may be made directly to the

Faculty/unit endowment.

The fund will be administered as is any other endowment. Each Faculty will maintain an endowment fund. When an academic unit's endowment has accumulated \$25,000 for a specific program, a new endowment for that program will be established.

## 2. Larger Donations (\$1,000 per annum awards)

A donation that would generate \$1,000 per annum will normally become a Named Award. Although such awards would generally require a \$25,000 donation, exceptions may apply. Naming opportunities associated with an endowed fund are governed by the Policy on Naming of University Assets.

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Named endowments will be administered separately and any income not required for expenditure will be used to increase the endowment's Growth and Protection Fund or it will be re-capitalized as per the above policies. All endowments will be reviewed at least at each five-year anniversary for possible increases in the award in \$100 increments.

## 3. Implementation

Wherever possible, existing endowments will be restructured to conform to this policy.

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## V. CROSS-REFERENCES

The University of Windsor Responsible Investing Policy (adopted November 24, 2020) cross-references this policy.



## APPENDIX A: SUPPLEMENTARY INFORMATION FOR THE BOARD OF GOVERNORS

The Investment Committee will use the following general guidelines in managing the Growth and Protection Fund. Specific approaches may vary depending on circumstances.

### **1. Guidelines for the Operation of Individual Growth and Protection Funds of Named Endowments**

If income in any year is insufficient to meet the endowment's required spending, withdrawals shall be made first from the endowment's Growth and Protection Fund. If further funding is required, withdrawals shall be made from the General Growth and Protection Fund as outlined in item 2 of these guidelines.

### **2. Guidelines for the Operation of the General Growth and Protection Fund in Adverse Conditions**

If income in any year is insufficient to meet the endowment's required spending, withdrawal will be made first from the endowment's individual Growth and Protection Fund and then from the General Growth and Protection Fund. To prevent the rapid depletion of the General Growth and Protection Fund, such withdrawals in aggregate shall be limited to 50 percent of its opening balance.

Funds will be withdrawn in the following order:

- first, to protect new endowments;
- second, to pay four (4%) percent on the original capital from all other endowments on a *pro-rata* basis if insufficient funds are available from individual Growth and Protection Funds;
- third, to pay on the re-capitalized amounts of original endowments in the age order of the original endowments, i.e. oldest to newest; and
- finally, funds from the General Growth and Protection Fund will be withdrawn *pro-rata*, based on capital, regardless of how the funds will be spent.

If in any one year where there is a shortfall of interest earned to satisfy the spending policy requirement of four (4%) percent for any individual endowment, the allocation of Growth and Protection to fund the respective shortfall will be as follows:

- first, up to 100% of the individual endowment's Growth & Protection Fund;
- second, up to 100% of the General Growth & Protection Fund; and
- third, up to 100% of the Expendable portion of the Board endowments.

In subsequent years when interest earned to satisfy the spending policy of any individual endowment exceeds the requirement of four (4%) percent, the amount of the shortfall from prior years funded from the Expendable portion of the Board endowments will be directed to the General Growth & Protection Fund to replenish the fund.

### 3. Endowments for Which a 15 Percent Growth and Protection Fund is Recommended

Table 5: Endowments for Which a 15 Percent (15%) Growth and Protection Fund is Recommended	
Account#	
General Endowment (General Donations) <sup>†</sup>	60109
Gertrude Rock (General Donation) <sup>†</sup>	60144
University Graduate Scholarships (Board Established)	60083
OSOTF Graduate (OSOTF restrictions only) <sup>‡</sup>	60415
University Undergrad (Board Established)	60076
OSOTF Undergraduate (OSOTF Restrictions) <sup>‡</sup>	60362
Pension Contribution Holiday	60427

<sup>†</sup> The expendable portion could be re-capitalized to start the general Growth and Protection Fund.

<sup>‡</sup> The terms under which an endowment would be protected should be compatible with general OSOTF terms.

**University of Windsor  
Board of Governors**

**4.5.3: Statements of Investment Policies and Procedures for the Pension Plans and the Endowment Fund  
– Asset Mix Revisions**

Item for: **Approval**

Forwarded by: **Board Investment Committee**

**MOTION: That the proposed changes to the Statement of Investment Policies and Procedures for the Pension Plans and Endowment Funds be approved.**

Proposed Change:

The Statement of Investment Policies and Procedures for the Pension Plans and Endowment Funds will be updated to reflect the results of the asset liability review, including the change in asset mix, as reflected in the charts below. As part of the update of the SIPP, the allowable ranges for each asset class will also be updated. The Investment Committee will oversee the implementation strategy for these changes, which will be phased-in over the next 1-2 years.

*[changes are in bold and strikethrough]*

**Pension Fund Benchmarks – Asset Mix**

Asset Class	(%)
Cash/Short Term	1
Fixed Income – Universe Bonds	<del>7</del> <b>0</b>
Fixed Income – Long Bonds	<del>27</del> <b>24</b>
Fixed Income – Provincial Bond Overlay	<b>10</b>
Canadian Equities	<del>30</del> <b>15</b>
Global Equities	30
Private Equity	<b>10</b>
Infrastructure	<del>5</del> <b>10</b>

**Endowment Fund Benchmarks – Asset Mix**

Asset Class	(%)
Fixed Income – Universe Bonds	<del>35</del> <b>25</b>
Canadian Equities	<del>30</del> <b>15</b>
Global Equities	<del>30</del> <b>40</b>
Private Equity	<b>10</b>
Infrastructure	<del>5</del> <b>10</b>

**Report of the Investment Committee/Rationale:**

- The Investment Committee recently completed an in-depth Asset Liability review for both the Pension and Endowment Funds. The purpose of the review was to refresh the rate of return and volatility expectations, and where required, adjust the asset mix to ensure it continues to optimize risk and return. The Investment Committee called for the review as a result of the decline in interest rates during 2020, recent volatility of the capital markets, and the medium term outlook of both markets. The last asset liability review was conducted in 2016/2017.
- For the Pension Fund, the 2018 changes in funding reform rules for pension plans in Ontario have impacted the risk/return scenario, placing less reliance on fixed income by requiring that plans be funded, from a solvency basis, to 85% rather than 100%. As a result, allocation to fixed income has been reduced to enhance returns without impacting risk. Similarly, fixed income has been reduced in the Endowment Fund given that the long-term nature

of such funds are better suited to growth from a risk/return perspective.

- The limited nature of the Canadian equities' market (small number of stocks) creates increased risk for both funds. Reducing the allocation to Canadian equities to 15% for both funds will nonetheless continue place the University within the mid-high range for allocation to Canadian equities across university pension and endowment funds.
- Allocation to alternatives in the form of private equity and infrastructure was increased slightly, with private equity added as a new asset class. The Committee noted that increasing the allocation to private equity and infrastructure reduces the overall risk of the portfolio, providing returns consistent or better than public equities with less volatility.
- Once the changes are adopted, the expected median return (10-yr) for the Pension funds is projected to be 5.54%, with an anticipated surplus volatility of 9.2%, and an interest rate hedge ratio of 70%. The expected median return (10-yr) for the Endowment funds is projected to be 5.66%, with an anticipated volatility of 10.5%.
- The proposed changes create greater diversification of the growth portfolio and provide better risk/return trade-offs.
- The Investment Committee will work through the implementation considerations with Administration over the next 1-2 years. New investment managers will be required for the private equity and provincial bond overlay asset classes.

**University of Windsor  
Board of Governors**

**4.7.1: 2020/2021 Operating Budget Mid-Year Review**

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

**Rationale:**

- The process for ongoing monitoring of the Board-approved 2020/2021 operating budget includes a review of the University's spending at the mid-year point, once the final Fall enrolment numbers are in.
- As the mid-year review does not include a proposal to revise the balanced position of the 2020/2021 operating budget but rather provides a projection to year end, the mid-year review is provided for information only.

*See attached BG201124-4.7.1a for Memo of November 4, 2020 submitted to the Resource Allocation Committee and BG201124-4.7.1b for 6-month review details.*

**Resource Allocation Committee Report**

*At its meeting on November 11, 2020, the Resource Allocation Committee reviewed the 2020/2021 Operating Budget Mid-Year Review and held preliminary discussions around planning for the 2021/2022 Operating Budget, a new budget model, and multi-year budget planning. The latter two items will be brought to the Board for a more in-depth discussion at a later meeting.*

*An update on major capital projects also was provided at the meeting. While COVID-19 did have some negative impact on timelines, projects are proceeding well with relatively minor extensions to the expected completion dates for most projects.*


**Department of Finance**

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To: Members of the Resource Allocation Committee

From: Gillian Heisz, Controller & Executive Director, Financial Accounting and Reporting

Date: November 4, 2020

**Subject: 2020/21 Operating Budget 6-month Review**

In 2020/21, there will be three key times when the Operating Budget is reviewed, and financial projections provided. Below is a summary of our findings and projections from our second review, after six months of operations.

**Fall Tuition Update**

Consistent with the Spring 2020 semester, we are observing weakened international student intakes when compared to our original expectations. We saw a record number of deferrals from Fall 2020 into future semesters and Deans are proactively addressing these deferrals by opening new cohorts for Spring 2021 where possible. The conservative budget for returning international students in Fall 2020 is offsetting the lower intakes into the Fall 2020 cohorts.

Unfortunately, we are also tracking first year undergraduate student headcounts down slightly from “normal” levels and from budget. This will affect the institution into the future as undergraduate students remain at the institution for up to four years.

However, overall tuition revenue results for the Fall 2020 semester are up slightly compared with the 2020/21 Board-approved budget and we are forecasting a modest tuition revenue surplus from the Fall semester of approximately \$2.5M.

**Winter Tuition Projection Update**

We continue to project lower intake levels of international students into our course-based masters programs for the Winter 2021 semester. While recent Government of Canada developments have opened the door to international travel for students, we believe we will still see significant deferral activity due to visa delays, lack of comfort with travel, etc.

The combination of below-budget Fall 2020 and Winter 2021 international student cohorts will have an adverse impact on tuition revenue in Winter 2021 versus budget. Therefore, we continue to recommend holding the entire \$11.5 Enrolment Contingency Fund going into an unpredictable Winter 2021 semester for further evaluation at the 9-month review. However, we do not believe a further investment in this fund is required at this time.

The following adjustments to revenues and expenditures after six months of operations are required to cover costs:

### **Tuition Revenue**

Tuition revenue will be increased by \$2.5M in response to Fall 2020 actual enrolment.

### **Government Operating Grant**

A slight reduction to our Core Operating Grant and Performance Grant of \$510K total is required as a result of projecting the graduate student roll-in before the final Winter 2020 counts were known during 2020/21 budget development. This is a typical adjustment made at the six-month mark.

### **Faculty, Research and Administrative Expenses – Elimination of the 2019/20 Realignment**

In 2019/20, part of the plan to accommodate the 10% domestic tuition rate reduction included assigning \$1.42M in base budget realignment to the Vice-President's portfolios based on the size of their respective budgets. These realignments were addressed during 2019/20 with the intention that during 2020/21 budget development, new tuition gains would erase these obligations going forward.

However, when the COVID-19 pandemic required the complete revision of the 2020/21 budget, these realignments remained intact. When added to the other base budget cuts made in 2020/21, these historical realignments have been very difficult to address without impacting academic delivery and the student experience. Now, with a clearer forecast of tuition results, we will eliminate these realignment balances with a view to review the base obligation during 2021/22 budget development.

### **Administrative Expenses - Professional Fees & Bad Debt Costs**

Administration is increasing the budget for legal and professional fees by \$325K based on our mid-year forecast of spending in this category.

In addition, we have been monitoring the student accounts receivable balances very closely and are detecting a potential need for additional budget (an additional \$250K) to be allocated to student bad debt. While collection efforts continue and policies remain intact, we have noted a larger than typical receivable balance at the six-month mark.

### **Utility Savings and the Ancillary Operations**

The Ancillary operations of the institution (including residence, parking, bookstore and food services) are projecting significant losses due to the lack of presence of students, faculty and staff on campus. These units operate outside of the UWindsor operating budget but make material contributions to the operating budget through utility recoveries, service charges and other central contributions.

We are forecasting savings against our utility budget for several reasons including decreased building occupancy in our residences, stores and food outlets. Administration will transfer \$1.7M of this utility savings to support our ancillary operations through decreases in their allocations and central contributions. Note, these changes do not appear in the financial report as they would all balance within the Facility Costs line item.

Administration continues to project a balanced budget for 2020/21 while maintaining the \$11.5M Enrolment Contingency Fund.

**UNIVERSITY OF WINDSOR**  
**2020/21 Operating Budget**  
**6-month Review Adjustment**

	2020/21 PRELIMINARY BASE BUDGET	2020/21 COVID-19 ADJUSTMENTS	2020/21 APPROVED BUDGET	3-month Review Adjustment	Proposed 6-month Review Adjustment	Total Adjustments	2020/21 PROJECTION
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
<b>BASE OPERATING REVENUE</b>							
Student Academic Fees	\$ 207,726	\$ (21,445)	\$ 186,281	\$ 6,890	\$ 2,500	\$ 9,390	\$ 195,671
Less: Enrolment Protection Offset	(8,000)	-	(8,000)	(3,500)	-	(3,500)	(11,500)
Government Grant - Provincial	97,693	500	98,193	(100)	(510)	(610)	97,583
Government Grant - Federal	3,288	-	3,288	-	-	-	3,288
Investment Income	2,500	-	2,500	-	-	-	2,500
Other Revenue	2,533	-	2,533	-	-	-	2,533
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 305,740</b>	<b>\$ (20,945)</b>	<b>\$ 284,795</b>	<b>\$ 3,290</b>	<b>\$ 1,990</b>	<b>\$ 5,280</b>	<b>\$ 290,075</b>
<b>BASE OPERATING EXPENDITURES</b>							
Faculty Expenditures	\$ 160,171	\$ (5,759)	\$ 154,412	\$ 700	\$ 740	\$ 1,440	\$ 155,852
Research	6,855	(181)	6,674	-	97	97	6,771
Academic & Student Services	28,776	(1,360)	27,416	1,240	-	1,240	28,656
Library	13,359	(352)	13,007	-	-	-	13,007
Scholarships	13,998	(370)	13,628	-	-	-	13,628
Administration	21,735	(5,247)	16,488	300	1,153	1,453	17,941
Information Technology	11,336	(1,006)	10,330	-	-	-	10,330
Facility Costs (including Utilities)	30,391	(1,817)	28,574	-	-	-	28,574
External Debt Costs	8,600	-	8,600	1,050	-	1,050	9,650
<i>Subtotal Base Operating Expenditures</i>	<b>\$ 295,221</b>	<b>\$ (16,092)</b>	<b>\$ 279,129</b>	<b>\$ 3,290</b>	<b>\$ 1,990</b>	<b>\$ 5,280</b>	<b>\$ 284,409</b>
<b>STRATEGIC INVESTMENT FUNDS</b>							
2020/21 Strategic Priority Fund	\$ -	\$ 2,650	\$ 2,650	\$ (800)	\$ -	\$ (800)	\$ 1,850
University Fund	3,003	(3,003)	-	-	-	-	-
Strategic Mandate Agreement Fund	1,500	(1,500)	-	-	-	-	-
Student Experience Fund	1,200	(1,200)	-	-	-	-	-
International Student Experience Fund	1,000	(1,000)	-	-	-	-	-
Research Activity & Stimulus Funds	800	(800)	-	800	-	800	800
UWinsite Fund	1,681	-	1,681	-	-	-	1,681
Deferred Maintenance Fund	1,335	-	1,335	-	-	-	1,335
<i>Subtotal Strategic Investment Funds</i>	<b>\$ 10,519</b>	<b>\$ (4,853)</b>	<b>\$ 5,666</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,666</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 305,740</b>	<b>\$ (20,945)</b>	<b>\$ 284,795</b>	<b>\$ 3,290</b>	<b>\$ 1,990</b>	<b>\$ 5,280</b>	<b>\$ 290,075</b>
<b>BALANCED POSITION PROJECTED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>