

NOTICE OF MEETING

There will be a meeting of the
Board of Governors
Tuesday, March 23, 2021
at 4:00 pm
VIRTUAL MEETING

Link: [Join Microsoft Teams Meeting](#)

AGENDA

ITEM	DOCUMENT# & ACTION
<i>Declaration of conflict of interest</i>	
1 Approval of the Agenda	
2 Minutes of the meeting of February 23, 2021	Allison-Approval BG210223M
3 Business arising from the minutes	
4 Outstanding Business/New Business	
4.1 Reports:	
4.1.1 Remarks from the Chair (4:05-4:10pm)	Allison-Information
4.1.2 President's Report (4:10-4:20pm)	Gordon-Information
4.1.3 Guest Speaker	
4.1.3.1 Pilot of COVID-19 Screening Project (4:20-4:30pm)	Porter-Information
4.1.4 Strategic Items/Emerging Priorities/Risk Issues	Gordon-Information
4.1.4.1 COVID-19 – Update (4:30-4:40pm)	
4.1.4.2 Addressing Anti-Black Racism and Equity, Diversity, and Inclusion – Update (4:40-4:50pm)	Gordon-Information
4.1.5 Questions Arising from Vice-Presidents' Reports (p. 3) (4:50-5:00pm)	Aversa/Kneale/LaCivita/Siu-Information BG210323-4.1.5

4.2 Audit Committee

4.3 Executive Committee

4.4 Governance Committee

4.5 Investment Committee

4.6 Pension Committee

4.7 Resource Allocation Committee

4.7.1 2021-2022 Proposed Operating Budget

4.7.1a Tuition Fee Policy (p. 6)
(5:00-5:10pm)

Chetty-Approval
BG210323-4.7.1a

4.7.1b Tuition and Compulsory Ancillary Fees (p. 10)
(5:10-5:30pm)

BG210323-4.7.1b

4.7.1c Operating Budget (p. 24)
(5:30-6:10pm)

BG210323-4.7.1c

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 Vice-President, Finance and Operations (Interim)

Sandra Aversa

Infrastructure Renewal and Sustainability Partner

The University currently has a broad range of aged inefficient buildings with equipment at the end of their useful life. The University intends on modernizing building infrastructure with a sustainable and energy efficient approach that aligns with our draft Energy Conservation and Demand Management Plan (ECDMP) and Federal sustainability targets.

To address inefficient infrastructure on campus, the University is seeking an Energy Services Company (ESCO) to partner for a comprehensive guaranteed energy performance contracting initiative. The partner will identify, recommend and implement facilities, processes, infrastructure, equipment, central utilities, controls, etc and ancillary support systems improvements to reduce greenhouse gas emissions (GHGs), energy and related costs from our campus. System improvements will support our ECDMP goals, ongoing sustainability strategy currently being developed, and government targets. The annual guaranteed savings (net benefits) will be utilized to fund the annual payments for implemented improvements.

The selected partner will complete infrastructure renewals in two phases with installation over a five-year period. The first phase is intended to address immediate chilled water capacity, distribution, and inefficiency issues. The second phase is intended to address infrastructure renewals in buildings that are currently at end of life, inefficient and/or have a significant impact to the campus environment, energy and sustainability climate action (GHG) load.

A Request for Proposal has been issued by the University to identify a partner that will work with the University in the planning and implementation to achieve intended efficiencies. Further information will be provided to the Board of Governors and appropriate approvals will be sought in the upcoming months.

Enterprise Risk Management

The University of Windsor along with the entire post-secondary sector is experiencing significant changes at an accelerating rate. The impact that COVID-19 has had and continues to have on our institution is significant. What will the post-pandemic environment look like? What are the institutional risks of the University? What are the opportunities that the University is presented with?

In 2012, the University undertook an Enterprise Risk Management (ERM) exercise to identify the top risks of the institution along with the development of mitigation strategies. It is timely that the University undertake its next ERM exercise. Deloitte has been engaged to work with the University stakeholders and planning for this process is underway. The exercise will include interviews, workshops, and surveys of campus stakeholders. The report will be presented to the Audit Committee and the Board of Governors in the Fall.

Report of the Provost and Vice-President, Academic

Douglas Kneale

Fall 2021

- Planning for a measured return to in-person instruction for Fall 2021 is underway. The health and safety of our campus community remain front of mind as we comply with all federal, provincial, and local health regulations.
- Currently working with deans, heads, and instructors to map out scenarios for the type and number of face-to-face classes and other forms of in-person instruction that we will offer, including labs, tutorials, production studios, performance classes, high-interaction teamwork classes, local field trips, clinical placements, exams, and other form of instruction.
- Leaders in the Office of Student Experience are also making plans to resume a greater number of social and extra-curricular activities on campus, including Head Start and Welcome Week. Our campus dining and residence operations are planning for students once again to come to Windsor and enjoy campus residence life, all in single rooms.
- At the same time, we are reinforcing student supports, including mental health, and investing in new classroom technologies to adapt to the evolving instructional environment.

Acting Associate Vice-President, Student Experience announced

- Dr Phebe Lam has been appointed Acting Associate Vice-President, Student Experience, effective March 22, 2021 for a two-year period.
- Dr Lam is currently an Ancillary Academic Staff Learning Specialist, Academic and Student Success, in the Faculty of Arts, Humanities and Social Sciences – and a University of Windsor alumna (BSc'95, BA Hons'97).
- Since 2017, she has been involved with the Student Mental Health Strategy. As a member of the University Senate and as Chair of Senate Student Caucus, she acts as an advocate for all students at the University of Windsor, where her leadership has had a positive impact on our approach to student support.

Report of the Vice-President, Human Resources

Rita LaCivita

Collective Bargaining with CUPE 4580

- This unit represents our Graduate and Teaching Assistants.
- Bargaining is scheduled to commence March 24, 2021.

Health and Safety Panel Discussions

- Sessions have been held with several areas.
- Attendees include managers and supervisors who deal with day to day matters and who have had to implement and work through policies and processes related to COVID-19.
- Provides us an opportunity to thank them and for them to ask questions of the panelists and to learn from them how we might be able to work with them to make improvements.

Smoke-Free Campus Fall 2021

- This initiative had been introduced in late 2019 with an initial objective of going smoke-free in the fall of 2020.
- Due to the pandemic this initiative was paused.
- Campus consultations were held in 2020 to gather the information needed to shape the Smoke-Free campus policy and the education and awareness raising strategies.
- A total of 572 students, staff, and faculty shared their perspectives through Discussion Boards and an online survey. The consultations focused on identifying, from the campus community perspective, the benefits and challenges of becoming a smoke-free campus and implementation considerations.
- A Steering Committee has been established to guide this process and working groups are in the process of being formed (with student, staff and faculty representation).
- As we move forward, there will be other opportunities for the campus community to be engaged in making UWindsor a Smoke-Free campus.

- By late fall 2021, the University of Windsor will join over 95 post-secondary institutions across Canada that have become smoke-free (Canadian Cancer Society, 2020)
- Becoming a smoke-free campus (tobacco, cannabis, and vaping) is part of the University's ongoing efforts to foster a safe and healthier environment for all.

Report of the Vice-President, Research and Innovation

Michael Siu

- The University is developing a new automotive/automobility strategy in light of new thrusts in the automotive sector that emphasizes a Connected, Autonomous, Cybersecurity and Electrified vehicles (CACyE) future. Stakeholder groups from both within and outside of the University have been consulted to determine existing strengths, weaknesses, and opportunities, to gather feedback on proposed vision and areas of priority, and to identify key actions that the University should take. Some of the salient points were highlighted by Narayan Kar in his recent presentation to you. This strategy is targeted for implementation during the summer of 2021.
- Kudos go to Anneke Smit of the "Windsor Law Centre for Cities" and the "Cities and Climate Change Action Forums" for hosting a "Climate Week at UWindsor" in late February to support the development of interdisciplinary research networks and collaborations on climate-related research and highlight the need for climate action by the whole community. The Kick-off event on Monday, February 22 focused on "Local Institution Climate Plans". The lead-off speaker was President Gordon who talked about UWindsor's sustainability plan and strategic reduction of the University's carbon footprint. President Gordon was followed by Tania Jobin, Chair of ERCA; Warden Gary McNamara of the County of Essex; and others discussing their own organizational plans.
- Master's student, Chelsea Salter of GLIER, received a graduate research fellowship from the Cooperative Institution for Great Lakes Research (CIGLR) at the University of Michigan to pursue research on how naturally occurring bacteria are able to degrade toxins from cyanobacteria blooms in the sandy trenches of Pelee Island's shore before the toxins can contaminate drinking water. Chelsea is supervised by Chris Weisener, a faculty member of the School of the Environment and GLIER. Collaborators include Judy Westrick at Wayne State University and Subba Rao Chaganti at the University of Michigan, the latter of whom is a former associate of GLIER.

**University of Windsor
Board of Governors**

4.7.1a: **Tuition Fee Policy**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

MOTION: That the revised Tuition Fee Policy be approved.

Rationale:

- The policy sets out the principles and process for the setting and approval of tuition fees assessed to UWindsor students.
- The revisions to the policy bring it in-line with the University's current priorities and landscape.

See attached.

Policy Title: Tuition Fee Policy

Date Established: April 24, 2007

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

Approver: Board of Governors

Revision Date(s): March 23, 2021

Purpose

It is a goal of the University of Windsor (UWindsor) to have and allocate sufficient resources to meet its mission and mandate and from year to year its current strategic objectives. To continue to be able to do so, the University will pursue all revenue generating opportunities including provincial, municipal, and federal grants, tuition and compulsory ancillary fees, fundraising opportunities, commercial opportunities, and entrepreneurial activities within its areas of expertise. In addition to revenue generation, the University will exercise strong cost-management practices, including opportunities to maintain and/or reduce operating costs.

The purpose of the Tuition Fee Policy ("Policy") is to set out the principles and process for the setting and approval of tuition fees assessed to UWindsor students.

Application and Scope

This Policy applies to tuition fees charged to students registered in for-credit programs at UWindsor.

This Policy does not apply to:

- Fees assessed to students in non-credit programs (*i.e.*, English literacy programs, Continuing Education, Workshops);
- Ancillary fees assessed to students such as capital fees, laboratory fees, co-operative education fees, student health and wellness fees, *etc.*;
- Ancillary fees assessed to students for services provided by the Student associations; and
- Incidental fees.

Government Regulations Supersede Policy

In the event that this Policy is not consistent with applicable government policies including the Ministry of Colleges and Universities (MCU) Tuition Fee Framework and Ancillary Fee Guidelines (the MCU Framework), the relevant government policy shall supersede this Policy.

Definitions

The following definitions are specific to the development and maintenance of this Policy:

1. **Student associations** are defined to include all student associations recognized at UWindsor, including the University of Windsor Students Alliance (UWSA), the Graduate Student Society (GSS), and the Organization of Part-Time University Students (OPUS).

2. **Incidental fees** are amounts charged in addition to tuition which cover the costs of services and programs not otherwise funded.
3. **Tuition fees** are amounts charged to students in exchange for academic credit courses.

Policy Statement

It is a goal of UWindsor to have and allocate sufficient resources to meet its mission and mandate and from year to year its current strategic objectives. To continue to be able to do so, the University will pursue all revenue generating opportunities including provincial, municipal, and federal grants, tuition and compulsory ancillary fees, fundraising opportunities, commercial opportunities, and entrepreneurial activities within its areas of expertise. In addition to revenue generation, the University will exercise strong cost-management practices including opportunities to maintain and/or reduce operating costs.

UWindsor is a public university, for which ongoing and substantial support from government is essential in addition to tuition fee revenue. All those who benefit from the post-secondary education system must contribute to funding it.

The Board of Governors (“the Board”) will ensure that revenues are used to provide quality educational programs and services and will ensure that the University maintains financial accountability and viability. The Board is committed to access to education through scholarships and bursaries for students, including those with financial need. Without reducing the quality of education, tuition fees will be kept at a minimum consistent with UWindsor’s goals while maximizing alternative revenues, lobbying all levels of government for grants, and maintaining fiscal responsibility.

It is the goal of UWindsor to strive to ensure that each student has access to the information required to be able to estimate the total anticipated cost of their education.

Policy Interpretation

1. UWindsor will follow all applicable government policies, including the MCU Framework, for the setting of tuition and other compulsory ancillary fees.
2. UWindsor will undertake strategic initiatives intended to meet and/or exceed other universities’ standards of quality, access and financial accountability as measured by internal and external quality indicators.
3. Funding of post-secondary education is a shared responsibility among the government, the institution, the student, and the private sector. All those who benefit from the post-secondary education system must contribute to funding it.
4. Tuition fees shall be determined in a transparent, reasonable and timely manner. The tuition fee setting process will include consultations and adequate time for feedback from stakeholders including students, student associations, Deans and other stakeholders.
5. In setting tuition fees, careful consideration is given to a variety of relevant factors including the level of resources necessary to achieve high program quality and competitor rates. Beyond these factors, international student tuition fees are normally established based in part on competitive global market considerations, potential student demand, objectives of the programs, as well as the applicable government and tuition fee revenue for domestic students in the same program.
6. Tuition fees will contribute to quality education, research, and the entire student experience.

7. Tuition fees shall be communicated through the Board in a timely fashion. Unless the Board approves otherwise, all proposed changes in tuition fees will be presented as part of the proposed UWindsor Operating Budget for the respective fiscal year. All tuition fee changes will be approved prior to April 30 and will be effective commencing May 1 of each year.
8. The Board shall encourage major fundraising efforts to improve support for student bursaries and scholarships. The UWindsor Operating Budget will also invest in student bursaries and scholarships.

Policy Interpretation: Procedures

During the development of the UWindsor Operating Budget, the Board will be provided with ongoing updates including:

- i) Projected revenues including government grants, student academic fees, investment income, and other income;
- ii) Opportunities to generate additional revenue;
- iii) Opportunities for containing and/or reducing costs;
- iv) Proposed allocation of funds to new initiatives to support the institutional mission, mandate and current strategic priorities; and
- v) Reallocation of resources in ways that do not impair quality, accessibility or defer reasonable expenditures.

When considering proposed tuition fees, the Board will consider criteria including, but not limited to:

- vi) The applicable MCU Framework;
- vii) Government grants supporting the UWindsor Operating Budget;
- viii) Other revenues available in support of the UWindsor Operating Budget;
- ix) The rationale provided to support the proposed tuition fees, including alignment to the University's Strategic Enrolment Management Plan;
- x) Revenues required to provide sufficient revenue to provide programs and services at the desired level of quality; and
- xi) The level of student financial aid available to students, both from the UWindsor Operating Budget and the UWindsor Endowment.

Distribution & Communication

This Policy will be posted to the UWindsor Central Policies Database (<https://lawlibrary.uwindsor.ca/Presto/home/home.aspx>).

Roles and Responsibilities

The Vice-President, Finance & Operations (or designate) is responsible for ensuring compliance with this Policy.

Monitoring and Compliance

The Policy will undergo a formal review every three years. The Policy may be subject to a review before the three-year term if changes in legislation impact the Policy, a specific incident necessitates a review of the Policy, or a request for review is made by the Board.

University of Windsor
Board of Governors

4.7.1b: **2021-2022 Tuition and Compulsory Ancillary Fees**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

MOTION: That the proposed 2021-2022 Tuition and Compulsory Ancillary Fees be approved.

Rationale:

- A comprehensive presentation will be posted to the portal prior to the meeting and presented at the meeting.
- Compulsory Ancillary fees have been approved by the Ancillary Fee Board.
- As of March 8, 2021, MCU has not provided the Tuition Fee Framework applicable for the 2021-2022 year. The tuition fee proposal enclosed is based on the assumption that domestic tuition fees will be frozen (increase of 0%). Should pending MCU tuition fee announcements differ from this assumption, an updated 2021-2022 Tuition Fee schedule will be presented at the April 2021 RAC and Board meetings.

See attached.



University of Windsor

2021/22 Tuition and Ancillary Fee Schedule

Domestic Undergraduate Full Time	1
Domestic Undergraduate Part Time	2
International Undergraduate Full Time	3
International Undergraduate Part Time	4
International Undergraduate US Neighbour.....	5
Domestic Graduate Full Time & Part Time.....	6
Domestic Graduate Cohort Based Masters.....	7
International Graduate Full Time & Part Time.....	8
International Graduate US Neighbour	8
International Graduate Cohort Based Masters.....	9
Compulsory Ancillary Fees	10

2021/22 Tuition Fees: Undergraduate - Domestic, International & US Neighbour

UNDERGRADUATE TUITION FEES - DOMESTIC		2021/22 PER SEMESTER (PROPOSED)	2020/21 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<u>FULL TIME</u>					
Business	1st year	4,381.85	4,381.85	0.00	0.0%
Business	2nd year	4,340.15	4,340.15	0.00	0.0%
Business	3rd year	4,298.80	4,298.80	0.00	0.0%
Business	4th year	4,298.80	4,298.80	0.00	0.0%
Computer Science	1st year	4,512.15	4,512.15	0.00	0.0%
Computer Science	2nd year	4,469.15	4,469.15	0.00	0.0%
Computer Science	3rd year	4,426.60	4,426.60	0.00	0.0%
Computer Science	4th year	4,426.60	4,426.60	0.00	0.0%
Education	1st year	3,410.70	3,410.70	0.00	0.0%
Education	2nd year	3,410.70	3,410.70	0.00	0.0%
Concurrent Education programs	1st year	3,054.05	3,054.05	0.00	0.0%
Concurrent Education programs	2nd year	3,054.05	3,054.05	0.00	0.0%
Concurrent Education programs	3rd year	3,054.05	3,054.05	0.00	0.0%
Concurrent Education programs	4th year	3,054.05	3,054.05	0.00	0.0%
Engineering	1st year	4,754.70	4,754.70	0.00	0.0%
Engineering	2nd year	4,709.40	4,709.40	0.00	0.0%
Engineering	3rd year	4,664.55	4,664.55	0.00	0.0%
Engineering	4th year	4,664.55	4,664.55	0.00	0.0%
Human Kinetics	1st year	2,985.95	2,985.95	0.00	0.0%
Human Kinetics	2nd year	2,985.95	2,985.95	0.00	0.0%
Human Kinetics	3rd year	2,985.95	2,985.95	0.00	0.0%
Human Kinetics	4th year	2,985.95	2,985.95	0.00	0.0%
Science (excl. Computer Science)	1st year	2,985.95	2,985.95	0.00	0.0%
Science (excl. Computer Science)	2nd year	2,985.95	2,985.95	0.00	0.0%
Science (excl. Computer Science)	3rd year	2,985.95	2,985.95	0.00	0.0%
Science (excl. Computer Science)	4th year	2,985.95	2,985.95	0.00	0.0%
Social Work	1st year	2,985.95	2,985.95	0.00	0.0%
Social Work	2nd year	2,985.95	2,985.95	0.00	0.0%
Social Work	3rd year	2,985.95	2,985.95	0.00	0.0%
Social Work	4th year	2,985.95	2,985.95	0.00	0.0%
Other	1st year	2,899.90	2,899.90	0.00	0.0%
Other	2nd year	2,899.90	2,899.90	0.00	0.0%
Other	3rd year	2,899.90	2,899.90	0.00	0.0%
Other	4th year	2,899.90	2,899.90	0.00	0.0%
Law	1st year	8,778.15	8,778.15	0.00	0.0%
Law	2nd year	8,694.50	8,694.50	0.00	0.0%
Law	3rd year	8,611.70	8,611.70	0.00	0.0%
Dual JD	1st year	8,778.15	8,778.15	0.00	0.0%
Dual JD	2nd year	8,360.10	8,360.10	0.00	0.0%
Dual JD	3rd year	7,962.05	7,962.05	0.00	0.0%

2021/22 Tuition Fees: Undergraduate - Domestic, International & US Neighbour

UNDERGRADUATE TUITION FEES - DOMESTIC		2021/22 PER COURSE (PROPOSED)	2020/21 PER COURSE (APPROVED)	\$ INCREASE	% INCREASE
<u>PART TIME</u>					
Business	1st year	876.37	876.37	0.00	0.0%
Business	2nd year	868.03	868.03	0.00	0.0%
Business	3rd year	859.76	859.76	0.00	0.0%
Business	4th year	859.76	859.76	0.00	0.0%
Computer Science	1st year	902.43	902.43	0.00	0.0%
Computer Science	2nd year	893.83	893.83	0.00	0.0%
Computer Science	3rd year	885.32	885.32	0.00	0.0%
Computer Science	4th year	885.32	885.32	0.00	0.0%
Concurrent Education programs	1st year	610.81	610.81	0.00	0.0%
Concurrent Education programs	2nd year	610.81	610.81	0.00	0.0%
Concurrent Education programs	3rd year	610.81	610.81	0.00	0.0%
Concurrent Education programs	4th year	610.81	610.81	0.00	0.0%
Engineering	1st year	950.94	950.94	0.00	0.0%
Engineering	2nd year	941.88	941.88	0.00	0.0%
Engineering	3rd year	932.91	932.91	0.00	0.0%
Engineering	4th year	932.91	932.91	0.00	0.0%
Human Kinetics	1st year	597.19	597.19	0.00	0.0%
Human Kinetics	2nd year	597.19	597.19	0.00	0.0%
Human Kinetics	3rd year	597.19	597.19	0.00	0.0%
Human Kinetics	4th year	597.19	597.19	0.00	0.0%
Science (excl. Computer Science)	1st year	597.19	597.19	0.00	0.0%
Science (excl. Computer Science)	2nd year	597.19	597.19	0.00	0.0%
Science (excl. Computer Science)	3rd year	597.19	597.19	0.00	0.0%
Science (excl. Computer Science)	4th year	597.19	597.19	0.00	0.0%
Social Work	1st year	597.19	597.19	0.00	0.0%
Social Work	2nd year	597.19	597.19	0.00	0.0%
Social Work	3rd year	597.19	597.19	0.00	0.0%
Social Work	4th year	597.19	597.19	0.00	0.0%
Other	1st year	579.98	579.98	0.00	0.0%
Other	2nd year	579.98	579.98	0.00	0.0%
Other	3rd year	579.98	579.98	0.00	0.0%
Other	4th year	579.98	579.98	0.00	0.0%
Law - Part Time	1st year	4,389.08	4,389.08	0.00	0.0%
Law - Part Time	2nd year	4,347.25	4,347.25	0.00	0.0%
Law - Part Time	3rd year	4,305.85	4,305.85	0.00	0.0%

2021/22 Tuition Fees: Undergraduate - Domestic, International & US Neighbour

2021/22 Tuition Fees: Undergraduate - Domestic, International & US Neighbour		2021/22 PER SEMESTER (PROPOSED)	2020/21 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
UNDERGRADUATE TUITION FEES - INTERNATIONAL					
FULL TIME					
Business	Cohort 2021-22 ¹	16,200.00	15,000.00	1,200.00	8.0%
Business	1st year returning	15,000.00	15,000.00	0.00	0.0%
Business	2nd year	15,000.00	15,000.00	0.00	0.0%
Business	3rd year	14,335.00	14,335.00	0.00	0.0%
Business	4th year	14,335.00	14,335.00	0.00	0.0%
Education, Engineering & Nursing	Cohort 2021-22 ¹	18,360.00	17,000.00	1,360.00	8.0%
Education, Engineering & Nursing	1st year returning	17,000.00	17,000.00	0.00	0.0%
Education, Engineering & Nursing	2nd year	17,000.00	17,000.00	0.00	0.0%
Education, Engineering & Nursing	3rd year	15,925.00	15,925.00	0.00	0.0%
Education, Engineering & Nursing	4th year	15,630.00	15,630.00	0.00	0.0%
Computer Science	Cohort 2021-22 ¹	16,740.00	15,500.00	1,240.00	8.0%
Computer Science	1st year returning	15,500.00	15,500.00	0.00	0.0%
Computer Science	2nd year	15,500.00	15,500.00	0.00	0.0%
Computer Science	3rd year	14,045.00	14,045.00	0.00	0.0%
Computer Science	4th year	13,780.00	13,780.00	0.00	0.0%
Science (excl. Computer Science)	Cohort 2021-22 ¹	15,595.00	14,440.00	1,155.00	8.0%
Science (excl. Computer Science)	1st year returning	14,440.00	14,440.00	0.00	0.0%
Science (excl. Computer Science)	2nd year	14,440.00	14,440.00	0.00	0.0%
Science (excl. Computer Science)	3rd year	13,780.00	13,780.00	0.00	0.0%
Science (excl. Computer Science)	4th year	13,780.00	13,780.00	0.00	0.0%
Other	Cohort 2021-22 ¹	14,660.00	13,575.00	1,085.00	8.0%
Other	1st year returning	13,575.00	13,575.00	0.00	0.0%
Other	2nd year	13,575.00	13,575.00	0.00	0.0%
Other	3rd year	12,955.00	12,955.00	0.00	0.0%
Other	4th year	12,955.00	12,955.00	0.00	0.0%
Law	Cohort 2021-22 ¹	23,220.00	21,500.00	1,720.00	8.0%
Law	1st year returning	21,500.00	21,500.00	0.00	0.0%
Law	2nd year	21,500.00	21,500.00	0.00	0.0%
Law	3rd year	20,065.00	20,065.00	0.00	0.0%
Dual JD	Cohort 2021-22 ¹	12,165.00	11,265.00	900.00	8.0%
Dual JD	1st year returning	11,265.00	11,265.00	0.00	0.0%
Dual JD	2nd year	11,265.00	11,265.00	0.00	0.0%
Dual JD	3rd year	10,240.00	10,240.00	0.00	0.0%

¹ Cohort 2021-22 refers to students who commence their degree either the Spring/Summer 2021, Fall 2021 or Winter 2022 semesters.

2021/22 Tuition Fees: Undergraduate - Domestic, International & US Neighbour

2021/22 Tuition Fees: Undergraduate - Domestic, International & US Neighbour		2021/22 PER COURSE (PROPOSED)	2020/21 PER COURSE (APPROVED)	\$ INCREASE	% INCREASE
UNDERGRADUATE TUITION FEES - INTERNATIONAL					
PART TIME					
Business	Cohort 2021-22 ¹	3,240.00	3,000.00	240.00	8.0%
Business	1st year returning	3,000.00	3,000.00	0.00	0.0%
Business	2nd year	3,000.00	3,000.00	0.00	0.0%
Business	3rd year	2,867.00	2,867.00	0.00	0.0%
Business	4th year	2,867.00	2,867.00	0.00	0.0%
Engineering, Education, Nursing	Cohort 2021-22 ¹	3,672.00	3,400.00	272.00	8.0%
Engineering, Education, Nursing	1st year returning	3,400.00	3,400.00	0.00	0.0%
Engineering, Education, Nursing	2nd year	3,400.00	3,400.00	0.00	0.0%
Engineering, Education, Nursing	3rd year	3,185.00	3,185.00	0.00	0.0%
Engineering, Education, Nursing	4th year	3,126.00	3,126.00	0.00	0.0%
Computer Science	Cohort 2021-22 ¹	3,348.00	3,100.00	248.00	8.0%
Computer Science	1st year returning	3,100.00	3,100.00	0.00	0.0%
Computer Science	2nd year	3,100.00	3,100.00	0.00	0.0%
Computer Science	3rd year	2,809.00	2,809.00	0.00	0.0%
Computer Science	4th year	2,756.00	2,756.00	0.00	0.0%
Science (excl. Computer Science)	Cohort 2021-22 ¹	3,119.00	2,888.00	231.00	8.0%
Science (excl. Computer Science)	1st year returning	2,888.00	2,888.00	0.00	0.0%
Science (excl. Computer Science)	2nd year	2,888.00	2,888.00	0.00	0.0%
Science (excl. Computer Science)	3rd year	2,756.00	2,756.00	0.00	0.0%
Science (excl. Computer Science)	4th year	2,756.00	2,756.00	0.00	0.0%
Other	Cohort 2021-22 ¹	2,932.00	2,715.00	217.00	8.0%
Other	1st year returning	2,715.00	2,715.00	0.00	0.0%
Other	2nd year	2,715.00	2,715.00	0.00	0.0%
Other	3rd year	2,591.00	2,591.00	0.00	0.0%
Other	4th year	2,591.00	2,591.00	0.00	0.0%
Law - Part Time	Cohort 2021-22 ¹	11,610.00	10,750.00	860.00	8.0%
Law - Part Time	1st year returning	10,750.00	10,750.00	0.00	0.0%
Law - Part Time	2nd year	10,750.00	10,750.00	0.00	0.0%
Law - Part Time	3rd year	10,032.50	10,032.50	0.00	0.0%

¹ Cohort 2021-22 refers to students who commence their degree either the Spring/Summer 2021, Fall 2021 or Winter 2022 semesters.

2021/22 Tuition Fees: Graduate - Domestic, International & US Neighbour

		2021/22 PER	2020/21 PER	\$ INCREASE	% INCREASE
		SEMESTER	SEMESTER		
UNDERGRADUATE TUITION FEES - INTERNATIONAL - US NEIGHBOUR - FULL TIME		(PROPOSED)	(APPROVED)		
FULL TIME					
US Neighbour Fee -First Entry Programs	1st year	9,800.00	9,765.00	35.00	0.4%
US Neighbour Fee -First Entry Programs	2nd year	9,800.00	9,765.00	35.00	0.4%
US Neighbour Fee -First Entry Programs	3rd year	9,800.00	9,765.00	35.00	0.4%
US Neighbour Fee -First Entry Programs	4th year	8,990.00	8,955.00	35.00	0.4%
US Neighbour Fee -Dual JD	1st year	9,800.00	0.00	NEW	NEW
US Neighbour Fee -Education	1st year	9,800.00	0.00	NEW	NEW

		2021/22 PER	2020/21 PER	\$ INCREASE	% INCREASE
		COURSE	COURSE		
UNDERGRADUATE TUITION FEES - INTERNATIONAL - US NEIGHBOUR - PART TIME		(PROPOSED)	(APPROVED)		
PART TIME					
US Neighbour Fee -First Entry Programs	1st year	1,960.00	1,953.00	7.00	0.4%
US Neighbour Fee -First Entry Programs	2nd year	1,960.00	1,953.00	7.00	0.4%
US Neighbour Fee -First Entry Programs	3rd year	1,960.00	1,953.00	7.00	0.4%
US Neighbour Fee -First Entry Programs	4th year	1,798.00	1,791.00	7.00	0.4%

2021/22 Tuition Fees: Graduate - Domestic, International & US Neighbour

GRADUATE TUITION FEES - DOMESTIC		2021/22 PER SEMESTER (PROPOSED)	2020/21 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
FULL TIME					
Master's Qualifying	All Masters Qualifying tuition rates equal to undergraduate tuition rates				
Master's Candidate & PhD	1st year	2,393.10	2,393.10	0.00	0.0%
Master's Candidate & PhD	2nd year	2,393.10	2,393.10	0.00	0.0%
Master's Candidate & PhD	3rd year	2,393.10	2,393.10	0.00	0.0%
Master's Candidate & PhD	4th year & beyond	2,393.10	2,393.10	0.00	0.0%
Master's Candidate & PhD -Social Work	1st year	3,081.75	3,081.75	0.00	0.0%
Master's Candidate & PhD -Social Work	2nd year	3,081.75	3,081.75	0.00	0.0%
Master's Candidate & PhD -Social Work	3rd year	3,081.75	3,081.75	0.00	0.0%
Master's Candidate & PhD -Social Work	4th year & beyond	3,081.75	3,081.75	0.00	0.0%
Master's Candidate -Economics	1st year	2,795.35	2,795.35	0.00	0.0%
Master's Candidate -Economics	2nd year	2,795.35	2,795.35	0.00	0.0%
Master's Candidate -Economics	3rd year	2,795.35	2,795.35	0.00	0.0%
Master's Candidate -Economics	4th year & beyond	2,795.35	2,795.35	0.00	0.0%
PART TIME					
Master's Qualifying	All Masters Qualifying tuition rates equal to undergraduate tuition rates				
Master's Candidate & PhD - Part Time	1st year	1,196.55	1,196.55	0.00	0.0%
Master's Candidate & PhD - Part Time	2nd year	1,196.55	1,196.55	0.00	0.0%
Master's Candidate & PhD - Part Time	3rd year	1,196.55	1,196.55	0.00	0.0%
Master's Candidate & PhD - Part Time	4th year & beyond	1,196.55	1,196.55	0.00	0.0%
Master's Candidate & PhD -Social Work - Part Time	1st year	1,540.88	1,540.88	0.00	0.0%
Master's Candidate & PhD -Social Work - Part Time	2nd year	1,540.88	1,540.88	0.00	0.0%
Master's Candidate & PhD -Social Work - Part Time	3rd year	1,540.88	1,540.88	0.00	0.0%
Master's Candidate & PhD -Social Work - Part Time	4th year & beyond	1,540.88	1,540.88	0.00	0.0%

2021/22 Tuition Fees: Graduate - Domestic, International & US Neighbour

GRADUATE TUITION FEES - DOMESTIC		2021/22 PER SEMESTER (PROPOSED)	2020/21 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<u>DOMESTIC GRADUATE - COHORT BASED MASTERS</u>					
Government Regulated Programs					
Master of Applied Economics and Policy	1st year	2,795.35	2,795.35	0.00	0.0%
Master of Applied Economics and Policy	2nd year	2,795.35	2,795.35	0.00	0.0%
Master of Business Administration (4 semester assessment)	1st year	4,675.25	4,675.25	0.00	0.0%
Master of Business Administration (4 semester assessment)	2nd year	4,675.25	4,675.25	0.00	0.0%
Master of Business Administration -Accounting (3 semester assessment)	1st year	8,977.50	8,977.50	0.00	0.0%
Master of Business Administration -Accounting (3 semester assessment)	2nd year	8,977.50	8,977.50	0.00	0.0%
Master of Business Administration for Managers and Professionals ³	1st year	5,250.00	5,250.00	0.00	0.0%
Master of Business Administration for Managers and Professionals ³	2nd year	5,250.00	5,250.00	0.00	0.0%
Master of Engineering Management	1st year	2,795.35	2,795.35	0.00	0.0%
Master of Engineering Management	2nd year	2,795.35	2,795.35	0.00	0.0%
Master of Engineering -Full Time	1st year	2,795.35	2,795.35	0.00	0.0%
Master of Engineering -Full Time	2nd year	2,795.35	2,795.35	0.00	0.0%
Master of Engineering -Full Time	3rd year	2,795.35	2,795.35	0.00	0.0%
Master of Engineering -Full Time	4th year & beyond	2,795.35	2,795.35	0.00	0.0%
Master of Engineering -Part Time	1st year	1,397.68	1,397.68	0.00	0.0%
Master of Engineering -Part Time	2nd year	1,397.68	1,397.68	0.00	0.0%
Master of Engineering -Part Time	3rd year	1,397.68	1,397.68	0.00	0.0%
Master of Engineering -Part Time	4th year & beyond	1,397.68	1,397.68	0.00	0.0%
Government Unregulated Programs					
Master of Actuarial Sciences ^{2 4}	1st year	8,312.50	8,000.00	312.50	3.9%
Master of Actuarial Sciences ^{2 4}	2nd year	8,000.00	8,000.00	0.00	0.0%
Master of Applied Computing ^{2 4}	1st year	8,312.50	8,000.00	312.50	3.9%
Master of Applied Computing ^{2 4}	2nd year	8,000.00	8,000.00	0.00	0.0%
Master of Management ^{2 4}	1st year	9,375.00	9,000.00	375.00	4.2%
Master of Management ^{2 4}	2nd year	9,000.00	9,000.00	0.00	0.0%
Master of Medical Biotechnology ^{2 4}	1st year	8,312.50	7,750.00	562.50	7.3%
Master of Medical Biotechnology ^{2 4}	2nd year	7,750.00	7,750.00	0.00	0.0%

² Charged per semester over 4 semesters

³ Charged per semester over 6 semesters

⁴ All cohort-based masters programs will charge a per course fee where a student registers for a course following completion of four full-time semesters.
The per course fee will be determined by dividing the program fee by the number of required courses.

2021/22 Tuition Fees: Graduate - Domestic, International & US Neighbour

GRADUATE TUITION FEES - INTERNATIONAL	2021/22 PER SEMESTER (PROPOSED)	2020/21 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
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FULL TIME

Master's Qualifying	All Masters Qualifying tuition rates equal to undergraduate tuition rates				
Master's Candidate & PhD	Cohort 2021-22 ¹	7,665.00	7,665.00	0.00	0.0%
Master's Candidate & PhD ⁵	1st year returning	7,665.00	7,665.00	0.00	0.0%
Master's Candidate & PhD ⁵	2nd year	7,665.00	7,665.00	0.00	0.0%
Master's Candidate & PhD ⁵	3rd year	7,665.00	7,665.00	0.00	0.0%
Master's Candidate & PhD ⁵	4th year & beyond	7,665.00	7,665.00	0.00	0.0%
Master's Candidate & PhD -Economics	Cohort 2021-22 ¹	8,085.00	8,085.00	0.00	0.0%
Master's Candidate & PhD -Economics	1st year returning	8,085.00	8,085.00	0.00	0.0%
Master's Candidate & PhD -Economics	2nd year	8,085.00	8,085.00	0.00	0.0%
Master's Candidate & PhD -Economics	3rd year	8,085.00	8,085.00	0.00	0.0%
Master's Candidate & PhD -Economics	4th year & beyond	8,085.00	8,085.00	0.00	0.0%
Master's Candidate & PhD -Computer Science	Cohort 2021-22 ¹	8,120.00	8,120.00	0.00	0.0%
Master's Candidate & PhD -Computer Science	1st year returning	8,120.00	8,120.00	0.00	0.0%
Master's Candidate & PhD -Computer Science	2nd year	8,120.00	8,120.00	0.00	0.0%
Master's Candidate & PhD -Computer Science	3rd year	8,120.00	8,120.00	0.00	0.0%
Master's Candidate & PhD -Computer Science	4th year & beyond	8,120.00	8,120.00	0.00	0.0%
Master's Candidate & PhD -Education ⁵	Cohort 2021-22 ¹	8,430.00	8,250.00	180.00	2.2%

PART TIME

Master's Qualifying	All Masters Qualifying tuition rates equal to undergraduate tuition rates				
Master's Candidate & PhD - Part Time	Cohort 2021-22 ¹	3,832.50	3,832.50	0.00	0.0%
Master's Candidate & PhD - Part Time	1st year returning	3,832.50	3,832.50	0.00	0.0%
Master's Candidate & PhD - Part Time	2nd year	3,832.50	3,832.50	0.00	0.0%
Master's Candidate & PhD - Part Time	3rd year	3,832.50	3,832.50	0.00	0.0%
Master's Candidate & PhD - Part Time	4th year & beyond	3,832.50	3,832.50	0.00	0.0%
Master's Candidate & PhD -Economics - Part Time	Cohort 2021-22 ¹	4,042.50	4,042.50	0.00	0.0%
Master's Candidate & PhD -Economics - Part Time	1st year returning	4,042.50	4,042.50	0.00	0.0%
Master's Candidate & PhD -Economics - Part Time	2nd year	4,042.50	4,042.50	0.00	0.0%
Master's Candidate & PhD -Economics - Part Time	3rd year	4,042.50	4,042.50	0.00	0.0%
Master's Candidate & PhD -Economics - Part Time	4th year & beyond	4,042.50	4,042.50	0.00	0.0%
Master's Candidate & PhD -Computer Science - Part Time	Cohort 2021-22 ¹	4,060.00	4,060.00	0.00	0.0%
Master's Candidate & PhD -Computer Science - Part Time	1st year returning	4,060.00	4,060.00	0.00	0.0%
Master's Candidate & PhD -Computer Science - Part Time	2nd year	4,060.00	4,060.00	0.00	0.0%
Master's Candidate & PhD -Computer Science - Part Time	3rd year	4,060.00	4,060.00	0.00	0.0%
Master's Candidate & PhD -Computer Science - Part Time	4th year & beyond	4,060.00	4,060.00	0.00	0.0%

GRADUATE TUITION FEES - INTERNATIONAL - US NEIGHBOUR ¹²

FULL TIME

US Neighbour Fee Masters & PhD	1st year	6,100.00	0.00	NEW	NEW
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PART TIME

US Neighbour Fee Masters & PhD	1st year	3,050.00	0.00	NEW	NEW
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¹ Cohort 2021-22 refers to students who commence their degree either the Spring/Summer 2021, Fall 2021 or Winter 2022 semesters.

⁵ The Master of Education program, previously offered as two separate degree programs (one cohort-based and exclusively for international students and one for any student with options for either research-based or course-based studies), has been merged into a single M.Ed. program (pending senate approval). All students continuing in either stream have been grandfathered into their tuition rate.

¹² List of applicable programs can be found at www.uwindsor.ca/finance/788/fees-and-charges

2021/22 Tuition Fees: Graduate - Domestic, International & US Neighbour

INTERNATIONAL GRADUATE - COHORT BASED MASTERS		2021/22 PER SEMESTER (PROPOSED)	2020/21 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
Master of Applied Economics and Policy ^{2 4}	Cohort 2021-22 ¹	8,062.50	7,750.00	312.50	4.0%
Master of Applied Economics and Policy ^{2 4}	Returning	7,750.00	7,750.00	0.00	0.0%
Master of Business Administration (4 semester assessment)	Cohort 2021-22 ¹	10,120.00	9,200.00	920.00	10.0%
Master of Business Administration (4 semester assessment)	Returning	9,200.00	9,200.00	0.00	0.0%
Master of Business Administration -Accounting (3 semester assessment)	Cohort 2021-22 ¹	14,305.00	13,000.00	1,305.00	10.0%
Master of Business Administration -Accounting (3 semester assessment)	Returning	13,000.00	13,000.00	0.00	0.0%
Master of Business Administration for Managers and Professionals ³	Cohort 2021-22 ¹	10,125.00	9,200.00	925.00	10.1%
Master of Business Administration for Managers and Professionals ³	Returning	9,200.00	9,200.00	0.00	0.0%
Master of Engineering Management	Cohort 2021-22 ¹	7,665.00	7,665.00	0.00	0.0%
Master of Engineering Management	Returning	7,665.00	7,665.00	0.00	0.0%
Master of Engineering (charged per course -8 courses)	Cohort 2021-22 ¹	4,625.00	4,312.50	312.50	7.2%
Master of Engineering (charged per course -8 courses)	Returning	4,312.50	4,312.50	0.00	0.0%
Master of Actuarial Sciences ^{2 4}	Cohort 2021-22 ¹	8,312.50	8,000.00	312.50	3.9%
Master of Actuarial Sciences ^{2 4}	Returning	8,000.00	8,000.00	0.00	0.0%
Master of Applied Computing ^{2 4}	Cohort 2021-22 ¹	8,312.50	8,000.00	312.50	3.9%
Master of Applied Computing ^{2 4}	Returning	8,000.00	8,000.00	0.00	0.0%
Master of Education ^{2 4 5}	Cohort 2021-22 ¹	n/a	n/a	0.00	0.0%
Master of Education ^{2 4 5}	Returning	8,250.00	8,250.00	0.00	0.0%
Master of Management ^{2 4}	Cohort 2021-22 ¹	9,375.00	9,000.00	375.00	4.2%
Master of Management ^{2 4}	Returning	9,000.00	9,000.00	0.00	0.0%
Master of Medical Biotechnology ^{2 4}	Cohort 2021-22 ¹	8,312.50	7,750.00	562.50	7.3%
Master of Medical Biotechnology ^{2 4}	Returning	7,750.00	7,750.00	0.00	0.0%

¹ Cohort 2021-22 refers to students who commence their degree either the Spring/Summer 2021, Fall 2021 or Winter 2022 semesters.

² Charged per semester over 4 semesters

³ Charged per semester over 6 semesters

⁴ All cohort-based masters programs will charge a per course fee where a student registers for a course following completion of four full-time semesters.
The per course fee will be determined by dividing the program fee by the number of required courses.

⁵ The Master of Education program, previously offered as two separate degree programs (one cohort-based and exclusively for international students and one for any student with options for either research-based or course-based studies), has been merged into a single M.Ed. program (pending senate approval). All students continuing in either stream have been grandfathered into their tuition rate.

2021/22 Compulsory Ancillary Fees

	2021/22 RATES (PROPOSED)	2020/21 RATES (APPROVED)	\$ INCREASE	% INCREASE
<u>Cooperative Education Fee</u>⁶				
Domestic	455.00	455.00	0.00	0.0%
International	565.00	565.00	0.00	0.0%
<u>Student Association Fees</u>				
UWSA ⁷	60.94	60.71	0.23	0.4%
UWSA - Third Party Fees ⁷	23.16	22.91	0.25	1.1%
UWSA - U-PASS (student bus pass) ⁷	68.67	66.00	2.67	4.0%
UWSA - U-PASS Administration Fee ⁷	5.00	5.00	0.00	0.0%
UWSA Drug and Dental Plan ⁸	293.72	290.00	3.72	1.3%
OPUS Part-Time Student Services ⁷	35.33	35.08	0.25	0.7%
OPUS Student Support Program ⁷	2.01	2.00	0.01	0.7%
OPUS - U-PASS (student bus pass) ⁷	68.67	66.00	2.67	4.0%
OPUS Drug and Dental Plan ⁸	340.97	340.97	0.00	0.0%
Graduate Student Society ⁷	35.40	35.17	0.23	0.7%
Grad House ⁷	32.15	31.90	0.25	0.8%
GSS U-PASS (student bus pass) ⁷	68.67	66.00	2.67	4.0%
GSS U-PASS Administration Fee ⁸	5.00	5.00	0.00	0.0%
GSS Drug and Dental Plan (12 Month Fee) ^{8 13}	524.62	554.44	-29.82	-5.4%
GSS Drug and Dental Plan (16 Month Fee) ^{9 13}	693.49	735.92	-42.43	-5.8%
Graduate Student Society -Part Time ⁷	26.30	26.12	0.18	0.7%
Grad House - per course (maximum of 5 course assessments per semester) ⁷	6.43	6.38	0.05	0.7%
<u>Student Society Fees</u>⁷				
Commerce (Business)	50.00	50.00	0.00	0.0%
Computer Science	20.00	20.00	0.00	0.0%
Dramatic Arts	5.00	5.00	0.00	0.0%
Education	2.25	2.25	0.00	0.0%
Engineering	20.00	20.00	0.00	0.0%
Human Kinetics	5.00	5.00	0.00	0.0%
International Student (full time students only)	3.50	3.50	0.00	0.0%
Law	12.50	12.50	0.00	0.0%
Creative Arts	5.00	5.00	0.00	0.0%
Nursing	15.00	15.00	0.00	0.0%
Science	10.00	10.00	0.00	0.0%
Social Science	2.50	2.50	0.00	0.0%
Social Work	5.00	5.00	0.00	0.0%
Law -Part Time	12.50	12.50	0.00	0.0%
Nursing -Part Time	10.00	10.00	0.00	0.0%
M.B.A.	24.66	24.66	0.00	0.0%
Graduate Nursing	15.00	15.00	0.00	0.0%
M.B.A. -Part Time	12.33	12.33	0.00	0.0%
Graduate Nursing -Part Time	10.00	10.00	0.00	0.0%
<u>Capital Fees</u>⁷				
CAW Student Centre Expansion - Full time	42.30	42.00	0.30	0.7%
CAW Student Centre Expansion - per course (max of 5 course assessments per semester)	8.46	8.40	0.06	0.7%
Lancer Sports and Recreation Centre Fee (max of two semester assessments per year) ¹⁰	62.50	62.50	0.00	0.0%
Sports and Recreation Capital Fee -Undergraduate (maximum of two semester assessments per year)	19.96	19.82	0.14	0.7%
Sports and Recreation Capital Fee -Graduate (maximum of two semester assessments per year)	15.35	15.24	0.11	0.7%
<u>Other Ancillary Fees</u>⁷				
Student Wellness Fee -Full Time	33.12	32.89	0.24	0.7%
Student Wellness Fee -Part Time	15.05	14.94	0.11	0.7%
Athletics and Recreation Fee -Full Time	103.72	102.98	0.74	0.7%
Athletics and Recreation Fee -Part Time	42.38	42.08	0.30	0.7%
CAW Student Centre Operating - Full time	57.40	57.00	0.40	0.7%
CAW Student Centre Operating - per course (max of 5 course assessments per semester)	11.48	11.40	0.08	0.7%
Human Kinetics Undergraduate Lounge Fee	10.00	10.00	0.00	0.0%
Human Kinetics Technology Fee	15.00	15.00	0.00	0.0%
Engineering Students' Endowment Fund	19.95	19.81	0.14	0.7%
Law Duplicating -Full Time	17.50	17.50	0.00	0.0%
Law Duplicating -Part Time	8.75	8.75	0.00	0.0%
Law - Career Development Officer -Full Time	130.00	130.00	0.00	0.0%
Law - Career Development Officer -Part Time	65.00	65.00	0.00	0.0%
Education Learning Centre Fee	30.01	29.80	0.21	0.7%
Nursing Lab Fee 1st Year	85.70	85.09	0.61	0.7%
Nursing Lab Fee 2nd Year	85.70	85.09	0.61	0.7%
Nursing Lab Fee 3rd Year	45.70	45.37	0.33	0.7%
Nursing Lab Fee 4th Year	22.84	22.68	0.16	0.7%

2021/22 Compulsory Ancillary Fees

	2021/22 RATES (PROPOSED)	2020/21 RATES (APPROVED)	\$ INCREASE	% INCREASE
<u>INTERNATIONAL STUDENT HEALTH INSURANCE ¹¹</u>				
Single coverage ⁸	729.65	729.65	0.00	0.0%
Couple coverage (additional premium) ⁸	1,341.10	1,341.10	0.00	0.0%
Family coverage (additional premium) ⁸	1,651.10	1,651.10	0.00	0.0%
<u>OTHER MISCELLANEOUS FEES</u>				
UWin Card Fee (assessed first semester only)	30.00	30.00	0.00	0.0%
First Year Transition Support Fee (assessed first semester only)	67.53	67.05	0.48	0.7%
English Academic Preparation Program	1,650.00	1,650.00	0.00	0.0%
English Language Training Program	4,600.00	4,600.00	0.00	0.0%
English Language Training Program (Fast Track)	5,000.00	5,000.00	0.00	0.0%
MMB - Lab Fee ⁷	1,000.00	1,000.00	0.00	0.0%
MAC - Lab Fee ⁷	500.00	500.00	0.00	0.0%
MSW Practicum Fee ⁷	412.00	400.00	12.00	3.0%
MOM Data Analytics Stream - Lab Fee ⁷	1,500.00	0.00	NEW	NEW
<u>OTHER ADDITIONAL COST RECOVERY COURSE FEES</u>				
<u>FAHSS</u>				
Advance Studio & Location Lightning for Film & Video (CMAF-4150/CNMA-4150)	30.00	30.00	0.00	0.0%
Advanced Editing & Post-Production (CMAF-4270/CNMA-4270)	30.00	30.00	0.00	0.0%
Advanced Non-Fiction Media Production (CMAF-4240)	30.00	30.00	0.00	0.0%
Advanced Photography (VSAR-3530)	50.00	50.00	0.00	0.0%
Advanced Television Production (CMAF-4210)	30.00	30.00	0.00	0.0%
Advertising/Marketing Campaign Production (CMAF-4230)	30.00	30.00	0.00	0.0%
Aeronautics Flight - (AERO-1970) - First Year Students	10,285.00	9,985.00	300.00	3.0%
Aeronautics Flight - (AERO-2970) Second Year Students	10,285.00	9,985.00	300.00	3.0%
Aeronautics Flight - (AERO 3970) Third Year Students	10,285.00	9,985.00	300.00	3.0%
Aeronautics Flight - (AERO 4970) Fourth Year Students	8,475.00	8,228.00	247.00	3.0%
Bio Art (VSAR-3860)	110.00	110.00	0.00	0.0%
Cinematography (CMAF-3100/CNMA-3100)	30.00	30.00	0.00	0.0%
Digital Video Editing & Post-Production (CMAF-3270/CNMA-3270)	30.00	30.00	0.00	0.0%
Directing the Screen Performance (CMAF-3170/CNMA-3170)	30.00	30.00	0.00	0.0%
Documentary (CMAF-2320/CNMA-2320)	30.00	30.00	0.00	0.0%
Experimental Film & Video (CMAF-2150/CNMA-2150)	30.00	30.00	0.00	0.0%
Field & Studio Sound Recording (CMAF-3090/CNMA-3090)	30.00	30.00	0.00	0.0%
Film Production (CMAF-2310/CNMA-2310)	30.00	30.00	0.00	0.0%
Fundamentals of Sound Technology (CMAF-2090/CNMA-2090)	30.00	30.00	0.00	0.0%
Green Corridor (VSAR-3850)	55.00	55.00	0.00	0.0%
Independent Studio (VSAR-3650)	84.00	84.00	0.00	0.0%
Intermediate Documentary (CMAF-3320/CNMA-3320)	30.00	30.00	0.00	0.0%
Intermediate Film Production (CMAF-3310/CNMA-3310)	30.00	30.00	0.00	0.0%
Introduction to Media Design & Production I (CMAF-1120/CNMA-1120)	30.00	30.00	0.00	0.0%
Introduction to Media Design & Production II (CMAF-1130/CNMA-1130)	30.00	30.00	0.00	0.0%
Introductory Photography (VSAR-2530/CMAF-2530)	100.00	100.00	0.00	0.0%
Introductory Printmaking - Intaglio (VSAR-2330)	80.00	80.00	0.00	0.0%
Introductory Printmaking - Lithography (27-224)	80.00	80.00	0.00	0.0%
Introductory Sculpture (VSAR-2330)	33.50	33.50	0.00	0.0%
Motion Picture Technologies (CMAF-3300/CNMA-3300)	30.00	30.00	0.00	0.0%
Music Fee - Private Instruction (1/2 hour)	525.00	525.00	0.00	0.0%
Music Fee - Private Instruction (full hour)	1,050.00	1,050.00	0.00	0.0%
Photography (VSAR-2900/3460/3470/3480)	66.00	66.00	0.00	0.0%
Podcasting & Internet Media (CMAF-2130)	30.00	30.00	0.00	0.0%
Printmaking (VSAR-3260)	80.00	80.00	0.00	0.0%
Production Planning & Development (CMAF-3230/CNMA-3230)	30.00	30.00	0.00	0.0%
Sculpture (VSAR-3330)	55.00	55.00	0.00	0.0%
Senior Project (CMAF-4280)	30.00	30.00	0.00	0.0%
Studio & Location Lightning for Film & Video (CMAF-3140/CNMA-3140)	30.00	30.00	0.00	0.0%
Studio Practice & Ideas/Space (VSAR-1050)	33.00	33.00	0.00	0.0%
Studio Practice I (VSAR-4800)	90.00	90.00	0.00	0.0%
Studio Practice II (VSAR-4810)	90.00	90.00	0.00	0.0%
Style in Theatre (DRAM-4000)	90.00	90.00	0.00	0.0%
The Art of Photo-blogging (CMAF-2210)	30.00	30.00	0.00	0.0%
Topics in Media Production (CMAF-4890)	30.00	30.00	0.00	0.0%
VABE Transportation Fee ⁸	1,000.00	1,000.00	0.00	0.0%

2021/22 Compulsory Ancillary Fees

	2021/22 RATES (PROPOSED)	2020/21 RATES (APPROVED)	\$ INCREASE	% INCREASE
Science				
Field Measurement and Mapping Techniques (ESCI3745-01)	500.00	500.00	0.00	0.0%
Field Methods in Environmental Science (ESCI3735-01)	500.00	500.00	0.00	0.0%
Global Perspective in Science - N. Europe (ESCI3806-22)	2,500.00	2,500.00	0.00	0.0%
Global Perspective in Science -Costa Rica (EICI3806-20)	2,500.00	2,500.00	0.00	0.0%
Global Perspective in Science -Iceland (ESCI3806-21)	3,000.00	3,000.00	0.00	0.0%
Great Lakes Field Biology (BIOL4864-11)	750.00	750.00	0.00	0.0%
Great Lakes Field Biology (BIOL4864-XX) all other sections	350.00	350.00	0.00	0.0%
Special Topics - Global Perspectives - Scotland (FRSC4018-20)	2,500.00	2,500.00	0.00	0.0%
Human Kinetics				
Kinesiology - Outdoor Education (KINE-4770)	450.00	450.00	0.00	0.0%
Kinesiology - PTA of Basketball (KINE-3920)	25.00	25.00	0.00	0.0%
Kinesiology - PTA of Football (KINE-3880)	25.00	25.00	0.00	0.0%
Kinesiology - PTA of Golf (KINE-3820)	125.00	125.00	0.00	0.0%
Kinesiology - PTA of Hockey (KINE-3830)	125.00	125.00	0.00	0.0%
Kinesiology - PTA of Squash (KINE-XXXX)	50.00	50.00	0.00	0.0%
Kinesiology - PTA of Track & Field (KINE-3980)	25.00	25.00	0.00	0.0%
Kinesiology - PTA of Volleyball (KINE-3940)	25.00	25.00	0.00	0.0%
Kinesiology - Special Topics in PTA of Sport (KINE-4880)	25.00	25.00	0.00	0.0%
Kinesiology - Sports Therapy (Physical Fitness) (KINE-3980)	55.00	55.00	0.00	0.0%
Business				
MBA - Professional Accounting Specialization - Exam prep package (BUSI-8080)	1,322.61	0.00	NEW	NEW

^b Fee charged per semester -Students approved to complete work semesters in excess of the standard number out in their program, will incur a supplemental co-op fee for each additional work-semester.

[/] Fee charged per semester

⁸ Fee charged annually

⁹ Charged to Cohort Based Masters 4 Semester programs only

¹⁰ The Lancer Sports and Recreation Centre fee shall be assessed commencing Fall 2020 or in the academic year that the building becomes operational, whichever comes later.

¹¹ Fee includes 8% RST

¹³ New fee rate to take effect Fall 2021

University of Windsor
Board of Governors

4.7.1c: **2021-2022 Operating Budget**

Item for: **Approval**

Forwarded by: **Resource Allocation Committee**

MOTION: That the proposed 2021-2022 Operating Budget be approved.

Rationale:

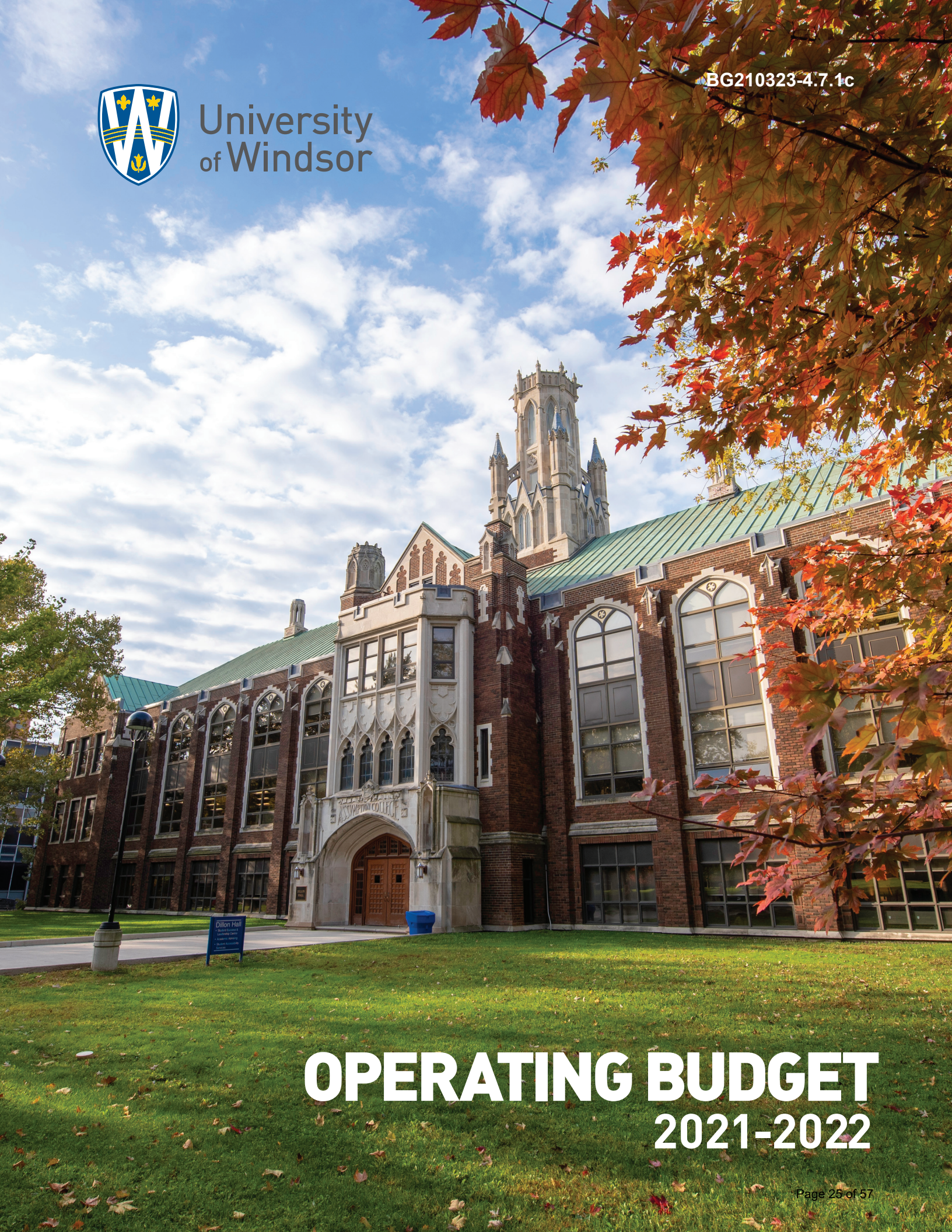
- A comprehensive presentation will be posted to the portal prior to the meeting and presented at the meeting.
- As noted on the tuition fee proposal document, as of March 8, 2021, MCU has not provided the Tuition Fee Framework applicable for the 2021-2022 year. Should pending MCU tuition fee announcements differ from the assumption made in the tuition fee proposal, an updated 2021-2022 Tuition Fee schedule will be presented at the April 2021 RAC and Board meetings, along with possible revisions to the Operating Budget.

See attached.



University
of Windsor

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OPERATING BUDGET 2021-2022

To the University of Windsor Campus Community,

The past year has been a challenging one for our entire community as we have faced the uncertainties of COVID-19. I continue to be inspired by the resilience of our faculty, staff, and students, who have worked hard to adapt to these circumstances by pressing forward and finding innovative ways to stay connected and together.

As the 2021/22 University of Windsor Operating Budget is released, most of our faculty and staff continue to work remotely and students are learning through different modes of program delivery, as the health and safety of our community continues to be our number one priority. Yet, there is light at the end of the tunnel. We can look with optimism to the future and to the return to on-campus life and activities soon.

We can also be confident that our 2021/22 budget positions us for success as we emerge from this difficult time. It strikes a balance between prudence and progression, allowing us to remain responsibly sustainable, but with the opportunity to build on our strengths and encourage meaningful, strategic growth.

The 2021/22 budget is balanced and reflects continued fiscal prudence by including investments in reserve funds to further protect the institution from the unexpected. Part of this sound financial planning includes an \$8 million enrolment contingency fund to better prepare us as we continue to understand the impacts of COVID-19 on enrolment.

The budget also advances our focus on the future by reinforcing our strategic directions with an investment of \$4 million in new strategic priorities. These funds will help enhance our efforts in Equity, Diversity and Inclusion and the Student Experience, among others.

COVID-19 has also impacted our broader community and our University will be more important now than ever in helping to support the recovery of the local economic. Our 2021/22 budget recognizes our impact as an economic driver in Windsor-Essex, by continuing to support diversification efforts and helping to ensure safe, vibrant, and healthy communities.

We will also continue to contribute to the quality of life and cultural vibrancy of our region and build on our commitment to overall academic excellence and groundbreaking research at our outstanding institution.

We have faced the unexpected and came together to respond: for these exceptional efforts, we can all be proud. We have much to look forward to and our 2021/22 Operating Budget is the first step in preparing for a fresh start full of prosperity.

Robert Gordon, PhD
President and Vice-Chancellor

2021/22 Operating Budget

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I. THE UWINDSOR ACTIVITY BASED BUDGET MODEL

In early 2020, the University's budget model (the Enrolment Centered Model or ECM) was reviewed by a variety of campus stakeholders. The campus community expressed a desire to complete the transition to a full activity-based budgeting (ABB) model to be launched in fiscal 2021/22. The previous ECM Model was a hybrid-style activity-based budget model with 100% of domestic tuition, 50% of visa tuition, and 0% of government grant flowing to the Faculties. Moving towards a traditional ABB model transitions UWindsor into a full revenue allocation model.

In recognition of the strategic opportunity that the creation of a new budget model provided, a diverse group of stakeholders formed the Budget Model Redesign Committee (BRC), and together designed the new model. The Committee was co-Chaired by the AVP Academic and AVP Finance, and included representation from each Faculty, including 6 Deans/Associate Deans. Other campus community members were involved in each of the sub-committees of the BRC to support the development of the cost pools and allocation methods.

1. MODEL VISION AND PHILOSOPHY

Vision

The UWindsor ABB Model is aligned with four main aspirations for the institution:

1. The desire to be a **comprehensive** institution
2. The desire to be **innovative**
3. The desire to be **competitive** on a local and global scale
4. The desire for our culture to be **research intensive**

Model Philosophy

The UWindsor ABB Model's philosophy has four pillars:

1. A **long-term view**, and incentivize long term enrolment planning, stability and strategic growth where it makes sense.
2. Fair, consistently applied and fully **transparent**.
3. Flexibility for the Deans to **make their own financial plans**, with progress against individual plans incentivized.
4. Support the **core academic and research mission** and align activities with **institutional strategy**.

The design of the model aligns with this philosophy.

2. ACTIVITY BASED BUDGETING IN PRACTICE

The UWindsor ABB Model follows the general principle that revenue-generating departments within the institutions be identified as 'revenue centres', meaning all revenues flow to them, and all expenses of the institution are allocated to them. A simple way to contemplate how the model logic works for the revenue centres, being the 8 academic Faculties, is to consider as a mathematical formula:

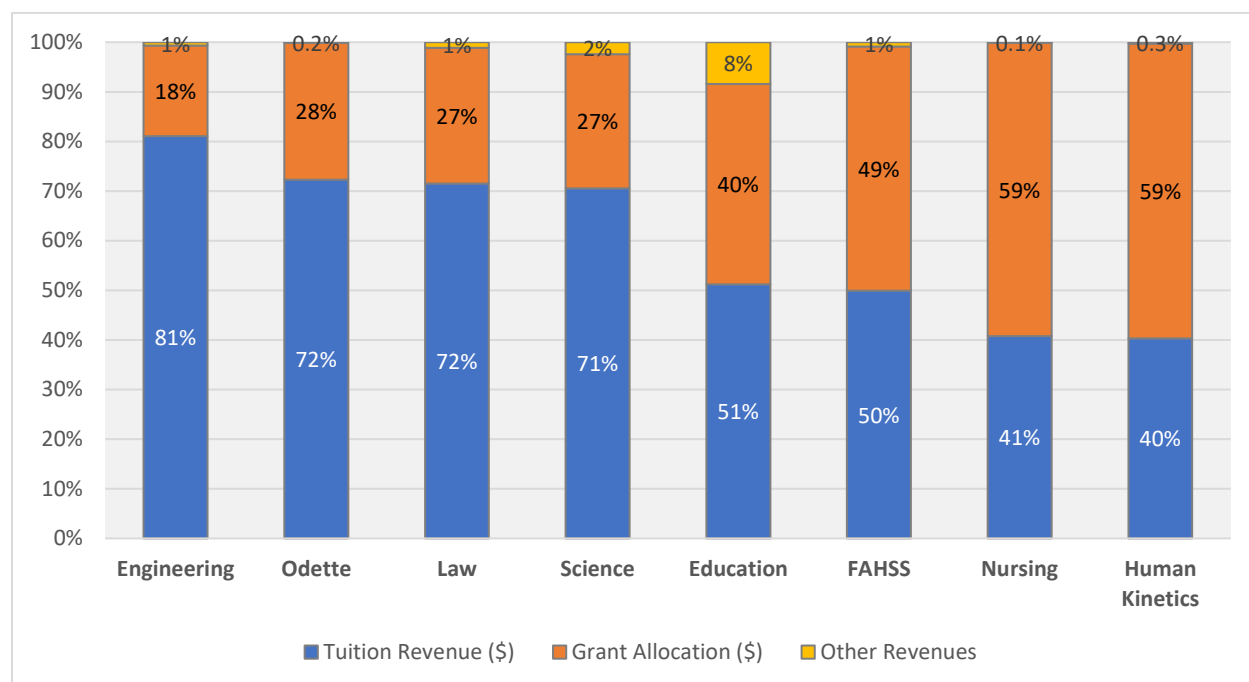
Image 1: Simple mathematical illustration of the UWindsor ABB Model's Principles

$$\text{Net Position of the Faculty} = \text{Revenues Earned} - \text{Direct and Allocated Expenses}$$

Revenues earned under the UWindsor ABB Model include tuition fees earned by the Faculty, a proportionate share of the provincial operating grant, revenues earned from other revenue centres (for example, when a Faculty performs service teaching for another Faculty’s students), as well as any other direct revenues earned. The UWindsor ABB Model also includes an allocation of indirect research revenues earned by the Faculties, based on the amount of external research revenue activity occurring within the unit.

The UWindsor ABB Model reveals differences between the Faculties in terms of the way they generate revenue. The following graph illustrates the percentage of total revenue allocated to the Faculties. The Faculties on the left side of the graph tend to have higher tuition rates (domestic and visa), and except for the Faculty of Law, have a higher concentration of international students. The Faculties on the right side of the graph are generally less diversified, and more focused on domestic students. The Faculty of Education has a significant Continuing Education program (Additional Qualification courses as well as International Baccalaureate teacher training offerings) which explains the significant Other Revenue stream noted.

Chart 1: Allocated Revenues across the Faculties (Budget 2021/22)



The UWindsor ABB Model incorporates a ‘created rate’ for domestic undergraduate tuition, which provides a 3% tuition premia to all Faculties who are charging the base rate of tuition (primarily FAHSS and Nursing) to equalize tuition rate differentiation over the past five years of tuition rate frameworks.

Direct expenses include those expenditures controlled by the Dean of each Faculty, including faculty and staff salaries, wages and benefits, GA/TA costs, discretionary budgets, and other costs incurred to maintain academic programming and institutionally funded research activities.

Allocated expenses have two main components:

1. The Faculty's share of **shared-service costs**. For example, the Faculty of Science, which occupies approximately 20% of the academic and research space on campus would be allocated 20% of the cost of utilities each year. For simplicity, the shared-service costs have been grouped into 8 Cost Pools (Cost Pools are explained in *Section IV. Operating Expenditures*), with each Cost Pool allocated according to a different driver (i.e., square footage, share of FTE students, share of Faculty/Staff headcount).
2. The Faculty's contribution to the **University Fund**. The University Fund provides funds for strategic priority funds and centrally held contingencies (together referred to as the "base contribution to the University Fund"). The Fund also supports Faculties who are in negative net positions (direct and allocated expenses exceed revenue). A Faculty's base contribution to the University Fund approximates 2.75% of revenues. Those Faculties who are in a positive net position (revenues exceed direct and allocated expenses) also contribute to support those Faculties in a negative position.

After working through the formula above, all Faculties will either be in a **positive net position** or a **negative net position** (sometimes referred to as a 'subventive' position). The UWindsor ABB model performs this calculation annually.

Each Faculty, regardless of their net position, will be required to develop a **Faculty Financial Sustainability Plan (FFSP)** that will include, but not be limited to, the following main categories for their Faculty:

1. Identification of financial challenges facing the Faculty including previously unaddressed realignments, accumulated debt to the institution and negative net positions under the UWindsor ABB model.
2. Enrolment Planning for all categories of students, including risk mitigation and diversification strategies
3. Other Revenue opportunities
4. Planning for faculty and staff positions
5. Strategic initiatives
6. Long term capital planning
7. Additional requests customized for each Faculty

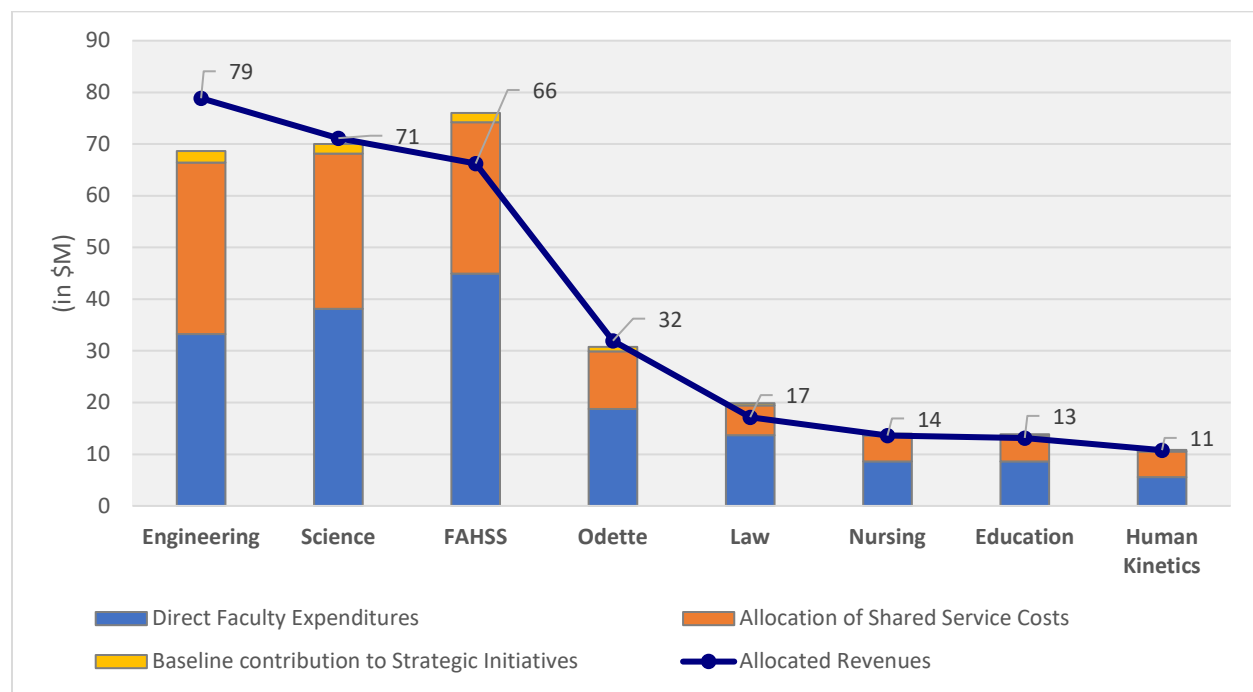
The FFSP's will be reviewed and approved by the Provost Budget Committee (PBC) and will form the foundation of all decision making related to budget approvals and allocations.

The institution's philosophy is that no negative budget position be considered truly permanent, rather Faculties should be striving to ensure that they are consistently showing progress towards a neutral or predetermined net position. As noted above, UWindsor is a comprehensive university, hence it is expected that certain Faculties will be in net negative positions with other Faculties financially supporting them on a regular basis.

3. FACULTY POSITIONS UNDER THE UWINDSOR ABB MODEL FOR 2021/22

For 2021/22, the UWindsor ABB Model has produced a result where three Faculties are in net positive positions, one Faculty is neutral, and four Faculties are in net negative positions. Please note, the Faculty of Graduate Studies and the University's Research Enterprise are both considered administrative units (cost centres) under the UWindsor ABB Model therefore not included in this chart.

Chart 2: UWindsor ABB Model results for 2021/22 (before contributions for negative Faculty balancing)



Discussions have commenced with Deans on the results of the UWindsor ABB Model, the FFSP's, and strategies to be employed during 2021/22 that will contribute towards their long-term financial sustainability plans, especially those in a negative position.

4. UWINDSOR ABB MODEL TRANSITION PLANNING

The implementation of the new UWindsor ABB Model is anticipated to take approximately five years. This five-year time horizon does not reflect the number of years required for all Faculties to reach a neutral or positive position under the model.

Transitional activities to take place over the five-year horizon include, but are not limited to:

- Design, draft and approve the FFSP's, and establish an annual cadence for updates
- Transition of the research institutes (GLIER, Cross Border Institute, IDIR and WE-Spark) from cost centres to be consolidated into their home Faculties (revenue centres), and transition of the final two revenue centres (Centre for English Language Development and Executive Education) out of breakeven and towards payment of overheads to the University Fund

- Implementation of a full model governance and continuous improvement support structure
- The development of service level agreements between the revenue centres and the shared service units
- Activation of all strategic funds planned and contemplated as part of the University Fund

5. TRAINING, COMMUNICATION AND MODEL IMPLEMENTATION

Administration is launching a full training program for academic and administrative leaders on the UWindsor ABB Model, including a suite of tools using existing software to support planning by all areas. Successful training and communication of the new model will take place over the next two years.

II. BUDGETING ENROLMENT

Student enrolment continues to drive almost all operating revenue for UWindsor. Faculties concentrate their efforts on achieving their enrolment management strategies as base budgets are directly impacted by enrolment levels under the UWindsor ABB Model.

1. MANAGING ENROLMENT WITHIN THE FACULTIES

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

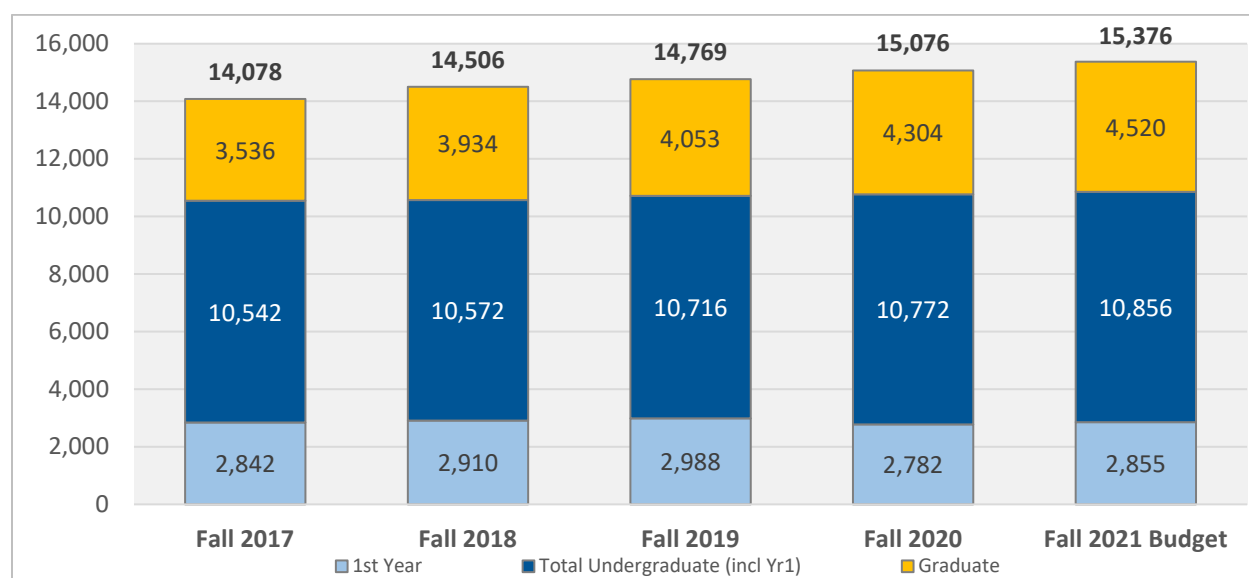
There has been a shift over the past several years towards graduate international students and away from undergraduate domestic students as a percentage of the total student population at UWindsor. This shift can be attributed to the continuing growth in international student enrolment in cohort-based Masters programs in Engineering, Science and Business. As a result, these three Faculties have positioned themselves with highly diversified student populations, while other Faculties have tended to recruit primarily domestic students and have not yet been able to fully engage the international marketplace.

Under the UWindsor ABB Model, Faculties receive a share of the Provincial Operating Grant proportionate to their domestic student enrolment, which we anticipate will motivate Faculties to grow domestically, both at the undergraduate and graduate levels.

2. ENROLMENT PROJECTIONS

UWindsor's total full-time enrolment is budgeted at 15,376 in Fall 2021. The totals for undergraduate and graduate students were 10,856 and 4,520, respectively, which represents a 2% increase over Fall 2020 levels. It is anticipated that 24% of the overall UWindsor student body will be comprised of international students in Fall 2021.

Chart 3: Enrolment Retrospective Fall 2017 to Fall 2021

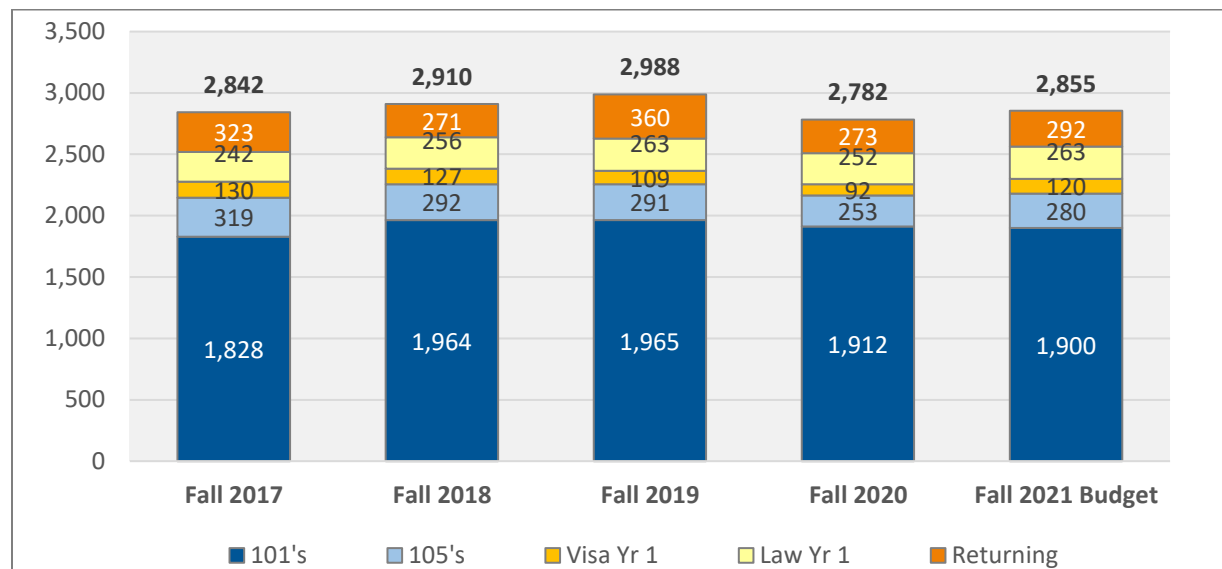


i) Undergraduate Students

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

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

Chart 4: First Year Undergraduate Enrolment



The Faculty of Education has an intake counted as part of the fourth-year undergraduate number for students in the Consecutive Education program. The budgeted intake for Fall 2021 for Consecutive Education students is 260 (232 in Fall 2020).

ii) Graduate Students

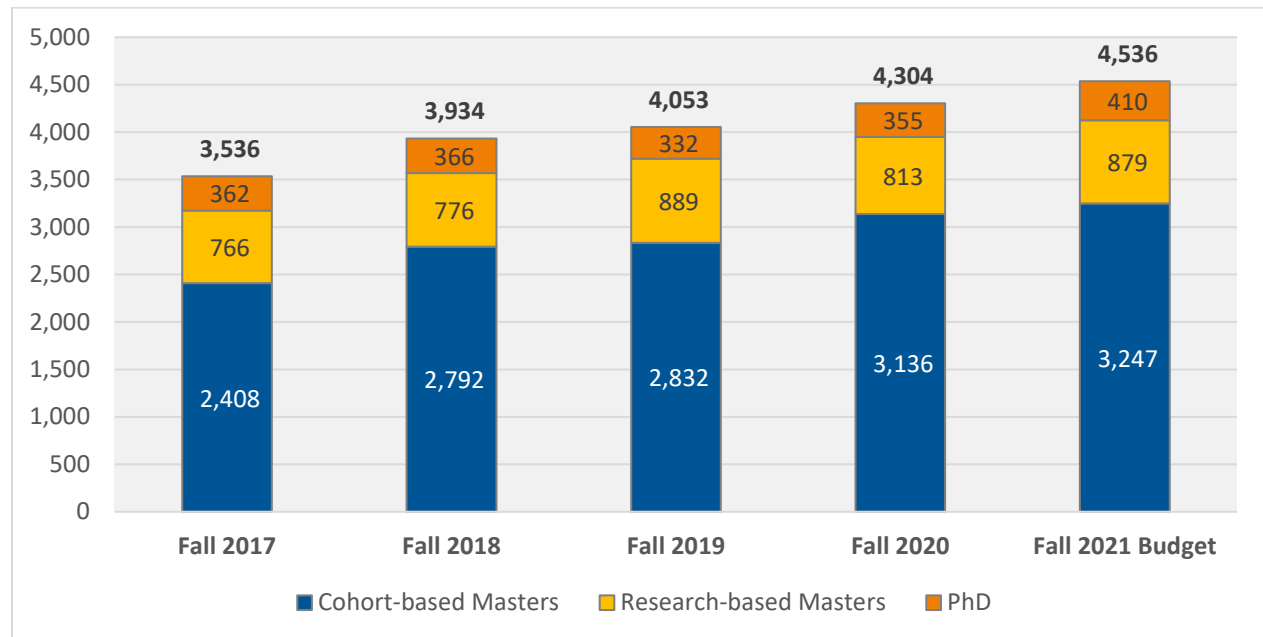
Total full-time graduate student enrolment headcount is budgeted for 4,520 for Fall 2021. This number includes 4,110 Masters and 410 PhD students.

While the pace of UWindsor's international cohort-based Masters program growth was stalled in 2020/21 due to the impacts of the COVID-19 pandemic, the budget for 2021/22 contemplates a modest increase in enrolment of 5% over the prior year. Demand for UWindsor cohort-based Masters programs remain strong; the most significant risk to this student group continues to be external factors including international student visa processing times and travel restrictions.

Domestic enrolment at the graduate level is modest, with one-third of graduate students hailing from Canada. Most domestic students are enrolled in research-based graduate programs, as well as the Master

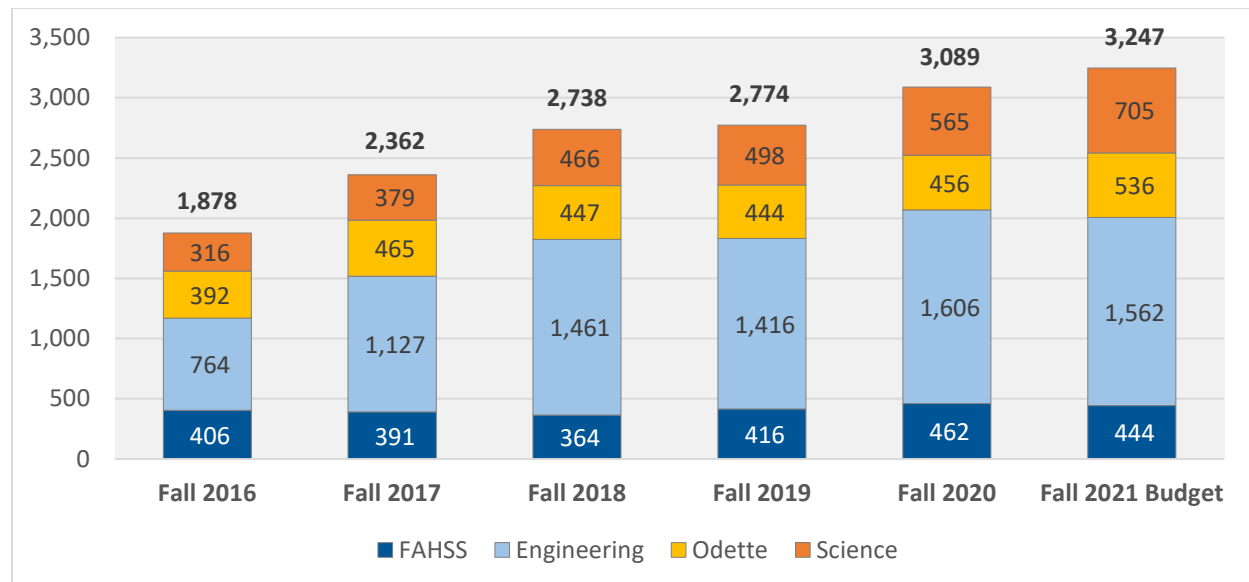
of Social Work (FAHSS), MBA (Odette) and the Master of Engineering Management (Odette/Engineering) programs.

Chart 5: Graduate Enrolment



The cohort-based Masters programs continue to enjoy significant demand both from new applicants as well as students who have delayed their academic start at UWindsor due to the COVID-19 pandemic in 2020/21. The most significant cohort-based Masters program continues to be the Master of Engineering program, with budgeted enrolment of 1,562 for Fall 2021. This program represents 35% of UWindsor's overall graduate enrolment.

Chart 6: Cohort-Based Masters Enrolment by Faculty

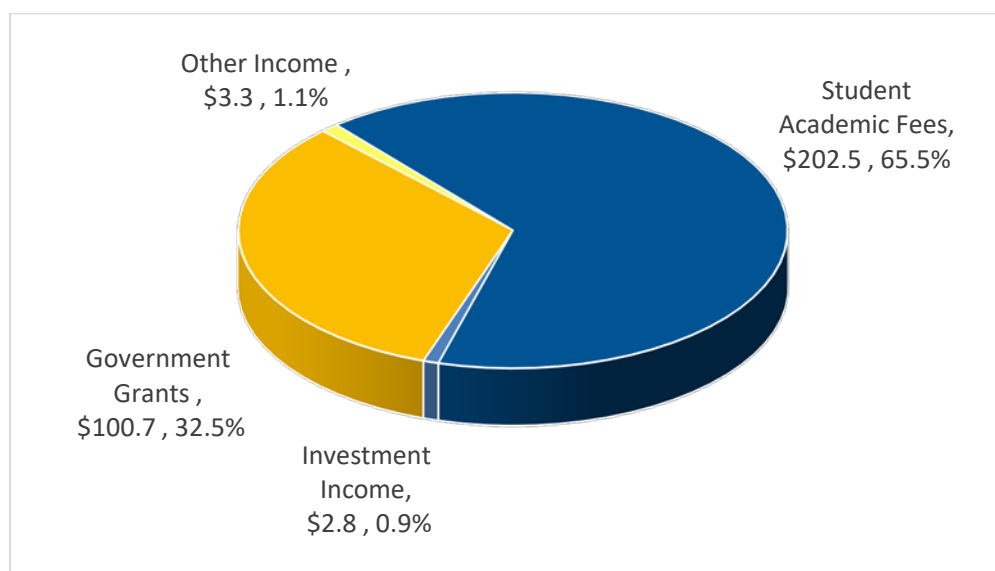


III. OPERATING REVENUE

Operating revenue for 2021/22 is budgeted at \$309.3M, an increase of \$3.6M (1.2%) over the preliminary pre-COVID budget from last year (see *Appendix A* for further details). An increase of 1.2% further illustrates the structural challenges universities face when considering the increase in expenses well in excess of this percentage.

The chart below provides a breakdown of the four major categories of UWindsor's operating revenue:

Chart 7: 2021/22 Operating Revenue (in \$M)



1. STUDENT ACADEMIC FEES

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

MCU has not yet delivered the new tuition fee framework as at the date of this 2021/22 Operating Budget. The assumption embedded in this budget, based on the best information available at this time, is that domestic tuition rates will be frozen once again in 2021/22. Lobbying efforts continue with MCU to support post-secondary institutions by providing reasonable increases to regulated tuition rates.

The COVID-19 pandemic has also had a marked effect on student enrolment with many international students during the last academic year deferring their admission due to visa processing times, travel availability and other external factors. This deferral further impedes tuition fee expectations as the flow through from 2020/21 cohort-based Masters programs are expected to be less than normal levels.

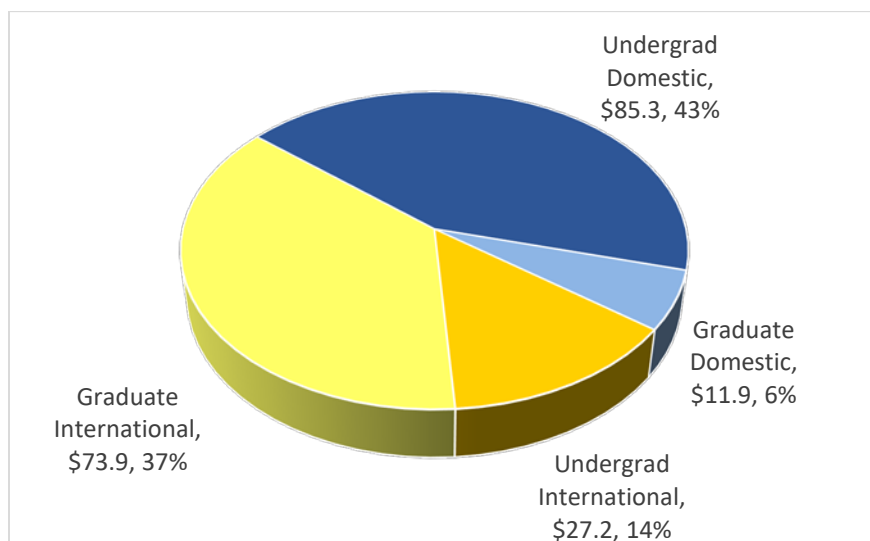
Tuition Fees

Total institutional Tuition Fee Revenue is budgeted at \$198.3M; down slightly compared to the preliminary 2020/21 pre-COVID-19 tuition fee budget of \$200.3M but up significantly against the 2020/21 Board-approved budget of \$178.9M.

The chart below provides the details of the tuition fee budget broken into the major student categories. 2021/22 marks the first year that UWindsor is budgeting more than half (51%) of all tuition fees to come from international students. This is the direct result of MCU student access policy and the tuition framework restricting the amount of tuition Universities can collect from domestic students.

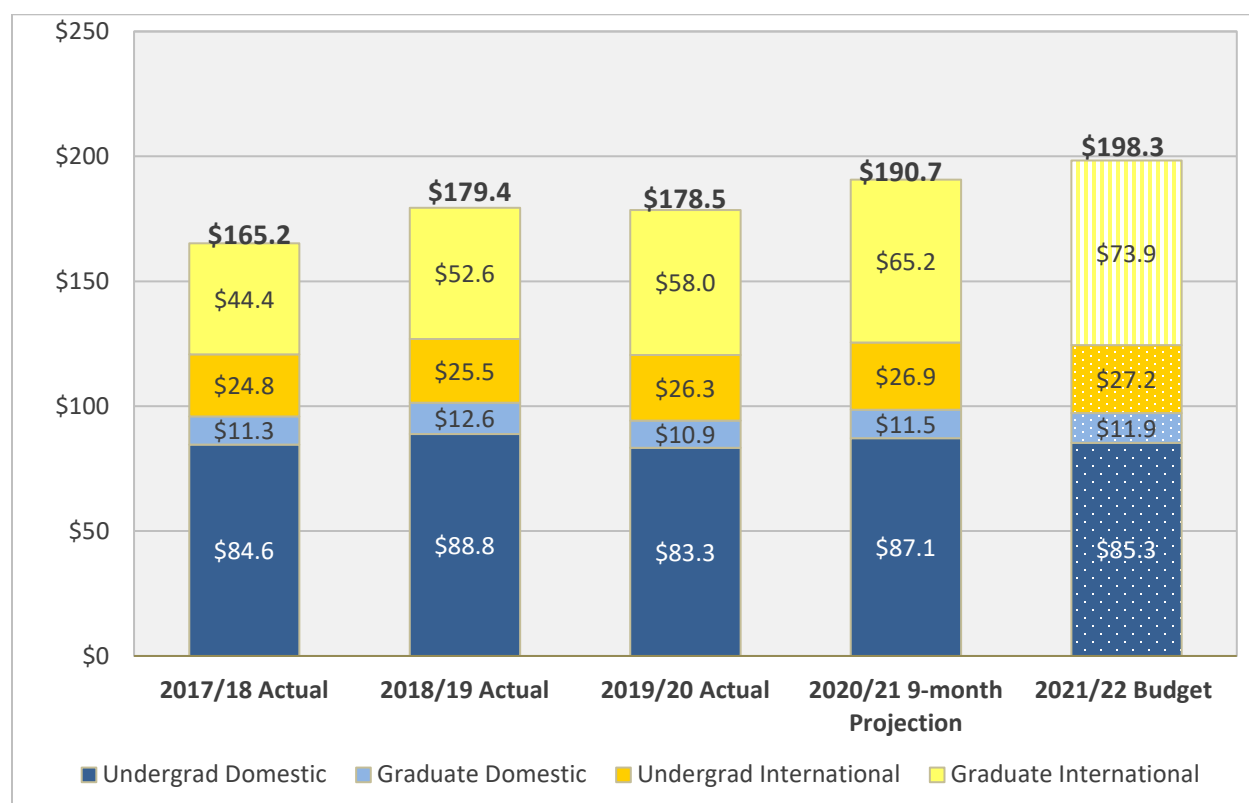
UWindsor recognizes some risk in relying so heavily on international student tuition; the Enrolment Contingency Reserve (ECR) offsets some of this risk in these uncertain times. Faculties are also more actively engaging in growing domestic student enrolment through strategies including academic program restructuring, curriculum and program development, and creating new pathways for domestic students to enter undergraduate streams (for example, from College).

Chart 8: Tuition Fee Revenue Budget by Category (in \$M)



The following graph further illustrates the increasing reliance on cohort-based international graduate student tuition fees:

Chart 9: 5-year Historical Comparison of Tuition Fees by Category (in \$M)



The UWindsor Tuition Guarantee for International Students

Introduced in 2021/22, the International Tuition Guarantee (ITG) provides international students at all levels of study (undergraduate and graduate) with a commitment from UWindsor of the tuition rate they will pay from their first term of study until their final term of study, assuming their degree takes the typical number of terms to complete. The ITG strategy will provide students with the information to take control of their financial future during their entire degree at UWindsor, eliminating any unknowns about future tuition rate changes.

The tuition revenue included in the 2021/22 Operating Budget reflects a freeze of tuition rates for upper-year international students aligned with the first year of the ITG.

Tuition by Faculty

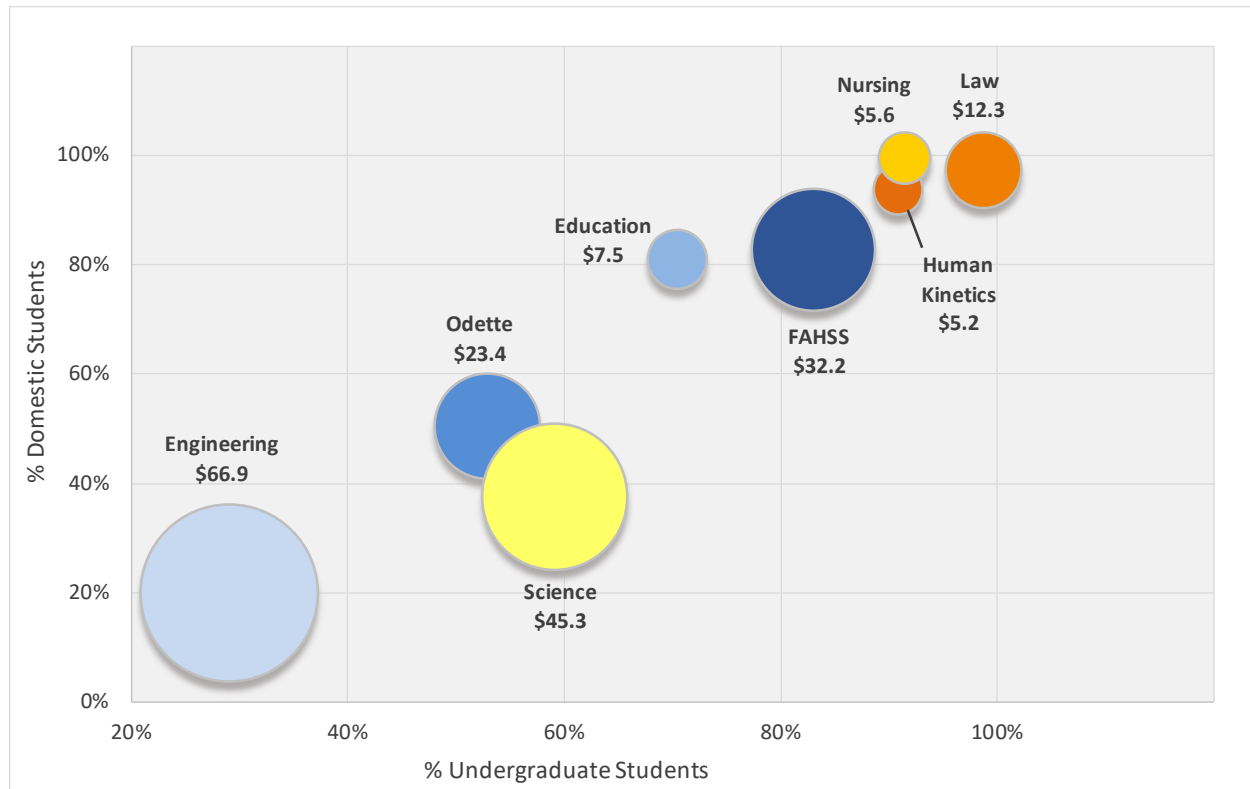
When examining tuition revenue by Faculty, we observe that there are two distinct groupings of Faculties on campus: 1) those with significant levels of international student fee revenues and 2) those that rely primarily on undergraduate domestic student enrolment revenues.

The Faculties of Engineering, Science and the Odette School of Business generate a significant amount of their tuition fee revenue from international students. The Faculties of Education, Human Kinetics, Nursing, and Arts, Humanities & Social Sciences rely heavily on domestic tuition revenues and receive only

a small portion of their tuition fees from international students. The Faculty of Law relies almost entirely on domestic tuition fees.

The following diagram graphically depicts these two groupings of Faculties and their relative sizes according to their respective 2021/22 tuition fee budgets.

Chart 10: Diversified and Non-diversified Faculties (in \$M)



Enrolment Contingency Reserve (ECR)

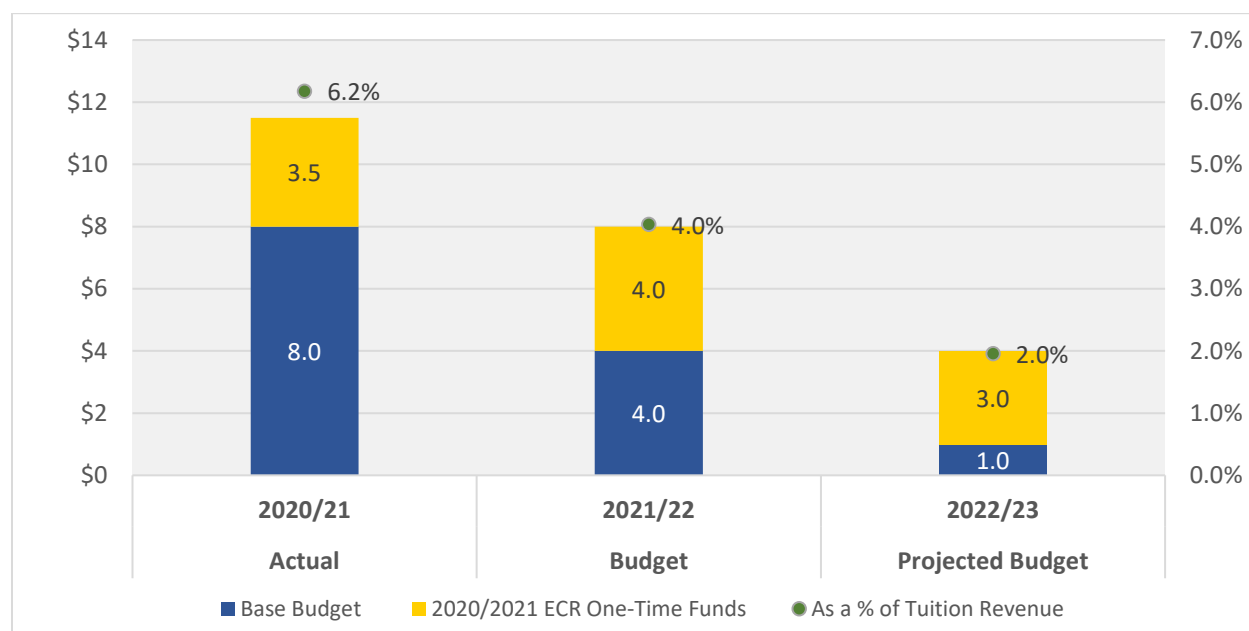
Critical to our risk management strategy in the 2020/21 Operating Budget was the inclusion of a \$8M base budget for the ECR. The ECR was established to protect the institution against unexpected and unbudgeted changes in both domestic and international enrolment in-year resulting from the COVID-19 pandemic. The ECR was topped up at the 3-month budget review in 2020/21 with an additional \$3.5M in one-time funds, offering protection for over 6% of budgeted tuition revenue. During 2020/21, use of the ECR was not required due to positive variances in enrolment over the budget, primarily in the Spring/Summer 2020 term.

Although the impact of the COVID-19 pandemic remains difficult to predict, a continuation of the ECR is prudent for 2021/22 to ensure that the institution is financially protected and risk of achieving the budgeted enrolment levels is mitigated.

The Operating Budget 2021/22 includes a \$4M base budget for the ECR. An additional \$4M in one-time funds generated from the 2020/21 ECR have been earmarked to allow for total protection of \$8M (\$4M base plus \$4M one-time), or 4% of tuition revenue, in 2021/22.

The following chart outlines the planned multi-year utilization of the ECR strategy as risks surrounding the COVID-19 pandemic subside. The one-time funds available from the 2020/21 ECR (\$11.5M) will be utilized effectively to maintain the ECR strategy in 2021/22 and 2022/23.

Chart 11: Enrolment Contingency Reserve Strategy (in \$M)



Student Incidental Fees

The compulsory student incidental fees tracked within the UWindsor Operating Budget include items such as Student Centre Fees, Late Payment Fees, Student Health Fees, Co-op Fees, and Athletics & Recreation Services Fees and are budgeted at \$8.2M, representing a \$760,000 adjustment to account for expected enrolment and rate changes over last year. Revenue generated against these areas is either specifically designated in support of relevant expenditures or directed to non-academic units for costs associated with supporting academic programs.

2. GOVERNMENT OPERATING GRANTS

Core Operating Grant

The Core Operating Grant (COG) is governed by an enrolment corridor in which the University receives a base level of funding by maintaining eligible enrolment within +/- 3% of the corridor midpoint. First established in 2016/17, the University's corridor midpoint has grown from 26,337.32 Weighted Grant Units (WGUs) to 27,046.24 WGUs in 2020/21. This change reflects the roll-in of WGUs associated with the growth of Education and Graduate enrolments relative to target.

In the 2019 Ontario budget, the government announced that the next round of Strategic Mandate Agreements (SMA3) would see a substantial portion of funding tied to performance by way of 10 metrics. This would be accomplished using existing levels of funding and reallocating from the Core Operating Grant into the newly renamed Performance grant (previously referred to as the Differentiation envelope).

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

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

Table 1: SMA3 Funding Transition

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

Performance Grant

During SMA3, the UWindsor annual allocation of performance-based funding has been calculated by MCU in accordance with the university funding model and Ontario's Performance-based Funding Technical Manual. UWindsor's allocations will not be impacted by previous year performance and will follow a graduated activation plan as outlined in Table 1 above and based on 10 metrics that align with the following government priorities:

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

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

COVID-19 Delays Implementation of SMA3

On April 8, 2020, MCU communicated their intention of defer the deadline for signing SMA3 agreements, originally set for March 31, 2020, to August 28, 2020, to allow institutions to focus resources to addressing the COVID-19 outbreak. Given the uncertainty regarding the potential future impacts of the COVID-19 pandemic on the SMA3 metrics, the Ministry agreed to delay the planned activation of performance-based funding adjustments for the first two years of SMA3 (i.e. 2020/21 and 2021/22).

This delay, combined with the fact that adjustments to institutional transfer payments resulting from annual performance against SMA3 metrics are applied in the subsequent fiscal year, means UWindsor's transfer payments will not be impacted based on metric performance until year 4 of SMA3 (i.e. 2023/24).

Special Purpose Grants

Special purpose grants are grants provided to address government and system-wide priorities, including a Municipal Tax Grant, the Clinical Nursing Grant, and Grants for students with disabilities.

The 2021/22 budget for Special Purpose grants totals approximately \$1.8M and includes the following:

- 1) Funding for Students with Disabilities - \$408,000;
- 2) Municipal Tax grant - \$827,000;
- 3) Clinical Nursing grant - \$427,000; and
- 4) Mental Health Services - \$100,000.

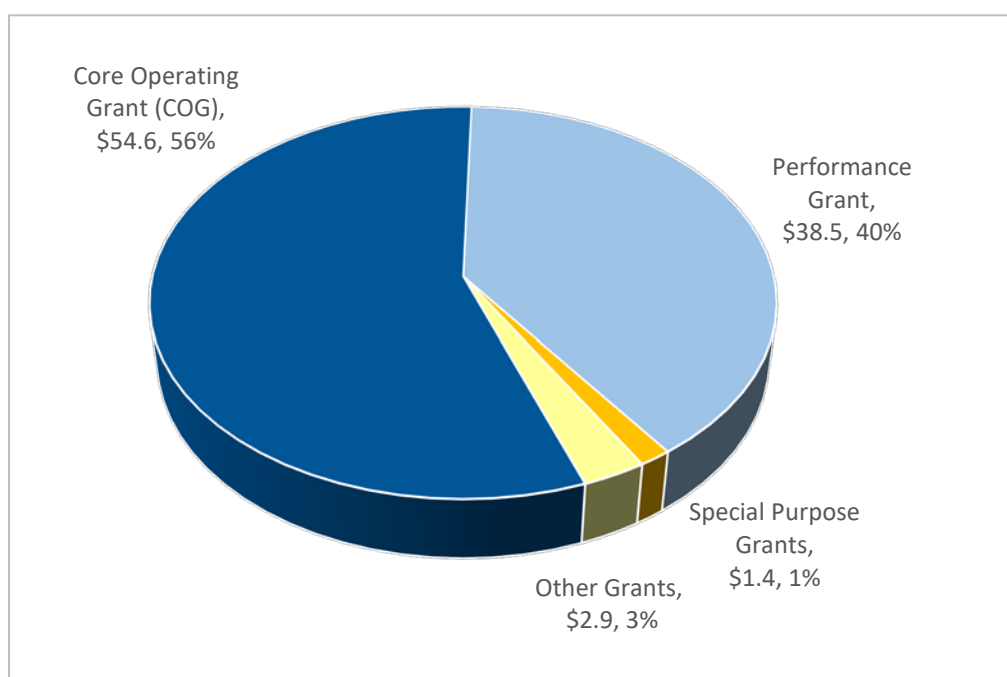
Other Grants

In addition to the above grants, UWindsor has budgeted \$5.3M for the Collaborative Nursing Grant. This separate envelope supports a Collaborative Nursing program offered jointly with St. Clair and Lambton Colleges and is paid through our college partner. This grant is budgeted based on prior year enrolment levels.

The International Student Recovery (ISR) effectively reduces the COG by \$750.00 for each international undergraduate and Master's student enrolled at the institution (PhDs are excluded) and is budgeted at \$2.8M for 2021/22.

Chart 12 below provides a breakdown by category of the Provincial Operating grants budgeted for UWindsor in 2021/22 with details provided in *Appendix B*.

Chart 12: 2021/22 Provincial Operating Grants (in \$M)



3. OTHER SOURCES OF OPERATING REVENUE

Investment Income

The 2021/22 Operating Budget includes \$2.8M for revenue raised through the investment of working capital funds. The investment income budget has been increased \$310,000 as a result of new working capital funds available from the Series C debenture (\$330,000) and increases based on 5-year historical performance review (\$430,000), net against a slight reduction in budget for interest charged for internal loans used to fund renovations and other capital projects (-\$450,000).

Other Operating Revenue

Other miscellaneous sources of operating revenue, including application fees, are budgeted at \$3.3M in 2021/22. The institution remains focused on the development and implementation of alternative revenue strategies to provide further stable cash flows to the operating budget.

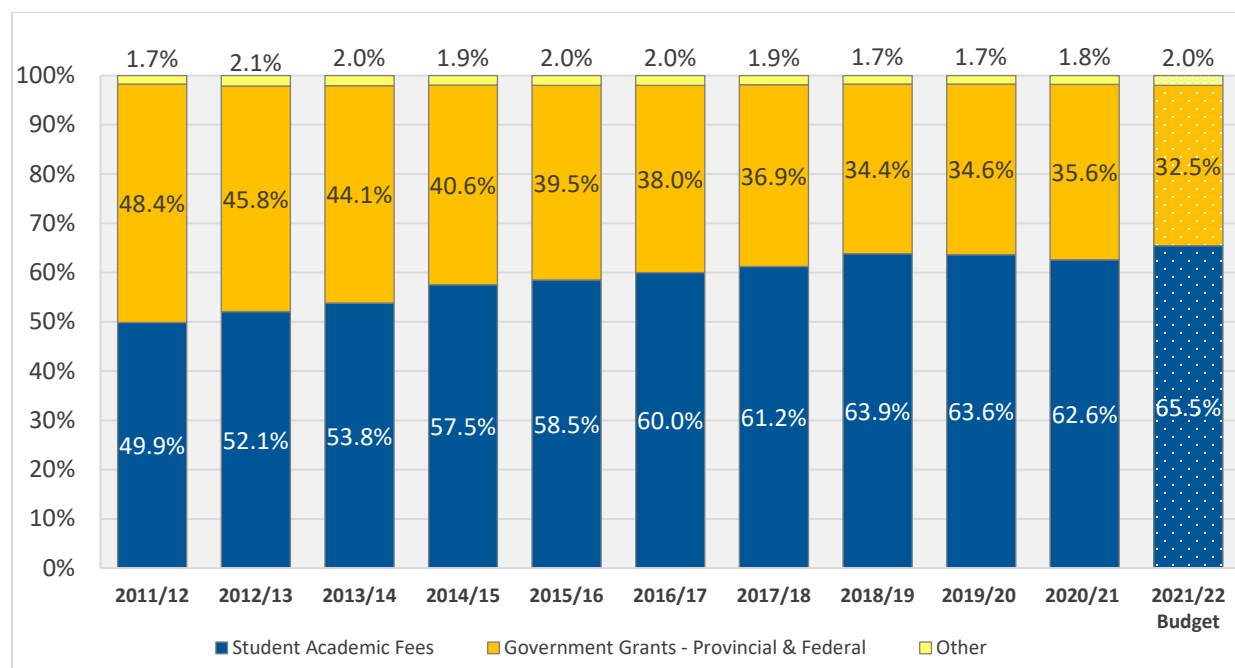
4. UNDERSTANDING THE IMPACT OF PROVINCIAL POLICY AND FUNDING ON UWINDSOR

UWindsor is reliant on financial support from the Province of Ontario via MCU by way of the Operating Grant and other strategic grant-funded initiatives aligned with the priority of the government. These grants comprise approximately 33% of our overall operating revenues.

The MCU Tuition and Ancillary Fee Framework dictates the maximum domestic tuition rates that can be assessed to students at institutions, ultimately impacting another 31% of the University's operating revenues.

Finally, government policy on student access to post-secondary education, including the Ontario Student Assistance Program (OSAP) impacts a material number of our domestic students, and lack of funding to this program by the government impacts domestic student enrolment.

Chart 13: UWindsor's Shifting Operating Revenue Pattern



The above chart depicts UWindsor's shift towards institutional reliance on increasing tuition fees – especially international student tuition fees – as government operating grants remained flat but that proportion of total operating revenue declined (now forming only 32.5% of the operating budget). This trend temporarily paused in 2019/20 when domestic tuition rates were reduced by 10%. It is worth noting that this pattern is consistent with the experience at most other Ontario universities over the same period. As illustrated, the share of funding of institutions being student academic fees: government grant was 1:1 in 2011/12 moving to 2:1 in 2021/22. This shift in the sharing of funding is a result of minimal increases (or decreases) in provincial government funding, coupled with minimal increases in regulated tuition rates and a significant decrease of 10% in 2019/20 that has impacted tuition revenue for many years.

The above shift in revenue sources is the foundation of the structural financial challenges being experienced by institutions. UWindsor, Council of Ontario Universities (COU) and Universities Canada continue to engage with all levels of government to advocate for stable funding for our sector, and fair and equitable access to post-secondary education for our students.

IV. OPERATING EXPENDITURES

The 2021/22 operating budget includes a two-year strategy to return to a balanced base budget after the impact of the COVID-19 pandemic. Base operating expenditures (including Investment and Reserve Funds) amount to \$312.9M, or \$3.63M over base operating revenues. This is a \$7.2M (2.4%) increase from the 2021/22 preliminary pre-COVID-19 base budget.

Under the UWindsor ABB Model, all operating units – Faculty and Administrative Shared Services Units – are responsible for their full cost of operations, including all cost increases resulting from negotiated wage and benefit changes.

The largest single component of the institutional budget, comprising approximately 77.5% of all budgeted expenditures, is the cost of salaries, wages and benefits for faculty and staff.

Faculty & Staff Salaries, Wages & Benefits

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

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

The benefit cost to the institution, which amount to approximately 21.3% of budgeted salaries and wages, can be classified into three main areas:

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

Of these three areas, contributions to the University's two pension plans – 1) the Employees' Plan, and 2) the Faculty Plan – which provide post-retirement support to faculty and staff, are budgeted at approximately 10.0% of salaries and wages. Legislated benefit contributions are budgeted at 6.5% and negotiated benefit contributions at 4.8% of budgeted salaries and wages.

Pension Plan Costs

Due to the significant pension plan contribution costs, planning for these required contributions is ongoing. The Financial Services Regulatory Authority of Ontario requires actuarial valuations to be

completed at least every three years. The actuarial valuations completed for each pension plan dictate contribution levels required by the members of the Plans and UWindsor.

Pension valuations were filed for both the Employees' Plan and the Faculty Plan as of January 1, 2020. The next mandatory valuation date will be January 1, 2023 for both plans, although a valuation for either plan could be made before that date.

The *Employees' Plan* is fully cost-shared between UWindsor and the Plan members. As of the January 1, 2020 valuation, the Employees' Plan showed a going concern surplus of \$21.8 Million, and a small solvency deficit of \$21.6 Million (a 93% solvency ratio). Current Ontario Pension Legislation does not require special payments to fund solvency deficits unless the solvency ratio is below 85%, thus the Employees' Plan is not required to make any special payments at this time. The contributions to the Plan are shared evenly between the members and the University, with each group contributing a blended rate of 7.2% (an increase over the previous valuation by 0.1%). This represents an annual expense for the operating budget of approximately \$3.9M.

The *Faculty Plan* is a hybrid plan comprised of two components: 1) a Money Purchase Plan component (MPP); and 2) the Minimum Guaranteed Benefit (MGB). Contributions to the MPP component for the Faculty Plan is currently 9% of pensionable earnings for plan members and 6% for UWindsor, subject to Income Tax Act annual contribution limits. UWindsor is solely responsible for funding the MGB liability, of 6.3% of earnings (a decrease over the previous valuation by 0.3%) which represents the amount paid to ensure pensions are at a defined benefit level as prescribed in the Plan. In total, University contributions (before special payments) represents an annual expense for the operating budget of approximately \$11.7M.

As of the January 1, 2020 valuation the Faculty Plan showed a going concern deficit of \$23.1M, and a solvency surplus of \$81.8M (a 188% solvency ratio). This is the first valuation filed by the Faculty Plan under the new provincial rules announced in 2018.

Pension Stabilization Reserve

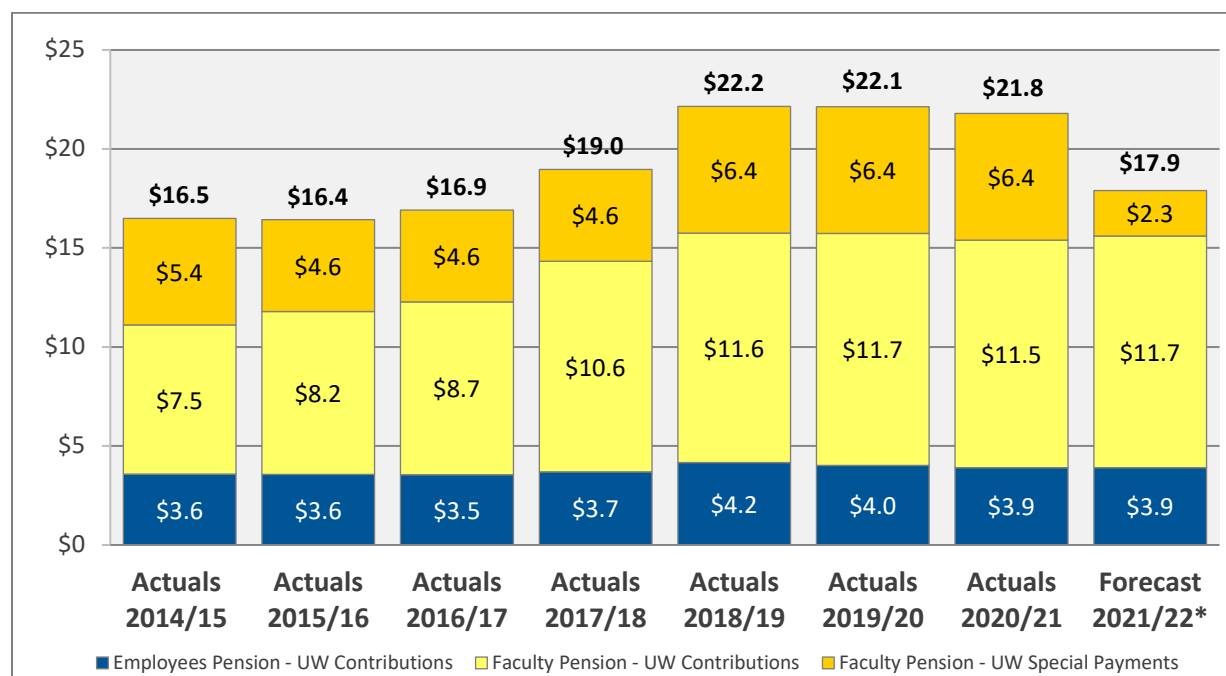
As the Faculty Plan is in a going concern deficit position, special payments are required to be paid by the University. The impact on the Operating Budget for 2021/22 of those special payments will be \$2.3M.

The results of the valuation filed January 1, 2020 had a positive impact on the special payment for the Faculty Plan as a result of a reduced going concern deficit position. As we have seen over time, the special payment amount can fluctuate materially whenever a valuation is filed. Thus, while savings will be available for up to the three years this valuation is in place, the future costs associated with special payments are currently unknown and will fluctuate based on a variety of external factors such as long-term interest rates.

The 2021/22 Operating Budget includes a \$1.5M base budget allocation to a Pension Stabilization Reserve. The objective is to ensure that within two years, the institution has sufficient base budget to be able to manage up to a doubling of special payments for the Faculty Plan or a material increase of contributions for the Employees' Plan at the next valuation date. This strategy creates stability within the base budget

for the coming years, while ensuring that we are prepared for a potential material adverse change in the contribution amounts at the next valuation date (January 1, 2023).

Chart 14: UWindsor Pension Contributions (Employees' and Faculty Plans)(in \$M)

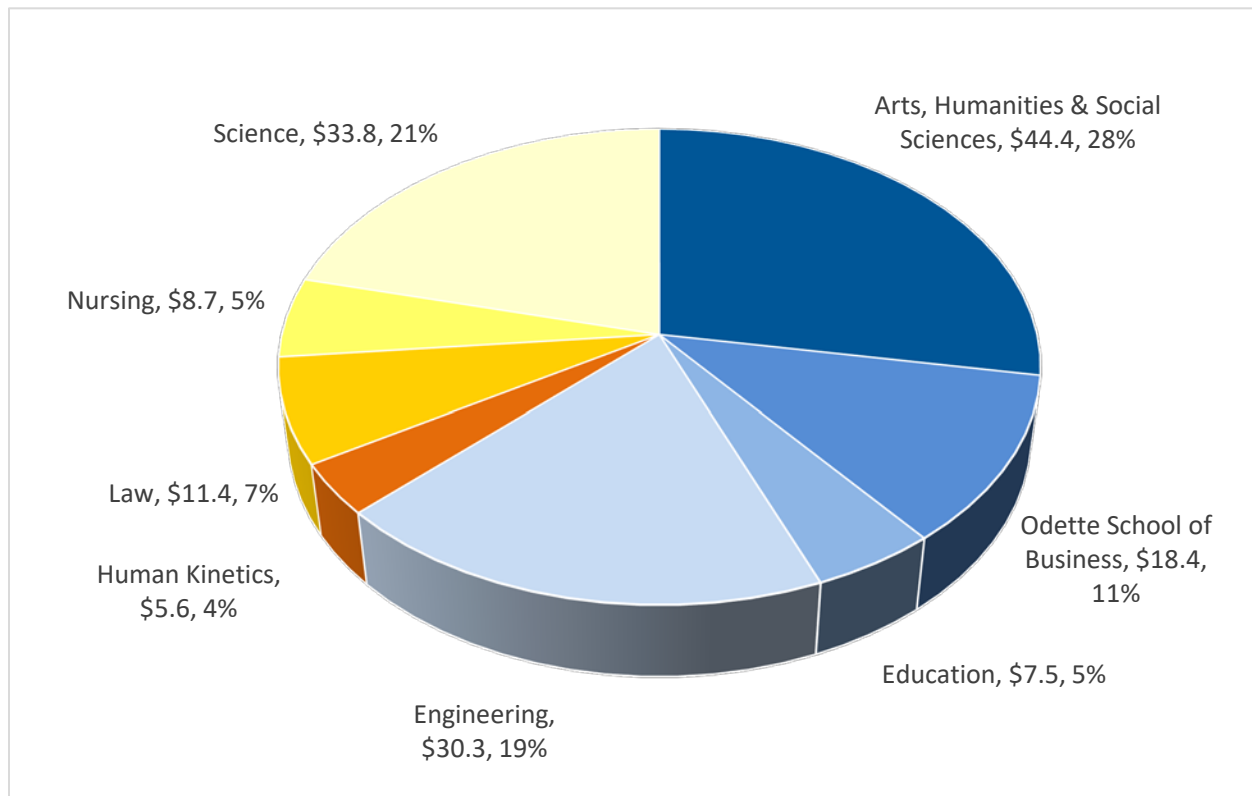


Direct Costs of Academic Delivery

Salaries, wages and benefits for faculty and staff working within Faculty units comprise approximately 91.5% of the direct faculty expenditure budgets. The 2021/22 Operating Budget also includes a \$10.8M base budget in support of graduate and undergraduate teaching assistantships and a further \$7.2M for other discretionary expenses.

These expenditure budgets, net against \$1.7M of direct faculty miscellaneous revenues and historical outstanding realignment obligations from the legacy budget models, provide \$158.7M in total base budget for the direct cost of academic delivery to the eight Faculty units. The following chart provides a breakdown of this direct Faculty expenditure budget by Faculty.

Chart 15: Base Expenditure Budgets by Faculty (in \$M)



As explained in *Section IV. Operating Expenditures* above, under the new UWindsor ABB Model, Faculties will continue to see their base expenditure budgets adjusted – invested in or realigned – based on their net positive or negative budget position after all direct and allocated revenues generated by each Faculty are compared to their direct and allocated expenditures, and contributions to the University Fund from each Faculty.

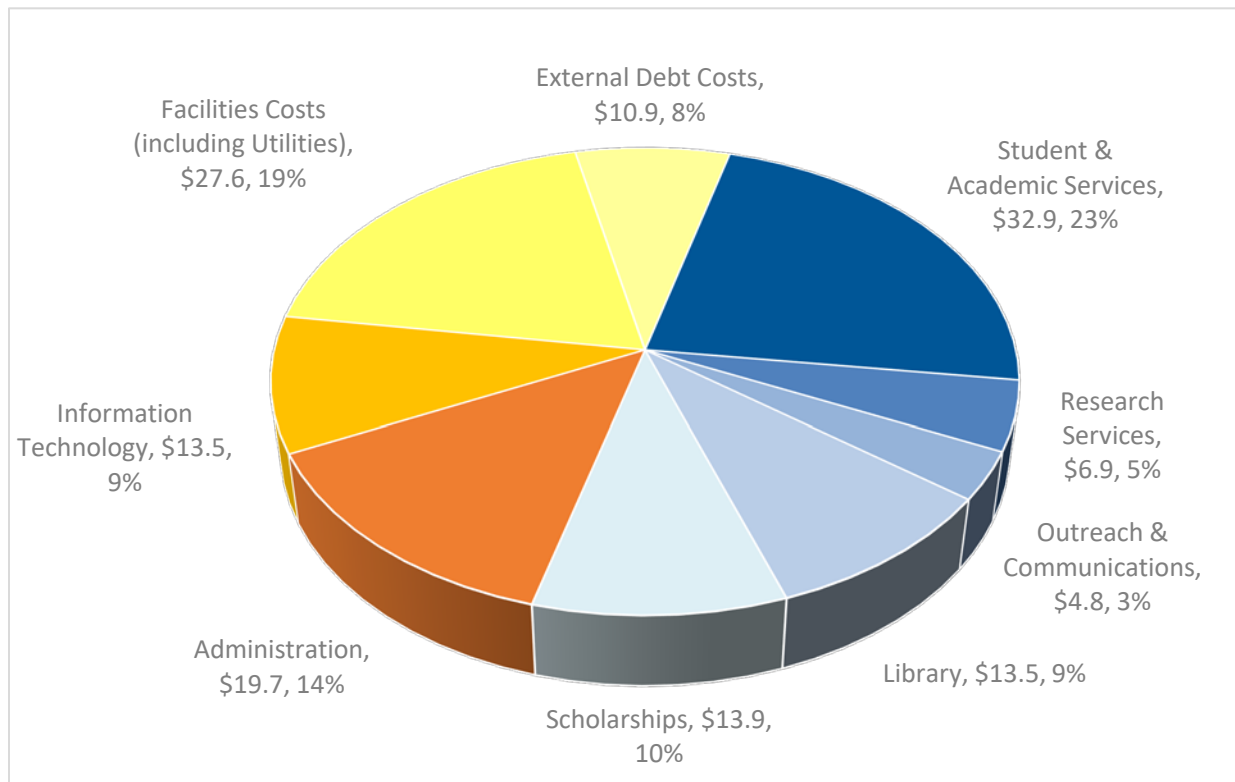
Shared Service Costs

Costs of delivering key services in support of academic and research activities of the institution can be broadly divided into two categories:

- 1) costs directly linked to supporting the student experience; and
- 2) costs indirectly linked that provide the infrastructure from which services can be provided.

Within the first category are costs related to Academic & Student Support, the Library, Outreach and Communications and Scholarships. The second category includes the costs of Facilities (including Utilities), Information Technology Services, Administration and Debt Financing. The chart below provides a breakdown of the funding for all non-Faculty units in the 2021/22 budget:

Chart 16: Non-Faculty Costs (in \$M)



In order to address the base deficit in 2021/22, all shared service departments (non-Faculty budgets) are required to realign their budgets by an amount equivalent to 0.5% of their salary and benefit budget. This will generate approximately \$400K in base savings across the institution.

Significant investments into base budgets of the shared services areas in the 2021/22 Operating Budget include:

- \$2.3M to fund the interest costs and repayment plan for the Series C debenture offering
- \$1.3M investment in international recruiting efforts and student enrolment management plans
- \$0.8M in funding for External activities including marketing and communications
- \$0.8M investment in student service areas including student disability services and compulsory ancillary fee-funded areas (i.e., Athletics and Recreation Services, Experiential Learning)
- \$0.6M to support ongoing investment in IT system license and maintenance fees

Shared Service Costs: Pooling Costs for the Purpose of Allocation under UWindsor ABB Model

For the purpose of the new UWindsor ABB Model, the shared service cost units have been grouped into eight “cost pools” for allocation to the Faculties under appropriate cost drivers. This does not represent a re-organization of University functions or reporting structure, rather provides a framework for grouping similar costs for allocation and review by the Faculties only. The chart below provides an overview of the cost pools that various central service cost units have been assigned to and the cost drivers used to allocate these costs to the Faculties.

Table 2: Service Cost Pools and Cost Drivers

Cost Pool	Cost Driver	Support Service Units Included
Financial Costs	50% Tuition & Operating Grant 50% Direct Operating Budget	Debt costs; Finance Department
Central Administrative Costs	Campus FTEs (Student + Faculty + Staff)	Office of the President, Provost, and VP Finance & Operations; Institutional Support services; Other Central Costs
Occupancy Costs	Net Assignable Square Meters	Utilities; Facility Services Department
Operating Scholarship Costs	70% Actual Scholarship Usage 30% Student FTEs	All Operating Budget-funded scholarships and bursaries awarded
Campus Community Support Costs	Campus FTEs* (*with slight adjustments for the Leddy Library)	Office of the VP, Human Resources; Campus Police; Centre for Teaching & Learning/Open Learning; Information Technology; Leddy Library
Student Experience Costs	Student FTEs	Student & Academic Services; Student Experience; Athletics & Recreation Services; Faculty of Graduate Studies
Pre-/Post Student Development Costs	50% Student Offers 50% Student Registrations	Enrolment Management; Admissions & Registrations; Marketing; Advancement and Alumni
Research Support Costs	55% External Research Revenue 35% Research Applications 10% Tenured Faculty Counts	Office of the VP Research & Innovation; Research Services; Research Finance

The allocation of support service costs to the Faculties will create a new type of fiscal relationship between the service providers and the Faculties. Service level agreements will be developed for each service unit that will assist in justifying changes to resource levels in the future.

Ancillary Areas

The COVID-19 pandemic has created extreme challenges for the ancillary areas on campus including Food Services, Residence Services, the Bookstore and Parking. The budgets of these ancillary operations are not included in UWindsor's Operating Budget. Ancillary fees and the operating budgets of ancillaries will be presented to the Board of Governors for review and approval in April.

V. STRATEGIC INVESTMENT & RESERVE FUNDS

An important component of the planning of long-term financial sustainability for any organization is that resources are allocated in support of institutional strategic initiatives and the establishment of funds required to mitigate institutional risk. The 2021/22 operating budget includes strategic investment funds and the introduction of new reserve funds to mitigate risks and uncertainties.

The table below provides an overview of the 2021/22 Strategic Investment Fund and Reserve Funds:

Table 3: 2021/22 Strategic Investment & Reserve Fund (in \$000s)

Strategic Investment/Reserve Fund	2021/22 Base Budget
Strategic Investment Fund	\$4,000
Deferred Maintenance Fund	1,335
Pension Stabilization Reserve	1,500
Energy Sustainability Reserve	1,500
Research Stimulus Fund	500
Strategic Research Activity Fund	400
Total Strategic Investment & Reserve Funds	\$9,235

Strategic Investment Fund

The 2021/22 operating budget includes a \$4M base budget for investments aligned with institutional strategic priorities, including:

- Equity, Diversity & Inclusion
- Outreach & Community
- Research & Innovation
- Student Experience
- Health & Safety
- Sustainability & Accountability

Examples of projects or initiatives planned under certain of the focus area include:

Equity, Diversity and Inclusion

- Launch of the 12 Black Scholars initiative, to be implemented over the next several fiscal years
- Further campus-wide training and learning initiatives for faculty, staff and students
- Improved support for indigenous students including Aboriginal Education Centre supports and Indigenous outreach coordination

Student Experience

- Expansion of supports available to international students through the International Student Centre, including additional advising and transitional supports

- Growth of the footprint of the Experiential Learning office in the Joyce Entrepreneurship Centre, including investment in spaces for employer and candidate interview sessions

Health and Safety

- Continued investment in the campus's physical and technical infrastructure, including investment in Hi-Flex learning equipment for classrooms, to ensure a safe return to campus environment for Fall 2021 and beyond

Deferred Maintenance Fund

Ongoing improvements and maintenance of existing buildings is of utmost importance as properly maintained facilities reflect the pride of the institution. The 2021/22 budget includes \$1.335M to address deferred maintenance on campus.

Pension Stabilization Reserve

The Pension Stabilization Reserve Fund is explained in *Section IV. Operating Expenditures*, above.

Energy Sustainability Reserve

The 2021/22 Operating Budget refines the utility budget based on historical usage trends and projected rate changes to better reflect expected 2021/22 utility costs.

When reflecting on future risks to the institution, it is important to reflect on the impacts of climate change and government regulation on energy. As an example, carbon taxes designed to reduce gas emissions could have a marked effect on energy costs at UWindsor. If government policy ever obligates publicly funded institutions adhere to a zero-carbon emission standard, operating costs could increase materially and quickly.

Considering this risk, the 2021/22 Operating Budget establishes a base Energy Sustainability Reserve of \$1.5M to mitigate the risk of any future increase in the cost of energy.

This base budget would be available for use in the short-term to fund sustainability initiatives on campus, including matching government funding for capital or repair projects, and will remain available to return to the utilities base budget if rates should increase unexpectedly. UWindsor will continue to track government policy and energy costs and adjust the reserve as required in future operating budgets.

Research Stimulus and Strategic Research Activity Funds

The Research Stimulus Fund (\$500,000) continues under the purview of the Vice-President, Research and Innovation and is allocated with the intention of building upon research strengths; enhancing future research funding, especially from the Tri-Council; and enhancing graduate training and experiential learning. The guiding principle is that research activities that will receive the highest priority for funding will be those that have the greatest potential for attracting additional funding to the University.

The new UWindsor ABB Model proposes that revenue received from the federal and provincial government in support of the indirect cost of research as well as contract overheads (other than the PI's 20% share) be pooled, and that 70% of that pool be allocated to the Faculties with 30% allocated to the Strategic Research Activities fund.

A 3-year transition plan has been developed to fund the Strategic Research Activity Fund to this 30% level (approximately \$1M). The 2021/22 budget includes a \$400,000 base budget for strategic research priority initiatives under the direction of the VP, Research and Innovation office. As the allocation to the Strategic Research Activity Fund increases over the three years, the Research Stimulus Fund is expected to decrease.

VI. BALANCING STRATEGIES

The COVID-19 pandemic has had a significant impact on the UWindsor operating budget. As previously discussed, 2020/21 international cohort-based Masters program growth stalled as students deferred their acceptance to future semesters when in-person learning would be available. The 2020/21 undergraduate intake was slightly smaller than was expected before COVID-19. The flow through of these smaller enrolments are affecting the 2021/22 fiscal year as tuition fees are budgeted lower than our expected 2020/21 pre-COVID-19 levels. Meanwhile, expenses continue to increase at their collectively bargained prescribed rates and through inflation. The combination of these pressures has resulted in a structural gap in the base operating budget for 2021/22 of \$3.63M (1% of budgeted revenues).

A multi-year strategy has been developed to balance the structural gap in the base operating budget. For 2021/22, base budget reductions have been primarily achieved by reducing the ECR base and realignment required in non-Faculty areas to arrive at the base deficit of \$3.6M.

The table below provides preliminary details of year this two-year strategy. *Section III. Operating Revenue* discusses the ECR in greater detail.

Table 4: Two-year Base Budget Balancing Strategy (in \$000s)

Description	2021/22	2022/23*
Preliminary Base Deficit *	(\$8,030)	(\$4,000)
Base Reductions:		
Enrolment Contingency Reserve (ECR)	4,000	3,000
Realignment in Non-Faculty Areas**	400	0
Realignment in Faculty & Non-Faculty Areas***	0	1,000
Remaining Base Budget Deficit	(3,630)	0
One-time Funding	3,630	0
Operating Budget Position	\$0	\$0

* The 2022/23 structural deficit is our best estimate but subject to enrolment/tuition framework.

** Realignments in 2021/22 are being applied as 0.5% of shared service cost salary and benefit budgets.

*** The realignment strategy for 2022/23 will be determined in late Fall 2021.

VII. CONCLUSION

UWindsor's growth trajectory has been temporarily delayed as a result of the COVID-19 pandemic as well as restricted revenue growth due to government regulation, which has challenged our financial position. However, as a result of excellent continued fiscal prudence, the institution has prepared a balanced Operating Budget for 2021/22, supplemented by a small (1%) amount of support from reserve funds. We remain on firm footing to achieve a base balanced position in 2022/23.

Enrolment risk continues to be mitigated by the Enrolment Contingency Reserve of \$8M (\$4M in Base and \$4M in One-Time Funds) which functions as an allowance in the event that the impact of the COVID-19 pandemic on student enrolment has not yet been fully seen.

Fiscal 2021/22 is a pivotal year for the institution as we commence the implementation of the new UWindsor ABB Model. This new budget model has renewed the focus of the Deans and Faculties on enrolment growth, revenue diversification, and an accountability framework that serves as a key tool to ensure the institution's financial sustainability.

Despite the challenges of the current environment, the 2021/22 Operating Budget includes both investment in new strategic priorities and base investment in reserve funds to ensure that UWindsor is well positioned to tackle non-COVID related risks and strategic opportunities going forward.

APPENDIX A: 2021/22 OPERATING BUDGET

	2020/21 BASE BUDGET PRE-COVID ADJUSTMENTS	2021/22 PROPOSED BUDGET	% OF TOTAL 2021/22 BUDGET	\$ INCREASE/ (DECREASE) OVER 2020/21	% INCREASE/ (DECREASE) OVER 2020/21	2020/21 BOARD APPROVED BUDGET*
(\$000s)						
OPERATING REVENUE						
Student Academic Fees	\$ 207,726	\$ 206,526	66.8%	\$ (1,200)	(0.6%)	\$ 186,281
Less: Enrolment Contingency Reserve	(8,000)	(4,000)	(1.3%)	4,000	(50.0%)	(8,000)
Government Grant - Provincial	97,693	97,372	31.5%	(321)	(0.3%)	98,193
Government Grant - Federal	3,288	3,295	1.1%	7	0.2%	3,288
Investment Income	2,500	2,810	0.9%	310	12.4%	2,500
Other Revenue	2,533	3,303	1.1%	770	30.4%	2,533
TOTAL OPERATING REVENUE	\$ 305,740	\$ 309,306	100.0%	\$ 3,566	1.3%	\$ 284,795
OPERATING EXPENDITURES						
Faculty Expenditures	\$ 160,640	\$ 160,073	51.2%	\$ (567)	(0.4%)	\$ 155,387
Research Services	6,855	6,907	2.2%	52	0.8%	6,674
Outreach & Communications	3,991	4,768	1.5%	777	19.5%	3,550
Academic & Student Services	30,170	32,924	10.5%	2,754	9.1%	27,480
Library	13,359	13,461	4.3%	102	0.8%	13,007
Scholarships	13,998	13,903	4.4%	(95)	(0.7%)	13,628
Administration	18,885	19,723	6.3%	838	4.4%	11,900
Information Technology	13,017	13,469	4.3%	452	3.5%	12,011
Facility Costs (including Utilities)	30,390	27,566	8.8%	(2,824)	(9.3%)	28,573
External Debt Costs	8,600	10,907	3.5%	2,307	26.8%	8,600
<i>Subtotal Base Operating Expenditures</i>	<i>\$ 299,905</i>	<i>\$ 303,701</i>	<i>97.0%</i>	<i>\$ 3,796</i>	<i>1.4%</i>	<i>\$ 280,810</i>
STRATEGIC INVESTMENT & RESERVE FUNDS						
Strategic Investment Funds	\$ 5,835	\$ 6,235	2.0%	\$ 400	6.9%	\$ 3,985
Reserve Funds	-	3,000	1.0%	3,000	100.0%	-
<i>Subtotal Strategic Investment & Reserve Funds</i>	<i>\$ 5,835</i>	<i>\$ 9,235</i>	<i>3.0%</i>	<i>\$ 3,400</i>	<i>85.3%</i>	<i>\$ 3,985</i>
TOTAL EXPENDITURES	\$ 305,740	\$ 312,936	100.0%	\$ 7,196	2.6%	\$ 284,795
BASE OPERATING POSITION (DEFICIT)	\$ 0	\$ (3,630)	0.0%	\$ (3,630)	(102.3%)	\$ 0
ONE-TIME FUNDING		3,630				
BALANCED OPERATING BUDGET		\$ 0				

*Board-approved budget for 2020/21 (base budget adjusted one-time for COVID-19 impact).

APPENDIX B: 2021/22 PROVINCIAL GRANTS

	2020/21				2020/21
	BASE BUDGET	2021/22	\$ INCREASE/	% INCREASE/	BOARD
	PRE-COVID	PROPOSED	(DECREASE)	(DECREASE)	APPROVED
	ADJUSTMENTS	BUDGET	OVER 2020/21	OVER 2020/21	BUDGET*
(\$000s)					
PROVINCIAL GRANT					
Core Operating Grant (COG)	\$ 64,131	\$ 54,560	\$ (9,571)	(14.9%)	\$ 64,131
Performance Grant	29,457	38,518	9,061	30.8%	29,457
Sub-Total	\$ 93,588	\$ 93,078	\$ (510)	(0.5%)	\$ 93,588
Special Purpose Grants	\$ 1,383	\$ 1,435	\$ 52	3.8%	\$ 1,383
Other Provincial Grants	5,852	5,659	(193)	(3.3%)	5,852
International Student Recovery	(3,130)	(2,800)	330	(10.5%)	(2,630)
TOTAL PROVINCIAL GRANTS	\$ 97,693	\$ 97,372	\$ (321)	(0.3%)	\$ 98,193

*Board-approved budget for 2020/21 (base budget adjusted one-time for COVID-19 impact).