

## NOTICE OF MEETING

There will be a meeting of the  
Board of Governors  
Tuesday, February 22, 2022  
at 4:00 pm

### VIRTUAL MEETING

Link: [Join Microsoft Teams Meeting](#)

## AGENDA

ITEM	DOCUMENT# & ACTION
<i>Land Acknowledgement (Jasleen Dayal)</i>	
<i>Declaration of conflict of interest</i>	
<b>1 Approval of the Agenda</b>	
<b>2 Minutes of the meeting of December 9, 2021</b>	<b>Reidel-Approval</b> BG211209M
<b>3 Business arising from the minutes</b>	
<b>4 Outstanding Business/New Business</b>	
<b>4.1 Reports:</b>	
<b>4.1.1 Remarks from the Chair</b>	<b>Reidel-Information</b>
<b>4.1.2 President's Report</b>	<b>Gordon-Information</b>
<b>4.1.3 Strategic Items/Emerging Priorities/Risk Issues</b>	
<b>4.1.3.1 COVID-19 – Update</b>	<b>Gordon/Weir-Information</b>
<b>4.1.3.2 Addressing Anti-Black Racism and Equity, Diversity, and Inclusion – Update</b>	<b>Beckford-Information</b>
<b>4.1.4 Questions Arising from Vice-Presidents' Reports (p. 3)</b>	<b>Vice-Presidents-Information</b> BG220222-4.1.4
<b>4.2 Audit Committee</b>	
<b>4.3 Executive Committee</b>	
<b>4.4 Governance Committee</b>	
<b>*4.4.1 Board Governance Workplan 2021 – Update (p. 7)</b>	<b>Tucker-Information</b> BG220222-4.4.1

<b>4.4.2</b>	<b>Board Bylaw 1, the Bylaw on the President, and the Bylaw on Non-Academic Vice-Presidents – Proposed Revisions (p. 10)</b>	<b>Tucker-Approval</b> BG220222-4.4.2
<b>4.4.3</b>	<b>Proposed Bylaw on Vice-President, Equity, Diversity and Inclusion (p. 14)</b>	<b>Tucker-Approval</b> BG220222-4.4.3
<b>4.4.4</b>	<b>Principles for Reviewing Existing Building Names (p. 19)</b>	<b>Tucker-Approval</b> BG220222-4.4.4
<b>*4.4.5</b>	<b>Revisions to Board Bylaw 1 and List of Signing Authorities (p. 20)</b>	<b>Tucker-Approval</b> BG220222-4.4.5
<b>*4.4.6</b>	<b>Board Human Resources Committee Workplan (p. 21)</b>	<b>Tucker-Information</b> BG220222-4.4.6

#### **4.5 Investment Committee**

#### **4.6 Pension Committee**

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

<b>4.7.1</b>	<b>Strategic Mandate Agreement (SMA3) Annual Report – Presentation (p. 24)</b>	<b>Chetty-Information</b> BG220222-4.7.1
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### **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**

**4.1.4: Vice-Presidents' Reports**

Item for: **Information**

**Report of the Vice-President, Human Resources (Acting)**

*Daniella Beaulieu*

**Employee Engagement Survey**

The University of Windsor will be embarking on its first Employee Engagement Survey, to be launched on March 14<sup>th</sup>, 2022. The Employee Engagement survey will provide an opportunity for faculty and staff to have a voice and to be engaged in shaping the workplace. The information emerging from this survey will help enhance the University's understanding of the factors that drive engagement and how faculty and staff perceive or experience those factors. This information will be critical to focus our engagement efforts and to facilitate impactful organizational change.

The Employee Engagement Survey results will also help inform other important initiatives such as: Aspire: Together for Tomorrow, the Equity, Diversity, Inclusion, and Indigenization & Decolonization review, as well as, providing insights into important matters such as employee mental health & wellness.

**Collective Bargaining with Staff Bargaining Units**

Between April and August, all six (6) of the staff bargaining units will have collective agreements that are set to expire (CUPE 1393, CUPE 1001, Unifor 2458 Full Time & Part Time, Unifor 2458 Engineers, Unifor 444), as well as our Graduate and Teaching Assistant collective agreement (CUPE 4580).

The Human Resources team, along with bargaining team members, will begin to meet and plan for collective bargaining. We will also be consulting with a cross-section of units and areas across our campus that will help inform our bargaining strategies and proposals in the weeks and months to come.

**Health & Safety – Return to Campus Life and Community**

The Health & Safety team continues to do incredible work in supporting and partnering with departments across the campus to keep our staff, faculty, and students safe as we continue our gradual return to campus life and community. This includes:

- Reviewing and revising the COVID-19 Vaccination Policy, as needed.
- Updates to our UWindsor Together: Return to Campus Life and Community Safety planning.
- Updates to our Reporting Absences and Illness Guidelines and contact tracing.
- COVID-19 Testing Centre administration.

## **Report of the Vice-President, Equity, Diversity, and Inclusion (Interim)**

*Clinton Beckford*

1. January 27 was International Holocaust Remembrance Day. The university issued a formal statement but we would like to take the opportunity to reiterate the horror of that dark chapter of human history and ask our community to join in a commitment to doing our part to eradicate hate and racism from our society starting with our campus.
2. Black Histories/Black Futures (traditional Black History Month) activities are well underway. Please visit the Anti-Black Racism website (<https://www.uwindsor.ca/antiblackracism/>) and VP, EDI website (<https://www.uwindsor.ca/vp-equity-diversity-inclusion/>) for information
3. External EDI & ID review proponent selected. Review should start by the end of February, 2022.
4. Phase 2 of the Student Self-identification Survey set to launch April 9, 2022. Student consultations are slated for March 7-9, 2022.
5. University Diversity, Indigeneity, and Anti-Racism Professional Development Funds Committee formed in accordance with the Memoranda of Agreement between the University and the Faculty Association. Calls for \$100,000.00 PD fund- \$50,000 for indigenous research and \$50,000 for anti-racism research and pedagogy. Committee met February 11 to develop guidelines and call for the funding program. The first disbursement will be March 15.
6. VP EDI Distinguished Speaker Series continued. February 4, 2022: Dr. Rosalind Hampton – ‘Plotting Black Studies in Canada’ (Looking ... below and beyond matters of representation).
7. Black Scholar Hiring Working Group has begun the work to establish guiding principles and framework for this hiring initiative.

## **Report of the Vice-President, Finance & Operations**

*Gillian Heisz*

### **2022/23 Operating Budget and Tuition Proposal**

- The 2022/23 Operating Budget will be presented at the April 2022 meetings of the Resource Allocation Committee and the Board of Governors. The budget will include projections on government grants, tuition fee revenue, expenditures, and a strategy to balance the 2022/23 budget.
- Proposed international tuition fees will also be presented in April 2022, as the Tuition Fee Steering Committee is nearing the completion of its work on the market scan and outreach with the various Deans. While there has been no word from the Ministry of Colleges and Universities regarding a potential change in the domestic tuition framework, the Committee is preparing a strategy for domestic tuition fees in the event that the current freeze is lifted.

### **Pension Plan Valuations**

- Based on projected pension valuation work conducted with the actuaries for both the Employees Pension Plan and the Pension Plan for Faculty and Certain Employees, administration has determined that there may be an opportunity to file off-cycle valuations for both plans as of July 1, 2021, to manage the impact on the Operating Budget, and lengthen the stability of plan contributions for both the sponsor and the employees. Administration will review results with the various required Committees, with a potential filing date of March 31, 2022.

### **300 Ouellette Avenue**

- A robust governance structure has been established to guide all elements of operationalizing this new asset for the campus. The Steering Committee will establish a vision for the project, and a full internal and external communication and advancement plan will follow.
- The development of an accelerator/incubator strategy, in partnership with business, municipal government, and not-for-profit organizations has started to take shape.

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

*Michael Siu*

1. The President of the Canadian Institutes for Health Research (CIHR), Dr. Michael Strong, visited and held a number of online meetings with administrators and faculty of UWindsoir on January 27, 2022. Dr. Strong presented CIHR's priority areas in the coming years as well as key points from its strategic plan. Dr. Lisa Porter, Executive Director, WE-SPARK Health Institute, described Windsor-Essex's health research ecosystem; many of its aspirations and activities are well-aligned with CIHR's plans for the future. Roundtable discussions then ensued with early-career researchers as well as with mid-career and established researchers. Dr. Strong promised follow-up meetings with the university and expressed hope for an in-person visit later in 2022.
2. UWindsor faculty, staff and students have received accolades:
  - Wen Teoh, Director of EPICentre, and Dave Cormier, Learning Specialist of the Office of Open Learning, received Awards of Excellence from Minister Jill Dunlop of the Ontario Ministry of Colleges and Universities for their excellent contributions to innovation and entrepreneurship, and future proofing in student education, respectively;
  - Dr. Catherine Febria and her Healthy Headwaters Lab won the Essex Region Conservation Authority (ERCA) 2021 Conservation Award for Environmental Education, for their work in restoring freshwater ecosystems. Dr. Febria is an Assistant Professor and Canada Research Chair in Freshwater Restoration Ecology at the Department of Integrative Biology and the Great Lakes Institute for Environmental Research;
  - Dr. Tricia Carmichael, Professor, Department of Chemistry and Biochemistry, was honoured by NanoOntario's 2021 Award for Mid-Career Achievements, for her work in wearable electronics and creating an electroluminescent fabric; her award lecture will take place on February 17;
  - Dr. Manoj Mate, Faculty of Law, and Dr. Ning Zhang, Faculty of Engineering, were officially announced as Canada Research Chairs in, respectively, International Trade Law, and Edge Computing and the Internet of Vehicles.

Congratulations are in order!

### **Report of the Provost and Vice-President, Academic (Acting)**

*Patti Weir*

#### **1. Winter 2022**

We were very pleased to welcome students back to our campus on Monday January 31, 2022. Some quick facts about the return:

- 11,434 student registered in a course with a face-to-face component (67% of total)
- 10,189 students registered in all face-to-face courses (60% of total)
- 58% of course sections have a face-to-face component and 42% are exclusively online

58% of sections are F2F. Looking at only those that are F2F in classrooms that are on campus, this is 44% of total sections (76% of all F2F offerings).

The return to campus website continues to be a valuable resource with record breaking access in January of 52,146 visits. The top pages included: January 17, 2022 announcement regarding return, Self-assessment, Information for students, vaccination policy, vaccine attestation.

## **2. Student Experience**

### **a) #UniteUWin**

Dr. Phebe Lam and the Office of Student Experience are planning the #UniteUWin campaign to bring the Lancer community together through kindness, healing and courage.

There are three campaigns, the first of which will take over Winter 2022 semester.

**30+30 Days of Kindness** - When we practice kindness to ourselves or to others, we experience positive mental and physical changes. This first campaign is 30 plus 30 days of kindness awareness. The first 30 days focuses on recognizing what kindness is, how one can show kindness to ourselves, each other, and the community. The following 30 days focuses on acts of kindness. For a total of 60 days, there will be opportunity to submit kindness messaging and acts of kindness which will be documented on a live site. Every submission of kindness will have the chance to win inspiring gifts in hopes of continuing to spread kindness beyond the 60 days. It is the campaign's hope that through kindness awareness we can re-sensitize us to one another and shine a small light in what are some dark times by lifting spirits and reminding us that there is good all around.

Updates on the other two campaigns will be shared in the months to come.

## **3. Academic Items**

### **a) SET Taskforce**

The SET Taskforce is making progress under the guidance of Dr. Dennis Jackson. To date the faculty member survey has been completed and the data analyzed, with the student survey being currently conducted.

Dr. Jackson's graduate measurement class will be using the feedback from both surveys to propose a new survey tool and their report will also detail a plan for piloting the new survey and potential analyses to address concerns about bias and validity.

A report will be made at the May 2022 senate meeting.

### **b) Upcoming Searches**

a) Associate Vice-President Student Experience – Search committee will be formed in February 2022

b) Associate Vice-President Academic – Search committee will be formed in April 2022

### **c) International Framework**

A “think-tank” to begin the work on an international framework will be held on March 9, 2022, with broad representation from academic faculty, students, administrators and relevant campus stakeholders who support current international activity. An update will be provided at the May or June meeting of Senate.

**University of Windsor  
Board of Governors**

\*4.4.1: **Board Governance Workplan 2021 – Update**

Item for: **Information**

Forwarded by: **Board Governance Committee**

*NB: Change to two proposed timelines in green highlight below.*

**Board Governance Workplan 2021**

*Goal: Enhance Board Governance and Board Member Engagement*

*The January and February 2021 Board retreats and the subsequent feedback from members identified the following areas of focus for follow-up and action, with oversight and direction provided by the Governance Committee. All three of the following areas will be filtered through an institutional lens of University mission, anti-Black racism (ABR), equity, diversity, and inclusion (EDI), and good governance.*

<b>Governance Areas of Focus</b>	<b>Actions</b>	<b>Timeline</b>	<b>Update/Comments</b>	<b>Completed</b>
1. Review of Board Committees	a) Establish a Human Resources Committee with terms of reference to include succession planning, employee engagement and performance management.	October 2021	Terms of reference and composition drafted and presented at Oct 2021 Governance Committee.	October 19, 2021
	b) Consider the merging of the Pension Committee with the Audit Committee.	October 2021	Following a careful review of the mandates of the two Committees it was agreed that they are too different to effectively merge. This would not result in efficiencies.	October 19, 2021
	c) Request that Board Committees review their terms of reference and committee membership through the lens of ABR and EDI, and that they establish goals with identified metrics and timelines, for consideration by the Governance Committee.	Preliminary report: October 2021  Final report: May 2022	Preliminary report (October 2021): The Governance Committee has requested that this be included in the external review of ABR/EDI. Specifically, the VP, EDI will	Preliminary Report: October 2021



Governance Areas of Focus	Actions	Timeline	Update/Comments	Completed
		Submission of external EDI review report.	ensure that the consultant for the external review of EDI/ABR includes in their review: 1. A review of the terms of reference and committee membership of Board Committees, through the lens of ABR and EDI; and 2. Recommended goals, with identified metrics and timelines, for consideration by each Committee and by the Governance Committee.	
2. Board Composition and Appointments	a) Review skills matrix to include ABR and EDI.	May 2021	Revised Board of Governors Competencies and Board Member Attributes included in the revised policy for recruiting board members.	June 22, 2021
	b) Revise Board Member Nomination Process to include: 1) a public recruiting process for new (external) members, from the region and beyond. This, along with further leveraging the virtual environment for the possible recruitment of more non-Windsor centric members for diversity and perspective purposes, will assist in casting a larger net from which a more diverse pool of board members candidates can be considered for nomination; 2) recommendations from nominating bodies to include multiple names with corresponding CVs and contact information; and 3) interview process to fill board vacancies and non-board member positions on committees to ensure that the Board is diverse and reflects the needed skills and expertise.	May 2021	Process for filling seats for external members by nominating bodies; and process for public call and interview process approved at June 22, 2021 Board meeting.  Policy and process for filling seats from nominating bodies completed.	External member positions: June 22, 2021  Policy and Process for Filling Seats on the Board from Nominating Bodies: December 9, 2021

Governance Areas of Focus	Actions	Timeline	Update/Comments	Completed
	c) Establish new communication process to nominating organizations regarding reference points above so they have a better understanding of our needs at the Board and Committee level. This will also serve as a useful outreach tool to our external partners to communicate our goals and dedication to good governance, ABR, and EDI.	May 2021	Will be included in the process for filling seats by nominating bodies.	June 22, 2021
	d) Update the “Individual Board Members’ Responsibilities” and “Individual Committee Members’ Responsibilities”, which set out the expectations of board and committee members. Include the time commitment and engagement expectations and have each member sign it in the form of an acknowledgment and undertaking.	June 2021	Revisions reviewed by the Governance Committee, June 7, 2021.	June 22, 2021
3. Board Member Orientation and Education	a) Continue improvements to the New Board Member Orientation, including adding a mentoring process.	<del>June 2021</del> June 2022	Move timeline to provide more time to develop mentoring piece.	
	b) Create a continuing education process for Board Members, led by internal or external facilitators, including: 1) half day Joint Senate/Board Session followed by dinner; 2) half day Board/Committee training session/retreat; 3) creation of (mandatory or optional) workshops/modules (in-person or online). Varying topics: Pension Legislation, How to read Financial Statements, etc.	June 2022		
	c) Institute of Corporate Directors Board membership and access to information.	March 2021	ICD membership effective as of March 23, 2021	March 2021

University of Windsor  
Board of Governors

4.4.2: **Board Bylaw 1, the Bylaw on the President, and the Bylaw on Non-Academic Vice-Presidents – Proposed Revisions**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

**MOTION: That the proposed revisions to Board Bylaw 1, the Bylaw on the President, and the Bylaw on Non-Academic Vice-Presidents be approved.**

Proposed Revisions to Board Bylaw 1  
*[changes are in bold and strikethrough]*

- 1.1 The Board shall consist of thirty-two members, whose membership shall be appointed by the Board, each of whom shall have voting rights. **In accordance with the University's Employment Equity and Education policy/program, the designated groups are: Indigenous peoples, persons with disabilities, persons who identify as LGBTQIA2S+, racialized persons, and women-identified persons.** Efforts shall be made to have representation from all designated groups on the Board including encouraging members of designated groups who meet the required skill set to apply for external member positions and encouraging nominating bodies to submit names of candidates who meet the required skill set and identify as members of a designated group.

The Board shall seek to ensure representation from all designated groups. The membership shall be:

[...]

- 1.1.5 Four members of the teaching staff elected by and from the Senate.

~~A faculty member whose leave will end by September 1 is eligible for election to the Senate at the Spring election just prior to his/her return.~~

The term of office for each of the faculty members on the Board shall be three years, ~~provided that the term of each such faculty member~~ is subject to such faculty member remaining on Senate for the duration of the term.

The University Secretariat shall issue the call for nominations. Nominations shall be ~~in writing~~, signed by the nominator and the person nominated. ~~Nominations must be received within ten calendar days of the "call for nomination". Elections will be conducted by secret ballot at a Senate meeting.~~

[...]

- 1.1.7 Appointments made to the board shall normally be made taking into consideration the knowledge areas where the Board may be strengthened, in accordance with the **Board's policies and processes for identifying Board members** *Policy on the Identification of Board Members*.

SECTION III: Board Committees

- 1.4 All Board Standing Committees should pursue the highest possible commitment to diversity. **In accordance with the University's Employment Equity and Education policy/program, the designated groups are: Indigenous**

peoples, persons with disabilities, persons who identify as LGBTQIA2S+, racialized persons, and women-identified persons. Efforts shall be made to have representation from all designated groups on the Board Committees including encouraging eligible members of these designated groups to serve on the Standing Committees.

Proposed Revisions to President's Bylaw  
*[changes are in bold and strikethrough]*

- 4.1.1 There shall be a Search Committee, the composition of which shall be determined by the Board. The following representation is recommended as appropriate for such a Committee:
- five Board members;
  - five members elected by and from the Senate, including one student;
  - an Employment Equity/Procedures Assessor (EE/PA) [non-voting].

**In accordance with the University's Employment Equity and Education policy/program, the designated groups are: Indigenous peoples, persons with disabilities, persons who identify as LGBTQIA2S+, racialized persons, and women-identified persons.** Recognizing the historic and present need for ensuring ~~women's~~ representation **of women-identified persons** on committees, **and appreciating the diversity of gender identities**, the Search Committee shall have non-student voting members from at least two different gender identities, one of whom self-identifies as ~~female~~ **a woman**. **Efforts shall be made to have representation from the other four designated groups on the Search Committee including encouraging eligible members of these designated groups to consider serving on the Search Committee.**

[...]

- 4.2.2 Records shall be kept of all the proceedings. All meetings of the Search Committee shall be held *in camera* and the proceedings, discussions, records and any materials kept strictly confidential. A report, following the format outlined in Appendix A, shall be submitted to the Office of Human Rights, Equity and Accessibility, following the conclusion of the Search. The University of Windsor's five designated groups are: ~~aboriginal persons~~ **Indigenous peoples**, persons with disabilities, ~~sexual minorities~~ **persons who identify as LGBTQIA2S+**, ~~visible minorities~~ **racialized persons**, and women-identified persons.

See also Appendix A

Proposed Revisions to Bylaw on Non-Academic Vice-Presidents  
*[changes are in bold and strikethrough]*

- 2.2.2 **In accordance with the University's Employment Equity and Education policy/program, the designated groups are: Indigenous peoples, persons with disabilities, persons who identify as LGBTQIA2S+, racialized persons, and women-identified persons.** Recognizing the historic and present need for ensuring ~~women's~~ representation **of women-identified persons** on committees, **and appreciating the diversity of gender identities**, the Search Committee shall have non-student voting members from at least two different gender identities, one of whom self-identifies as ~~female~~ **a woman**. **Efforts shall be made to have representation from the other four designated groups on the Search Committee including encouraging eligible members of these designated groups to consider serving on the Search Committee.**

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See also Appendix A

**Rationale:**

- The Senate Governance Committee's Bylaw Review Committee, in consultation with the Vice-President, Equity, Diversity and Inclusion and following a review of suggested wording shared by the Faculty of Law, proposed revisions to the Senate bylaws which provide more inclusive language (beyond the statement on gender representation) in terms of committee composition and diversity of members, and which use more contemporary language in the listing of the designated groups. This same language is being proposed for Board bylaws.
- The goal is to have more diverse representation on all committees, while balancing the need to ensure that any new provision does not overload members who self-identify as members of designated groups, due to the limited number of candidates available to serve on the committees in this capacity.
- A review of other Canadian universities revealed that no university has established specific requirements around diversity representation on committees. For Committee composition, there was general language around ensuring diversity of membership in accordance with the equity, diversity, and inclusion policies of the university.
- The proposed changes also clean up the language under Bylaw 1 (1.1.5), some of which is already in Senate bylaw 1 in terms of eligibility to serve on Senate, and clarify that elections can be conducted electronically.

## Appendix A – for Bylaws on the President and Non-Academic Vice-Presidents

### Report to the Office of Human Rights, Equity and Accessibility

Column 1			Column 2			Column 3			Column 4			Column 5		
# of Indigenous persons			# of persons with disabilities			# of persons who identify as LGBTQIA2S+			# of racialized persons			# of women-identified persons		
applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed

Table continued from above:

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

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

**University of Windsor  
Board of Governors**

**4.4.3: Proposed Bylaw on Vice-President, Equity, Diversity and Inclusion**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

**MOTION: That the proposed Bylaw on Vice-President, Equity, Diversity and Inclusion be approved.**

**Rationale:**

- This formalizes the role of the Vice-President, Equity, Diversity and Inclusion. As this is an appointment at the Vice-Presidential level, the bylaw requires Board approval. Senate approved the bylaw on January 14, 2022.
- The bylaw mimics existing bylaws for the Provost and the Vice-President, Research and Innovation.

Bylaw on Vice-President, Equity, Diversity and Inclusion

**1 Term and Conditions of Office**

The term of office for a Vice-President, Equity, Diversity and Inclusion shall be up to five years. The duration of office for an incumbent Vice-President, Equity, Diversity and Inclusion shall not normally exceed ten consecutive years. Upon appointment, the Vice-President, Equity, Diversity and Inclusion shall be appointed with tenure.

**2 Rules and Regulations with Respect to Qualifications and Procedures for Appointment**

**2.1 Academic Qualifications**

The Vice-President, Equity, Diversity, and Inclusion is the leader on matters relating to equity, diversity and inclusion at the University and shall possess the appropriate qualifications. The Vice-President, Equity, Diversity and Inclusion reports to the President.

**2.2 Search Committee**

2.2.1 There shall be a Search Committee composed of the President, as Chair, three members elected from the decanal/faculty/sessional lecturer/librarian members of Senate by the Senate, a student member of Senate elected by the Senate, three members appointed by and from the Board of Governors, and an Employment Equity/Procedures Assessor (EE/PA) [non-voting]. The Senate shall either elect the decanal/faculty/sessional lecturer/librarian and student members of the Search Committee at a meeting held for the purpose or upon the request of the Chair of Senate, the University Secretariat shall conduct the election.

2.2.2 In accordance with the University's Employment Equity and Education policy/program, the designated groups are: Indigenous peoples, persons with disabilities, persons who identify as LGBTQIA2S+, racialized persons, and women-identified persons. Recognizing the historic and present need for ensuring representation of women-identified persons on Senate committees, and appreciating the diversity of gender identities, the Search Committee shall have non-

student voting members from at least two different gender identities, one of whom self-identifies as a woman. Where necessary a faculty member from a second gender identity shall be elected by the Search Committee from a list of eligible faculty members of the Senate provided by the University. Efforts shall be made to have representation from the other four designated groups on the Search Committee including encouraging eligible members of these designated groups to run for election to the Search Committee.

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

## 2.3 Search Process

- 2.3.1 All proceedings of the Search Committee shall be kept confidential. (see 2.4)
- 2.3.2 A search process shall be initiated normally fifteen months prior to the expiration of the term of an incumbent Vice-President, Equity, Diversity, and Inclusion.

### Renewal

- 2.3.3 Where there is an incumbent Vice-President, Equity, Diversity, and Inclusion, at the end of a first term, the Search Committee shall consult with the incumbent Vice-President, Equity, Diversity and Inclusion and members of the Senate and other segments of the university community, to determine at least one calendar year prior to the expected date of appointment whether it should recommend a renewal without a search to the Senate in light of the activities of the University within the responsibility of the Vice-President, Equity, Diversity and Inclusion and the future needs of the University. The Search Committee shall provide a report to the Senate. The report will specify its proposed agenda (including its mode of operation and schedule for the renewal process).

### Search

- 2.3.4 Where there is no incumbent Vice-President, Equity, Diversity and Inclusion, or where the incumbent Vice-President, Equity, Diversity, and Inclusion has completed more than one term, or where a renewal without search is not recommended, the Search Committee shall at least one calendar year prior to the expected date of appointment provide a report to the Senate. The report will specify its proposed agenda (including its mode of operation, schedules for the Search Procedure, and schedules for the submission of periodic progress reports to the Senate).
- 2.3.5 The Search Committee, with the agreement of the President, shall determine whether it will, in the case of an incumbent who has completed more than one term, conduct a review under 2.3.3 above, or conduct the search internally or advertise externally for the position and thereafter, as appropriate, shall issue a call for nominations and applications.
- 2.3.6 The Search Committee shall prepare a short list of candidates and obtain confidential views and comments on the candidates from appropriate persons as it deems necessary.

### Recommendation

- 2.3.7 The Search Committee shall present in writing the name of a single candidate from the short list together with appropriate supporting material to the members of the Senate at an *in camera* meeting at which time individual Senators may elect to make written submissions to the Search Committee.
- 2.3.8 After the meeting of Senate, the Search Committee shall review any written submissions and determine its recommendation.



- 2.4.3 In the event that the Search Committee, decides to recommend the appointment of the candidate whose name was presented to the Senate, it shall present the recommendation to the President. The President may thereupon recommend the selected candidate to the Board of Governors who may by resolution either appoint such person the Vice-President, Equity, Diversity and Inclusion, or further instruct the Search Committee. If the Committee decides not to recommend the name of the candidate whose name was presented to the Senate it shall resume the search.
  - 2.4.4 Should the President declare that a lack of Committee progress requires it, the President may request that the Senate decide among the following alternatives: that an Acting Appointment be made; and/or that the Search Committee be reconstituted.
  - 2.4.5 If the reconstituted Search Committee is unable to make a recommendation, the President may recommend a candidate to the Board of Governors.
- 2.5 Records shall be kept of all the proceedings. All meetings of the Search Committee shall be held *in camera* and the proceedings, discussions, records and any materials kept strictly confidential. A report, following the format outlined in Appendix A, shall be submitted to the Office of Human Rights, Equity and Accessibility, following the conclusion of the Search. The University of Windsor's five designated groups are: Indigenous peoples, persons with disabilities, persons who identify as LGBTQIA2S+, racialized persons, and women-identified persons.

### **3 Duties, Responsibilities, and Terms and Conditions of Appointment**

The duties and responsibilities of the Vice-President, Equity, Diversity, and Inclusion are appended to this bylaw as Schedule A.

### **4 Review**

At any time the Board of Governors may remove a Vice-President, Equity, Diversity, and Inclusion from office upon the recommendation of the President, or request a review of the Vice-President, Equity, Diversity, and Inclusion performance.

- 4.1 A review of the performance of an incumbent Vice-President, Equity, Diversity and Inclusion may be requested by a two-thirds vote of the members of each of the Senate and of the Executive Committee of the Board of Governors. Such a vote may be initiated by a petition of ten faculty members of the Senate addressed to the President who may arrange for a secret ballot upon two weeks' notice. Failure to receive a two-thirds vote of the members of the Senate and of the Executive of the Board of Governors will deny a request.
- 4.2 The performance review specified in 4 shall be performed by a special Committee (including some Board members) appointed by the President.

### **5 Acting Appointments**

In the event of a vacancy of the Office of the Vice-President, Equity, Diversity and Inclusion, the President may recommend to the Board of Governors an acting appointment not normally to exceed twelve months, or until Vice-President, Equity, Diversity and Inclusion is appointed, whichever comes sooner. Such recommendation shall be made only after consultation with the Senate, and the Senate's view of the appointment shall be communicated to the Board of Governors. An Acting Vice-President, Equity, Diversity and Inclusion shall not be renewed in the position without the approval of the Senate. An Acting Vice-President, Equity, Diversity and Inclusion shall not normally be replaced by a different Acting Vice-President, Equity, Diversity and Inclusion except in circumstances which must be stated to the Senate and after consultation in accordance with the procedures above. The maximum term for an Acting Vice-President, Equity, Diversity and Inclusion shall be two years.

## SCHEDULE A

### Duties and Responsibilities

Subject to determination by the Board and in consultation with the President, the Vice-President, Equity, Diversity and Inclusion shall:

- work collaboratively with a coalition of university stakeholders, to build a sustainable equity, diversity, and inclusion (EDI) infrastructure at the University of Windsor
- establish and oversee processes and structures to dismantle systematic discrimination and oppression and transform the University of Windsor into a truly safe, inclusive, equitable, and just learning and working environment.
- lead efforts to enshrine EDI infrastructure in the governance structure of the university and build upon a shared and common vision of the University of Windsor community
- develop a whole-system approach in which EDI considerations, principles, and values not just permeate but form the foundations of practice in policy-making, teaching and learning, research and scholarship, service, co-curricular activities, and community engagement.
- provide oversight of, and facilitate the enhancement of services provided by areas reporting to the Office of the portfolio of the Vice-President, Equity, Diversity, and Inclusion.
- lead and support efforts to address racism and discrimination on campus.
- provide guidance to ensure that equity, diversity, and inclusion priorities thoughtfully inform decision making in all aspects of the University.
- facilitate ongoing internal and external equity, diversity and inclusion reviews.
- in conjunction with the Executive Leadership Team, support the implementation of a broad range of strategic equity, diversity and inclusion initiatives.
- work closely with the other Vice-Presidents on initiatives related to diversity planning, student experience, conflict resolution, faculty engagement, research facilitation, and curriculum development.
- work closely with relevant departments, offices and personnel to ensure fairness and transparency in University of Windsor student disciplinary processes including non-academic conduct.
- lead efforts in capacity building around EDI through recruiting of the best talent and provision of education, training and professional development for members of our campus community.
- lead and facilitate a process for making the University of Windsor a better citizen and more socially responsive to vulnerability and marginalization in the community.
- lead and support efforts to enhance recognition and valuation of EDI at the University of Windsor.
- establish opportunities for the University of Windsor to demonstrate leadership in EDI in the local community and region.

## Appendix A

### Report to the Office of Human Rights, Equity and Accessibility

Column 1			Column 2			Column 3			Column 4			Column 5		
# of Indigenous persons			# of persons with disabilities			# of persons who identify as LGBTQIA2S+			# of racialized persons			# of women-identified persons		
applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed

Table continued from above:

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

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

**University of Windsor  
Board of Governors**

**4.4.4: Principles for Reviewing Existing Building Names**

Item for: **Approval**

Forward by: **Board Governance Committee**

**MOTION: That the proposed Principles for Reviewing Existing Building Names be approved.**

**Principles for Reviewing Existing Building Names**

1. Historians and the Truth and Reconciliation Commission (TRC) have documented the intergenerational impact of colonialism, the Indian Acts and Residential Schools. The TRC concluded that these policies constituted cultural genocide. Well into the twentieth century, government policies, supported and enforced by religious institutions, aimed to clear the way for a white, liberal, and exclusionary nation. Regardless of the context within which these policies were developed, historical figures and institutions who designed, supported or carried out colonialist policies should be viewed as agents of the colonial state and of governmental policies that were genocidal and restrictive, policies with which the University of Windsor's mission and values in the 21<sup>st</sup> century are incompatible. The University of Windsor can no longer reasonably confer honours on individuals or institutions or those who may be seen to represent institutions that designed, supported or carried out these policies.
2. Further, rather than honoring national figures, honorific namings and renamings of University assets should be based on the rich cultural and historical heritage of Southwestern Ontario. They should recognize individuals, peoples, groups, and organizations that have made significant contributions to the University and region.

Current building names will be reviewed based on these principles.

**Rationale:**

Consistent with the Policy on the Naming of University Assets, the Advisory Group on the Naming of University Assets was established in June 2021 to review all proposed honorific namings and new namings for gifts over \$100K in the future. As its first order of business, the Advisory Group was tasked with reviewing existing building names to consider which, if any, should be decommissioned/renamed. In embarking on this task, the Advisory Group discussed its overall conceptual approach to reviewing existing building names and agreed that any such review or proposed renaming should be informed by a set of principles, rather than revisiting the past to put government or religious institutions or agents "on trial" to determine if they are worthy of named recognition.

**University of Windsor  
Board of Governors**

**\*4.4.5: Revisions to Board Bylaw 1 and List of Signing Authorities**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

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

Proposed Revisions:

Bylaw 1

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

List of Signing Authorities

To \$50,000      Machine signature (~~Associate Vice-President, Finance signature~~)

To \$200,000      One ~~manual~~ signature of:  
                          President  
                          Provost and Vice-President, Academic  
                          Vice-President, Finance and Operations  
                          Director of Legal Services  
                          Associate Vice-President, Finance  
                          **Executive Director, Finance**  
                          Manager, University Budgets

\$200,000 and over      Two ~~manual~~ signatures from the above list, one of which must be:  
                          President  
                          Provost and Vice-President, Academic,  
                          Vice-President, Finance and Operations  
                          Director of Legal Services

**Rationale:**

- For Bylaw 1 (1.13) changes reflect senior administrative organizational changes.
- Board Bylaw 1 (4.2) allows the Board to name others as signing authorities under separate resolution. In this case the List of Signing Authorities. The position of AVP, Finance is being restructured to Executive Director, Finance.
- Modernising language to allow for signatures to be manual or electronic, based on individual policies and legislative requirements. Signature for items under \$50 000 is typically a machine printout of the VP, Finance and Operations but could be any of those listed under the section "To \$200 000".

**University of Windsor  
Board of Governors**

**\*4.4.6 Board Human Resources Committee Workplan**

Item for: **Discussion**

Forwarded by: **Board Governance Committee**

*The Board Human Resources Committee Workplan provides a framework and timelines to address the many specific responsibilities of the Committee as stated in the Board Bylaw.*

<b>Human Resources Committee Specific Responsibilities</b>	<b>Timeline</b>	<b>Update/Comments</b>	<b>Completed</b>
<b>2.4.2.1 Employee Hiring, Salary, Benefits and Compensation Arrangements</b>			
A. <u>President and Vice-Presidents</u>	October 2022	Review and refresh existing policies, as needed.	
i. recommending to the Board policies pertaining to the presidential and vice-presidential searches, performance review frameworks, succession planning processes, and compensation frameworks (including bonus and incentives frameworks), and any revisions thereto.			
ii. establishing, on behalf of the Board, the terms and conditions of employment (appointment letters) for the President and the Vice-Presidents, as well as the starting salary, benefits and other forms of compensation.	New appointment or renewal	Annual review to determine which appointments are coming due for renewal or new searches.	Ongoing
iii. reviewing and making recommendations to the Board on the President's performance review and associated salary increase, if any.	April-October	Consistent with the policy on the Presidential Performance Review Framework Schedule	Ongoing
iv. reviewing, on behalf of the Board, the Vice-Presidents' performance reviews and approving associated salary increases, if any.	October/November	Annual review	Ongoing
B. <u>Other Executive-level, Non-Unionized and Unionized Employees</u>	Negotiation strategy: Two months prior to the	CUPE 1393 Bargaining strategy will be presented to Executive Committee in	Ongoing
i. reviewing and approving, on behalf of the Board, the University's negotiations strategies and mandates for collective and other			

Human Resources Committee Specific Responsibilities	Timeline	Update/Comments	Completed
employment agreements with its unionized, non-unionized, and other executive-level employees; and reviewing and recommending to the Board negotiated collective and other compensation agreements.	beginning of any bargaining session.  Recommendation to Board: as needed  February: Annual Review Other Executive-level, non-unionized employee agreements	W2022 as the HR Committee will not be up and running until April/May.  Annual Review	
<b>C. Reports</b>			
i. receiving ongoing information on the status of labour negotiations.	Regular updates during negotiations.		
ii. reviewing overall developments or changes in labour relations.	Fall and Winter update		Ongoing
iii. approving, on behalf of the Board, an annual report from the President on all faculty and staff hiring appointments.	October		Ongoing
<b>2.4.2.2 Human Resources Strategies and Policies</b>			
i. recommending to the Board institutional employee recruitment, engagement and retention, and equity diversity and inclusion goals.	June 2022		
ii. monitoring employee hiring and equity, diversity and inclusion trends and recommending to the Board policies, structures, and strategies that support the attraction and retention of a diverse and inclusive community of exceptional senior administrators, faculty, and staff.	Monitoring hiring and EDI trends: October  Recruitment and retention policies, structures, and strategies: November 2022	Annual Review  Submit draft for review	Ongoing
iii. recommending to the Board succession planning processes that support the attraction and retention of a diverse and inclusive community of exceptional senior administrators.	October 2022	Consistent with A(i) above.	

<b>Human Resources Committee Specific Responsibilities</b>	<b>Timeline</b>	<b>Update/Comments</b>	<b>Completed</b>
iv. ensuring that human resources strategies of the University align with the objectives of the University's Strategic Plan.	Reviewed regularly	When reviewing or revising policies, this will be at the forefront	Ongoing
<b>2.4.2.3 Compliance with Human Resource Related Laws and Regulations</b>			
i. ensuring that there are appropriate human resources and other policies and procedures in place to comply with statutory responsibilities; and reporting to the Board, as required, on the University's compliance with employment-related legislation.	May	Annual statutory compliance report submitted for review	Ongoing
<b>2.4.2.4 Health, Safety, and Wellness</b>			
i. monitoring reports on the University's health and safety programs and trends in health and safety to ensure hazards and risks are effectively managed. Recommend to the Board corrective action when required.	April	Annual report	Ongoing
ii. reviewing and advising on employee health and wellness programming and initiatives.	April	Annual report	Ongoing
<b>2.4.2.5 Any other matters referred to it by the Board, the Executive Committee, or the President</b>			
Reviewing annual report on number of active grievances (requested by EC last year)	May	Annual report	Ongoing
<i>As assigned</i>	TBD		



# SMA3 2020-2025 Annual Evaluation Year 2

Board of Governors  
February 22, 2022



# Metrics

2020/21	2021/22	2022/23 and on
1. Graduate Employment	1. Graduate Employment	1. Graduate Employment
2. Institutional Strength*	2. Institutional Strength*	2. Institutional Strength*
3. Graduation Rate	3. Graduation Rate	3. Graduation Rate
4. Community Impact	4. Community Impact	4. Community Impact
5. Economic Impact*	5. Economic Impact*	5. Economic Impact*
6. Research Funding	6. Research Funding	6. Research Funding
	7. Experiential Learning	7. Experiential Learning
	8. Innovation: Industry Funding	8. Innovation: Industry Funding
	9. Graduate Earnings	9. Graduate Earnings
		10. Skills and Competencies *
<b>25% of Grant</b>	<b>35% of Grant</b>	<b>45% to 60% of Grant</b>

\$23.5M

\$32.8M

\$42.3 to \$56.4M



University of Windsor

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# Weightings

	Institutional Assigned Weightings/Outcomes-Based Funding				
	2020-21	2021-22	2022-23	2023-24	2024-25
	Max 35%, Min 10%	Max 30%, Min 5%	Max 25%, Min 5%	Max 25%, Min 5%	Max 25%, Min 5%
Metric	(%)	(%)	(%)	(%)	(%)
1. Graduate Employment Rate	10%	5%	5%	5%	5%
2. Institutional Strength	25%	20%	20%	20%	20%
3. Graduation Rate	10%	5%	5%	5%	5%
4. Community Impact	35%	30%	25%	25%	25%
5. Economic Impact	10%	20%	20%	20%	20%
6. Research Funding	10%	5%	5%	5%	5%
7. Experiential Learning	--	5%	5%	5%	5%
8. Innovation: Industry Funding	--	5%	5%	5%	5%
9. Graduate Earnings	--	5%	5%	5%	5%
10. Skills & Competencies*	--	--	5%	5%	5%



# Performance Funding Status

- Government committed to a two-year delay (20/21 and 21/22)
- To inform decision: Year 1 & 2 actual performance, broader macro considerations
- COU feedback to the Ministry
  - Based on an analysis of the metrics
  - Continue to decouple or provide flexibility in the funding for the continued effects of the pandemic



# Metric Analysis

SMA3 Metric	Data Purpose/Impact	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)
Graduate	<b>Potential Net</b>	None	<b>High</b>	<b>High</b>	<b>High- Moderate</b>	<b>Moderate-Low</b>
Tri-agency Research Funding	Target-setting (rolling three-year average)	2013-14	2014-15	2015-16	2016-17	2017-18
		2014-15	2015-16	2016-17	2017-18	2018-19
		2015-16	2016-17	2017-18	2018-19	2019-20
		2016-17	2017-18	2018-19	2019-20	<b>2020-21</b>
		2017-18	2018-19	2019-20	<b>2020-21</b>	<b>2021-22</b>
	Performance Measurement (three-year average)	2016-17	2017-18	2018-19	2019-20	<b>2020-21</b>
		2017-18	2018-19	2019-20	<b>2020-21</b>	<b>2021-22</b>
		2018-19	2019-20	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>Potential Net Impact</b>	None	None	<b>Moderate</b>	<b>Moderate</b>	<b>High</b>



# Evaluation

## Year 1 (20/21) & Year 2 (21/22)



# 20/21 Year 1 Evaluation

Metric Name	2020-21			
	Target	Band of Tolerance	Allowable Performance Target*	Actual
Graduate Employment Rate in a Related Field	88.08%	3.55%	84.96%	86.27%
Institutional Strength/Focus	33.66%	3.00%	32.65%	33.82%
Graduation Rate	75.66%	1.63%	74.43%	73.53%
Community/Local Impact of Student Enrolment	11.30%	2.33%	11.04%	11.49%
Economic Impact (Institution-specific)	\$143,260,128	8.08%	\$131,684,886	\$150,245,331
Research Funding and Capacity: Federal Tri-Agency Funding Secured	1.41%	6.08%	1.32%	1.25%



# Annual Evaluation Process: 21/22 (Year 2)

Review metric data provided by Ministry

University defined metrics

- a. Economic Impact
- b. Experiential learning

Weightings

- a. Year 3 to Year 5
- b. Will have the opportunity to review again next year





# 21/22 Year 2 Evaluation

Metric Name ▲	Performance Grant %	Performance Grant	Metric Weighting	Notional Allocation	Metric Target	Band of Tolerance (BoT)	Allowable Performance Target	Metric Performance	Performance to APT
Community/Local Impact	35%	\$32,702,365.03	30%	\$9,810,709.51	11.43%	1.92%	11.21%	11.79%	105.20%
Economic Impact (Non-Local Student Spending)	35%	\$32,702,365.03	20%	\$6,540,473.01	\$147,458,997.97	6.16%	\$138,382,343.92	\$161,031,549.79	116.37%
Experiential Learning Proportion	35%	\$32,702,365.03	5%	\$1,635,118.25	60.67%	43.27%	34.42%	70.46%	204.70%
Graduate Earnings	35%	\$32,702,365.03	5%	\$1,635,118.25	\$46,265.38	5.64%	\$43,657.49	\$48,669.18	111.48%
Graduate Employment Rate in a Related Field	35%	\$32,702,365.03	5%	\$1,635,118.25	89.04%	4.81%	84.76%	88.85%	104.83%
Graduation Rate	35%	\$32,702,365.03	5%	\$1,635,118.25	74.06%	1.05%	73.28%	73.99%	100.98%
Institutional Strength	35%	\$32,702,365.03	20%	\$6,540,473.01	31.50%	3.00%	30.55%	34.56%	113.11%
Research Revenue - Donations, Grants & Contracts	35%	\$32,702,365.03	5%	\$1,635,118.25	\$5,063,444.44	8.17%	\$4,649,625.38	\$5,846,333.33	125.74%
Research Revenue Total	35%	\$32,702,365.03	5%	\$1,635,118.25	1.33%	4.00%	1.28%	1.31%	102.52%

Submission to the Ministry January 2022, waiting for confirmation



# Monitoring Performance

Graduate Employment Rate in a Related Field

Institutional Strength

Graduation Rate

Community/Local Impact

Research Revenue Total

Experiential Learning Proportion

Economic Impact (Non-Local Student Spending)

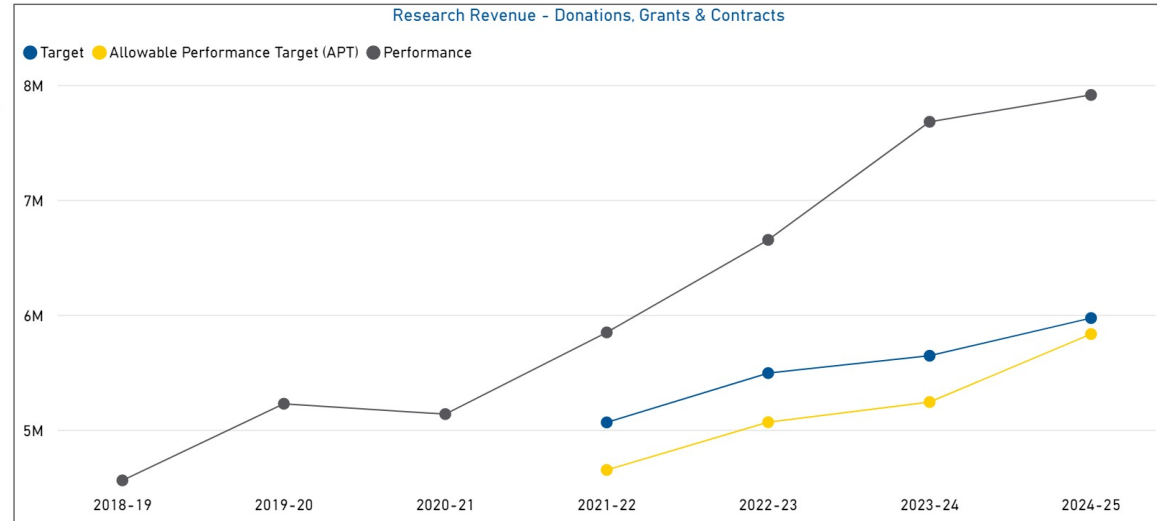
Research Revenue - Donations, Grants & Contracts

Graduate Earnings



Metric Definition:

Total research revenue attracted from private sector and not-for-profit sources, including donations, grants and contracts.



SMA3 Year	Performance Grant %	Performance Grant	Metric Weighting	Notional Allocation	Metric Target	Band of Tolerance (BoT)	Allowable Performance Target	Metric Performance	Performance to APT	Actual/Projection
2024-25	60%	\$56,061,197.19	5%	\$2,803,059.86	\$5,971,111.11	2.33%	\$5,832,243.49	\$7,912,000.00	135.66%	Projection
2023-24	55%	\$51,389,430.76	5%	\$2,569,471.54	\$5,643,222.22	7.14%	\$5,240,544.85	\$7,678,666.67	146.52%	Projection
2022-23	45%	\$42,045,897.89	5%	\$2,102,294.89	\$5,492,555.56	7.78%	\$5,065,231.05	\$6,651,333.33	131.31%	Projection
2021-22	35%	\$32,702,365.03	5%	\$1,635,118.25	\$5,063,444.44	8.17%	\$4,649,625.38	\$5,846,333.33	125.74%	Actual
2020-21								\$5,135,666.67		Actual
2019-20								\$5,225,666.67		Actual



# Looking Ahead

1. Skills and competency metric
  - a. Ministry will not be using the Education and skills online (ESO) tool
  - b. Providing guidelines for us to develop our own metric
2. Faculty reporting requirement
  - a. Consultation on the faculty activity reporting
  - b. COU has provided feedback



# Questions?

