

**NOTICE OF MEETING**

There will be a meeting of the  
Board of Governors  
Tuesday, April 19, 2022  
at 4:00 pm  
VIRTUAL MEETING  
Link: [Join Microsoft Teams Meeting](#)

**AGENDA**

<b>ITEM</b>	<b>DOCUMENT# &amp; ACTION</b>
<i>Land Acknowledgement</i>	
<i>Declaration of conflict of interest</i>	
<b>1 Approval of the Agenda</b>	
<b>2 Minutes of the meeting of February 22, 2022</b>	<b>Allison-Approval BG220222M</b>
<b>3 Business arising from the minutes</b>	
<b>4 Outstanding Business/New Business</b>	
<b>4.1 Reports:</b>	
<b>4.1.1 Remarks from the Chair</b> (4:05-4:10pm)	<b>Allison-Information</b>
<b>4.1.2 President's Report</b>	<b>Gordon-Information</b>
<b>4.1.2.1 Annual Report on Sexual Misconduct Policy</b> <b>(2021-2022) (p. 3)</b>	<b>Gordon/Johnstone-Information BG220419-4.1.2.1</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 Follow-up from the Board Retreat</b>	<b>Allison/Gordon-Discussion</b>
<i>See also 4.2.3.</i>	
<b>4.1.4 Questions Arising from Vice-Presidents' Reports (p. 5)</b>	<b>Vice-Presidents-Information BG220419-4.1.4</b>
<b>4.2 Audit Committee</b>	
<b>*4.2.1 Appointment of External Auditors (p. 9)</b>	<b>Porter-Approval BG220419-4.2.1</b>

4.2.2	<b>Risk Profile Presentation: Cyber Security</b> (p. 10)	<b>Porter-Information</b> BG220419-4.2.2
4.2.3	<b>Enterprise Risk Management (ERM) Dashboard</b> (p. 29)	<b>Porter-Information</b> BG220419-4.2.3
4.3	<b>Executive Committee</b>	
4.4	<b>Governance Committee</b>	
4.4.1	<b>Sexual Misconduct Policy – Revisions</b> (p. 31)	<b>Tucker-Approval</b> BG220419-4.4.1
*4.4.2	<b>Proposed Revisions to Board Bylaw 1</b> (p. 43)	<b>Tucker-Approval</b> BG220419-4.4.2
4.5	<b>Investment Committee</b>	
4.5.1	<b>Annual Environmental, Social, and Governance (ESG) Review Report</b> (p. 44)	<b>Allison-Information</b> BG220419-4.5.1
4.6	<b>Pension Committee</b>	
4.6.1	<b>Pension Valuations Filings – Update</b> (p. 52)	<b>Oliveira-Information</b> BG220419-4.6.1
4.7	<b>Resource Allocation Committee</b>	
4.7.1	<b>2022-2023 Proposed Operating Budget</b>	<b>Chetty-Approval</b>
4.7.1a	Tuition and Compulsory Ancillary Fees (p. 54)	BG220419-4.7.1a
4.7.1b	Operating Budget (p. 72)	BG220419-4.7.1b
5	<b>In Camera</b>	
6	<b>Adjournment</b>	

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

**University of Windsor  
Board of Governors**

4.1.2.1: **Annual Report on Sexual Misconduct Policy (2021-2022)**

Item for: **Information**

Forwarded by: **Director of Sexual Violence Prevention, Resistance, and Support**

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

**1. The number of times supports, services, and accommodation relating to sexual violence were requested and obtained by students enrolled at the university, and information about the supports, services, and accommodations.**

- The Office of Sexual Violence Prevention, Resistance, and Support (OSVPRS) is the central site for the coordination of support, services, and accommodation relating to sexual assault. Of the 51 new cases opened by the OSVPRS in 2021-2022, 8 resulted in the provision of academic accommodation and 5 resulted in the coordination of financial support.
- Within the institution, the following offices were variably consulted: Student Accessibility Services, Student Counselling, Campus Community Police, Student Health Services, Office of Student Experience, International Students Centre, Human Resources, Residence Services, the Office of Human Rights, Equity, and Accessibility, the Office of Equity, Diversity, and Inclusion, the University Secretariat, and the Office of the Provost.
- The OSVPRS has collaborated with a variety of community organizations including: Windsor Police and the Violence Against Women Coordinating Committee of Windsor-Essex.

**2. Any initiatives and programs established by the university to promote awareness of the supports and services available to students.**

- In July 2021, we received one year of funding through the Campus Safety Grant that is funded by the Ministry of Training, Colleges, and Universities for a full-time Sexual Violence Education Specialist to oversee public education and promotion of the OSVPRS. This funding has been renewed for 2022-2023.
- Fall 2021 marked the beginning of the Prevent Resist Support campaign to promote the University's comprehensive sexual violence strategy. This campaign has been used to communicate the range of sexual violence programming offered on campus, organized according to the themes of prevention, resistance, and support.
- Due to the ongoing COVID-19 pandemic, we have continued to expand our education portfolio with a range of online educational tools. Among the most successful is the Prevent Resist Support Podcast. The podcast was created to promote the services available through the OSVPRS and advance our educational goals. We chose this format to meet the needs of students during the pandemic - they need flexible content that they can access at any date/time. At the time of this report, the episodes have received more than 1000 plays.
- Social media continues to be the most accessible and widely used tool for communication. We use TikTok, Instagram, and Facebook to facilitate educational events and promote awareness. Our most successful post on TikTok reached over 350,000 viewers.
- We have continued to offer a variety of educational workshops, modified for online delivery, that cover topics including: responding to disclosures of sexual violence; self-defence for women; self-defence for members of the 2SLGBTQ+ community; consent, dating, and relationships; and queer sex-education. Beyond workshops, we hosted 13 events or awareness campaigns, including two major collaborations with other members of the Ontario Universities Sexual Violence Network.

- In Fall 2021, the OSVPRS became the institutional home for the University’s Bystander Initiative to End Sexual Violence, which has significantly increased opportunities to spread awareness about the services and supports available on campus.

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

- 51 cases were opened by the OSVPRS between April 2021 and March 2022 for the purpose of seeking emotional support and access to resources. Two of these cases were filed as reports with the OSVPRS and three were filed as formal complaints that resulted in investigation.
- 19 of the concerns presented involved incidents of sexual assault or rape. There were 16 incidents of sexual harassment; 2 incidents of historical childhood sexual abuse; 3 incidents of domestic or intimate partner violence; 9 cases where the details were not disclosed; and 2 cases where support was sought on behalf of someone else. Note: the total is greater than 51 as some people reported more than one experience.
- In 50 of the cases brought forward, the person who experienced harm was a student. In the remaining case the person who was harmed was a staff member.
- In 19 of the cases, the person who caused harm was a student and in 1 case the person who caused harm was a faculty member. In 17 cases, the person causing harm was not a member of the campus community. In the remaining cases the identity of the person who caused harm was undisclosed.
- 15 of the incidents were described as current, as they had occurred within the previous month; 22 of the incidents were classified as recent, as they had occurred within the previous 12 months; 11 incidents were classified as historical, having occurred more than 12 months ago; and, in 3 cases, the time period was not disclosed.
- Five of the incidents were reported to Campus Community Police as well as the OSVPRS. Two were also reported to Windsor Police and one to the Hamilton Police.

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

- The Policy on Sexual Misconduct was implemented in 2016. It was reviewed in 2018-2019 and recommendations were provided in Fall 2019. The policy was reviewed again in 2021-2022 and recommendations have been made to the Board in April 2022.
- The number of cases that have been opened and complaints filed annually are reported in the chart below.

Year	New Cases	Complaints
2016-2017	17	1
2017-2018	66	10
2018-2019	70	11
2019-2020	90	14*
2020-2021	33	2
2021-2022	51	3

\*some cases involved multiple complainants

- From 2016 until 2020, the trajectory of cases and formal complaints trended upwards each year. To date, we have used this positive trajectory to infer that the policy has been effective in creating increased support for survivors on campus, as well as guidance for those seeking to engage formal complaint mechanisms.
- In 2020-2021, there was a sharp decrease in both cases and formal complaints. We believe this is likely a consequence of the COVID-19 pandemic and the shift to a primarily online learning environment. Because of the limitations on physical interactions during periods of lockdown, there may have also been a decreased likelihood to engage in help-seeking during this time.
- In 2021-2022, the number of reports and formal complaints remained low and comparable to 2020-2021; however, there was an overall increase in the number of community members seeking support from the OSVPRS suggesting a possible return to pre-pandemic levels of support seeking.



**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 - update**

The University of Windsor embarked on its first Employee Engagement Survey from March 14<sup>th</sup> to March 30<sup>th</sup>, 2022, sending survey invitations to a total of 1994 employees. The total overall response rate was 48% (staff response rate = 66% / faculty response rate = 30%).

Next steps:

- University-wide survey results to be shared in May 2022.
- Establishment of a Working Group to turn survey results into action.
- Annual reporting of key actions to the University Community.
- Future surveys to measure progress.

**Flexible Work Arrangements Program**

The Flexible Work Arrangements Taskforce, chaired by Marcela Ciampa, Director, Organizational Development and Training, Human Resources, was established in November 2021 to lead the development of a program intended to foster a flexible work culture in support of staff wellbeing. The University also recognizes that adopting new ways of working can also enhance job satisfaction and encourage engagement and innovation, all of which, in turn, can foster excellence in service delivery. As part of the program development process, staff and supervisors were engaged in the program development process through a survey. The staff and supervisor surveys each had close to a 62% response rate. The information gathered through these surveys helped to reaffirm the Vision and Guiding Principles drafted by the Taskforce and the program guidelines.

The Flexible Work Arrangement program for staff will be launched early May 2022. Human Resources will hold five (5) program overview information sessions offered to all individuals that have supervisory responsibilities for staff during the month of April. Staff wanting to learn more about flexible work will also have resources made available to them ahead of the program's launch.

**Collective Bargaining with Staff Bargaining Units - update**

The University of Windsor commenced its negotiations with CUPE Local 1393 (Skilled Trades and Technical Staff) on April 4<sup>th</sup>, 2022. The parties have four (4) additional days scheduled between April 4<sup>th</sup> and May 6<sup>th</sup>.

The University's bargaining team includes:

Nancy Jammu-Taylor	Lead Negotiator (McTague Law Firm)
Chris Houser	Dean, Faculty of Science
Danielle Mihalic	Labour Relations Associate, Human Resources
Deena Wang	International Recruitment and Partnership Manager, Office of Enrolment Management – Recruitment
Denice Shuker	Executive Director, Academic & Staff Relations (Interim), Human Resources
John Osborne	Assistant Director, ITS – Business Systems Group
Nancy Kuntz	Labour Relations Manager, Human Resources

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

*Clinton Beckford*

1. Successful inaugural EDI Week wrapped up March 26. There were 8 formal activities throughout the week. Planning for EDI Week March 21-26, 2023 has begun. Please send your feedback and suggestions to [vpedi@uwindsor.ca](mailto:vpedi@uwindsor.ca).
2. Friday April 1: Dr. Carl James presented in our Distinguished Speaker Series. His topic was '*Hortative EDI: Beyond task force reports, unconscious bias training, and targeted hirings*'? The next event in the series will feature Dr. Annett Henry. The date of the event will be announced soon.
3. Equity, Diversity, and Inclusion and Indigeneity and Decolonization external review is underway. The consulting firm is Higher education Strategy Associates (HESA). The consultants will be conducting over 100 interviews and consultation sessions across the campus in the next three months. Please contact the office if VPEDI if you want to make suggestions about entities that should be involved in the consultations and we will connect you with the consultants.
4. Implementation phase for ABR Taskforce recommendations has begun. An Implementation Oversight Committee is in now in place to lay out a strategy for ensuring accountability. The committee is also tasked with oversight for Windsor meeting its obligations under the Scarborough Charter. The IOC had its first meeting on April 6 and has started its work.
5. Phase One of the Student Identification Survey is still under way. Over 2200 students have participated in the survey to date. Phase Two launch which was set for April 8, has been postponed due to ITS priorities. Information on this will be forthcoming.

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

*Gillian Heisz*

### **Pension Plan Valuations – New Valuations Filed as of July 1, 2021**

As mentioned in the February Board report, the institution has been investigating an opportunity to file off-cycle valuations as of July 1, 2021 to achieve improvements in contribution rates, and longer-term stability in contributions for both the institution as well as the contributing members. Following approval by the D2 Committee for the University of Windsor Pension Plan for Faculty and Certain Employees, and the Employees Retirement Committee for the University of Windsor Employees' Pension Plan, the University did file valuations on March 31, 2022, with the Financial Services Regulatory Authority of Ontario (FSRA).

### **Next Stages of Responsible Investing**

Administration has been focusing on responsible investing initiatives over the past few years as it pertains to the investment portfolios of the institution including the Pension Master Trust, Endowment and Working Capital. The Board has approved several significant milestones to date, including the Endowment Fund becoming a signatory of the United Nations Principles for Responsible Investing (UN PRI), and the University's responsible investing policy, approved in November 2020. The University, along with its consultants, are working on a proposed strategic roadmap for the next stages of responsible investing to Investment Committee later this Spring.

### **Successful Grant Opportunities: ACTEL and EV Chargers**

The University has been recently successful in two grant opportunities that are enabling two projects on campus that will have a significant impact on campus life in Fall 2022:

1. The Government of Ontario has funded \$548K of capital costs under the program "Developing Next Generation Active, Collaborative and Technology-Enabled Learning spaces (ACTEL)". The funding is being

mobilized towards improvements in classroom or lab spaces with new active learning and/or hyflex upgrades in 13 classrooms across six buildings on campus.

2. In addition, the University was successful in its application to Essex Powerlines Corporation for funding towards the procurement and installation of electric vehicle chargers on campus. As a result of this grant, and with support from the Operating Budget's Environmental Sustainability Fund, the University will install 16 EV chargers on campus. The location of the EV chargers will be determined based on a campus wide survey conducted earlier this Winter.

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

*Michael Siu*

1. The Office of Research and Innovation Services has been busy supporting major and multi-institutional research initiatives, including:
  - a. Canada First Research Excellence Fund (CFREF) application on automobility and automotive engineering, involving six partnering universities from coast to coast, as well as original equipment manufacturers and parts suppliers. CFREF aims to support university research strengths within Canada's strategic areas of priority that will create long-term economic advantage for Canada. Recent announcements of industrial investments (with substantial governmental incentives) in electrical vehicles and battery plants emphasize the strategic economic importance of research investment in automobility and electrification.
  - b. Canada Foundation for Innovation (CFI) – Innovation Fund (IF) application for the acquisition of a compact accelerator-based neutron source (CANS), which constitutes part 2 of a pan-Canadian initiative involving 17 universities from coast to coast, to build and expand the research infrastructure in using neutrons as a probe for materials structure and as an agent for targeted cancer therapy. Neutrons are exquisitely sensitive to light elements, including hydrogen and lithium (while x-rays are not); and are, therefore, also especially useful probes for biomaterials and lithium-based batteries.
  - c. CFI applications led by other universities with UWindsor as a collaborating institution – these applications include one to CFI – Major Science Initiatives for funding the operations of freshwater observatories, including those in the Real-time Aquatic Ecosystem Observation Network (RAEON), which was originally funded in 2017 through a CFI-IF grant; a second application to also CFI-IF on freshwater ecosystem assessment and management; and a third application, to CFI-IF as well, on hybrid additive manufacturing.
2. Dr. Ken Drouillard will be stepping down as Chair of the Research Safety Committee (RSC) and taking his sabbatical leave on June 1, 2022. We are indebted to Ken for his leadership and dedication in supporting research at UWindsor and ensuring that it is carried out safely, especially during the unprecedented challenge of the COVID-19 pandemic. We are in the process of identifying the next RSC Chair.
3. The Office of the Vice-President, Research and Innovation nominates colleagues for research awards and recognitions. Recent nominations include:
  - a. Royal Society of Canada (RSC) Fellows – three nominations submitted; Fellows of the RSC are distinguished Canadians from all branches of learning who have made remarkable contributions in the arts, the humanities and the sciences, as well as in Canadian public life.
  - b. RSC College of New Scholars, Artists and Scientists – six nominations submitted; the RSC College is Canada's first national system of multidisciplinary recognition for the emerging generation of Canadian intellectual leadership.
  - c. Social Sciences and Humanities Research Council (SSHRC) Impact Awards (in recognition of outstanding researchers and celebrate their research achievements) – one nomination submitted.
  - d. Natural Sciences and Engineering Research Council (NSERC) Synergy Awards (in recognition of outstanding partnerships between universities and industry) – one nomination submitted.

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

Patti Weir

### 1. COVID update – Spring 2022 forward

Communication distributed to campus on Thursday March 31, 2022 outlining the suspension of the Vaccine and Mask policies, and the transition to passive screening as of May 1, 2022.

The provisions of the Emergency academic plan end on April 30th, 2022, and there is no proposal to extend it as the University moves to a full return to campus.

<https://lawlibrary.uwindsor.ca/Presto/content/GetDoc.axd?ctID=OTdhY2QzODgtNjhYi00ZWY0LTg2OTUtNmU5NjEzY2JkMWYx&riD=Mjcw&plD=MjMy&attchmnt=False&uSesDM=False&riDx=Mjcw&rCFU=>

- One item under further consideration is revision of the Voluntary Withdrawal date – Currently this occurs at the end of week 9 and based on feedback from students, faculty, Associate Deans and Deans, a proposal is moving to Academic Policy committee for discussion. The proposal is to move the VW date to the last day of classes, and to remove the VW notation from the transcript, but retain it on the student record

### 2. Sustainability

Very pleased to share that Dr. Joel Gagnon from the School of the Environment has been appointed as Special Advisor to the Provost on Sustainability from May 15, 2022 – April 30, 2023. Joel will work with the Sustainability Officer (hiring in process) on launching the Sustainability initiatives and setting a campus plan in motion. The Sustainability Committee is currently co-chaired by the Provost and the Vice-President Finance & Operations.

### 3. Student Experience

The Provost's office in partnership with the Office of Student Experience will be hosting Eileen Kenkel from Telus to offer two online sessions on April 12<sup>th</sup> and 13<sup>th</sup> for all students on *Building Your Personal Brand*.

Eileen (she/her) is a Director at TELUS, building the next generation of Customer Care tools for team members and customer self-serve. Eileen has more than 30 years' experience in leadership, strategy and project management and holds a bachelor's degree in Electronics and Computer Systems Engineering. She is passionate about developing the next generation of leaders for TELUS and for Canada and is the founder of Next Gen Network.

Eileen will be supporting a suite of sessions for students during the 2022-2023 academic year.

### 4. Academic Items

#### a) Searches

*Dean – Odette School of Business* - The process of selecting the Search committee and Search consultant is underway, and the process was initiated at the Odette Faculty Council meeting on Friday March 25, 2022.

*AVP Student Experience* - The Search committee met on Wednesday March 30, 2022 to review Bylaw 12 and the Search timeline. The selection of the Search consultant is underway.

#### b) International Thinktank

An engaging session was held on March 23, 2022 facilitated by Marcela Ciampa. Interactive activities were aimed at identifying the mission and values of internationalization, pillars of the framework, and benchmarks and metrics. A white paper is being produced that will be reviewed by participants for further feedback.

**University of Windsor  
Board of Governors**

\*4.2.1:           **Appointment of External Auditors**

Item for:       **Approval**

Forwarded by: **Board Audit Committee**

**MOTION: That KPMG LLP be appointed as the University of Windsor’s external auditors.**

**Rationale:**

- The recommendation follows an open procurement process.
- KPMG LLP has developed specialized expertise in the university sector at the University of Windsor and across the province.

**Report of the Board Audit Committee:**

The Board Audit Committee met on April 7, 2022. In addition to reviewing and recommending to the Board the approval of the external auditors, the Board Audit Committee also reviewed:

- 1) the results of several internal audits, as well as progress on follow-up actions stemming from the audits; and
- 2) KPMG’s Audit Planning Report for the year-ending April 30, 2022.

University of Windsor  
Board of Governors

4.2.2: **Risk Profile Presentation: Cyber Security**

Item for: **Information**

Forwarded by: **Board Audit Committee**

**Background:**

The Cyber Security Risk Profile Presentation is the first in a series of short presentations about significant enterprise risks that Administration is monitoring, which will be brought to the Board via the Board Audit Committee to the Board.

*See attached.*

# Board of Governors

## Risk Profile Presentation: Cybersecurity Program Update April 19, 2022



# Cybersecurity Program

## Background

- In light of the evolving external threat landscape and increasing frequency of cyber attacks and incidents, particularly within the higher education sector, the University identified the need to formally address its cybersecurity program

Consideration	2016	Post-2016
Global Cyber Crime Damages <i>(Estimated)</i>	<ul style="list-style-type: none"><li>• \$600 billion</li></ul>	<ul style="list-style-type: none"><li>• \$6 trillion in 2021 <i>(Continued annual growth of 10%+)</i></li></ul>
Ransomware Attacks <i>(Canadian Higher Education Sector)</i>	<ul style="list-style-type: none"><li>• <a href="#">University of Calgary</a></li><li>• <a href="#">Carleton University</a></li></ul>	<ul style="list-style-type: none"><li>• <a href="#">University of the Fraser Valley (2017)</a></li><li>• <a href="#">Simon Fraser University (2020)</a></li></ul>





# Cybersecurity Program

## Assessment Rationale

- Given these intensifying risks, the University, through the Internal Audit Risk Assessment process, engaged PwC to conduct a cybersecurity maturity assessment
- Key considerations for the University in undertaking this assessment included need to:
  - Determine existing security posture
  - Benchmark against peers
  - Optimize security protocols and investments
  - Establish a formal security strategy and action plan
  - Provide cyber visibility to University Senior Leadership and Board



# Cybersecurity Program

## *Cybersecurity Assessment*

- Primary objective was to conduct a comprehensive assessment on the current state of the University's overall security maturity, specifically focused on:
  - Assessment of operational control alignment and maturity
  - Identification of areas of cyber strength and areas for improvement
- Conducted across the University through interviews with key stakeholders
- Considered in both administrative and operational domains
- Organized into four key categories to address all key program components:
  - Security Governance
  - Security Requirements
  - Control Framework
  - Security Monitoring



# Cybersecurity Program

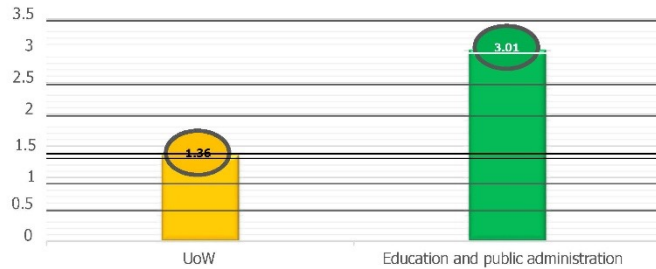
## Assessment Results

- Based on initial assessment, overall University cybersecurity security determined to generally be lower than other Education and Public Sector peers

University of Windsor - FINAL  
PricewaterhouseCoopers LLP

### Maturity Comparison

The overall maturity score at the University is lower when compared to peer average. The industry peers included in this Peer Averaging exercise consisted of "Education and Public Administration" in North America.



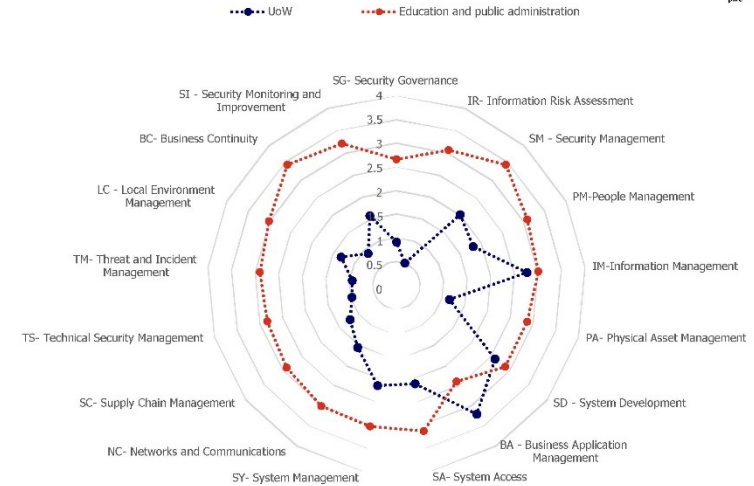
ISF Security Rating Definitions

0 - 1	1 - 2	2 - 3	3 - 4	4
Very Low Maturity	Low Maturity	Medium Maturity	High Maturity	Very High Maturity

The Peer Average is the industry peers included in this exercise consisted of "Education and Public Administration" in North America. This includes 21 respondents, consisting of 5 universities and 16 municipal/public administration entities.

University of Windsor - FINAL  
PricewaterhouseCoopers LLP

### Results by Security Maturity Area



# Cybersecurity Program

## **Assessment Response (2017 - 2018)**

- Based on observations and recommendations provided by PwC, IT Services developed and implemented an “Action Plan” to address identified audit items that:
  - Prioritized and phased activities based on recommended timeframes
  - Assigned activities to IT Services team members, with identified responsibilities and target completion dates

## **Monitoring Visits (2018 – 2020)**

- Recurring (semi-annual) PwC visits completed to review identified Action Plan items
- During each visit, PwC acknowledged additional progress made on Action Plan items



# Cybersecurity Program

## Final Assessment Status (2020)

- Based on final monitoring visit, PwC confirmed that all priority Action Plan items had been sufficiently addressed and acknowledged overall maturity improvement

### ***Security Maturity Results by ISF Category***

The diagram below shows the initial maturity scores, current and target state, as well as the peer benchmark scores across all 17 in-scope categories.



University of Windsor – Confidential PwC Draft

March 2020  
8



# Cybersecurity Program

## Cybersecurity Program Development

- To further enhance the University Cybersecurity program, IT Services has undertaken other security initiatives and activities over past few years including:
  - Creation of a [Cybersecurity](#) website containing training and support resources
  - Continued investment in [Cybersecurity Awareness Month](#) (October) activities



CYBERSECURITY AWARENESS

PHISHING

SAFE BROWSING

PASSWORD CARE

MOBILE DEVICE SECURITY

WORK FROM HOME & CAMPUS

COMPUTER CARE

SELF-ASSESSMENT

TEST YOUR INSTINCTS



**Cybersecurity Awareness Month brings attention to scams**

October 2021

As the University of Windsor celebrates its 100th anniversary, we are proud to have been a member of an award-winning team, recognized as a leading provider for the federal government. This award-winning team has been working together, using its combined skills to bring you the best of both worlds: a secure and reliable service, and a secure and reliable service.

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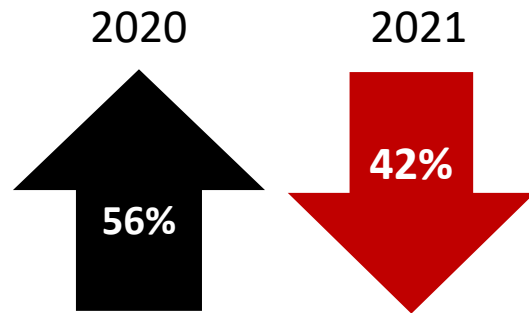
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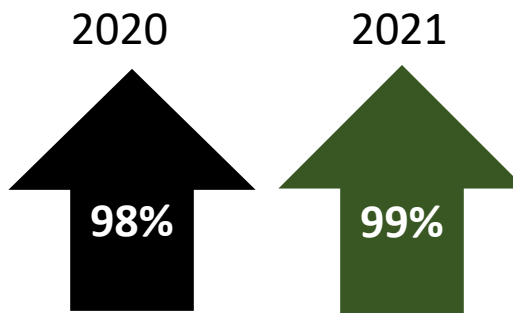
# Cybersecurity Program

## Key Metrics

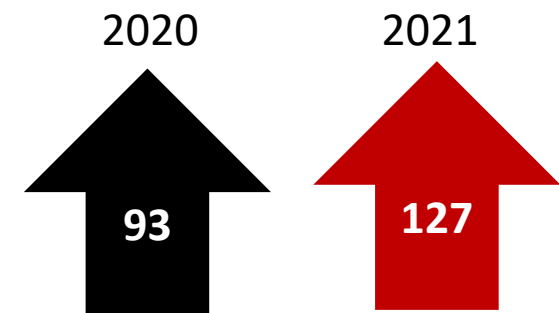
IT Services continues to closely monitor and evolve key cybersecurity metrics



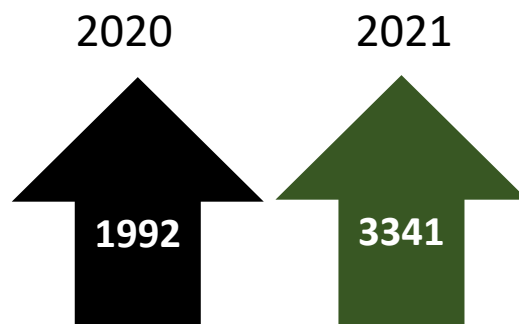
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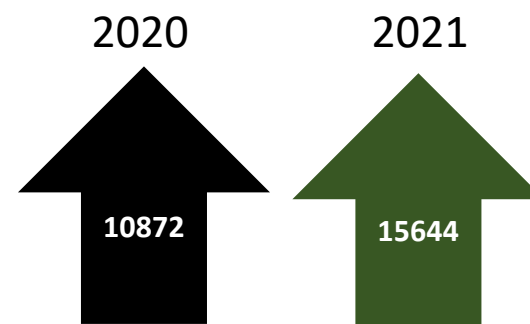
% of Incoming Connections Blocked



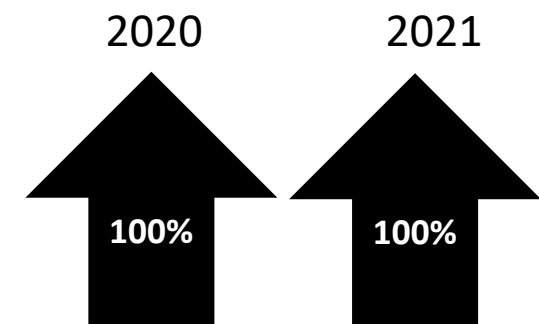
Compromised Accounts



Encrypted Devices



Managed Devices



Utilizing MFA



# Cybersecurity Program

## *Partnerships*

- CUCCIO – Monitoring, knowledge sharing, benchmarking
- ORION / CANARIE – Network monitoring

## *Governance*

- IT Security Advisory Committee – cross-functional group established

## *Key Projects*

- Multifactor Authentication – implementation completed
- VPN – implemented with recent updates completed
- Encryption – in progress
- Self-Phishing – exercises in IT Services and Finance recently completed





# Cybersecurity Program

## *Key Issues / Challenges*

- Based on the continually evolving external threat landscape and current state of the University cybersecurity support infrastructure, some key issues and challenges have been identified and corresponding risk mitigation strategies deployed

## **Issue - Device Management**

- Device access and ongoing user resistance to join device management program impairs deployment of automatic updates and utilization of important security tools and capabilities including encryption and data loss prevention

## **Risk Mitigation Strategies Being Employed**

- *Encourage enrolment in device management program to ensure protection of data and to maintain updated operating systems and security features*



# Cybersecurity Program

## **Issue - Operating Systems**

- Despite recent efforts, significant portion of campus devices (40%) still require update to current and supported Windows operating systems
- Access to campus systems by devices that lack current operating systems increase potential vulnerabilities

## **Risk Mitigation Strategies Being Employed**

- *Prioritize and coordinate available technical resources to support upgrade of pending devices to current operating systems to ensure protection*



# Cybersecurity Program

## **Issue – Aging, Non-Standard Equipment**

- Decentralized budgeting and procurement practices have caused some areas to maintain aging devices or to purchase non-standard equipment that cannot be effectively secured and maintained
- Additional IT resources being consumed to accommodate use, maintenance and support of aging and non-standard equipment

## **Risk Mitigation Strategies Being Employed**

- *Direct procurement of new devices through preferred PC program*
- *Establish an IT Procurement Policy to ensure compliance with University standards*



# Cybersecurity Program

## *Issue – New Applications*

- Shift to cloud for purchase of new technology infrastructure and systems continues to create implementation challenges
- Lack of engagement by users with IT Services in advance of procurement provides limited visibility into potential security issues and consumes additional IT resources

## *Risk Mitigation Strategies Being Employed*

- *Review new system requests with IT Services prior to procurement*
- *Establish an IT Procurement Policy to ensure compliance with University standards*



# Cybersecurity Program

## **Issue – Remote Work**

- Ongoing remote, hybrid and future potential flexible work arrangements increase user vulnerability
- Use of personal or home devices for work purposes creates potential security and privacy related issues

## **Risk Mitigation Strategies Being Employed**

- *Consider requirement for users working remotely to utilize a managed device and available security tools (i.e., VPN) to access campus systems*



# Cybersecurity Program

## **Issue – Evolving Security Landscape**

- Continued development of new cyber attack vectors and vulnerabilities including:
  - PrintNightmare – significant resources consumed to disable and remediate campus devices
  - Log4j – substantial patching and updating efforts being undertaken for affected software
  - Phishing – ongoing reports of compromised accounts and personal financial implications
- Potential impact of enterprise-wide privacy breaches or phishing / ransomware events causing significant financial or reputational impacts

## **Risk Mitigation Strategies Being Employed**

- *Continued investment in technical and human resources to address security needs*
- *Advocate and provide support for increased user awareness and education for cybersecurity initiatives and related activities*
- *Ongoing investigation of cybersecurity insurance*



# Cybersecurity Program

## *Next Steps / Planned Activities*

### **Training**

- Finalize and deploy Compulsory Cybersecurity Module (target late 2022)

### **Self Phishing**

- Completion of additional exercises with potential high risk areas as priority

### **Enterprise Risk Management**

- Continued participation of IT Services in University ERM process

### **Partnerships**

- CUCCIO – participation in [CanSSOC](#) advanced threat protection program

### **Reporting**

- Regular reporting to Board Audit Committee



# Questions?





University of Windsor  
Board of Governors

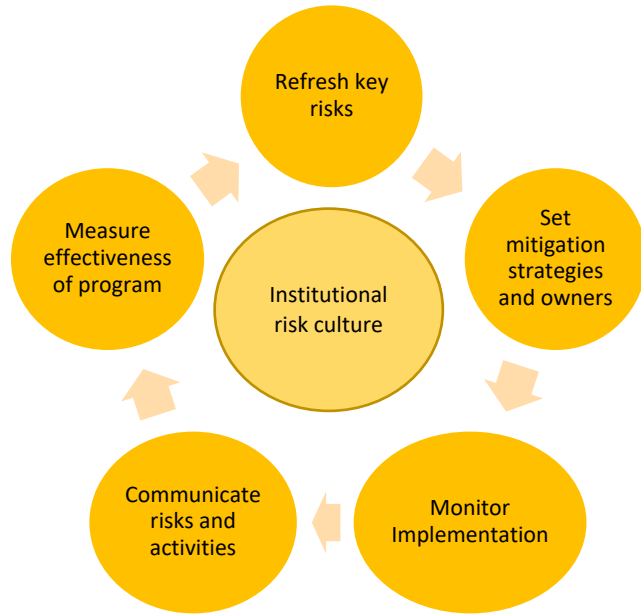
4.2.3: **Enterprise Risk Management (ERM) Dashboard**

Item for: **Information**

Forwarded by: **Board Audit Committee**

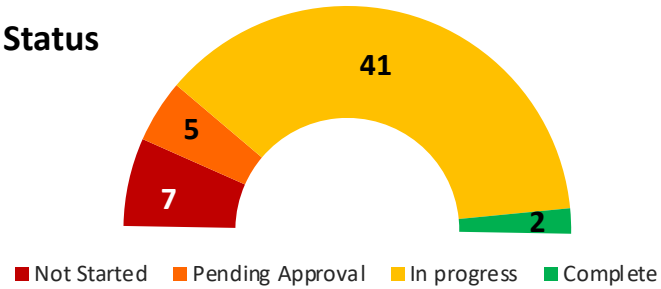
*See attached.*

## UWindsor ERM Framework

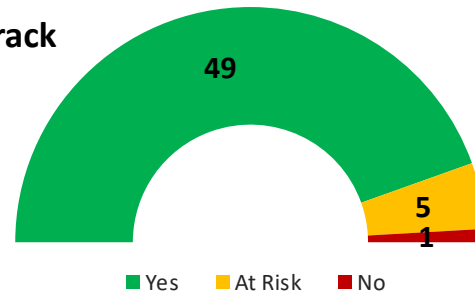


## Risk Mitigation Actions - Key Indicators

### Action Status



### Status: On Track



## Actions to be Concluded in Q2 2022 (sample)

- Creation of admissions dashboard for real-time enrolment reporting (**Enrolment Targets/Recruitment**)
- Launch of Employee Engagement Survey to measure strengths and identify areas of improvement (**Labour Relations**)
- Launch of Flexible Work Arrangement Program to support employee wellbeing (**Employee Recruitment/Retention**)
- Hiring of Indigenous Enrolment Advisor (**Enrolment Targets/Recruitment, EDI**)
- Implementation of attendance tracking system for non-academic staff to improve time tracking (**Labour Relations**)

## Top Risk Validation (Q1 2022)

Enrolment Targets/Recruitment	<input checked="" type="checkbox"/> ↗	Labour Relations	<input checked="" type="checkbox"/> ↗
Brand/Reputation	<input checked="" type="checkbox"/> →	Recruit/retain faculty and staff	<input checked="" type="checkbox"/> →
Student Experience, Retention	<input checked="" type="checkbox"/> ↗	Government Policy/Direction	<input checked="" type="checkbox"/> →
Academic Programs	<input checked="" type="checkbox"/> →	Budget and Planning	<input checked="" type="checkbox"/> ↘
Advancement	<input checked="" type="checkbox"/> ↘	Equity, Diversity & Inclusion	<input checked="" type="checkbox"/> →

## Emerging Risk Check In

Emerging Risk Identified	Next Steps
Cyber Security	Identified due to changing environment, recent heightened external threats identified by Government. ELT working with ED, ITS to understand magnitude and likelihood of risk. Presentation to Audit Committee in April 2022.
Emergency Preparedness	Identified due to recent experiences on campus (pandemic, border protest, extreme weather). External review of business continuity/emergency planning underway.

**University of Windsor  
Board of Governors**

4.4.1: **Sexual Misconduct Policy – Revisions**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

**MOTION: That the proposed revisions to the Sexual Misconduct Policy be approved.**

**Rationale:**

- In September 2021, the province announced that, by March 2022, universities are to include specific language that clarifies that students who come forward will not be asked irrelevant questions and will not be disciplined for violations of institutional policies related to drug and alcohol use at the time of the assault. This specific wording is included under 1.4 and 3.2.
- In addition, the Sexual Misconduct Policy is to be reviewed every three years, which falls in 2022. External legal counsel, with expertise in sexual violence and other misconduct, in both civil and administrative proceedings, was engaged to provide advice on the current policy and identify revisions, including where to best include the language required by the government. The revised policy was then reviewed by experts in sexual violence at the University.

Proposed Revisions:

*[revisions are in track changes]*

**Sexual Misconduct Policy**

**1. PREAMBLE: COMMITMENTS AND STANDARDS**

- 1.1 The University of Windsor values dignity, respect and equality for all individuals and strives to foster an atmosphere of healthy attitudes and behaviours towards sexuality, sex and gender roles. The University is committed to maintaining a healthy and safe learning, living, social, recreational and working environment. All forms of sexual misconduct jeopardize the mental, physical and emotional welfare of our students and employees, as well as the safety of the campus community and the reputation of the University. Sexual misconduct violates our institutional values and will not be tolerated.
- 1.2 The Ontario *Human Rights Code* (“*Human Rights Code*”) prohibits discrimination in the provision of educational services and in employment on the basis of sex, sexual orientation, gender identity and gender expression. The *Human Rights Code* also prohibits harassment in employment on the basis of sex, sexual orientation, gender identity and gender expression. Sexual misconduct will generally constitute harassment and discrimination under the *Human Rights Code*. Ontario’s *Occupational Health and Safety Act* (“*OHSA*”) prohibits harassment and violence in the workplace, including sexual violence. The University’s *OHSA* obligations are included in its *Harassment Prevention Policy* and *Violence Prevention Policy*, along with its *Workplace Harassment Prevention Program* and *Workplace Violence Prevention Program* for workers. The

*Criminal Code of Canada* prohibits sexual assault, the non-consensual distribution of intimate images, voyeurism and criminal harassment (including stalking and cyber harassment).

- 1.3 The University of Windsor is committed to the following:
- Believing and respecting all individuals who identify their experience as sexual misconduct (“survivors”) as being the best judges of their own interests. The University, recognizing that an individual may not identify with the label “survivor,” will respect each individual’s preferred term in its interactions with them.
  - Ensuring procedural fairness and/or due process to all affected parties in cases of alleged sexual misconduct.
  - Establishing and following a formal procedure for responding to incidents of sexual misconduct.
  - Engaging in public education and prevention activities.
  - Ensuring referrals and services are available for survivors.
  - Holding individuals who have committed an act of sexual misconduct accountable by taking disciplinary action up to and including expulsion or dismissal.

Moved (insertion) [1]

Moved down [2]: <#>Holding individuals who have committed an act of sexual misconduct accountable by taking disciplinary action up to and including expulsion or dismissal.¶

Moved (insertion) [2]

1.4 The University of Windsor recognizes that challenges and potential barriers may exist to disclosing or reporting sexual misconduct. Such challenges or barriers may include an individual’s concern with respect to potential repercussions if the sexual misconduct occurred in circumstances that could violate the University’s drug or alcohol use policies. The University affirms that no student who makes a good faith report or complaint with respect to sexual violence or other sexual misconduct will be subject to discipline or sanctions for violations of the University’s policies relating to drug or alcohol use.

## 2. SCOPE

2.1 This policy applies to all members of the University community – including students, staff, faculty, administration and members of the Board of Governors – with regard to:

- (a) sexual misconduct that occurs on the premises of the University or its federated and affiliated institutions; and
- (b) sexual misconduct that occurs off-campus, when the person’s actions or behaviour have, or might reasonably be seen to have, a negative impact on the University or on the rights of a member of the University community to use and enjoy the University’s learning and working environments.

2.2 This policy applies in conjunction with the University’s other policies and legal obligations. The University will make reasonable efforts to ensure that members of the University community are aware of what policies apply to them.

## 3. MYTHS AND MISCONCEPTIONS AROUND SEXUAL MISCONDUCT

3.1 Rape myths are misconceptions about sexual assault, and they apply to the broad scope of sexual misconduct. These myths downplay the seriousness of sexual misconduct and confuse our understanding of consent. They contribute to a social context in which survivors are reluctant to report, may blame themselves for what happened or worry that they will not be believed. Rape myths create a climate of victim blaming in which perpetrators are excused for their actions. For more on myths and misconceptions around sexual assault see “Developing a Response to Sexual Violence: A Resource Guide for Ontario’s Colleges and Universities” at [http://www.women.gov.on.ca/owd/docs/campus\\_guide.pdf#page=11](http://www.women.gov.on.ca/owd/docs/campus_guide.pdf#page=11).

3.2 The University affirms that students who disclose their experience of sexual violence through reporting an incident of, making a complaint about, or accessing supports and services for sexual violence, will not be asked irrelevant questions during the investigation process by the University’s staff or investigators, including irrelevant questions relating to the student’s sexual expression or past sexual history.

## 4. DEFINITIONS

Moved up [1]: <#>Ensuring procedural fairness and/or due process to all affected parties in cases of alleged sexual misconduct.¶

For links to the relevant legislation, see section 12. In this policy, the following definitions apply:

- 4.1 **Sexual misconduct** is an umbrella term encompassing all forms of sexually inappropriate behaviour and sexual violence. These include, but are not limited to, sexual harassment, sexual assault, threat of sexual assault, criminal harassment (including stalking and cyber harassment), relationship violence and gender based misconduct. Examples of sexual misconduct, which may be verbal, non-verbal or physical, include but are not limited to:
- Unwelcome sexual advances
  - Unwanted attention
  - Implied or expressed rewards or benefits for sexual favours and implied or expressed threats if sexual favours are denied
  - Requests for sexual favours
  - Indecent acts or exposure
  - Voyeurism
  - Unwelcome remarks and/or vexatious comments about someone’s sexuality, appearance and bodily presentation, gender or gender expression
  - Attempts to extort sexual favours
  - Inappropriate touching
  - Threats of inappropriate touching
  - Repeated and vulgar sexual comments
  - Display of pornographic or suggestive calendars, signs, posters and/or photographs
  - Non-consensual posting of intimate pictures, aggressive comments or stereotypes and slurs of a sexual nature on social media, including, but not limited to: email, Facebook, Twitter
  - Non-consensual communications of a sexual nature (face-to-face, phone, email, social media)
  - Threatening or obscene gestures
  - Surveillance and/or pursuit
  - Sending unsolicited gifts (romantic, bizarre, sinister or sexualized)
  - ‘Creeping’ via social media/cyber-stalking
  - Uttering threats
- 4.2 **Accommodation** in teaching and evaluation procedures, or in housing or employment contexts, is designed to meet the demonstrated needs of a member of the campus community in relation to an incident of sexual misconduct. This includes the meaning of “accommodation” as it is understood under human rights law.
- 4.3 The Office of Sexual Violence, Prevention, Resistance and Support provides confidential support, referrals and assistance to individuals related to experiences of sexual misconduct (within the limits outlined by this policy). The Office of Sexual Violence, Prevention, Resistance and Support will assist individuals to make informed choices and to navigate relevant institutional and community processes, but will not undertake investigations of incidents of sexual misconduct.
- 4.4 **Age of consent for sexual activity** is the age that an individual can legally consent to sexual activity. As per the Criminal Code of Canada, the legal age of consent for sexual acts is sixteen. Twelve and 13 year-olds can consent to have sex with other youth who are less than 2 years older than themselves. Fourteen and 15 years-olds can consent to sexual involvement with an individual who is less than 5 years older if there is no relationship of trust, authority or dependency or any other exploitation of the young person. Sixteen and 17 years-olds may legally consent to sexual acts if there is no relationship of trust, authority, dependency or other exploitation.
- 4.5 **Alleged perpetrator** is an individual who has been accused of committing sexual misconduct.
- 4.6 **Bystander** is a person who has witnessed sexual misconduct or has knowledge of the misconduct.
- 4.7 **Coercion** is the use of emotional manipulation, blackmail, threats to family or friends, or the promise of rewards or special treatment in order to persuade an individual to do something the individual does not wish to do, such as being sexual or performing particular sexual acts.

**Deleted: Sexual Misconduct Response and Prevention Officer** is an employee of the University whose role is to

**Deleted: Sexual Misconduct Response and Prevention Officer**

4.8 **Consent** is the voluntary agreement and willing participation in sexual activity, from individuals who have reached the age of consent to sexual activity and have the mental capacity to understand the nature, purpose and consequences of a decision to participate in sexual activity. An individual must actively and willingly give consent to sexual activity. Consent must be informed, freely given and continuous. Sexual activity without consent is sexual assault. The following are some factors relating to consent:

Consent:

- Is never assumed or implied
- Is not silence or the absence of “no”
- Cannot be given by an individual who is incapacitated by alcohol or drugs or is asleep or unconscious
- Can never be obtained through threats, coercion or other pressure tactics
- Can be revoked at any time, regardless of any other sexual activities that have taken place
- Is not valid if the perpetrator abuses a position of trust, power or authority
- Cannot be assumed from previous consent to similar activities

The consumption of alcohol or drugs **does not provide any excuse for failing to obtain consent and for ensuring that consent is present on a continuous basis**, (Criminal Code of Canada, section 150.1, 153.1, 273.1: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)

**Deleted:** does not provide any excuse from obtaining consent

4.9 **Force** is the use of physical violence and/or imposing on an individual physically to gain sexual access to that person. Force also includes threats of harm to oneself or others, intimidation and/or coercion to overcome resistance.

4.10 **Incapacity** is a state in which individuals ~~Jack~~ the ability to give consent (to understand the ‘who, what, when, where and why’ of their sexual interaction). Sexual activity with an individual who one knows to be, or based on circumstances should reasonably have been known to be, mentally or physically incapacitated (by drug or alcohol use, sleep, unconsciousness or a blackout) constitutes sexual assault. The initiator of sexual activity should always err on the side of assuming an individual to be incapacitated, rather than risk committing sexual assault. Evidence of incapacitation may include, but is not limited to:

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- Slurred speech
- Bloodshot eyes
- The smell of alcohol on one’s breath
- Shakiness
- Vomiting
- Unusual/strange behaviour
- Being asleep or unconscious

**4.11 Indecent act** is a deliberate indecent act in a public place in the presence of one or more persons, or in any place with the intent to insult or offend any person. (Criminal Code of Canada, section 173: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)

**4.12 Intimate images** means a visual recording of a person made by any means including photographic, film, or video recording in which the person is nude, exposing their breasts, genital organs or anal region or is engaged in explicit sexual activity in respect of which at the time of recording there were circumstances giving rise to a reasonable expectation of privacy and in which the person depicted retains a reasonable expectation of privacy at the time the offence is committed (Criminal Code of Canada, section 162.1(2): <https://laws-lois.justice.gc.ca/eng/acts/C-46/section-162.1.html>).

4.13 **Nonconsensual distribution of intimate images** means the publication, distribution, transmission, sale, advertisement or otherwise making available of an intimate image when the person knows or is reckless as to whether or not the person in the image gave their consent to that conduct (Criminal Code of Canada, section 162.1(2): <https://laws-lois.justice.gc.ca/eng/acts/C-46/section-162.1.html>).

4.14 **Sexual assault; sexual assault with a weapon, threats to a third party or causing bodily harm; aggravated sexual assault** is sexual touching of another person with any object or body part that is without consent or

by force. Any sexual activity without consent is sexual assault. (*Criminal Code of Canada, section 271, 272, 273*: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)

- 4.15 **Sexual harassment** is a course of vexatious comment or conduct against an individual because of sex, sexual orientation, gender identity or gender expression that is known or ought reasonably to be known to be unwelcome in the context of an educational setting or workplace setting. Sexual harassment also includes a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement, and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. (*Human Rights Code, section 7*: <http://www.ohrc.on.ca/en/ontario-human-rights-code> and *Ontario Health and Safety Act, section 1*: <https://www.ontario.ca/laws/statute/90o01>)
- 4.16 **Stalking and cyber harassment** involve behaviours that occur on one or more occasions and which instil fear in an individual and/or threaten the individual's safety or mental health. Stalking can also include threats of harm to the individual's friends and/or family. (*Criminal Code of Canada, section 264*: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)
- 4.17 **Survivor** is an individual who identifies their experience as sexual misconduct. The University, recognizing that an individual may not identify with the label "survivor," will respect each individual's preferred term in its interactions with them.
- 4.18 **Voyeurism** is secretly observing (including by mechanical or electronic means) or making a visual recording (including photographs, film or video recording) of a person who is in circumstances that give rise to a reasonable expectation of privacy. (*Criminal Code of Canada, section 162*: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)

## 5. **PARTIES' RIGHTS**

### 5.1 **Rights of the Survivor**

All survivors have a right to:

- Be treated with compassion, dignity and respect, including not being asked irrelevant questions during the investigation process by the University's staff or investigators, such as irrelevant questions relating to the student's sexual expression or past sexual history
- Be informed about on- and off-campus services and resources
- Be informed about disclosing, reporting and complaint options and the limits to confidentiality associated with each option
- Be provided with appropriate academic and other accommodation based on demonstrated need
- Be provided with assistance in formulating a safety plan (a set of objectives and strategies identified by the survivor to help promote ongoing safety and prevent future incidents). For more on safety plans, see the Ontario Government's "Developing a Response to Sexual Violence: A Resource Guide for Ontario's Colleges and Universities," Glossary of Terms.
- Decide whether to disclose an incident of sexual misconduct, report the incident or file a complaint (which triggers an investigation) through the Office of Sexual Violence, Prevention, Resistance and Support, campus police, or local police, subject to the limitations set out in section 6.3 of this policy.
- Decide whether to access available services and to choose those services they feel will be the most beneficial
- Have reasonable and necessary actions taken to prevent further unwanted contact with the alleged perpetrator

### 5.2 **Rights of the Alleged Perpetrator**

All alleged perpetrators have a right to:

- Be treated with dignity and respect

**Deleted:** Sexual Misconduct Response and Prevention Officer...

- Be informed about on- and off-campus services and resources (as applicable)
- Be informed about the process to be followed in relation to any investigation
- Be informed of the potential consequences/repercussions of any finding of misconduct
- Participate in any investigation relating to their conduct
- Not to be considered “guilty” before the conclusion of any applicable investigation
- Waive their right to participate in any investigation relating to their conduct, in which case the University reserves the right to continue the investigation and take any appropriate action

## 6. CONFIDENTIALITY

6.1 Confidentiality is important to those who have disclosed or reported sexual misconduct, as well as to those who are alleged to have committed sexual misconduct, and should be safeguarded throughout the process to the extent possible. Where an individual’s situation warrants accommodation, staff will protect the confidentiality of all those involved to the degree possible.

6.2 The following circumstances are examples of where confidentiality cannot be assured:

- There are reasonable grounds to believe that an individual is at imminent risk of self-harm.
- There are reasonable grounds to believe that one or more persons in the University and wider community may be at risk of harm.
- Reporting is required by law (e.g., in the case of a minor).
- A written complaint has been filed, triggering formal procedures including investigation.
- An individual has disclosed to, reported to or filed a complaint with a member of the Campus Community Police. This may result in the filing of a report with the Windsor Police Service. When Campus Community Police become aware of an alleged incident of sexual misconduct, they determine whether the incident must be investigated. If so, under their agreement with the Windsor Police Service, the incident must be reported.
- Evidence of sexual misconduct is available in the public realm (e.g. video shared publicly on social media).
- The accommodation or support required limits the possibility of confidentiality.

6.3 The University’s ability to protect confidentiality is limited by its legal obligations. Where the University becomes aware of an allegation by a member of the University community against another member of the University community, the University has an obligation under the *Human Rights Code* and (if the allegation involves a worker at the University) under the *OHSA*, to take steps to ensure that the matter is dealt with as required by those statutes. Similarly, regardless of whether a survivor is a student, employee or visitor, the University may be required to take steps to address possible civil law, criminal law or disciplinary aspects of the situation.

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## 7. DISCLOSING, REPORTING, AND COMPLAINT OPTIONS

### 7.1 Disclosing Option

7.1.1 A survivor or bystander may choose to disclose sexual misconduct to any faculty or staff member. Disclosure, in these circumstances, is about seeking support and/or guidance.

7.1.2 This disclosure normally does not trigger an investigation or formal procedure, but may result in accommodation. However, disclosure of sexual misconduct to a member of University administration may trigger an investigation or formal procedure.

### 7.2 Reporting Option

7.2.1 A survivor may choose to confidentially report misconduct to the Office of Sexual Violence, Prevention, Resistance and Support to ensure that a formal record is created, while choosing not to file a formal complaint that triggers an investigation or formal procedure. Bystanders may choose to report acts of sexual misconduct

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that they witness or where they perceive a specific pattern of sexual misconduct which they believe is creating a hostile or toxic environment where they work, study or live.

7.2.2 The record of the report will be used for aggregate data reporting and may be used by the survivor to lodge a formal complaint and initiate an investigation at a later date.

7.2.3 Where there are recurring confidential reports of sexual misconduct involving the same alleged perpetrator(s) or events, or where there is an imminent risk of harm to the survivor or others, the Office of Sexual Violence, Prevention, Resistance and Support will notify the President (or designate) immediately. The Office of Sexual Violence, Prevention, Resistance and Support will maintain the confidentiality of those reporting, unless circumstances exist where confidentiality cannot be assured (see section 6), at which point they would be notified.

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7.2.4 No information obtained by way of a confidential report that could identify the individual(s) reporting the misconduct will be shared with any person or body without the individual's express consent, unless circumstances exist where confidentiality cannot be assured (see section 6). The President (or designate) may also act on information communicated by the Office of Sexual Violence, Prevention, Resistance and Support in those circumstances (the possible actions are identified in subsection 9.2).

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7.2.5 There may be greater limits to accommodation without a written complaint. Individuals who choose to forego the filing of a written complaint must understand that, subject to section 6.3 of this policy, the absence of a finding of wrongdoing against the alleged perpetrator may limit some of the possible accommodations that can be provided.

### 7.3 Complaint Option

7.3.1 A survivor can use one or more complaint mechanism(s) at the institutional level to make a formal, written complaint regarding the sexual misconduct. Complaints are addressed through various University bylaws and policies, depending on who is involved (these are listed in section 13). The filing of a written complaint triggers a formal procedure at the institutional level, involving documentation, investigation and formal and/or legal proceedings. A survivor who wishes to file a written complaint should contact the Office of Sexual Violence, Prevention, Resistance and Support to discuss the options available and for assistance with filing.

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7.3.2 Survivors can also launch a complaint by contacting the Campus Community Police, but should be aware of the specific procedures that will then be triggered. The Campus Community Police will in all cases consult with the Office of Sexual Violence, Prevention, Resistance and Support promptly to ensure institutional awareness of the incident and to ensure that the survivor is provided with the opportunity to receive assistance and support if desired. Please note that disclosing, reporting or filing a written complaint with Campus Community Police may result in the logging of a report with the Windsor Police Service. When Campus Community Police become aware of an alleged incident of sexual misconduct, they determine whether the incident must be investigated. If so, under their agreement with the Windsor Police Service, it must be reported.

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7.3.3 Beyond the institution's complaint mechanisms, a survivor may also wish to pursue a charge under the *Criminal Code of Canada* through the Windsor Police Service, or a grievance or complaint to the Human Rights Tribunal of Ontario or the Ontario Labour Relations Board. The Office of Sexual Violence, Prevention, Resistance and Support can provide further information regarding these options.

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7.3.4 Bystanders may make a formal written complaint when they perceive a specific pattern of sexual misconduct which they believe is creating a hostile or toxic environment where they work, study or live.

7.3.5 Individuals who choose to forego the filing of a written complaint must understand that, subject to section 6.3 of this policy, the absence of a finding of wrongdoing against the alleged perpetrator may limit some of the possible accommodations that can be provided.

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7.4 **Right to Withdraw a Complaint**

7.4.1 ~~Survivors and bystanders have~~ the right to withdraw ~~their~~ complaint at any stage of the process. However, the University may continue to act on the issue identified in the complaint in order to comply with its obligation under this policy and/or its legal obligations.

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8. **COMPLAINT PROCESS**

8.1 The University of Windsor shall be guided by the principles of fairness in dealing with all complaints. ~~Alleged~~ perpetrators will be given reasonable notice, with full details of the allegations. They will be provided with an opportunity to answer the allegations made against them, in accordance with the procedures described in the relevant policy. ~~As such, no sanction or disciplinary action will be taken against alleged perpetrators without their knowledge.~~ Procedures for addressing complaints are provided through various University bylaws and policies, depending on who is involved (these are listed in section 13). ~~Alleged perpetrators who choose not to respond to the allegations made against them or choose not to participate in the investigation process may find themselves the subject of sanctions or other appropriate actions without further notice.~~

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Moved down [3]: As such, no sanction or disciplinary action will be taken against alleged perpetrators without their knowledge.

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8.2 In cases requiring investigation, the University will provide an investigator who is specially trained in dealing with cases of sexual misconduct. All adjudicators tasked with reviewing cases involving sexual misconduct will have received training in this area.

8.3 **Protection from Reprisals, Retaliation or Threats**

8.3.1 It is contrary to this Policy for anyone to retaliate, engage in reprisals or threaten to retaliate against a complainant (individual who lodged the formal complaint) or other individual for:

- pursuing rights under this Policy, the *Human Rights Code*, or the *OHSA*;
- participating or co-operating in an investigation under this Policy, the *Human Rights Code*, or the *OHSA*; or
- being associated with someone who has pursued rights under this Policy, the *Human Rights Code*, or the *OHSA*.

8.3.2 Anyone found to have engaged in such conduct will be subject to sanctions and/or discipline in accordance with the relevant policy (see section 13).

8.4 **Vexatious Complaints**

8.4.1 If an individual, in good faith, reports or files a sexual misconduct complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed. Complaints that are found following an investigation to have been made in bad faith may result in sanctions and/or discipline against the individual who lodged the written complaint.

8.5 **Multiple Proceedings**

8.5.1 Where criminal, civil and/or administrative proceedings are commenced in respect of allegations of sexual misconduct, the University reserves the right to conduct its own independent investigation into such allegations, or to defer its own investigation. The University will make its own determination in accordance with its policies and procedures ~~and is not bound by the decision of any other court or administrative tribunal.~~ Where there is an ongoing criminal investigation, the University will cooperate with law enforcement agencies.

9. **RESPONSIBILITIES**

9.1 **Institutional Responsibility to Provide Support and Timely Communications**

9.1.1 Coordinated care and sensitive and timely communication with survivors and with their family members (when a survivor consents to this communication) are central to the University of Windsor’s first response to sexual misconduct. The University will provide access to trained support personnel and a central point of access for guidance and assistance.

- 9.1.2 To facilitate this support and communication the University of Windsor will:
- Ensure that designated staff members who are knowledgeable about sexual misconduct are responsible for advocacy on campus on behalf of students and employees who have experienced sexual misconduct
  - Ensure that designated staff members are responsive to the needs of survivors and that they respond in a prompt, compassionate, and personalized fashion
  - Ensure that survivors are provided with reasonable updates about the status of the University’s investigation when such investigations are undertaken in response to an incident of sexual misconduct
  - Include on the main University of Windsor webpage the contact information for the [Office of Sexual Violence, Prevention, Resistance and Support](#), Student Affairs, Campus Community Police, Student Health and Counselling Services
  - Maintain and update a [sexual misconduct information webpage](#) that can be easily accessed through the main University of Windsor webpage. This information webpage may include, but not be limited to:
    - Information on disclosure, reporting and complaint options
    - Educational resources on sexual misconduct
    - Contact information and links for campus and community services
  - Report on aggregate data and its institutional efforts to prevent sexual misconduct, in conformity with any requirements established by the Province of Ontario

## 9.2 **Institutional Responsibility to Protect**

9.2.1 The University of Windsor understands that survivors may wish to control whether or how their experience will be dealt with by the police and/or the University. Wherever possible, and subject to the University’s legal obligations to investigate and/or take action, a survivor will retain this control.

9.2.2 The University may have a duty to investigate complaints of sexual misconduct and has a responsibility to reduce risks to the campus community. The coordination of responses to incidents of sexual misconduct includes taking steps to ensure the safety of the campus community. For example, when the safety of the University community is believed to be at risk, the University reserves the right to initiate an internal investigation and/or inform the police of the need for criminal investigation, even without the survivor’s consent.

9.2.3 In the absence of a formal written complaint, the University has the obligation to act on information that suggests, for example:

- (a) an incident or a pattern of behaviours damaging to the climate and well-being of the campus community
- (b) behaviour which poses a clear and ongoing threat to others

These actions may include investigation, institutionally imposed sanctions, educational interventions (see [“Education and Prevention”](#)), and communication to external bodies.

9.2.4 Where a complaint of sexual misconduct has been filed with the University, the University will exercise care to protect and respect the rights and privacy of both the survivor and the alleged perpetrator.

## 9.3 **Institutional Responsibility to Provide Training**

9.3.1 The University will strive to provide proactive, sustained and multifaceted training opportunities to all members of the University community, led by individuals with expertise in dealing with sexual misconduct. Investigators, adjudicators and Campus Police will receive specialized training, and sexual misconduct response will be led by individuals with specific training in dealing with sexual misconduct. Individuals in high impact student academic and service roles will receive training.

**Deleted:** Sexual Misconduct Response and Prevention Officer

#### 9.4 **Bystander Responsibilities**

- 9.4.1 Sexual misconduct is a community-based problem, and the University therefore takes the position that it is everyone's responsibility to intervene to prevent sexual misconduct. The University recognizes that in each situation there is often a range of possible intervention strategies, and emphasizes the importance of safe interventions that do not place any bystander in personal danger.
- 9.4.2 Bystanders have the right to [report](#) acts of sexual misconduct that they witness. Bystanders also have the right to report or to lodge [formal written complaints](#) when they perceive a specific pattern of sexual misconduct which they believe is creating a hostile or toxic environment where they work, study, or live.
- 9.4.3 Supervisors of employees have a legal duty to address sexual harassment and sexual misconduct that they witness or of which they have been informed. (See [Occupational Health and Safety Act](#) and [Human Rights Code](#)). More generally, as discussed earlier, the University may have a duty to investigate complaints of sexual misconduct to address its civil, criminal and human rights obligations.

#### 9.5 **Responsibility to Refer**

- 9.5.1 A faculty or staff member who receives a disclosure has a responsibility to provide a referral sheet to the survivor. The survivor may choose to act on such a referral.
- ON-CAMPUS SUPPORTS AVAILABLE  
<http://www.uwindsor.ca/sexual-assault/300/resources>
  - OFF-CAMPUS SUPPORTS AVAILABLE  
<http://www.uwindsor.ca/sexual-assault/300/resources>

### 10. **EDUCATION AND PREVENTION**

- 10.1 Members of the University community are encouraged to contribute to the prevention of, intervention in and effective response to sexual misconduct. All members of the University community may play a role in building a safe and just educational environment by:
- Learning about sexual misconduct by participating in University-sponsored educational programs and campaigns
  - Modelling healthy and respectful behaviour in personal and professional relationships
  - Speaking out against behaviour that encourages sexual misconduct and assault, such as sexism, ableism, racism, homophobia and transphobia
  - Speaking out against behaviour that discourages reporting or the pursuit of a complaint, such as racism and sexism, the perpetuation of rape myths and victim-blaming, and joking about sexual misconduct and gender inequality
  - Developing the skills necessary to be an effective and supportive ally to survivors
  - Intervening in situations that could lead to sexual misconduct
  - Intervening to prevent sexual misconduct when it is safe to do so

### 11. **MONITORING AND EVALUATING INTERVENTIONS**

- 11.1 The University of Windsor will undertake a systematic approach to monitoring and evaluating its policies, protocols and practices to ensure that they are up-to-date and responsive to evolving campus needs. This will include periodic evaluations of the policy and protocols on sexual misconduct, and associated training and public education activities.
- 11.2 The University will strive to ensure a safe and secure physical environment by conducting periodic audits that identify potential campus safety risks and that include assessments of the campus climate regarding sexual misconduct on campus.

11.3 Audits, evaluations and assessments, overseen by the Office of Sexual Violence, Prevention, Resistance and Support, will be used to address identified gaps in policies, training and educational activities.

## 12. RELEVANT LEGISLATION AND PROVINCIAL MANDATES

12.1 Include but are not limited to:

12.1.1 Relevant sections of the *Criminal Code of Canada* (<http://laws-lois.justice.gc.ca/PDF/C-46.pdf>):

- voyeurism (section 162)
- [nonconsensual distribution of intimate images \(Section 162.1\)](#)
- indecent act/exposure (section 173)
- criminal harassment (section 264) – including stalking and cyber harassment (section 264)
- sexual assault (section 271), sexual assault with a weapon, threats to a third party or causing bodily harm (section 272), aggravated sexual assault (section 273)
- meaning of consent (section 273.1)
- sexual offences, consent no defence (section 150.1)
- sexual exploitation of person with disability (section 153.1)

12.1.2 The Ontario *Human Rights Code*, Part I (<http://www.ohrc.on.ca/en/ontario-human-rights-code>), which prohibits discrimination in the provision of educational services, in housing and in employment on the basis of sex, sexual orientation, gender identity and gender expression. The *Human Rights Code* also prohibits harassment in employment on the basis of sex, sexual orientation, gender identity and gender expression. The behavior prohibited by the *Human Rights Code* includes sexual misconduct.

12.1.3 The Ontario *Occupational Health and Safety Act* (“OHS”), Part III.0., (<https://www.ontario.ca/laws/statute/90o01>) prohibits violence and harassment in the workplace. This prohibition includes sexual harassment and sexual violence.

12.1.4 The Provincial Report, *It’s Never Okay: An Action Plan to Stop Sexual Violence and Harassment* (<http://docs.files.ontario.ca/documents/4593/actionplan-itsneverokay.pdf>)

## 13. RELATED UNIVERSITY BYLAWS, POLICIES AND AGREEMENTS

13.1 Include but are not limited to:

- Human Rights Policy
- Harassment Prevention Policy
- Policy on Intimate Personal Relations
- Procedures for Addressing Student Non-Academic Misconduct
- Senate Bylaw 32: Procedural Irregularities and Discrimination Regarding Academic Instruction, Evaluation and Appeals
- Student Code of Conduct
- Unacceptable Use of Computer Resources
- Violence Prevention Policy
- Collective Agreements between the University of Windsor and its staff and faculty

13.2 The following provides preliminary guidance for determining which institutional policies may also apply to a given situation. Those seeking to file a written complaint should contact the Office of Sexual Violence, Prevention, Resistance and Support for information, guidance and assistance.

The alleged perpetrator is a student	Human Rights Policy Procedures for Addressing Student Non-Academic Misconduct Student Code of Conduct Unacceptable Use of Computer Resources
--------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------

**Deleted:** Sexual Misconduct Response and Prevention Officer

The alleged perpetrator is an employee (faculty or staff)	Collective Agreements between the University of Windsor and its staff and faculty Harassment Prevention Policy Human Rights Policy Policy on Intimate Personal Relations Senate Bylaw 32: Procedural Irregularities and Discrimination Regarding Academic Instruction, Evaluation and Appeals Unacceptable Use of Computer Resources Violence Prevention Policy <i>[Some of the above apply to specific employee groups only]</i>
The alleged perpetrator is any other person	Contact the <a href="#">Office of Sexual Violence, Prevention, Resistance and Support</a> for information, guidance and assistance

**Deleted:** Sexual Misconduct Response and Prevention Officer

13.3 The relationship between the Campus Community Police and the Windsor Police Service is outlined in an agreement between them. Please note that disclosing, reporting or filing a written complaint with Campus Community Police may result in the logging of a report with the Windsor Police Service. When Campus Community Police become aware of an alleged incident of sexual misconduct, they determine whether the incident must be investigated, in which case it must be reported to Windsor Police. The Campus Community Police will in all cases consult with the [Office of Sexual Violence, Prevention, Resistance and Support](#) promptly to ensure institutional awareness of the incident and to ensure that the survivor is provided with the opportunity to receive assistance and support if desired.

**Deleted:** Sexual Misconduct Response and Prevention Officer

13.4 The [Office of Sexual Violence, Prevention, Resistance and Support](#) is available to assist individuals wanting to pursue charges under the *Criminal Code of Canada* through the Windsor Police Service. Individuals can also contact the Windsor Police Service directly at (519)-258-6111 at any time.

**Deleted:** Sexual Misconduct Response and Prevention Officer

**14. POLICY REVIEW**

14.1 The University will review this policy at least once every three years and amend it as appropriate.

*[In drafting this document, policies and protocols of other Ontario institutions, including the University of Guelph, Lakehead University, Queen’s University and Colleges Ontario, were reviewed. The Ontario Women’s Directorate Report (2013) and the METRAC Report (2014) were also reviewed. Passages from these policies, protocols and reports have been adapted for use in this document with their permission.]*

**University of Windsor  
Board of Governors**

\*4.4.2: **Proposed Revisions to Board Bylaw 1**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

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

Proposed Revisions:

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;

[...]

2.6 Pension Committee

2.6.1 Membership:

- Chair
- President
- Five External Members of the Board elected by the Board (per section I, paragraph 1.18, and section III, paragraph 1.6)
- Three currently employed faculty members who are plan members and who are appointed by the Faculty bargaining unit.
- Three currently employed staff members representing the different employee groups
- One retired faculty member and one retired staff member
- Vice-President, Finance and Operations
- **Associate** Vice-President, Human Resources
- Associate Vice-President, Finance **Faculty Relations and Strategic Initiatives**

**Rationale:**

- Changes in administrative/organizational structure necessitate revisions to the bylaw.

University of Windsor  
Board of Governors

4.5.1: **Annual Environmental, Social, and Governance (ESG) Review Report**

Item for: **Information**

Forwarded by: **Board Investment Committee**

*See attached.*



**Memorandum**

To: Investment Committee  
Date: March 29, 2022  
Subject: **Annual Environmental, Social and Governance (ESG) Report Review**

As part of the ESG framework, annual ESG or sustainability reports from each investment manager (with the exception of Lissom and Sightline) were reviewed by administration and have been summarized for the Committee’s review below. Should you wish to review the investment manager’s full reports, they have been posted to the Investment Committee’s portal.

**Please note, the UN PRI did not assign new ratings in 2021 as they updated their reporting and evaluation framework, thus the scores noted below match those in 2020.**

**EXECUTIVE SUMMARY**

Investment managers continued to make positive strides in ESG integration through process and policies, monitoring, and reporting. Stewardship or active engagement is shown yet again as the key driver in support and creating ESG-related change at the company level. Changes in reporting requirements by the PRI led to data submission problems. The transparency reports for the 2020 reporting year are displayed.

Baillie Gifford, PHN, and IFM continue to be forward thinkers and superior amongst their peers, which is demonstrated in their PRI ratings. Fidelity has made improvements with structuring engagement while Burgundy updated policies and processes. In terms of reporting, Galilbier produced their first Responsible Investing report, FGP produced a more formalized ESG memo in anticipation of our request and Fidelity produced a Canadian equity specific ESG report. The UWindsor Endowment responsible investing policies are continually being supported through active ESG managers.

**BURGUNDY ASSET MANAGEMENT**

Burgundy became a PRI signatory in 2019 and filed their first report during 2020. The assessment was positive with Burgundy receiving the following ratings:

<b>BURGUNDY ASSET MANAGEMENT</b>		
<b>PRI Category</b>	<b>Rating</b>	<b>Median Rating</b>
Strategy and Governance	<b>A</b>	A
Listed Equity – Incorporation	<b>A</b>	A
Active Ownership	<b>B</b>	B

Surpassed peer median rating
  In line with peer median rating
  Below peer median rating

### Report Themes & Latest Actions

Burgundy incorporates ESG integration within their investment approach and follows a rigorous due diligence process. Last year, Burgundy updated their proxy voting policy to place a greater emphasis on environmental and social shareholder resolutions. The policy is now to support shareholder resolutions aimed at improved ESG disclosure.

In 2020, 216 portfolio companies were engaged, with 97% of those engagements conducted by meetings and 25% raised ESG issues. Some highlights include:

- Environmental considerations in Canada such as risk and opportunities related to the energy transition with Enbridge and TC energy and net zero GHGs with PrairieSky Royalty.
- Governance in the U.S. and emerging markets such as management structure and changes with Facebook and NewsCorp. and compensation with Henry Schein and Truist Financial.

### Example of RI in Action

Burgundy's use of ESG integration through their due diligence process can be shown in Henry Schein Inc, an American dental and medical products distributor. Henry Schein has a long history of engaging in numerous ESG-related initiatives such as co-founding and sponsoring American Dental Association's Institute for Diversity and Leadership.

In 2020, Schein played a critical role in supplying personal protective equipment to customers and broader frontline personnel. The company emptied their warehouses to hold stock for hospitals (which are not their customers) and absorbed costs required to source additional PPE for their clients. Schein was named in Fortune Magazine's Change the World for its role as co-founder and private sector lead of the Pandemic Supply Chain Network.

### Possible Improvements

Burgundy could improve reporting to their clients by expanding on their ESG engagements. Most case studies provided in the Burgundy report are less about engagement and more about individual company ESG-related activities.




## **BAILLIE GIFFORD**

Baillie Gifford has been a PRI signatory since 2007 and the below scores showcase their positive ratings from the 2020 PRI report:

BAILLIE GIFFORD ASSET MANAGEMENT		
PRI Category	Rating	Median Rating
Strategy and Governance	A+	A
Listed Equity – Incorporation	A+	A
Active Ownership	A+	B

### Report Themes & Latest Actions

Baillie Gifford takes a long-term approach to managing and monitoring holdings. They believe beneficial corporate stewardship is not done by prescriptive rules and policies. As such, governance and sustainability are embedded in their investment process and can influence investment returns; they take

 Surpassed peer median rating  In line with peer median rating  Below peer median rating

active ownership seriously. Baillie provides quarterly transparent voting and engagement activities to all clients each quarter based on their voting and engagement guidelines. High level topics within their voting and engagement guidelines include prioritization of long-term value creation, a constructive and purposeful board, long term focused remuneration with stretching targets, fair treatment of stakeholders, and sustainable business practices.

Over the past year, Baillie made several process enhancements as clients require enhanced reporting and clear evidence of where our engagements with companies added value. Baillie has strengthened questions on ESG factors in their research framework, introduced ESG auditing across the portfolio, conducted regular sustainability reviews and provided clients with stronger ESG reporting metrics.

*Example of RI in Action*

Baillie completed a climate audit of their Global Alpha portfolio. The audit provided their GHG footprint’s location and proportion of emissions covered by reduction targets, the asset underlying’s pace of change to net zero and put a list of companies together that are priority for climate related engagement. This type of audit showcases process-related RI in action and will affect their company engagements going forward.

*Possible Improvements*

Baillie Gifford’s superior PRI scores support their industry recognition of being an RI leader. They are continuing to highlight year to year actions that are supporting leading engagement and ESG policy and process level activities.

**GALIBIER**

Galibier became a PRI signatory in 2018 and the below scores are the reflection of the ESG activities from the 2020 PRI report:

<b>GALIBIER ASSET MANAGEMENT</b>		
<b>PRI Category</b>	<b>Rating</b>	<b>Median Rating</b>
Strategy and Governance	B	A
Listed Equity – Incorporation	A	A
Active Ownership	C	B

*Report Themes & Latest Actions*

Galibier has released their first Responsible Investment 2021 draft report to their investors. Last year, UWindsor encouraged Galibier to take ESG integration and reporting further, and the issuance of their first report this year can be seen as a positive first step. Galibier believes in long-term investing and as such, long term engagement. Galibier uses proxy voting to manage good corporate governance and meets with managers as a means for direct engagement, focusing conversations on the next 3 to 5 years. Galibier is a member of the Canadian Coalition for Good Governance and uses Sustainalytics for independent ESG research of Canadian equities.

*Example of RI in Action*

Galibier has owned shares in a Canadian convenience store and gas station operator since 2017. In 2019, Galibier engaged members of management and investor relations teams regarding disclosures and

Surpassed peer median rating
  In line with peer median rating
  Below peer median rating

transparency around certain ESG factors, including carbon emissions. Since then, the company has made significant investments in sustainability efforts, including establishing an ESG committee on the board, inaugural sustainability report, and has committed to setting targets on emissions once baseline is established.

*Possible Improvements*

An area for improvement would be sharing more about ESG processes and procedures. We expect to see Galibier’s PRI Active Ownership score improve with their increased disclosure of direct and indirect engagement within their first responsible investing report.

**FIDELITY**

Fidelity became a UNPRI signatory in late 2019 and the below scores are the reflection of the ESG activities from the 2020 PRI report:

FIDELITY ASSET MANAGEMENT		
PRI Category	Rating	Median Rating
Strategy and Governance	A	A
Listed Equity – Incorporation	A	A
Active Ownership	A	B

*Report Themes & Latest Actions*

Fidelity offered three key themes to watch for in 2021 for equities: digital ethics, climate and natural capital and employee welfare. These themes could be summed up as good corporate governance. Fidelity offered other analyst insights such as almost a quarter of global companies will be carbon neutral by the end of this decade and 66% by 2050.

Fidelity engages with companies in five ways: company meetings and formal correspondence, shareholder resolutions, collaborative engagement, proxy voting and public policy. Fidelity believes the decision on when to engage and monitoring engagement is as important as how to engage. Fidelity also engages across companies on thematic issues such as financing climate change and animal protein. Of 2,100 meetings conducted, 22% were in Canada, with 107 companies engaged on ESG issues.

*Example of RI in Action*

In October 2021, Fidelity met with a Canadian food retailing company to review governance and other sustainability topics. The company requested feedback on how Fidelity views board renewal (term and age limits), representation targets and ESG analysis. Fidelity provided thorough analysis with recommendations.

*Possible Improvements*

For reporting, Fidelity highlighted more analysis of topical ESG issues and engagement activities, rather than specific ESG integration practices for their Canadian portfolio. Communication by the investment manager could be improved by speaking to ongoing processes and policies.

Surpassed peer median rating
  In line with peer median rating
  Below peer median rating

## **FOYSTON, GORDON & PAYNE (FGP)**

FGP became a PRI signatory in 2017 and below are the scores from the 2020 PRI report:

<b>FGP ASSET MANAGEMENT</b>		
<b>PRI Category</b>	<b>Rating</b>	<b>Median Rating</b>
Strategy and Governance	A	A
Listed Equity – Incorporation	A	A
Active Ownership	A	B
Fixed Income*	A	B

\*Across all 3 fixed income categories

### *Report Themes & Latest Actions*

FGP's ESG framework revolves around three core principles: i) Utilise ESG factors to identify quality and risk; ii) Monitor, engage and report on ESG matters; and iii) Constructive engagement. The ESG framework complements the fundamental fixed income analysis by highlighting potential risks and areas of concern. Their ESG process document structures and captures this analysis by analyzing risk and structures engagement with companies annually.

In 2021, FGP formed an ESG committee to continuously review, enhance and promote their RI process. Since inception, the committee has enhanced their RI policy, calculated carbon intensity for equity portfolios and released several videos on RI topics.

### *Example of RI in Action*

FGP engaged TD Bank in March 2021 to discuss gender diversification of its board members. During the discussion, FGP suggested a gender target range that would introduce minimums and maximums for both genders and allow the board some flexibility when selecting board members.

### *Possible Improvements*

As stated last year, FGP could improve their ESG reporting process with the implementation of a formal annual ESG report. A formal annual report would provide greater transparency and more details on their ESG activities.

## **PHILLIPS, HAGER & NORTH (PHN)**

PHN has been a PRI signatory (at the RBC level) since 2016 and the below scores are the reflection of the ESG activities from the 2020 PRI report:

<b>PHN ASSET MANAGEMENT</b>		
<b>PRI Category</b>	<b>Rating</b>	<b>Median Rating</b>
Strategy and Governance	A+	A
Fixed Income*	A+	B
Active Ownership	A+	B

\*Across all 3 fixed income categories

Surpassed peer median rating
  In line with peer median rating
  Below peer median rating

### Report Themes & Latest Actions

RBC has continued to operationalize their three responsible investment pillars: i) Fully integrated ESG ii) Active stewardship and iii) Client-driven solutions and reporting. Here are a few examples of ways PHN further operationalized their pillars:

- Advanced climate-related data and tools by onboarding a new climate data set, climate scenario analysis and climate education sessions
- Updated proxy voting guidelines and became of signatory to RIA's 2020 Canadian Investor Statement on Diversity and Inclusion to take further action on diversity and inclusion

In April 2020, RBC formalized their commitment and actions with climate change by launching Our Approach to Climate Change. They used the three foundational pillars to take actions such as engaging issuers and regulatory bodies and assessing transitions and risks.

### Example of RI in Action

An example of RBC's direct engagement with companies is with a large iron ore producer in Australia. The team met with management to discuss its indigenous rights policy. After review and discussion, the team decided that the policy and their actions were aligned with best practices in how they were handling a current dispute with indigenous communities around Indigenous heritage.

### Possible Improvements

The reports available from RBC showcase strong actions of ESG integration across three pillars, their direct and non direct engagements with companies and focus on actions taken on trending material issues. This is what makes PHN superior amongst its peers.




## **IFM**

IFM has been a PRI signatory since 2008 and reported exceptional results on the 2020 PRI assessment:

IFM ASSET MANAGEMENT		
PRI Category	Rating	Median Rating
Strategy and Governance	A+	A
Infrastructure	A+	A

### Report Themes & Latest Actions

IFM aims to drive value over the long term by actively working with asset management teams, governments, and other stakeholders to identify projects that increase operational capacity and efficiency and create wider social and economic value. Over the next 5 years, US \$4.5 billion will be invested in major projects. IFM has placed emphasis on the transition to a net zero economy and what actions their portfolio can take to meet reduction targets. These strategies range from renewable energy installations and energy efficiency improvements to strategic acquisitions of renewable energy projects.

 Surpassed peer median rating  In line with peer median rating  Below peer median rating

### Example of RI in Action

Portfolio companies have taken twenty energy transition actions over 2021; here are some examples:

- The Melbourne airport installed a 12MW solar farm to generate up to 15% of the airport's per annum electricity
- Ausgrid (Australia) announced a partnership with JOLT to provide state of the art electric vehicle charging facilities
- Aleatica has on site solar installations generating almost 60% of electricity at Aleatica's Vías Urbanas.

### Possible Improvements

IFM could improve reporting by providing a portfolio specific sustainability report.

## **JP MORGAN**

JP Morgan has been a PRI signatory since 2007 and the below scores are the reflection of the ESG activities from the 2020 PRI report:

JP MORGAN ASSET MANAGEMENT		
PRI Category	Rating	Median Rating
Strategy and Governance	A+	A
Infrastructure	A	A

### Report Themes & Latest Actions

JP Morgan implemented their RI in Action framework this past year across their portfolio companies. This undertaking has provided process orientated RI tracking and action planning with each portfolio holding above their ESG metric reporting scorecards. Strategic ESG engagement with an independent accounting firm's Sustainability Group has also been conducted. The independent accounting firm reviewed and provided feedback on their ESG process, pre-assurance process disclosure work, scorecard metrics and readiness assessment for four portfolio companies.




### Example of RI in Action

JP Morgan has broken out their RI in Action case studies by their five framework categories of health and safety, culture, community, customer, cyber and climate. These case studies demonstrate ESG activities that their portfolio holdings took over the last reporting year. Perhaps more interestingly, are the statistics on their framework scored. Here are a few examples:

- Safety: 100% of portfolio companies have safety as a reported value and include all incident rates
- Culture: 90% of portfolio companies completed the 2020 Board Effectiveness Survey
- Community: Over 200 community forums
- Climate: Over 4 million metric tonnes of GHG emissions avoided

### Possible Improvements

JP Morgan's infrastructure portfolio has done a significant amount of work demonstrating commitment to GHG accounting, health and safety measures and a robust framework. Possible improvements would be strengthening proactive ESG actions alongside ESG transparency.

 Surpassed peer median rating  In line with peer median rating  Below peer median rating

University of Windsor  
Board of Governors

4.6.1: **Pension Valuations Filings – Update**

Item for: **Information**

Forwarded by: **Board Pension Committee**

*See attached.*



To: Members of the Pension Committee  
From: Gillian Heisz  
Date: April 4, 2022

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Dear Members of the Pension Committee,

The purpose of this memo is to provide an update regarding the University's decision to file new valuations as of July 1, 2021 for the Faculty Pension Plan and the Employees' Pension Plan. The valuations were filed on March 31, 2022 with the Financial Services Regulatory Authority of Ontario (FSRA).

The pension valuations as of July 1, 2021 have improved over the January 1, 2020 valuations due to positive capital market results (equities, bonds, etc.) as well as changes in the asset mix (inclusion of infrastructure, private equity, levered bonds) as approved by the Investment Committee.

#### Employees' Plan – Valuation Results and Key Financial Impact

- As of the July 1, 2021 valuation, the Employees' Plan is showing a going concern surplus (118%) as well as a solvency surplus (103%). The previous valuation, filed as of January 1, 2020, had a going concern surplus and solvency deficit.
- Contributions to the Employees' Plan are shared evenly between the members and the University, with each group contributing a new blended rate of 6.8%; a decrease of 0.4% from the previous valuation.
- The total budgeted cost of the Employees' Plan (current service cost) for the University for 2022/23 is \$3.8M.

#### Faculty Plan – Valuation Results and Key Financial Impact

- The Faculty Plan, which until the latest valuation had a going concern deficit, now has a going concern surplus (105%) and a solvency surplus (266% when excluding the money purchase component). There has not been a going concern surplus position in this plan since the early 2000's.
- As the plan moves into a surplus position on a going concern basis, special payment contributions will be eliminated, which represents additional cost savings of \$2.3M to the Operating Budget.
- The total budgeted cost of the Faculty Plan (current service cost) for the University for 2022/23 is \$11.3M.

As valuations for both plans are not required again until July 1, 2024 (though the University can elect to file early if desired), the new contribution rates for the Employees' Plan and elimination of special payments for the Faculty Plan provide stability from a budget perspective for two years (until 2024/25).

A further update regarding the pension valuation filings will be provided at the next Pension Committee meeting on May 5, 2022.



Gillian Heisz

**University of Windsor  
Board of Governors**

4.7.1a: **2022-2023 Tuition and Compulsory Ancillary Fees**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

**MOTION: That the proposed 2022-2023 Tuition and Compulsory Ancillary Fees be approved.**

**Rationale:**

- A comprehensive presentation will be presented at the meeting.
- Compulsory Ancillary fees have been approved by the Ancillary Fee Board.
- On March 22, 2022, the Ministry of Colleges and Universities confirmed a continuation of a domestic (Ontario) tuition freeze during the 2022/23 academic year but have allowed out of province tuition increases up to 5%.
- Administration is recommending a 5% increase for all undergraduate out of province student tuition rates.
- International tuition rate increases are consistent with the International Student Tuition Guarantee (ITG), are based on recommendations from the Tuition and Financial Aid Steering Committee and have been reviewed with all Faculty deans and student leaders.
- Administration is recommending a reduction of the U.S. Good Neighbour rate to match the average in-State tuition charged by publicly funded Michigan institutions.
- The University had a discussion with the Ministry of Colleges and Universities on April 8 regarding the proposed tuition rate for the new Masters of Translational Health Sciences program. Following this meeting, it was internally agreed that the University would revise its proposed tuition rate to be \$3,516.66 per term (found on page 9 of the tuition fee document, attached). This new rate is undergoing Ministry review at this time, and should the Ministry require a different tuition rate to be charged, rates assigned to students will be adjusted retrospectively as necessary.

*See attached.*



# University of Windsor

## 2022/23 Tuition and Ancillary Fee Schedule

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## 2022/23 Tuition Fees: Undergraduate - Domestic, Out of Province, International & US Neighbour

UNDERGRADUATE TUITION FEES - DOMESTIC		2022/23 PER SEMESTER (PROPOSED)	2021/22 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<b>FULL TIME</b>					
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%

## 2022/23 Tuition Fees: Undergraduate - Domestic, Out of Province, International & US Neighbour

UNDERGRADUATE TUITION FEES - DOMESTIC		2022/23 PER COURSE (PROPOSED)	2021/22 PER COURSE (APPROVED)	\$ INCREASE	% INCREASE
<b><u>PART TIME</u></b>					
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%

## 2022/23 Tuition Fees: Undergraduate - Domestic, Out of Province, International & US Neighbour

UNDERGRADUATE TUITION FEES - DOMESTIC OUT OF PROVINCE		2022/23 PER SEMESTER (PROPOSED)	2021/22 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<b>FULL TIME</b>					
Business	1st year	4,600.90	4,381.85	219.05	5.0%
Business	2nd year	4,557.15	4,340.15	217.00	5.0%
Business	3rd year	4,513.70	4,298.80	214.90	5.0%
Business	4th year	4,513.70	4,298.80	214.90	5.0%
Computer Science	1st year	4,737.75	4,512.15	225.60	5.0%
Computer Science	2nd year	4,692.60	4,469.15	223.45	5.0%
Computer Science	3rd year	4,647.90	4,426.60	221.30	5.0%
Computer Science	4th year	4,647.90	4,426.60	221.30	5.0%
Education	1st year	3,581.20	3,410.70	170.50	5.0%
Education	2nd year	3,581.20	3,410.70	170.50	5.0%
Concurrent Education programs	1st year	3,206.75	3,054.05	152.70	5.0%
Concurrent Education programs	2nd year	3,206.75	3,054.05	152.70	5.0%
Concurrent Education programs	3rd year	3,206.75	3,054.05	152.70	5.0%
Concurrent Education programs	4th year	3,206.75	3,054.05	152.70	5.0%
Engineering	1st year	4,992.40	4,754.70	237.70	5.0%
Engineering	2nd year	4,944.85	4,709.40	235.45	5.0%
Engineering	3rd year	4,897.75	4,664.55	233.20	5.0%
Engineering	4th year	4,897.75	4,664.55	233.20	5.0%
Human Kinetics	1st year	3,135.20	2,985.95	149.25	5.0%
Human Kinetics	2nd year	3,135.20	2,985.95	149.25	5.0%
Human Kinetics	3rd year	3,135.20	2,985.95	149.25	5.0%
Human Kinetics	4th year	3,135.20	2,985.95	149.25	5.0%
Science (excl. Computer Science)	1st year	3,135.20	2,985.95	149.25	5.0%
Science (excl. Computer Science)	2nd year	3,135.20	2,985.95	149.25	5.0%
Science (excl. Computer Science)	3rd year	3,135.20	2,985.95	149.25	5.0%
Science (excl. Computer Science)	4th year	3,135.20	2,985.95	149.25	5.0%
Social Work	1st year	3,135.20	2,985.95	149.25	5.0%
Social Work	2nd year	3,135.20	2,985.95	149.25	5.0%
Social Work	3rd year	3,135.20	2,985.95	149.25	5.0%
Social Work	4th year	3,135.20	2,985.95	149.25	5.0%
Other	1st year	3,044.85	2,899.90	144.95	5.0%
Other	2nd year	3,044.85	2,899.90	144.95	5.0%
Other	3rd year	3,044.85	2,899.90	144.95	5.0%
Other	4th year	3,044.85	2,899.90	144.95	5.0%
Law	1st year	9,217.05	8,778.15	438.90	5.0%
Law	2nd year	9,129.20	8,694.50	434.70	5.0%
Law	3rd year	9,042.25	8,611.70	430.55	5.0%
Dual JD	1st year	9,217.05	8,778.15	438.90	5.0%
Dual JD	2nd year	8,778.10	8,360.10	418.00	5.0%
Dual JD	3rd year	8,360.15	7,962.05	398.10	5.0%

## 2022/23 Tuition Fees: Undergraduate - Domestic, Out of Province, International & US Neighbour

UNDERGRADUATE TUITION FEES - DOMESTIC OUT OF PROVINCE		2022/23 PER COURSE (PROPOSED)	2021/22 PER COURSE (APPROVED)	\$ INCREASE	% INCREASE
<b><u>PART TIME</u></b>					
Business	1st year	920.18	876.37	43.81	5.0%
Business	2nd year	911.43	868.03	43.40	5.0%
Business	3rd year	902.74	859.76	42.98	5.0%
Business	4th year	902.74	859.76	42.98	5.0%
Computer Science	1st year	947.55	902.43	45.12	5.0%
Computer Science	2nd year	938.52	893.83	44.69	5.0%
Computer Science	3rd year	929.58	885.32	44.26	5.0%
Computer Science	4th year	929.58	885.32	44.26	5.0%
Concurrent Education programs	1st year	641.35	610.81	30.54	5.0%
Concurrent Education programs	2nd year	641.35	610.81	30.54	5.0%
Concurrent Education programs	3rd year	641.35	610.81	30.54	5.0%
Concurrent Education programs	4th year	641.35	610.81	30.54	5.0%
Engineering	1st year	998.48	950.94	47.54	5.0%
Engineering	2nd year	988.97	941.88	47.09	5.0%
Engineering	3rd year	979.55	932.91	46.64	5.0%
Engineering	4th year	979.55	932.91	46.64	5.0%
Human Kinetics	1st year	627.04	597.19	29.85	5.0%
Human Kinetics	2nd year	627.04	597.19	29.85	5.0%
Human Kinetics	3rd year	627.04	597.19	29.85	5.0%
Human Kinetics	4th year	627.04	597.19	29.85	5.0%
Science (excl. Computer Science)	1st year	627.04	597.19	29.85	5.0%
Science (excl. Computer Science)	2nd year	627.04	597.19	29.85	5.0%
Science (excl. Computer Science)	3rd year	627.04	597.19	29.85	5.0%
Science (excl. Computer Science)	4th year	627.04	597.19	29.85	5.0%
Social Work	1st year	627.04	597.19	29.85	5.0%
Social Work	2nd year	627.04	597.19	29.85	5.0%
Social Work	3rd year	627.04	597.19	29.85	5.0%
Social Work	4th year	627.04	597.19	29.85	5.0%
Other	1st year	608.97	579.98	28.99	5.0%
Other	2nd year	608.97	579.98	28.99	5.0%
Other	3rd year	608.97	579.98	28.99	5.0%
Other	4th year	608.97	579.98	28.99	5.0%
Law - Part Time	1st year	4,608.53	4,389.08	219.45	5.0%
Law - Part Time	2nd year	4,564.60	4,347.25	217.35	5.0%
Law - Part Time	3rd year	4,521.13	4,305.85	215.28	5.0%

## 2022/23 Tuition Fees: Undergraduate - Domestic, Out of Province, International & US Neighbour

UNDERGRADUATE TUITION FEES - INTERNATIONAL		2022/23 PER SEMESTER (PROPOSED)	2021/22 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<b><u>FULL TIME</u></b>					
Business	Cohort 2022-23 <sup>15</sup>	17,170.00	16,200.00	970.00	6.0%
Business	Cohort 2021-22 <sup>1</sup>	16,200.00	16,200.00	0.00	0.0%
Business	3rd year	15,000.00	15,000.00	0.00	0.0%
Business	4th year	14,335.00	14,335.00	0.00	0.0%
Education, Engineering & Nursing	Cohort 2022-23 <sup>15</sup>	19,460.00	18,360.00	1,100.00	6.0%
Education, Engineering & Nursing	Cohort 2021-22 <sup>1</sup>	18,360.00	18,360.00	0.00	0.0%
Education, Engineering & Nursing	3rd year	17,000.00	17,000.00	0.00	0.0%
Education, Engineering & Nursing	4th year	15,925.00	15,925.00	0.00	0.0%
Computer Science	Cohort 2022-23 <sup>15</sup>	17,745.00	16,740.00	1,005.00	6.0%
Computer Science	Cohort 2021-22 <sup>1</sup>	16,740.00	16,740.00	0.00	0.0%
Computer Science	3rd year	15,500.00	15,500.00	0.00	0.0%
Computer Science	4th year	14,045.00	14,045.00	0.00	0.0%
Science (excl. Computer Science)	Cohort 2022-23 <sup>15</sup>	16,530.00	15,595.00	935.00	6.0%
Science (excl. Computer Science)	Cohort 2021-22 <sup>1</sup>	15,595.00	15,595.00	0.00	0.0%
Science (excl. Computer Science)	3rd year	14,440.00	14,440.00	0.00	0.0%
Science (excl. Computer Science)	4th year	13,780.00	13,780.00	0.00	0.0%
Other	Cohort 2022-23 <sup>15</sup>	15,100.00	14,660.00	440.00	3.0%
Other	Cohort 2021-22 <sup>1</sup>	14,660.00	14,660.00	0.00	0.0%
Other	3rd year	13,575.00	13,575.00	0.00	0.0%
Other	4th year	12,955.00	12,955.00	0.00	0.0%
Law	Cohort 2022-23 <sup>15</sup>	24,615.00	23,220.00	1,395.00	6.0%
Law	Cohort 2021-22 <sup>1</sup>	23,220.00	23,220.00	0.00	0.0%
Law	3rd year	21,500.00	21,500.00	0.00	0.0%
Dual JD	Cohort 2022-23 <sup>15</sup>	12,895.00	12,165.00	730.00	6.0%
Dual JD	Cohort 2021-22 <sup>1</sup>	12,165.00	12,165.00	0.00	0.0%
Dual JD	3rd year	11,265.00	11,265.00	0.00	0.0%

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

<sup>15</sup> Cohort 2022-23 refers to students who commence their degree either the Spring/Summer 2022, Fall 2022 or Winter 2023 semesters.



## 2022/23 Tuition Fees: Undergraduate - Domestic, Out of Province, International & US Neighbour

UNDERGRADUATE TUITION FEES - INTERNATIONAL		2022/23 PER COURSE (PROPOSED)	2021/22 PER COURSE (APPROVED)	\$ INCREASE	% INCREASE
<b><u>PART TIME</u></b>					
Business	Cohort 2022-23 <sup>15</sup>	3,434.00	3,240.00	194.00	6.0%
Business	Cohort 2021-22 <sup>1</sup>	3,240.00	3,240.00	0.00	0.0%
Business	3rd year	3,000.00	3,000.00	0.00	0.0%
Business	4th year	2,867.00	2,867.00	0.00	0.0%
Engineering, Education, Nursing	Cohort 2022-23 <sup>15</sup>	3,892.00	3,672.00	220.00	6.0%
Engineering, Education, Nursing	Cohort 2021-22 <sup>1</sup>	3,672.00	3,672.00	0.00	0.0%
Engineering, Education, Nursing	3rd year	3,400.00	3,400.00	0.00	0.0%
Engineering, Education, Nursing	4th year	3,185.00	3,185.00	0.00	0.0%
Computer Science	Cohort 2022-23 <sup>15</sup>	3,549.00	3,348.00	201.00	6.0%
Computer Science	Cohort 2021-22 <sup>1</sup>	3,348.00	3,348.00	0.00	0.0%
Computer Science	3rd year	3,100.00	3,100.00	0.00	0.0%
Computer Science	4th year	2,809.00	2,809.00	0.00	0.0%
Science (excl. Computer Science)	Cohort 2022-23 <sup>15</sup>	3,306.00	3,119.00	187.00	6.0%
Science (excl. Computer Science)	Cohort 2021-22 <sup>1</sup>	3,119.00	3,119.00	0.00	0.0%
Science (excl. Computer Science)	3rd year	2,888.00	2,888.00	0.00	0.0%
Science (excl. Computer Science)	4th year	2,756.00	2,756.00	0.00	0.0%
Other	Cohort 2022-23 <sup>15</sup>	3,020.00	2,932.00	88.00	3.0%
Other	Cohort 2021-22 <sup>1</sup>	2,932.00	2,932.00	0.00	0.0%
Other	3rd year	2,715.00	2,715.00	0.00	0.0%
Other	4th year	2,591.00	2,591.00	0.00	0.0%
Law - Part Time	Cohort 2022-23 <sup>15</sup>	12,307.50	11,610.00	697.50	6.0%
Law - Part Time	Cohort 2021-22 <sup>1</sup>	11,610.00	11,610.00	0.00	0.0%
Law - Part Time	3rd year	10,750.00	10,750.00	0.00	0.0%

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

<sup>15</sup> Cohort 2022-23 refers to students who commence their degree either the Spring/Summer 2022, Fall 2022 or Winter 2023 semesters.

## 2022/23 Tuition Fees: Undergraduate - Domestic, Out of Province, International & US Neighbour

UNDERGRADUATE TUITION FEES - INTERNATIONAL - US NEIGHBOUR - FULL TIME	2022/23 PER SEMESTER (PROPOSED)	2021/22 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
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<u>FULL TIME</u>					
US Neighbour Fee -First Entry Programs	1st year	7,300.00	9,800.00	-2,500.00	-25.5%
US Neighbour Fee -First Entry Programs	2nd year	7,300.00	9,800.00	-2,500.00	-25.5%
US Neighbour Fee -First Entry Programs	3rd year	7,300.00	9,800.00	-2,500.00	-25.5%
US Neighbour Fee -First Entry Programs	4th year	7,300.00	8,990.00	-1,690.00	-18.8%
US Neighbour Fee -Dual JD	1st year	9,800.00	9,800.00	0.00	0.0%
US Neighbour Fee -Dual JD	2nd year	9,800.00	9,800.00	0.00	0.0%
US Neighbour Fee -Education	1st year	9,800.00	9,800.00	0.00	0.0%
US Neighbour Fee -Education	2nd year	9,800.00	9,800.00	0.00	0.0%

UNDERGRADUATE TUITION FEES - INTERNATIONAL - US NEIGHBOUR - PART TIME	2022/23 PER COURSE (PROPOSED)	2021/22 PER COURSE (APPROVED)	\$ INCREASE	% INCREASE
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<u>PART TIME</u>					
US Neighbour Fee -First Entry Programs	1st year	1,460.00	1,960.00	-500.00	-25.5%
US Neighbour Fee -First Entry Programs	2nd year	1,460.00	1,960.00	-500.00	-25.5%
US Neighbour Fee -First Entry Programs	3rd year	1,460.00	1,960.00	-500.00	-25.5%
US Neighbour Fee -First Entry Programs	4th year	1,460.00	1,798.00	-338.00	-18.8%

## 2022/23 Tuition Fees: Graduate - Domestic, Out of Province, International & US Neighbour

GRADUATE TUITION FEES - DOMESTIC	2022/23 PER SEMESTER (PROPOSED)	2021/22 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	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%

## 2022/23 Tuition Fees: Graduate - Domestic, Out of Province, International & US Neighbour

GRADUATE TUITION FEES - DOMESTIC		2022/23 PER SEMESTER (PROPOSED)	2021/22 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<b>DOMESTIC GRADUATE - COHORT BASED MASTERS</b>					
<b>Government Regulated Programs</b>					
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 <sup>3</sup>	1st year	5,250.00	5,250.00	0.00	0.0%
Master of Business Administration for Managers and Professionals <sup>3</sup>	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%
<b>Unregulated Programs</b>					
Master of Actuarial Sciences <sup>2,4</sup>	1st year	8,500.00	8,312.50	187.50	2.3%
Master of Actuarial Sciences <sup>2,4</sup>	2nd year	8,312.50	8,312.50	0.00	0.0%
Master of Applied Computing <sup>2,4</sup>	1st year	8,700.00	8,312.50	387.50	4.7%
Master of Applied Computing <sup>2,4</sup>	2nd year	8,312.50	8,312.50	0.00	0.0%
Master of Management <sup>2,4</sup>	1st year	9,800.00	9,375.00	425.00	4.5%
Master of Management <sup>2,4</sup>	2nd year	9,375.00	9,375.00	0.00	0.0%
Master of Medical Biotechnology <sup>2,4</sup>	1st year	8,700.00	8,312.50	387.50	4.7%
Master of Medical Biotechnology <sup>2,4</sup>	2nd year	8,312.50	8,312.50	0.00	0.0%
Master of Materials Chemistry and Engineering (NEW May 2022) <sup>2</sup>	1st year	8,000.00	n/a	NEW	NEW
Master of Science in Translational Health Science (NEW May 2022) <sup>16 17</sup>	1st year	3,516.66	n/a	NEW	NEW

<sup>2</sup> Charged per semester over 4 semesters

<sup>3</sup> Charged per semester over 6 semesters

<sup>4</sup> 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.

<sup>16</sup> Charged per semester over 3 semesters

<sup>17</sup> Program is awaiting final approvals from MCU.

Should MCU require a different tuition rate to be charged, rates assessed to students will be adjusted retrospectively as necessary.

## 2022/23 Tuition Fees: Graduate - Domestic, Out of Province, International & US Neighbour

GRADUATE TUITION FEES - DOMESTIC OUT OF PROVINCE	2022/23 PER SEMESTER (PROPOSED)	2021/22 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	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%

## 2022/23 Tuition Fees: Graduate - Domestic, Out of Province, International & US Neighbour

GRADUATE TUITION FEES - DOMESTIC OUT OF PROVINCE		2022/23 PER SEMESTER (PROPOSED)	2021/22 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
<b><u>DOMESTIC GRADUATE - COHORT BASED MASTERS</u></b>					
<b>Government Regulated Programs</b>					
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 <sup>3</sup>	1st year	5,250.00	5,250.00	0.00	0.0%
Master of Business Administration for Managers and Professionals <sup>3</sup>	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%
<b>Unregulated Programs</b>					
Master of Actuarial Sciences <sup>2,4</sup>	1st year	8,500.00	8,312.50	187.50	2.3%
Master of Actuarial Sciences <sup>2,4</sup>	2nd year	8,312.50	8,312.50	0.00	0.0%
Master of Applied Computing <sup>2,4</sup>	1st year	8,700.00	8,312.50	387.50	4.7%
Master of Applied Computing <sup>2,4</sup>	2nd year	8,312.50	8,312.50	0.00	0.0%
Master of Management <sup>2,4</sup>	1st year	9,800.00	9,375.00	425.00	4.5%
Master of Management <sup>2,4</sup>	2nd year	9,375.00	9,375.00	0.00	0.0%
Master of Medical Biotechnology <sup>2,4</sup>	1st year	8,700.00	8,312.50	387.50	4.7%
Master of Medical Biotechnology <sup>2,4</sup>	2nd year	8,312.50	8,312.50	0.00	0.0%
Master of Materials Chemistry and Engineering (NEW May 2022) <sup>2</sup>	1st year	8,000.00	n/a	NEW	NEW
Master of Science in Translational Health Science (NEW May 2022) <sup>16 17</sup>	1st year	3,516.66	n/a	NEW	NEW

<sup>2</sup> Charged per semester over 4 semesters

<sup>3</sup> Charged per semester over 6 semesters

<sup>4</sup> 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.

<sup>16</sup> Charged per semester over 3 semesters

<sup>17</sup> Program is awaiting final approvals from MCU.

Should MCU require a different tuition rate to be charged, rates assessed to students will be adjusted retrospectively as necessary.

## 2022/23 Tuition Fees: Graduate - Domestic, Out of Province, International & US Neighbour

GRADUATE TUITION FEES - INTERNATIONAL	2022/23 PER SEMESTER (PROPOSED)	2021/22 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 2022-23 <sup>15</sup>	7,665.00	7,665.00	0.00	0.0%
Master's Candidate & PhD <sup>5</sup>	Cohort 2021-22 <sup>1</sup>	7,665.00	7,665.00	0.00	0.0%
Master's Candidate & PhD <sup>5</sup>	3rd year	7,665.00	7,665.00	0.00	0.0%
Master's Candidate & PhD <sup>5</sup>	4th year & beyond	7,665.00	7,665.00	0.00	0.0%
Master's Candidate & PhD -Economics	Cohort 2022-23 <sup>15</sup>	8,085.00	8,085.00	0.00	0.0%
Master's Candidate & PhD -Economics	Cohort 2021-22 <sup>1</sup>	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 2022-23 <sup>15</sup>	8,120.00	8,120.00	0.00	0.0%
Master's Candidate & PhD -Computer Science	Cohort 2021-22 <sup>1</sup>	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 <sup>5</sup>	Cohort 2022-23 <sup>15</sup>	8,430.00	8,430.00	0.00	0.0%
Master's Candidate & PhD -Education <sup>5</sup>	Cohort 2021-22 <sup>1</sup>	8,430.00	8,430.00	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	Cohort 2022-23 <sup>15</sup>	3,832.50	3,832.50	0.00	0.0%
Master's Candidate & PhD - Part Time	Cohort 2021-22 <sup>1</sup>	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 2022-23 <sup>15</sup>	4,042.50	4,042.50	0.00	0.0%
Master's Candidate & PhD -Economics - Part Time	Cohort 2021-22 <sup>1</sup>	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 2022-23 <sup>15</sup>	4,060.00	4,060.00	0.00	0.0%
Master's Candidate & PhD -Computer Science - Part Time	Cohort 2021-22 <sup>1</sup>	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 <sup>12</sup>

### FULL TIME

US Neighbour Fee Masters & PhD	1st year	6,100.00	6,100.00	0.00	0.0%
US Neighbour Fee Masters & PhD	2nd year	6,100.00	6,100.00	0.00	0.0%

### PART TIME

US Neighbour Fee Masters & PhD	1st year	3,050.00	3,050.00	0.00	0.0%
US Neighbour Fee Masters & PhD	2nd year	3,050.00	3,050.00	0.00	0.0%

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

<sup>5</sup> 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.

<sup>12</sup> List of applicable programs can be found at [www.uwindsor.ca/finance/788/fees-and-charges](http://www.uwindsor.ca/finance/788/fees-and-charges)

<sup>15</sup> Cohort 2022-23 refers to students who commence their degree either the Spring/Summer 2022, Fall 2022 or Winter 2023 semesters.

## 2022/23 Tuition Fees: Graduate - Domestic, Out of Province, International & US Neighbour

INTERNATIONAL GRADUATE - COHORT BASED MASTERS		2022/23 PER SEMESTER (PROPOSED)	2021/22 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
Master of Applied Economics and Policy <sup>2,4</sup>	Cohort 2022-23 <sup>15</sup>	8,250.00	8,062.50	187.50	2.3%
Master of Applied Economics and Policy <sup>2,4</sup>	Cohort 2021-22 <sup>1</sup>	8,062.50	8,062.50	0.00	0.0%
Master of Business Administration (4 semester assessment)	Cohort 2022-23 <sup>15</sup>	11,100.00	10,120.00	980.00	9.7%
Master of Business Administration (4 semester assessment)	Cohort 2021-22 <sup>1</sup>	10,120.00	10,120.00	0.00	0.0%
Master of Business Administration -Accounting (3 semester assessment)	Cohort 2022-23 <sup>15</sup>	15,700.00	14,305.00	1,395.00	9.8%
Master of Business Administration -Accounting (3 semester assessment)	Cohort 2021-22 <sup>1</sup>	14,305.00	14,305.00	0.00	0.0%
Master of Business Administration for Managers and Professionals <sup>3</sup>	Cohort 2022-23 <sup>15</sup>	11,100.00	10,125.00	975.00	9.6%
Master of Business Administration for Managers and Professionals <sup>3</sup>	Cohort 2021-22 <sup>1</sup>	10,125.00	10,125.00	0.00	0.0%
Master of Engineering Management	Cohort 2022-23 <sup>15</sup>	8,000.00	7,665.00	335.00	4.4%
Master of Engineering Management	Cohort 2021-22 <sup>1</sup>	7,665.00	7,665.00	0.00	0.0%
Master of Engineering (charged per course -8 courses)	Cohort 2022-23 <sup>15</sup>	4,800.00	4,625.00	175.00	3.8%
Master of Engineering (charged per course -8 courses)	Cohort 2021-22 <sup>1</sup>	4,625.00	4,625.00	0.00	0.0%
Master of Actuarial Sciences <sup>2,4</sup>	Cohort 2022-23 <sup>15</sup>	8,500.00	8,312.50	187.50	2.3%
Master of Actuarial Sciences <sup>2,4</sup>	Cohort 2021-22 <sup>1</sup>	8,312.50	8,312.50	0.00	0.0%
Master of Applied Computing <sup>2,4</sup>	Cohort 2022-23 <sup>15</sup>	8,700.00	8,312.50	387.50	4.7%
Master of Applied Computing <sup>2,4</sup>	Cohort 2021-22 <sup>1</sup>	8,312.50	8,312.50	0.00	0.0%
Master of Management <sup>2,4</sup>	Cohort 2022-23 <sup>15</sup>	9,800.00	9,375.00	425.00	4.5%
Master of Management <sup>2,4</sup>	Cohort 2021-22 <sup>1</sup>	9,375.00	9,375.00	0.00	0.0%
Master of Medical Biotechnology <sup>2,4</sup>	Cohort 2022-23 <sup>15</sup>	8,700.00	8,312.50	387.50	4.7%
Master of Medical Biotechnology <sup>2,4</sup>	Cohort 2021-22 <sup>1</sup>	8,312.50	8,312.50	0.00	0.0%
Master of Materials Chemistry and Engineering (NEW May 2022) <sup>2</sup>	Cohort 2022-23 <sup>15</sup>	8,000.00	n/a	NEW	NEW
Master of Science in Translational Health Science (NEW May 2022) <sup>16</sup>	Cohort 2022-23 <sup>15</sup>	8,000.00	n/a	NEW	NEW

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

<sup>2</sup> Charged per semester over 4 semesters

<sup>3</sup> Charged per semester over 6 semesters

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>15</sup> Cohort 2022-23 refers to students who commence their degree either the Spring/Summer 2022, Fall 2022 or Winter 2023 semesters.

<sup>16</sup> Charged per semester over 3 semesters



## 2022/23 Compulsory Ancillary Fees

	2022/23 RATES (PROPOSED)	2021/22 RATES (APPROVED)	\$ INCREASE	% INCREASE
<b><u>Cooperative Education Fee</u></b> <sup>6</sup>				
Domestic	455.00	455.00	0.00	0.0%
International	565.00	565.00	0.00	0.0%
<b><u>Student Association Fees</u></b>				
UWSA - Operating Fee <sup>7</sup>	33.13	32.04	1.09	3.4%
UWSA - Other Fees <sup>7</sup>	25.65	25.65	0.00	0.0%
UWSA - Third Party Fees <sup>7</sup>	26.71	26.41	0.30	1.1%
UWSA - Transit Windsor UPass Administration Fee <sup>14</sup>	2.50	2.50	0.00	0.0%
UWSA - Drug and Dental Plan <sup>8</sup>	293.72	293.72	0.00	0.0%
OPUS - Awards and Bursaries <sup>7</sup>	9.57	9.26	0.31	3.3%
OPUS - Social Events and Workshops <sup>7</sup>	11.08	10.72	0.36	3.4%
OPUS - Part Time Student Service <sup>7</sup>	10.61	10.26	0.35	3.4%
OPUS - CFS - Third Party <sup>7</sup>	5.27	5.10	0.17	3.3%
OPUS - Student Support Program <sup>7</sup>	2.08	2.01	0.07	3.5%
OPUS - Benefits Plan <sup>8</sup>	340.97	340.97	0.00	0.0%
GSS - Capital Fee <sup>7</sup>	6.65	6.43	0.22	3.4%
GSS - Operations Fee <sup>7</sup>	6.64	6.42	0.22	3.4%
GSS - Student Advocate Fee <sup>7</sup>	2.68	2.59	0.09	3.5%
GSS - Opportunity Fee (Full-Time) <sup>7</sup>	16.13	15.60	0.53	3.4%
GSS - Opportunity Fee (Part-Time) <sup>7</sup>	14.27	13.80	0.47	3.4%
GSS - OPRIG Fee (Full-Time) <sup>7</sup>	2.00	2.00	0.00	0.0%
GSS - OPRIG Fee (Part-Time) <sup>7</sup>	1.00	1.00	0.00	0.0%
GSS - CFS (Winter & Fall Full-Time) <sup>7</sup>	9.09	8.79	0.30	3.4%
GSS - CFS (Winter & Fall Part-Time) <sup>7</sup>	5.25	5.08	0.17	3.3%
GSS - Transit Windsor UPass Administration Fee <sup>14</sup>	2.50	2.50	0.00	0.0%
GSS - Supplemental Benefits Plan (12 Month Fee) <sup>8</sup>	524.62	524.62	0.00	0.0%
GSS - Supplemental Benefits Plan (16 Month Fee) <sup>9</sup>	693.49	693.49	0.00	0.0%
GSS - Supplemental Benefits Plan Administration Fee <sup>8</sup>	9.00	9.00	0.00	0.0%
Transit Windsor UPass <sup>7</sup>	75.39	68.67	6.72	9.8%
<b><u>Student Society Fees</u></b> <sup>7</sup>				
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%
<b><u>Capital Fees</u></b> <sup>7</sup>				
Lancer Sports and Recreation Centre Fee (max of two semester assessments per year) <sup>10</sup>	62.50	62.50	0.00	0.0%
Sports and Recreation Capital Fee -Undergraduate (maximum of two semester assessments per year)	20.64	19.96	0.68	3.4%
Sports and Recreation Capital Fee -Graduate (maximum of two semester assessments per year)	15.87	15.35	0.52	3.4%

## 2022/23 Compulsory Ancillary Fees

	2022/23 RATES (PROPOSED)	2021/22 RATES (APPROVED)	\$ INCREASE	% INCREASE
<b><u>Other Ancillary Fees</u></b> <sup>7</sup>				
Student Wellness Fee -Full Time	34.25	33.12	1.12	3.4%
Student Wellness Fee -Part Time	15.56	15.05	0.51	3.4%
Athletics and Recreation Fee -Full Time	110.86	103.72	7.14	6.9%
Athletics and Recreation Fee -Part Time	45.63	42.38	3.25	7.7%
CAW Student Centre Operating - Full time	59.35	57.40	1.95	3.4%
CAW Student Centre Operating - per course (max of 5 course assessments per semester)	11.87	11.48	0.39	3.4%
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	20.63	19.95	0.68	3.4%
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	31.03	30.01	1.02	3.4%
Nursing Lab Fee 1st Year	92.70	85.70	7.00	8.2%
Nursing Lab Fee 2nd Year	94.20	85.70	8.50	9.9%
Nursing Lab Fee 3rd Year	47.25	45.70	1.55	3.4%
Nursing Lab Fee 4th Year	23.62	22.84	0.78	3.4%
<b><u>ISC OHIP EQUIVALENT HEALTH PLAN</u></b> <sup>11</sup>				
Single coverage <sup>8</sup>	729.65	729.65	0.00	0.0%
Couple coverage (additional premium) <sup>8</sup>	1,341.10	1,341.10	0.00	0.0%
Family coverage (additional premium) <sup>8</sup>	1,651.10	1,651.10	0.00	0.0%
<b><u>OTHER MISCELLANEOUS FEES</u></b>				
UWin Card Fee (assessed first semester only)	30.00	30.00	0.00	0.0%
First Year Transition Support Fee (assessed first semester only)	69.82	67.53	2.29	3.4%
English Academic Preparation Program	1,650.00	1,650.00	0.00	0.0%
English Language Training Program	5,070.00	4,600.00	470.00	10.2%
English Language Training Program (Fast Track)	5,550.00	5,000.00	550.00	11.0%
MMB - Lab Fee <sup>7</sup>	1,000.00	1,000.00	0.00	0.0%
MAC - Lab Fee <sup>7</sup>	500.00	500.00	0.00	0.0%
MSW Practicum Fee <sup>7</sup>	412.00	412.00	0.00	0.0%
MOM Data Analytics Stream - Lab Fee <sup>7</sup>	1,500.00	1,500.00	0.00	0.0%
MMCE - Lab Fee <sup>7</sup>	1,000.00	0.00	NEW	NEW
<b><u>OTHER ADDITIONAL COST RECOVERY COURSE FEES</u></b>				
<b><u>Science</u></b>				
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)	3,000.00	2,500.00	500.00	20.0%
Global Perspective in Science -Costa Rica (EIC13806-20)	3,000.00	2,500.00	500.00	20.0%
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)	3,000.00	2,500.00	500.00	20.0%
<b><u>Human Kinetics</u></b>				
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%
Kinesiology - Functional Anatomy (KINE-1650)	30.00	30.00	0.00	0.0%
Kinesiology - Functional Anatomy II (KINE-1660)	30.00	30.00	0.00	0.0%
Kinesiology - Laboratory Experience in Biomechanics & Ergonomics (KINE-4910)	25.00	25.00	0.00	0.0%
Kinesiology - Laboratory Experience in Human & Exercise Physiology (KINE-4920)	25.00	25.00	0.00	0.0%
Kinesiology - Laboratory Experience in Motor Learning & Psychology of Physical Activity (KINE-4930)	25.00	25.00	0.00	0.0%
<b><u>Business</u></b>				
MBA - Professional Accounting Specialization - Exam prep package (ACCT-8080)	1,322.61	1,322.61	0.00	0.0%

## 2022/23 Compulsory Ancillary Fees

	2022/23 RATES (PROPOSED)	2021/22 RATES (APPROVED)	\$ INCREASE	% INCREASE
<b>FAHSS</b>				
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)	0.00	30.00	-30.00	-100.0%
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)	0.00	30.00	-30.00	-100.0%
Advertising/Marketing Campaign Production (CMAF-4230)	0.00	30.00	-30.00	-100.0%
Aeronautics Flight - (AERO-1970) First Year Students	10,594.00	10,285.00	309.00	3.0%
Aeronautics Flight - (AERO-2970) Second Year Students	10,594.00	10,285.00	309.00	3.0%
Aeronautics Flight - (AERO 3970) Third Year Students	10,594.00	10,285.00	309.00	3.0%
Aeronautics Flight - (AERO 4970) Fourth Year Students	10,594.00	8,475.00	2,119.00	25.0%
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)	0.00	30.00	-30.00	-100.0%
Introduction to Media Design & Production II (CMAF-1130/CNMA-1130)	0.00	30.00	-30.00	-100.0%
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)	0.00	30.00	-30.00	-100.0%
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)	0.00	30.00	-30.00	-100.0%
Printmaking (VSAR-3260)	80.00	80.00	0.00	0.0%
Production Planning & Development (CMAF-3230/CNMA-3230)	0.00	30.00	-30.00	-100.0%
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 <sup>8</sup>	1,000.00	1,000.00	0.00	0.0%

<sup>6</sup> 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.

<sup>7</sup> Fee charged per semester

<sup>8</sup> Fee charged annually

<sup>9</sup> Charged to Cohort Based Masters 4 Semester programs only

<sup>10</sup> The Lancer Sports and Recreation Centre fee shall begin to be assessed in Summer 2022 as the building is expected to become operational this summer.

<sup>11</sup> Fee includes 8% RST

<sup>14</sup> Fee charged per semester; charged as 8-month in Fall term

University of Windsor  
Board of Governors

4.7.1b: **2022-2023 Operating Budget**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

**MOTION:** That the proposed 2022-2023 Operating Budget be approved.

**Rationale:**

- A comprehensive presentation will be presented at the meeting.

*See attached.*





University  
of Windsor

# Operating Budget

2022-2023





To the University of Windsor Campus Community,

Over the past year, we have continued to work together to respond to COVID-19. It has been exciting to see students, staff, and faculty coming back to campus in greater numbers this winter, and I look forward to ramping up in-person operations to full capacity over the summer into the fall.

As the 2022/23 University of Windsor Operating Budget is released, most of our faculty and staff will have returned to campus life and community while students continue learning through face-to-face, hyflex, and online modes of program delivery. Learning, knowledge creation, and the health and safety of our entire community continue to be our priorities.

We can be confident that our 2022/23 University of Windsor Operating Budget positions us for success as we emerge from the shadow of the pandemic. It strikes a balance between prudence and progress, allowing us to remain responsibly sustainable, with the opportunity to build on our strengths and encourage meaningful, strategic growth.

The 2022/23 Operating Budget is balanced and reflects continued fiscal prudence by including investments in reserve funds to further protect the institution from the unexpected. This is the second year of the University of Windsor Activity Based Budgeting model, and the budget includes significant transitional support for Faculties as they chart their long-term financial futures.

The Budget also advances our focus on the future by reinforcing our strategic priorities through investment of \$2.5 million in new strategic initiatives. These funds will help to forward priorities including putting our people first, the ongoing work to create an inclusive, welcoming, and equitable campus environment, environmental sustainability, and the student experience.

We are proud that this budget makes dramatic investments in the international student experience – from additional lounge spaces to more academic supports including scholarships – to support newcomers to Canada so that they can thrive while on their academic journeys at the University of Windsor.

Through investment in research, teaching, service, community-engagement, and student-support initiatives, the 2022/23 Operating Budget continues to build on our commitments as a strong Windsor-Essex community partner with a global perspective. This budget supports regional innovation and economic diversification efforts; labour market stability; and our ongoing engagement in the collaborative work of fostering increasingly safe, vibrant, healthy, and equitable communities.

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 2022/23 Operating Budget is the first step in preparing for a new stage, full of prosperity.

Robert Gordon, PhD  
President and Vice-Chancellor

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## 2022/23 Operating Budget

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## I. THE UWINDSOR ACTIVITY BASED BUDGET MODEL

The University of Windsor (UWindsor) is moving into our second year of budgeting under a new Activity Based Budget (ABB) model. A budget model is a management tool used to assist with resourcing decisions. It does not, in and of itself, create additional revenue for the institution. Rather, it is a vehicle employed to help achieve the strategic mission of the institution. At UWindsor, the ABB model was developed by a diverse Budget Model Redesign Committee (BRC) in 2020 and has been monitored since by a Governance Committee. The model is designed to achieve the following vision and operates under the four philosophy pillars described below.

### 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. Fairly, 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.

### 2. HOW THE UWINDSOR ABB MODEL WORKS

The UWindsor ABB Model is organized such that the major revenue-generating departments (i.e. the Faculties) are identified as 'revenue centres' with all revenues flowing through them and all expenses of the institution allocated against them. In simple terms, the budget model calculates a "notional" financial position for each of the revenue centres using the following formula:

*Image 1: The ABB Net Position Calculation*

$$\begin{array}{r} \text{Budgeted Revenues} \\ - \text{Direct and Allocated Expenditure Budgets} \\ \hline \text{Net Position (of the Revenue Centre)} \end{array}$$



## Revenues in the UWindsor ABB Model

### **1. Student Fees**

Student fees include tuition fees, tuition adjustments (for service teaching) and student incidental fees. Tuition is assigned directly to the Faculty where the students major. The UWindsor ABB Model incorporates a 'created rate' for domestic undergraduate tuition at 3% premia to the base rate to account for historical tuition rate increase inequities under prior government tuition frameworks. All other tuition fees are assigned according to their actual rates.

Tuition revenue is then adjusted for service teaching to account for the courses students take outside their home Faculty. For the 2022/23 fiscal year, the service teaching calculation was revised to use the student's home Faculty tuition rate as the basis when calculating the adjustment rather than the created rate for all Faculties. Students in joint major programs are counted as enrolled 50% in each program meaning their service teaching adjustment will now be based on an average of both home Faculty tuition rates whereas students taking a minor would observe the tuition rate of the Faculty where they are majoring.

Student incidental fees in the Operating Budget include Athletics and Recreation fees, Co-op fees, Student Health fees, Student Late Payment fees, among others. Where possible, these fees are assigned in the model directly to the department they are supporting. In some cases, they are assigned against the University Fund which supports institutional strategic initiatives and central reserve funds.

### **2. Government Operating Grants**

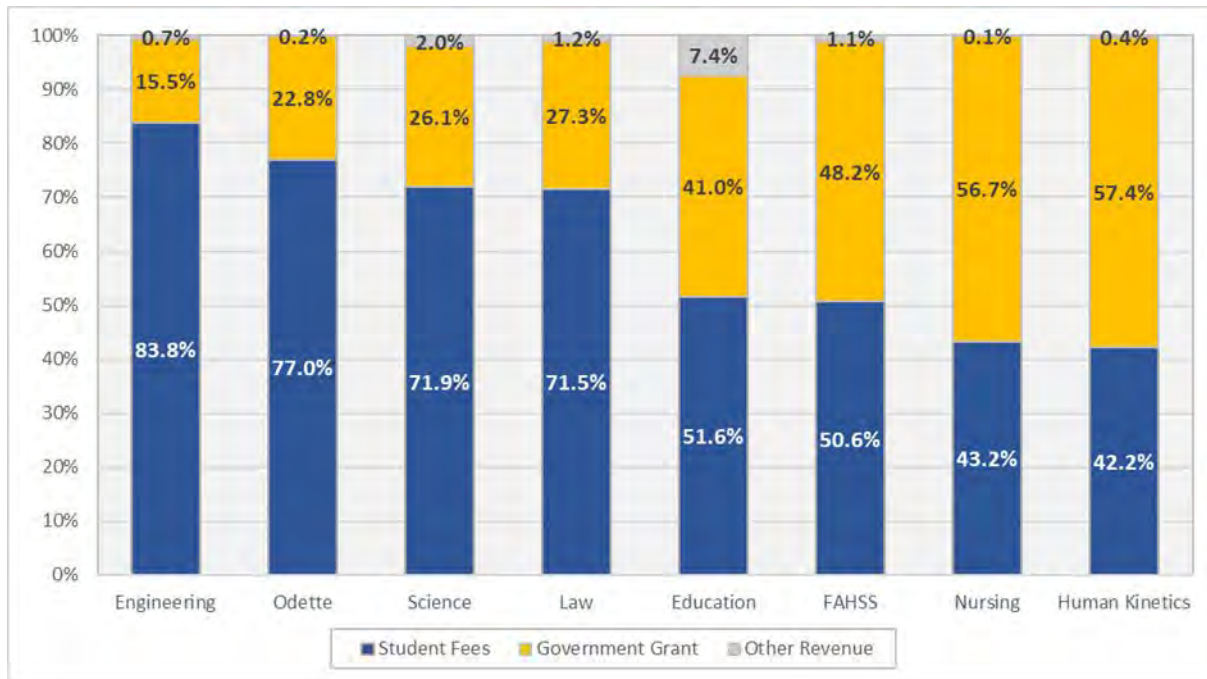
The Core Operating Grant and the Performance Grant for the institution are allocated to all Faculties based on Weighted Grant Units (WGUs). This is the same activity driver the government uses when calculating institutional grants. Special purpose grants (i.e. Nursing Collaborative Grant) are assigned directly to the Faculty they are supporting.

### **3. Other Revenues**

All other revenues generated by the institution are allocated, where possible, to the revenue centres. This includes application fees, direct faculty revenues (i.e. lab fees), etc. Indirect Research revenues are allocated 70% to the revenue centres and 30% to support strategic research activities under the direction of the Vice-President, Research and Innovation. Investment income, foreign exchange and other small levies are not easily allocated and are directed towards the University Fund.

The chart below illustrates the percentage of total revenues generated by each of the Faculties (i.e. the revenue centres). Faculties on the left side of the graph tend to have higher tuition rates (domestic and visa), and except for Law, have a higher concentration of international students. The Faculties towards the right are generally less diversified and more focused on domestic students and, therefore, rely more on government grant funding.

Chart 1: 2022/23 Faculty Sources of Revenue (under UWindsor ABB)



Expenditures in the UWindsor ABB Model

**1. Direct Costs**

These are the budgeted costs of academic delivery where each Faculty has ‘direct control’ and include faculty and staff salaries and benefits, GA/TA support, sessional instruction, office expenses, lab costs, and all other discretionary costs of each Faculty.

**2. Other Assigned Direct Costs**

These are direct costs that are hosted outside of Faculty budgets but are directly assigned as part of the cost of individual Faculties. These include Research Institute expenses that are assigned directly to the Faculty that aligns with the home Faculty of the Chair of the institute. The Law Library is assigned as a direct cost for the Faculty of Law. It should be noted that Law does not participate in the allocation of Leddy Library costs. International student recovery and international student recruitment partner costs are assigned as direct costs of the international student’s home Faculty.

**3. Allocated Costs**

Allocated costs represent each Faculty’s portion of the institution’s shared-service costs. For ease of allocation, the shared-service costs are grouped together into eight ‘Cost Pools’. The grouping of similar costs into cost pools is done only for the purpose of ease of allocation within the UWindsor ABB Model and does not represent any type of reporting reorganization within the institution. Each cost pool is

allocated to the Faculties using ‘Cost Driver(s)’ that are selected to best represent the activities that drive costs within the shared-service unit. Hence, an “activity-based budget.”

The table below provides details of the cost pools and the cost drivers used to allocate these costs to the revenue centres.

*Table 1: Cost Pools and Cost Pool Drivers in the UWindsor ABB Model*

<b>Cost Pool</b>	<b>Cost Driver</b>	<b>Shared-service Units (Examples)</b>
<b>Financial Costs</b>	50% Tuition & Operating Grant 50% Direct Operating Budget	Debt costs; Finance Department
<b>Central Administrative Costs</b>	Campus FTEs (Student + Faculty + Staff)	Office of the President, Provost, and VP Finance & Operations; Institutional Support services; Other Central costs
<b>Occupancy Costs</b>	Net Assignable Square Meters	Utilities; Facility Services Department
<b>Operating Scholarship Costs</b>	70% Actual Scholarship Usage 30% Student FTEs	All Operating Budget-funded scholarships and bursaries awarded
<b>Campus Community Support Costs</b>	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
<b>Student Experience Costs</b>	Student FTEs	Student & Academic Services; Student Experience; Athletics & Recreation Services; Faculty of Graduate Studies
<b>Pre-/Post Student Development Costs</b>	50% Student Offers 50% Student Registrations	Enrolment Management; Admissions & Registrations; Marketing; Advancement and Alumni
<b>Research Support Costs</b>	55% External Research Revenue 35% Research Applications 10% Tenured Faculty Counts	Office of the VP Research & Innovation; Research Services; Research Finance

### Service Level Agreements

The allocation of shared-service costs to Faculties in the UWindsor ABB Model has created a new, more transparent accountability between the shared service provider departments and the Faculties. Because Faculties are now directly charged for shared-service costs, academic leaders are eager to better understand the services provided by the shared service units.

Service Level Agreements (SLAs) will be drafted by all shared-service units to answer these questions. SLAs will provide specific service level commitments that can be supported under the current level of funding for each service provider. They will also include recommended key performance indicators (KPIs) that can be tracked to ensure they are meeting these commitments. In this way, SLAs will accomplish the following goals: 1) they will set a level of service expectation between service units and revenue centres, and 2) they will support budget investments in service areas where service levels are

falling or need to be improved (as measured by KPIs). The preparation of the SLAs is ongoing and is expected to require two more budget years to fully complete.

**4. Initial Contribution to the University Fund**

The University Fund is the mechanism within the UWindsor ABB Model that provides the institution with the ability to act as one entity with respect to key initiatives. It is used to support institutional strategic investments, contingencies, and reserve funds (the “first contribution”) and finally, provides balancing across the revenue centres, with the Faculties in a positive position under the model supporting those in a negative position (the “second contribution”, discussed in the Calculating the Net Position section below).

Each Faculty makes a first contribution to the University Fund based on a percent of their revenue generation. This is a significant strategic “lever” available to the Executive Leadership Team within the budget model. In 2022/23 the University Fund contribution rates were updated to incent domestic student growth. The table below provides a year-over-year comparison of University Fund contribution rates by revenue category.

*Table 2: University Fund Contribution Rates by Revenue Category*

<b>Fiscal Year</b>	<b>Domestic Tuition</b>	<b>International Tuition</b>	<b>Government Grant</b>
2021/22	2.75%	2.75%	2.75%
2022/23	0.00%	8.25%	5.00%

Calculating the Net Position

After working through the net position formula above, each Faculty will either be in a positive net position or a negative net position.

Faculties in positive net positions will receive base budget investments and will contribute towards subsidizing the negative net position Faculties. Faculties in negative net positions will receive subsidies and will be required to realign their base budgets. These base budget investments and realignments will be based on approved Faculty Financial Sustainability Plans (FFSPs).

Faculty Financial Sustainability Plans (FFSPs)

The FFSPs are strategic financial documents prepared by the Deans and approved by the Provost Budget Committee. Starting in 2021/22, each Faculty, regardless of their net position, has commenced preparing their FFSP. The FFSPs will include, but are not limited to, the following main categories:

- 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;
- Enrolment Planning for all categories of students, including risk mitigation and diversification strategies;
- Other revenue opportunities;
- Planning for faculty and staff positions;

- Strategic initiatives;
- Long term capital planning; and
- Additional requests customized for each Faculty.

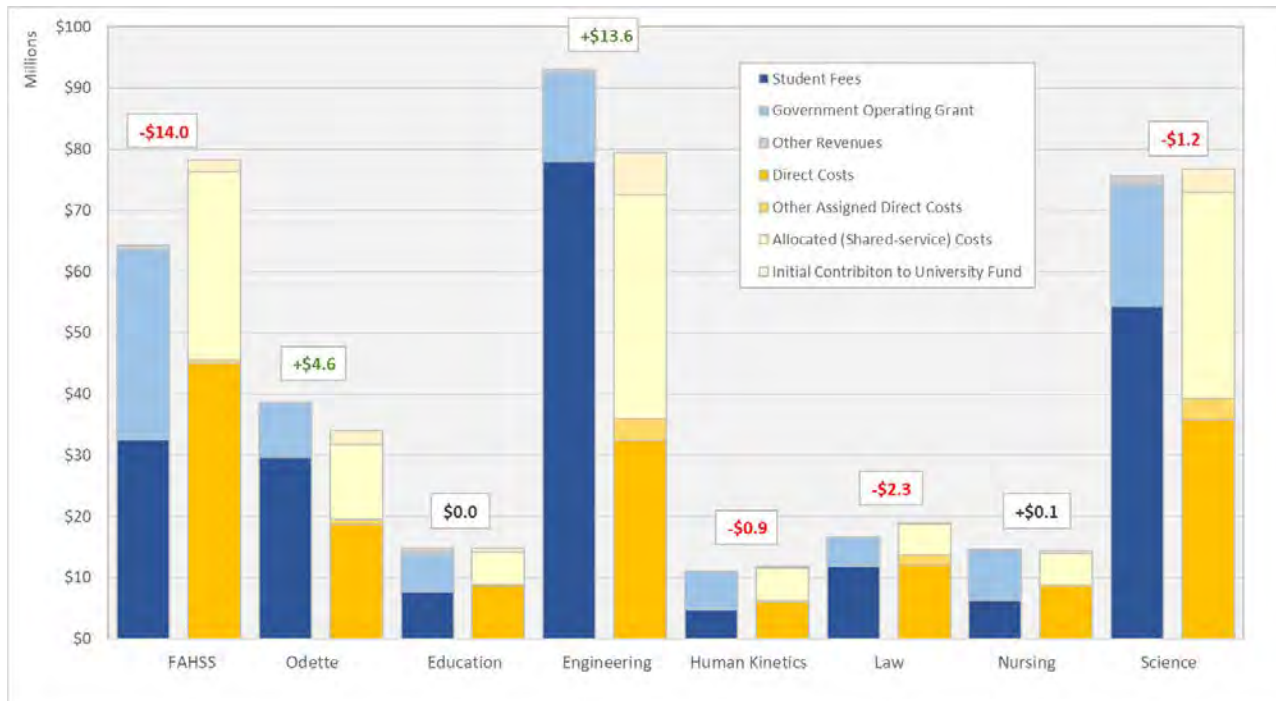
FFSPs will be reviewed and approved by the Provost Budget Committee (PBC) and will form the foundation for decision making related to budget investments and realignments. It is anticipated that each FFSP will be approved before the end of the 2022/23 fiscal year.

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 2022/23

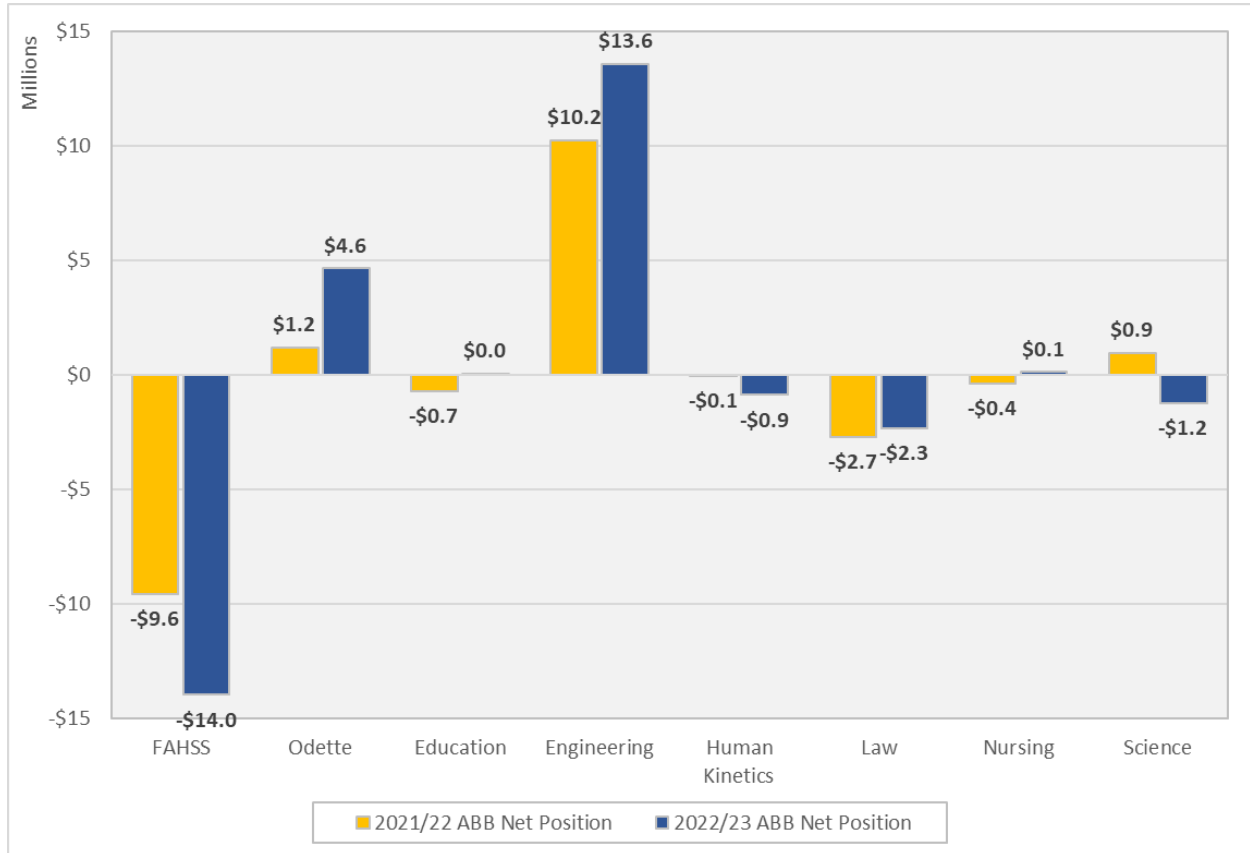
For the 2022/23 year, the UWindsor ABB Model has produced a result where two Faculties – Engineering and the Odette School of Business – are in significantly positive net positions, two Faculties – Education and Nursing – are just about balanced, and four Faculties – Arts, Humanities & Social Science, Human Kinetics, Law, and Science – are in negative net positions.

Chart 2: 2022/23 Net Position Calculations by Faculty (in \$M)



The chart below provides a comparison to the prior year of Faculty net positions under the UWindsor ABB Model.

*Chart 3: Faculty Net Position Comparison (in \$M)*



## **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 primarily attributed to the continuing growth in international student enrolment in cohort-based Masters' programs in Engineering, Science, and Business.

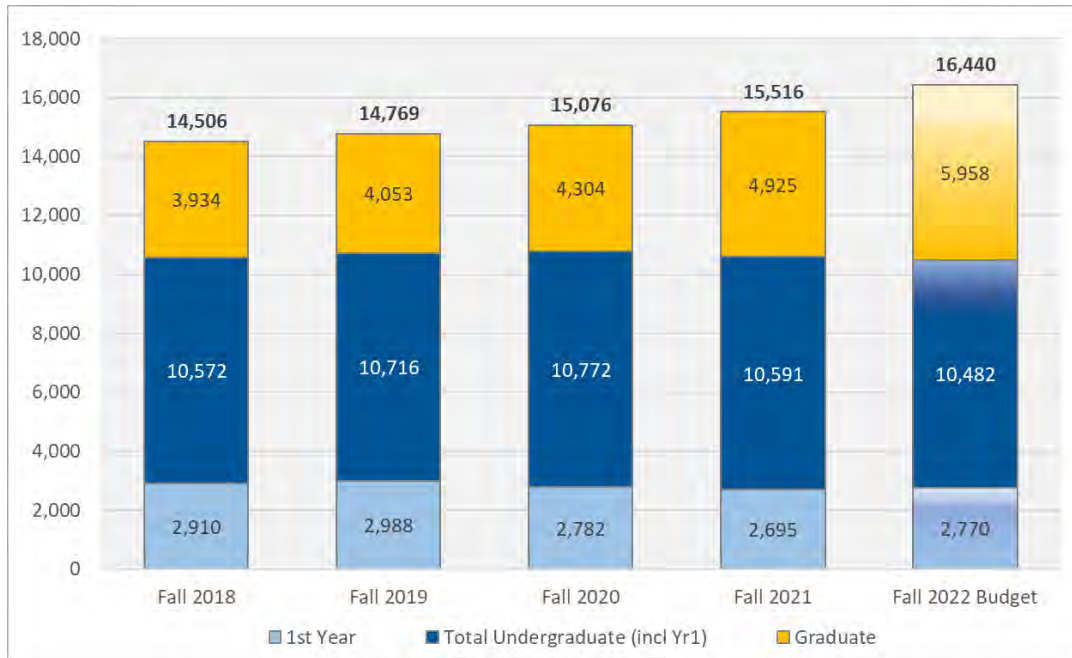
Under the UWindsor ABB Model, Faculties receive a share of the Provincial Operating Grant proportionate to their domestic student enrolment, which we anticipate will motivate Faculties to grow domestically, both at the undergraduate and graduate levels.

### **2. ENROLMENT PROJECTIONS**

UWindsor's total full-time enrolment is budgeted at a record 16,440 in Fall 2022. The totals for undergraduate and graduate students were 10,482 and 5,958, respectively, which represents a 6% increase over Fall 2021 levels. It is anticipated that 31% of the full-time UWindsor student body will be comprised of international students in Fall 2022.

The increase in international graduate numbers is primarily a result of high deferral rates by applicants to the 2020 and 2021 academic cohorts of our international cohort-based Masters' programs. Simply put, students who wished to start their studies in 2020 and early in 2021 elected to delay their admission until pandemic conditions had settled and travel had become less restrictive. Now that conditions are more stable, the Faculties have increased capacity in cohort-based Masters' programs to accommodate the demand, creating extraordinary enrolment levels at the graduate level.

Chart 4: Enrolment Retrospective Fall 2018 to Fall 2022



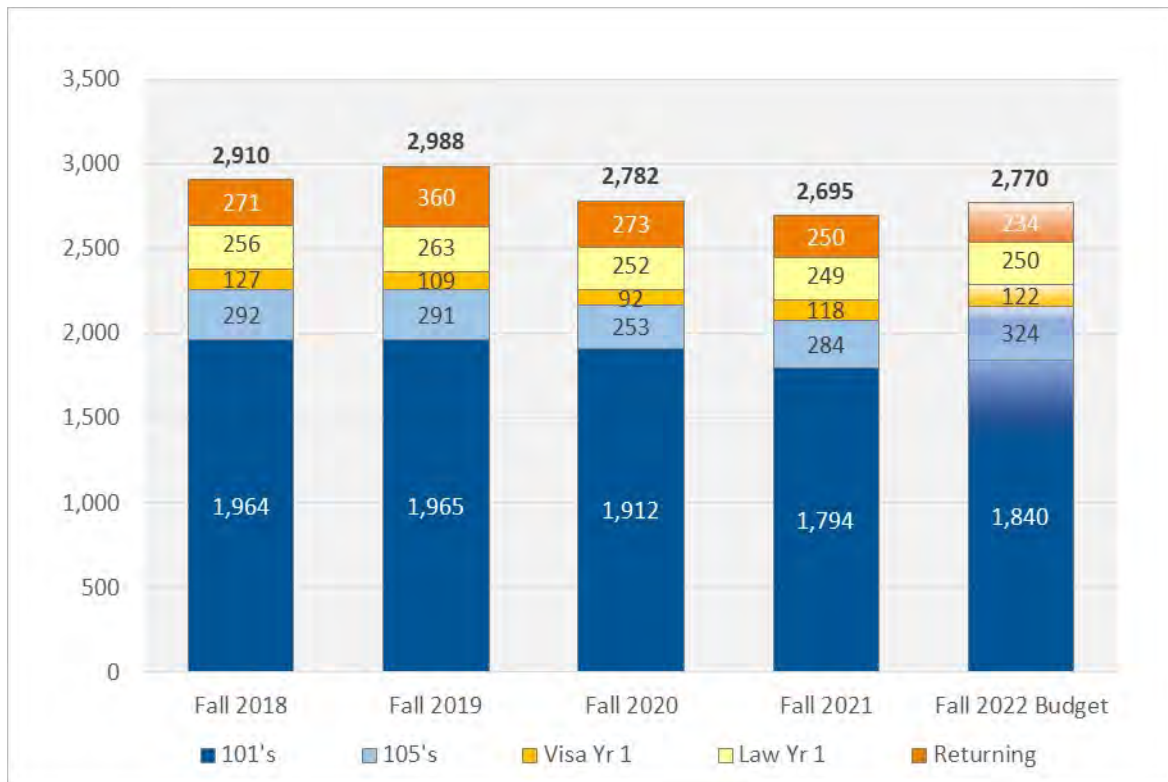
i) Undergraduate Students

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 several 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 5: 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 2022 for Consecutive Education students is 290 (260 in Fall 2021).

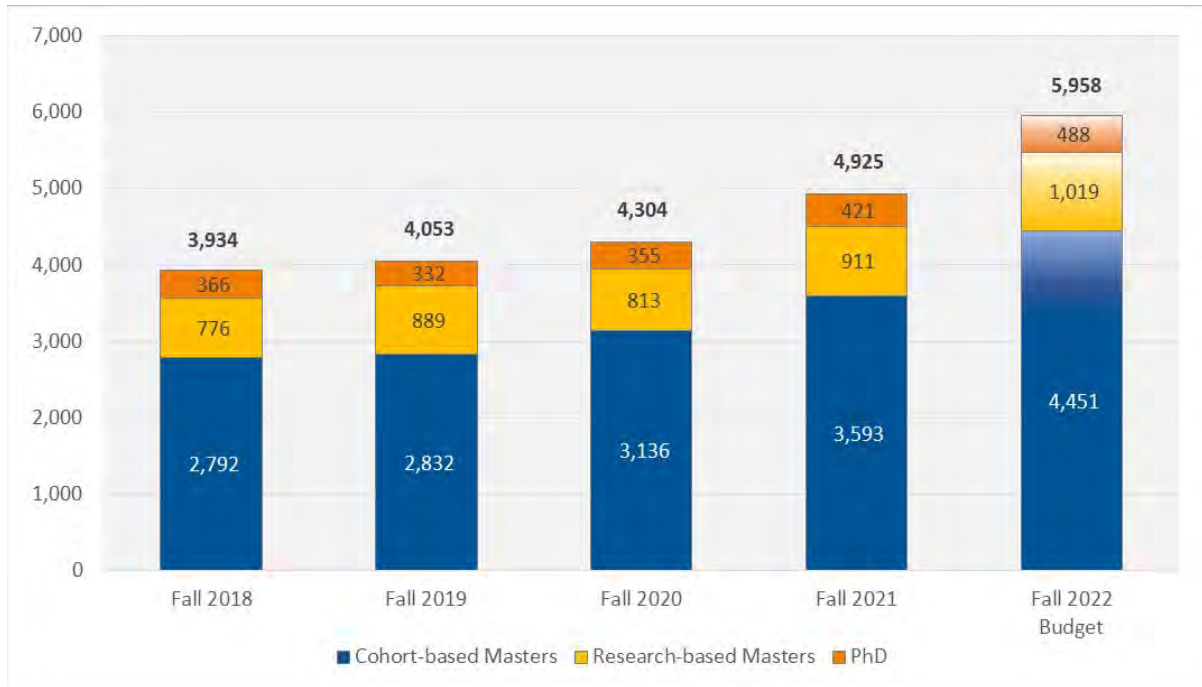
ii) Graduate Students

Total full-time graduate student enrolment headcount is budgeted for 5,958 for Fall 2022. This number includes 5,470 Masters and 488 PhD students.

UWindsor's international cohort-based Masters' program growth has increased due to additional, as well as higher program intake decisions to address deferrals and increased demand that developed in 2021/22 as a result of the COVID-19 pandemic. The projections for 2022/23 show continued growth, notably the Master of Applied Computing (growth of 62%) and Master of Management (growth of 42%) in addition to the institution's largest cohort-based Masters' program, Master of Engineering. Stable and/or decreased enrolment is expected in the coming fiscal years beyond 2022/23 as the wait list is reduced, and the pandemic issues abate.

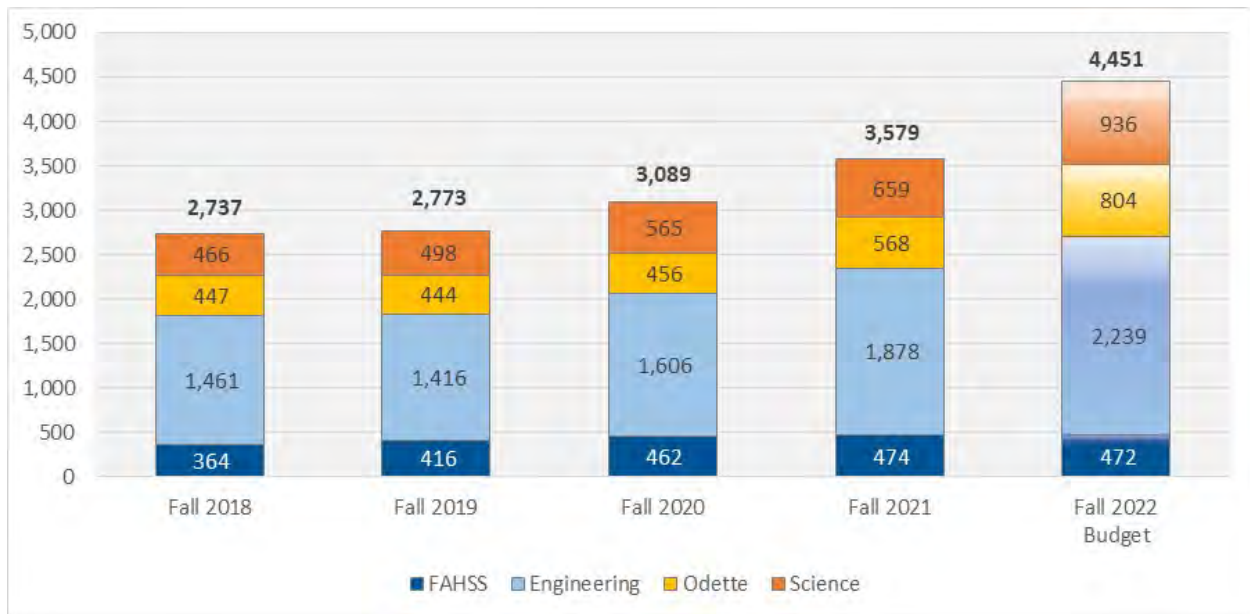
Domestic enrolment at the graduate level increased in 2021/22 and this budget shows a continuing increase in both PhD and Masters' students. Most domestic students are enrolled in research-based graduate programs, as well as the Master of Social Work (FAHSS), MBA (Odette) and the Master of Engineering Management (Odette/Engineering) programs.

**Chart 6: Graduate Enrolment**



The cohort-based Masters’ programs continue to enjoy strong demand from new applicants. The most significant cohort-based Masters’ program continues to be the Master of Engineering program, with budgeted enrolment of 2,204 for Fall 2022. This program represents 37% of UWindsor’s overall graduate enrolment.

**Chart 7: Cohort-Based Masters Enrolment by Faculty**

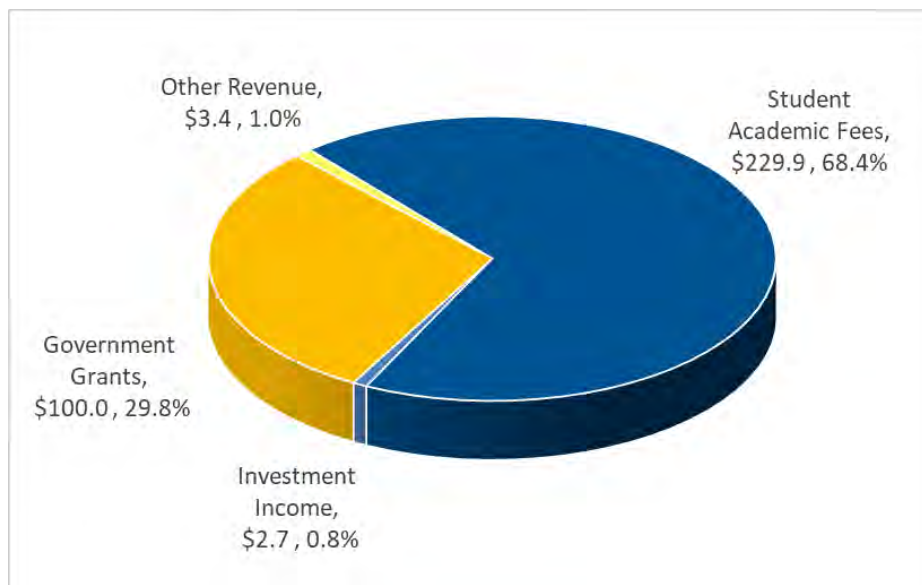


### III. OPERATING REVENUE

Operating revenue for 2022/23 is budgeted at \$336M, a significant increase of \$26.7M (or 8.6%) over last year (see Appendix A for further details).

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

Chart 8: 2022/23 Operating Revenue (in \$M)



#### 1. STUDENT ACADEMIC FEES

In January 2019, the Ministry of Colleges and Universities (MCU) announced a two-year tuition fee framework that included a 10% reduction of all domestic tuition student fee rates effective for the 2019/20 academic year and a freeze of tuition rates for the 2020/21 academic year. An extension of this freeze was later announced for the 2021/22 year as students and families continued to deal with COVID-19 uncertainties.

On March 22, 2022 MCU provided a memo to all Universities and Colleges confirming the continuation of a tuition freeze for domestic students during the 2022/23 academic year, with the exception of students from outside of the province of Ontario, where tuition can increase by no more than 5%. Continued frozen domestic tuition is included in the 2022/23 Tuition Revenue Budget. The tuition cut in 2019/20 and subsequent three years of freezes means that domestic tuition rates that will be charged in 2022/23 are lower than the rates charged in 2016/17. Lobbying efforts continue with MCU to support post-secondary institutions by providing reasonable increases to regulated tuition rates.

UWindsor announced the International Student Tuition Guarantee (ITG) in 2021/22 providing international students at all levels of study (undergraduate and graduate) with a commitment that the tuition rate they pay in their first term of study will remain consistent until their final term of study,

assuming their degree takes the typical number of terms to complete. Considerations for the ITG have been included in the 2022/23 Tuition Revenue Budget.

Reflecting on the overall tuition levels planned for in 2022/23 and based on multi-year enrolment forecasting conducted by the Deans, we believe that this year represents an extraordinary revenue scenario from the international graduate category for the institution as we attempt to accommodate a substantial backlog of international students who deferred their acceptance into course-based Masters' programs during the COVID-19 pandemic. This is inflating tuition revenues in-year and is not reflective of the enrolment levels and student mix defined in the institution's strategic enrolment management plan. It is important that we consider this higher tuition revenue amount carefully as part of our overall budget plan.

### Tuition Fees

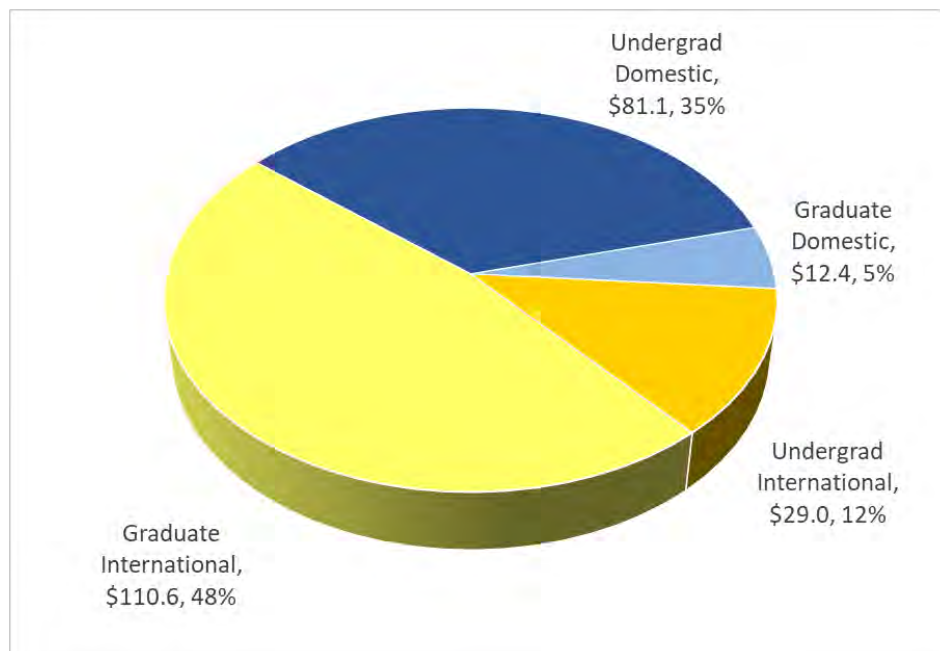
Total gross institutional Tuition Fee Revenue is budgeted at \$233.1M; up 17.5% from the COVID-19 affected 2021/22-year budget of \$198.3M.

The chart below provides details of the Tuition Fee Budget broken into the major student categories.

Last year was the first time that international tuition, at 51% of the total, was budgeted greater than domestic tuition. This trend continues as international student tuition is now budgeted at approximately 60% of total tuition fees at \$139.6M.

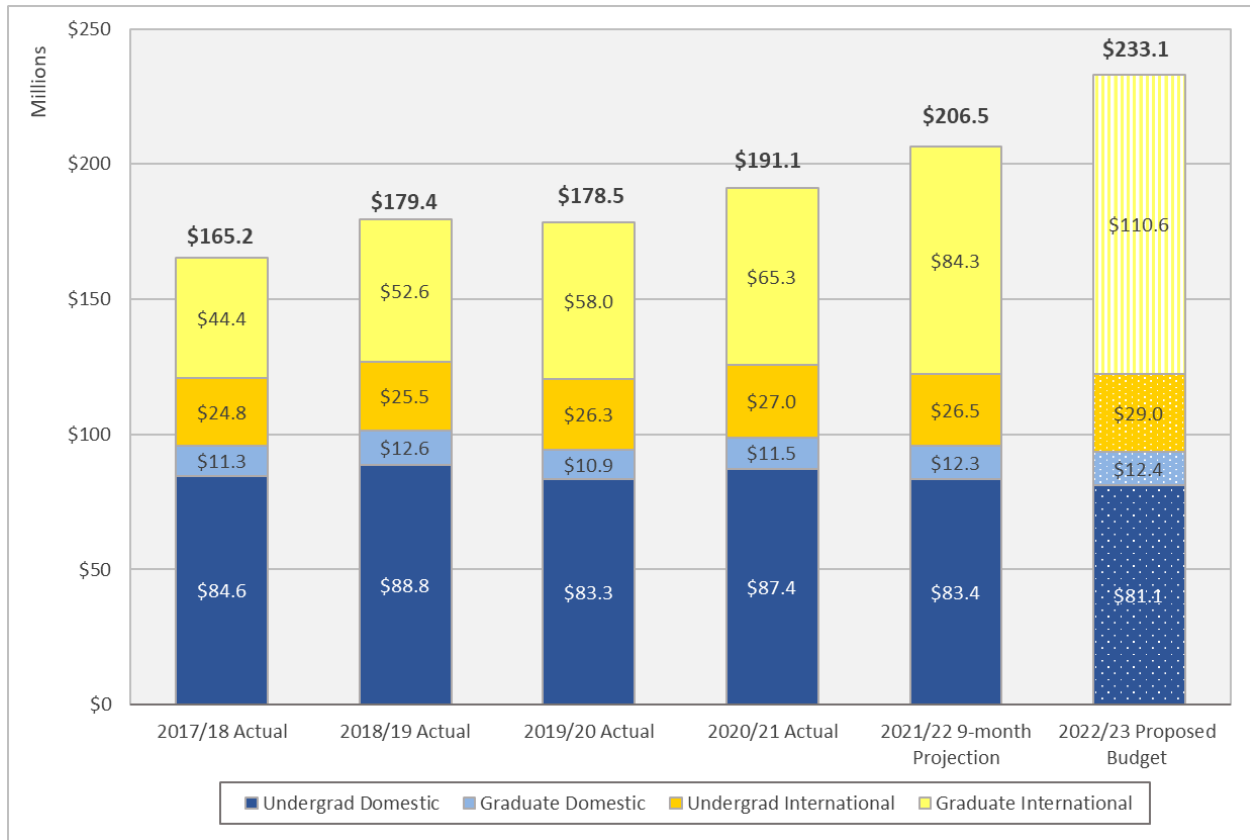
Domestic student tuition, representing 40% of our total tuition fees, is budgeted at \$93.5M; down 3.8% against 2021/22 as we plan for another freeze to regulated tuition rates.

*Chart 9: 2022/23 Tuition Fee Revenue Budget by Student Category (in \$M)*



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

*Chart 10: 5-year Historical Comparison of Tuition Fees by Student Category (in \$M)*



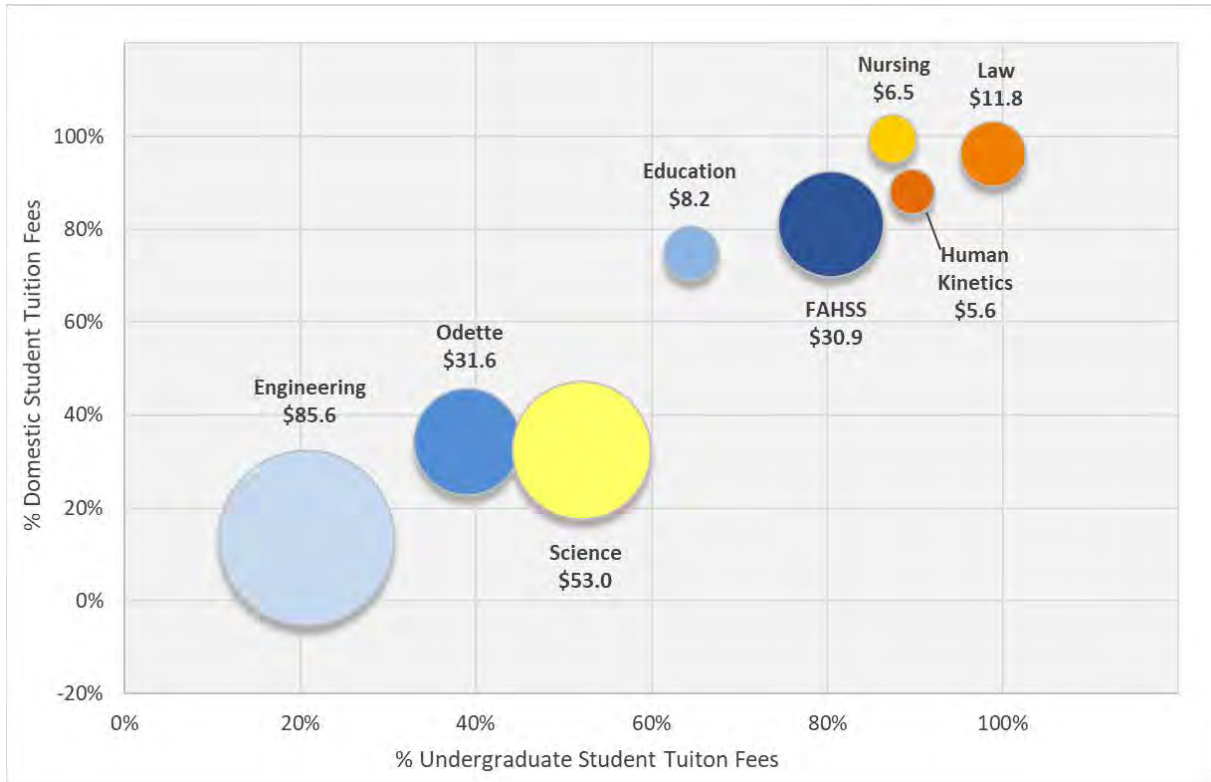
**Tuition by Faculty**

The UWindsor Faculties can be organized into two distinctive groupings: 1) those Faculties with significant numbers of international course-based graduate program tuition revenue and 2) those that rely primarily (and almost exclusively) on 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.

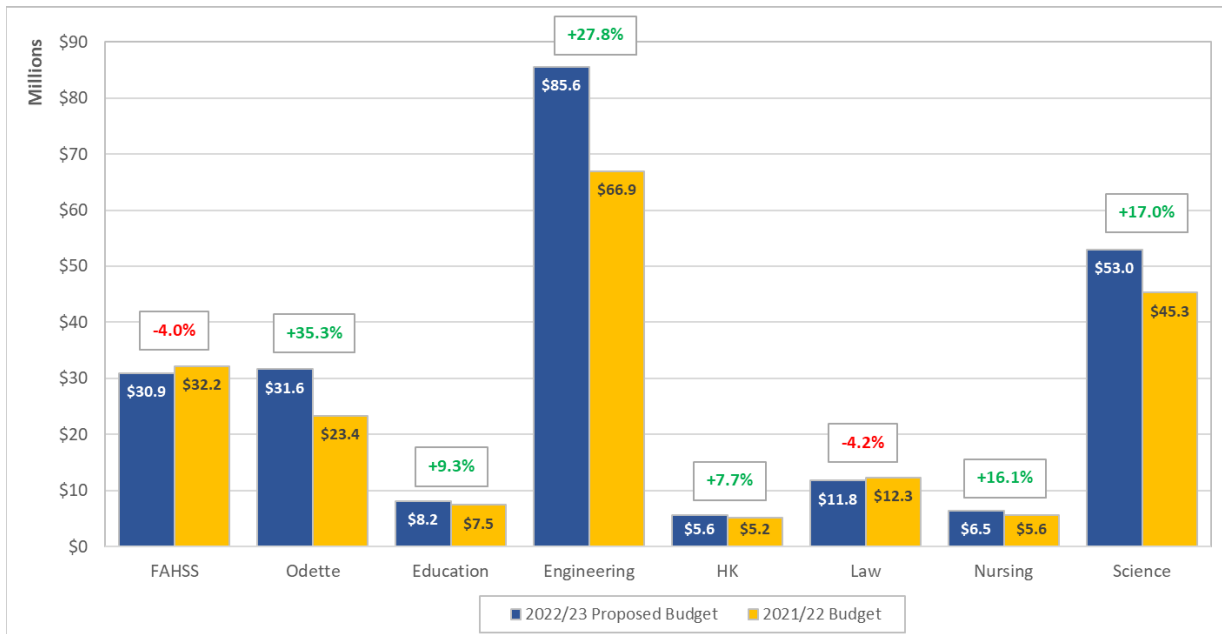
The following diagram graphically depicts these two groupings of Faculties and their relative sizes according to their respective 2022/23 tuition fee budgets.

Chart 11: Diversified and Non-diversified Faculties (in \$M)



When examining the year-over-year tuition fee budget changes, we can also see the majority of the growth is coming from the Faculties with a diversified student mix (domestic and international).

Chart 12: Tuition Budget Changes from Prior Year by Faculty (in \$M)



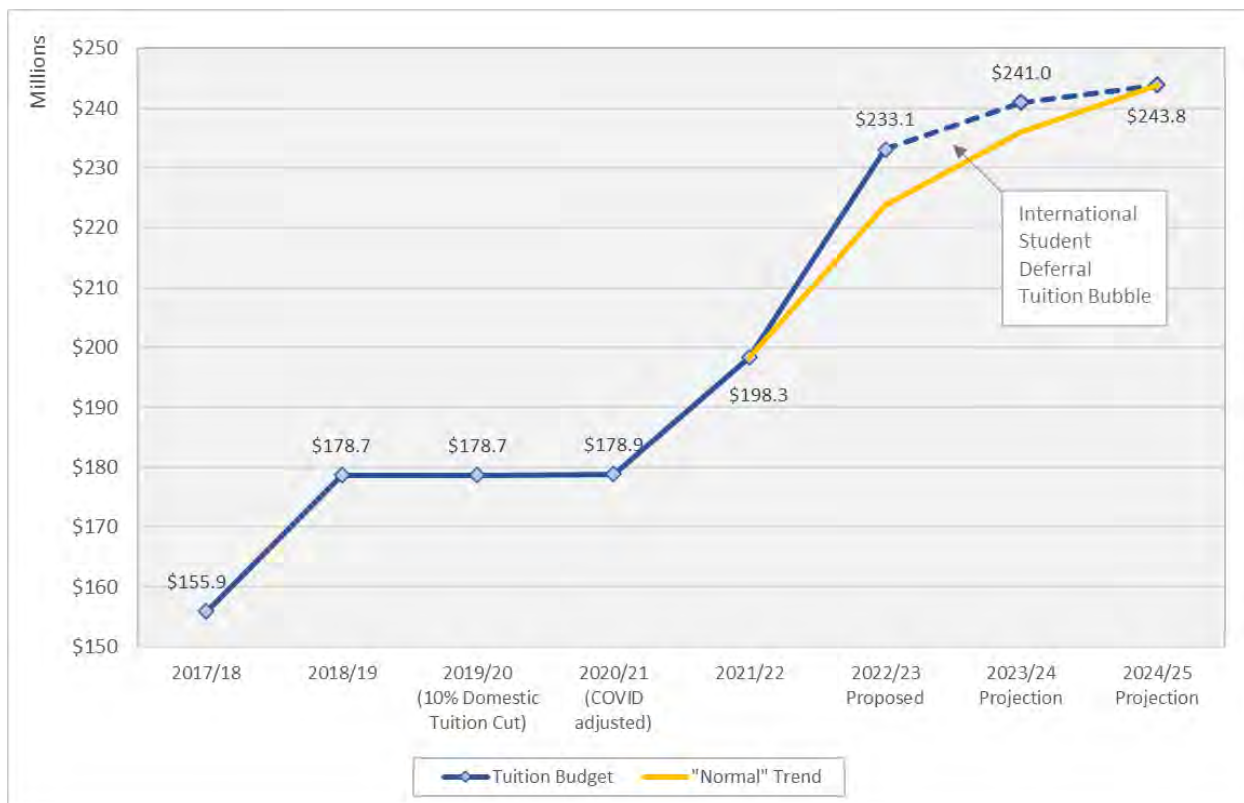


### Managing the International Student Extraordinary Enrolment in 2022/23

Offering additional cohorts of course-based Masters' programs to accommodate significant numbers of international students who deferred their acceptance during the COVID-19 pandemic will effectively create a "bubble" in tuition revenue beyond a level that is reflective of our long-term strategic enrolment management plan (i.e. excess graduate international tuition revenues not anticipated to be consistently maintained into the future).

The chart below depicts the international student tuition bubble by forecasting tuition revenue ahead to the 2024/25 academic year and comparing against a more "normal" tuition growth trend if the increased cohorts of international students had not been required.

Chart 13: Tuition Revenue Trends and the International Student Deferral Tuition Bubble (in \$M)



The institution believes that increasing the base budget of the institution to reflect this higher than sustainable tuition revenue is not financially prudent. Thus, the 2022/23 Operating Budget includes an **Extraordinary Enrolment Offset fund (\$9M)**. This Offset fund will be invested one-time in support of the international student experience at UWindsor. The projects will be driven both by Central Administration and the Faculties of Engineering, Science, and the Odette School of Business. The investment will occur during the years when the additional cohort students are in the system and excess tuition is available. It is then anticipated that the Offset Fund will be eliminated, returning our tuition budget to "normal" levels once the extra cohort students have graduated.

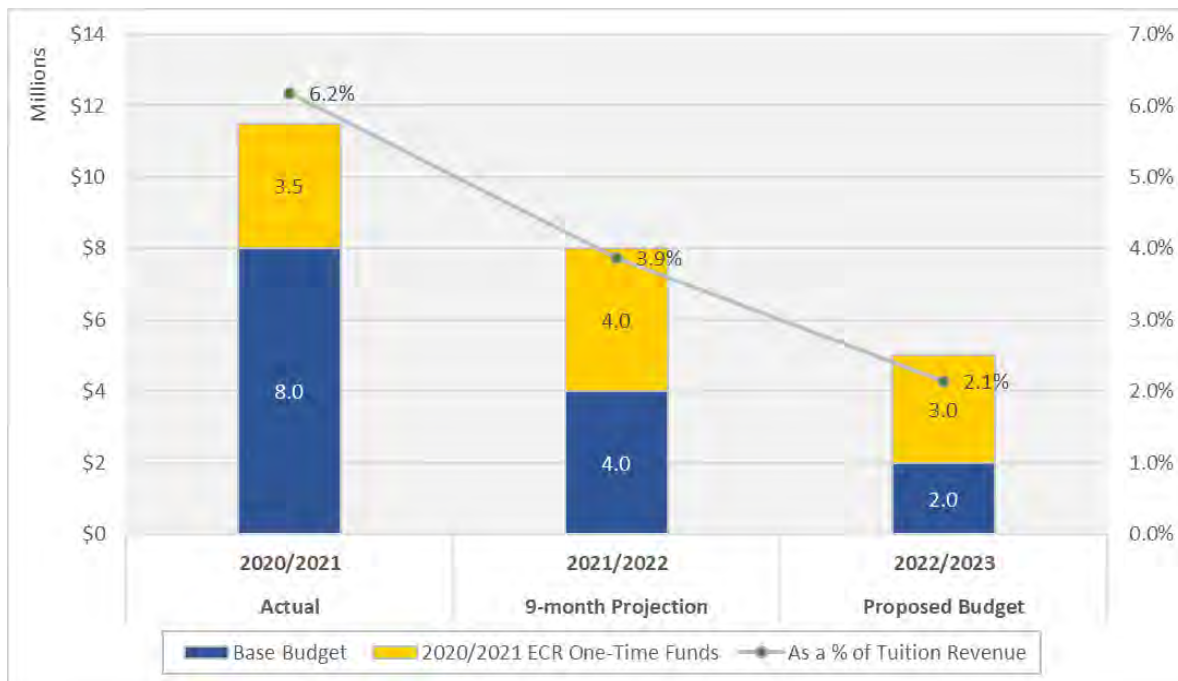
In this way, we are mitigating the risk of international student tuition fluctuations that would not necessarily become part of our base Operating Budget, while at the same time, continuing to support international students during their time at the University.

**Enrolment Contingency Reserve (ECR)**

In addition to the Extraordinary Enrolment Offset, we are continuing to employ an Enrolment Contingency Reserve (ECR), a financial tool originally introduced as a pandemic risk mitigation tool for two reasons. First, some uncertainty remains related to international enrolment and the lingering effects of the COVID-19 pandemic. Second, as we have transitioned to the UWindsor ABB Model, the institution has concluded it is important that we have an allowance against enrolment in-year available such that the Faculties do not have to make in-year budget reductions should enrolment be soft against budget. Reflecting on what we have learned over the last several years we see the continuation of the ECR (in the base budget) as a key financial tool.

The 2022/23 Operating Budget will include a \$2M base budget for ECR. An additional \$3M in one-time funds generated from the 2020/21 ERC have been earmarked to allow for total protection of \$5M (\$2M base plus \$3M one-time) or about 2% of the gross Tuition Revenue Budget, in 2022/23. This is consistent with the original plan for the ECR when it was first introduced.

*Chart 14: 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 Late Payment Fees, Student Health Services, Co-op Fees, and Athletics & Recreation Service Fees and are budgeted at \$7.8M; down 5% from last year because of the following changes:

- Elimination of the Student Centre Fee budget of \$670K (this fee has reached the end of its life, per the student referenda)
- Reduced Student Late Payment Fee expectations by \$400K
- Increasing the Athletics & Recreation Fee budget by \$640K to hire new student positions for the new Toldo Lancer Centre.

Revenue generated against these budgets 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 Weighted Grant Units (WGUs) to 27,046 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 were to be phased in over five years as per Table 1 below:

*Table 3: Planned SMA3 Funding Transition*

	<b>2020/21 Year 1</b>	<b>2021/22 Year 2</b>	<b>2022/23 Year 3</b>	<b>2023/24 Year 4</b>	<b>2024/25 Year 5</b>
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

In response to the COVID-19 pandemic, the Ministry delayed the activation of the performance-based funding for the first two years of SMA3 (2020/21 and 2021/22).

As Universities continue to experience ongoing impacts of the COVID-19 pandemic, on February 25, 2022, the Ministry announced a further delay to the activation of the performance-based funding for Year 3 (2022/23) and indicated that it will reassess activating the metrics to start in Year 4 at a planned 10% increasing to 25% in Year 5.

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 on a cash basis until at least Year 5 of SMA3 (i.e. 2024/25).

### 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 2022/23 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

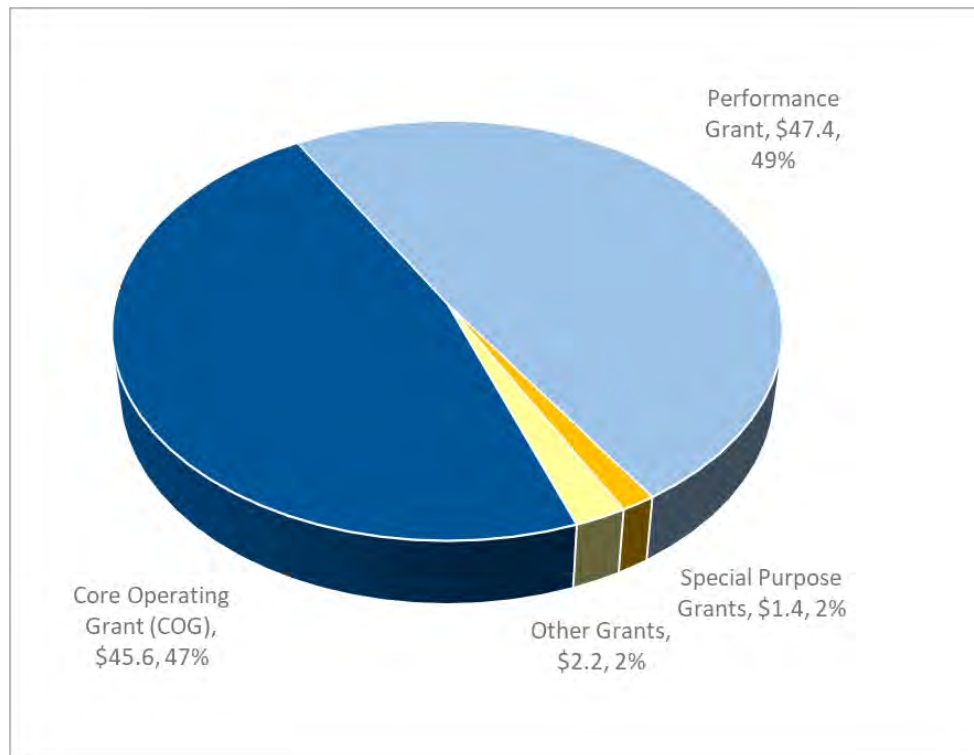
In addition to the above grants, UWindsor has budgeted \$5.5M for the Collaborative Nursing Grant. This separate envelope supports a Collaborative Nursing program currently offered jointly with St. Clair and

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 Masters' student enrolled at the institution (PhDs are excluded) and is budgeted at \$3.7M (expense) for 2022/23.

The chart below provides a breakdown by category of the Provincial Operating Grants budgeted for UWindsor in 2022/23 with details provided in *Appendix B*.

*Chart 15: 2022/23 Provincial Operating Grants (in \$M)*



### **3. OTHER SOURCES OF OPERATING REVENUE**

#### *Investment Income*

The 2022/23 Operating Budget includes \$2.7M for revenue raised through the investment of working capital funds which are being actively managed within the constraints of the Statement of Investment Policies and Procedures for Working Capital Funds (the SIPP). Administration monitors the fixed income markets, and collaborates with partners including investment managers, banks, and credit unions to invest the working capital funds in low volatility, low risk investments allowable within the constraints of the SIPP.

### Other Operating Revenue

Other miscellaneous sources of operating revenue, including application fees, are budgeted at \$3.4M. The institution remains focused on the development and implementation of alternative revenue strategies to provide further stable cash flows. One such new venture includes the purchase of the building at 300 Ouellette Avenue which will generate monthly rental income that has been included in this budget.

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

The University is reliant on financial support from the Province of Ontario for the Operating Grant and other strategic grant-funded initiatives that align with the priorities of the government. These grants now comprise only about 30% of the UWindsor Operating Budget as focus has turned towards international tuition where there is the greatest degree of flexibility.

The table below provides a detailed examination of the ability to influence or change the various components of the UWindsor operating revenue alternatives.

*Table 4: Degree of Revenue Generating Flexibility*

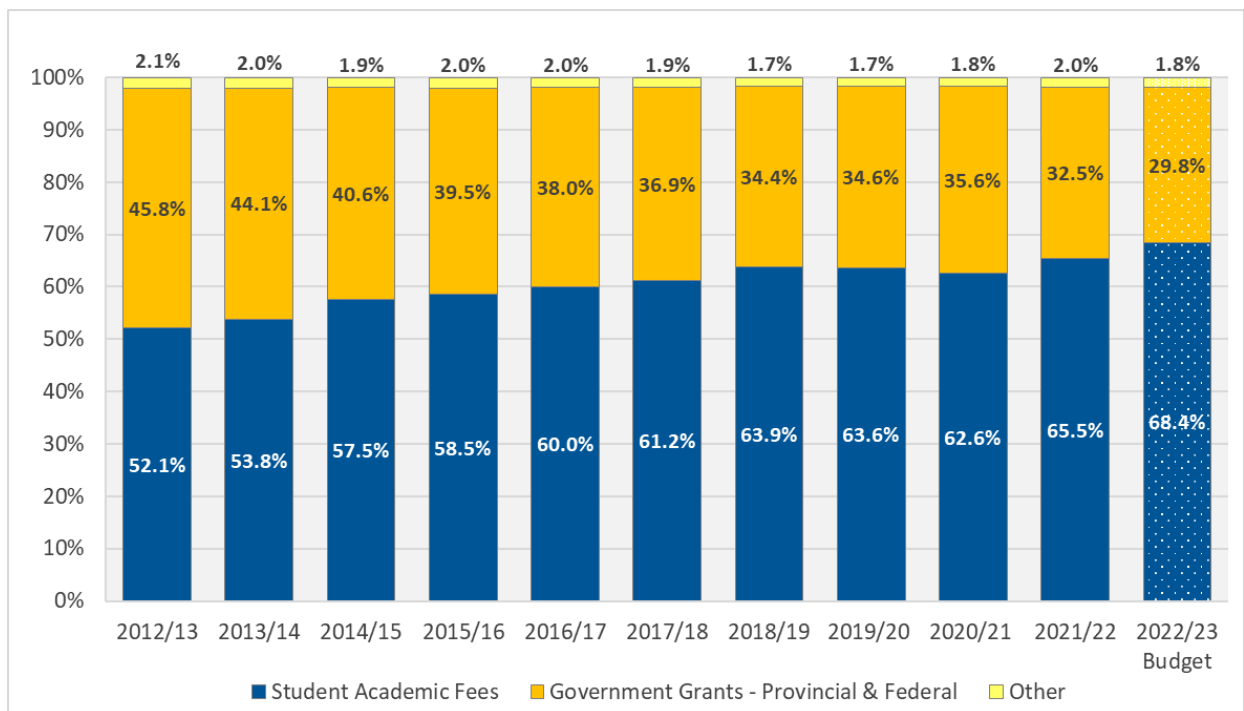
Revenue Component	Degree of Flexibility	Primary Constraint(s)
Provincial Operating Grant	<b>Very Low</b>	MCU controlled through the WGU funding corridor and SMA3 agreement with the institution.
Domestic Enrolment	<b>Low</b>	Limited incentive to recruit past our grant corridor. Declining local population for university-aged demographic challenges domestic enrolment from traditional catchment, but opportunity exists within the Greater Toronto and Hamilton areas.
Domestic Tuition Rates	<b>Very Low</b>	Regulated under MCU Tuition and Ancillary Fee Framework. Reduced then frozen by the current Ontario government.
International Enrolment	<b>High</b>	Internally restricted based on operating capacity. Strong demand for program offerings, and proven ability to recruit students.
International Tuition Rates	<b>Moderate</b>	Currently no government oversight. Offset by the MCU international student recovery expense. Restricted by market competition. Influenced by UWindsor international student tuition guarantee (ITG).
Other Revenues	<b>Moderate (but limited)</b>	Most are not regulated. Requires investment in the development of new business activities that align with our core competencies.

The following chart depicts UWindsor’s increasing institutional reliance on tuition fees – especially international tuition fee revenue – as government operating grants have remained flat but the

proportion of total operating revenue has declined (now forming only 30% of the Operating Budget). It is worth noting that this pattern is consistent with the experience at most other Ontario universities over the same period.

This shift in revenue sources, from 1:1 student academic fees-to-government operating grant, is now more than 2:1 and represents the foundation of structural financial challenges facing post-secondary institutions in Ontario. 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.

*Chart 16: UWindsor’s Shifting Operating Revenue Pattern*



## IV. OPERATING EXPENDITURES

The University has met its commitment to return to a balanced Operating Budget in 2022/23 as operating expenditures (including investment and reserve funds) amount to \$336.0M; up \$23.1M (or 7.4%) and equal to our base operating revenues (see Appendix A for further details). Balancing the budget in 2022/23 required a base budget investment of \$3.63M to fund the operating deficit from 2021/22, which was funded on a one-time basis during the previous year.

Under the UWindsor ABB model, all operating units – revenue centres and shared-service 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 \$248.2M, or approximately 73.9% of all budgeted expenditures, is the cost of employee salaries, wages, and benefits.

### 1. FACULTY & STAFF SALARIES, WAGES & BENEFITS

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

- 1) Windsor University Faculty Association – Faculty, librarians, ancillary academic staff, and sessional instructors;
- 2) UNIFOR Local 444 – Campus Community Police & Parking Services;
- 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.

All UNIFOR and CUPE collective agreements are set to expire during 2022. Bargaining with all staff unions is beginning in April 2022 and has been a significant factor in planning for the 2022/23 Expenditure Budget. As has been our past practice, we have earmarked a portion of our Operating Expenditure Budget to accommodate potential salary rate and/or benefit plan changes associated with collective bargaining.

The benefit cost to the institution, which amount to approximately 20.3% of budgeted salaries and wages (prior year was 23.6%), 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 8.7% of salaries and wages. Legislated benefit costs are budgeted at 6.7% and negotiated benefit costs at 4.9% of budgeted salaries and wages.

### Pension Plan Costs

Planning for pension plan contributions is a continuous process due to the significance of these costs in our Expenditure Budget, and their volatile nature. The Financial Services Regulatory Authority of Ontario requires actuarial valuations to be completed at least every three years. These actuarial valuations dictate contribution levels required by the members of the Plans and by UWindsor.

Elective valuations were filed for both Plans as of July 1, 2021 due to much improved market conditions over our previous January 1, 2020 valuations. This new valuation will have significant positive outcomes on required contributions. The next valuations for both plans will be required on or before July 1, 2024.

*The Employees' Plan* is fully cost-shared between UWindsor and the Plan membership. As of the July 1, 2021 valuation, the Employees' Plan is showing a going concern surplus (118%) as well as a solvency surplus (103%). The previous valuation was a going concern surplus and solvency deficit. Contributions to the Plan are shared evenly between the members and the University, with each group contributing a blended rate of 6.8%. This represents a decrease of 0.4% from the previous valuation. The total budgeted cost of the Employees' Plan (current service cost) for the University for 2022/23 is \$3.8M.

*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 are 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 5.4% of earnings (a decrease from the previous valuation by 0.9%) which represents the amount paid to ensure pensions are at a defined benefit level as prescribed in the Plan. The total budgeted cost of the Faculty Plan (current service cost) for the University for 2022/23 is \$11.3M.

The key financial impact for the University filing the July 1, 2021 valuation is that the plan moves into a surplus position on a going concern basis, and thus, the special payments will be eliminated. The Faculty Plan, which until the latest valuation had a going concern deficit, now has a going concern surplus (105%) and a solvency surplus (266% when excluding the money purchase component). The elimination of special payment contributions represents additional cost savings of \$2.3M to the Operating Budget.

As valuations are not required again until July 1, 2024 (though the University can elect to file early if desired), the new contribution rates and elimination of special payments for the Faculty Plan provides much needed stability for the institution's benefit budget for a number of budget years.

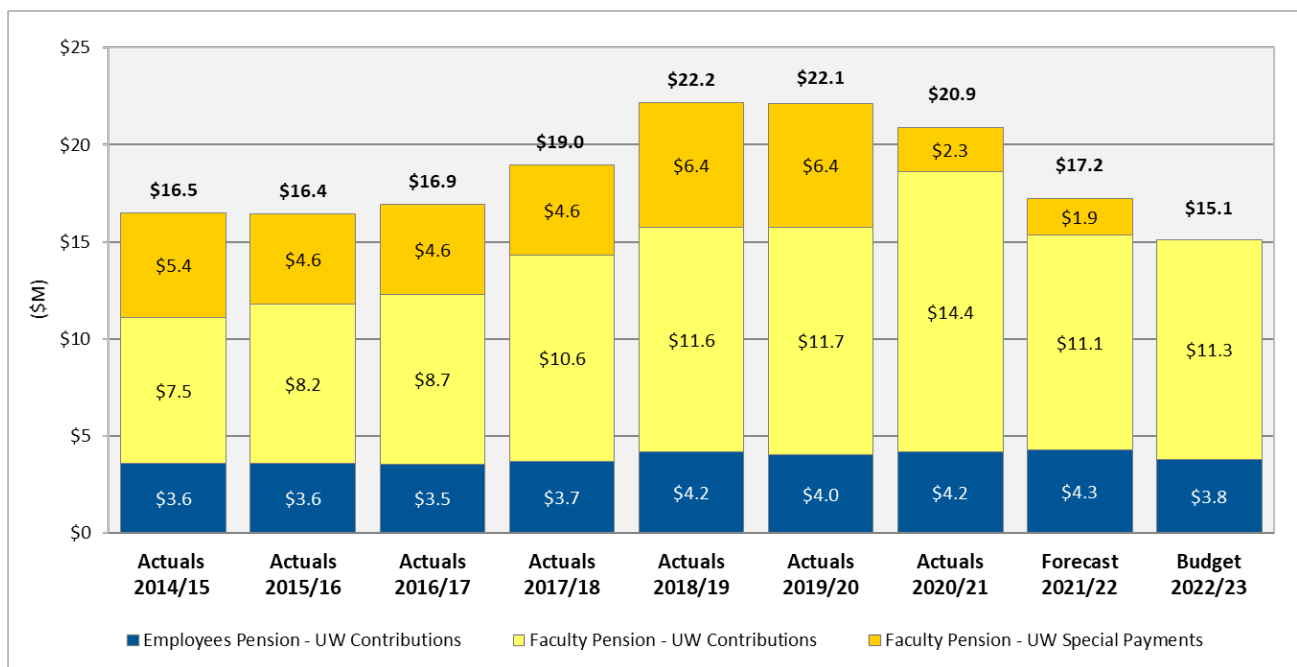
### Pension Stabilization Reserve

Results of the two recent valuations (January 1, 2020 and now July 1, 2021) have had a positive impact on the institution's operating budget. However, as we have seen over time, valuation results can fluctuate dramatically, and the risk of future pension special payments remains. In addition, we have seen volatile and at times, extraordinary market conditions in the shadow of the COVID-19 pandemic, which increases the risk that the expenses could change dramatically at the next valuation date.

Therefore, while savings are available for up to the three years while 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.

During the 2021/22 Operating Budget, when Faculty Plan pension special payments decreased materially, UWindsor established a Pension Sustainability Reserve in the amount of \$1.5M with a plan to increase the base again during the 2022/23 Operating Budget. This year, we are utilizing \$1.3M from the pension special payment savings to increase the Pension Stabilization Reserve to \$2.8M, with the objective of ensuring that within the next three years, the institution has sufficient base budget available to manage special payments in the event they were return to historically high rates, or a material increase in contributions was to return for the Employees’ Plan. This strategy creates stability within the base budget for the coming years, while ensuring we are prepared for a potential material adverse change in the contribution amounts at the next valuation date (July 1, 2024).

Chart 17: UWindsor Pension Contributions (Employees’ and Faculty Plans) (in \$M)



## 2. DIRECT COSTS OF ACADEMIC DELIVERY

Salaries, wages and benefits for faculty and staff working within Faculty units comprise approximately 89.1% of the direct Faculty expenditure budgets. The 2022/23 Operating Budget also includes \$10.6M base budget in support of graduate and undergraduate teaching assistantships and a further \$7.4M for other discretionary expenses.

The 2022/23 Operating Budget includes two new base budget investments specific to Faculties:

### 1. Indirect Research Funding (\$1.25M)

This funding, equivalent to about half of the 70% Faculty share of indirect research funding received by the institution, will be allocated to Faculties to support research incentive programs that had previously been provided from the Research Stimulus Fund managed by the Vice President, Research office. This



program is a direct outcome of enhanced budget transparency provided under the ABB model and feedback received from the Budget Model Governance committee to provide Faculties with enhanced autonomy to support and incent faculty research. This funding will grow over the next few years to match 70% of the indirect research funding the institution receives.

## **2. Legacy Realignment Reimbursement Matching Program (\$2.5M)**

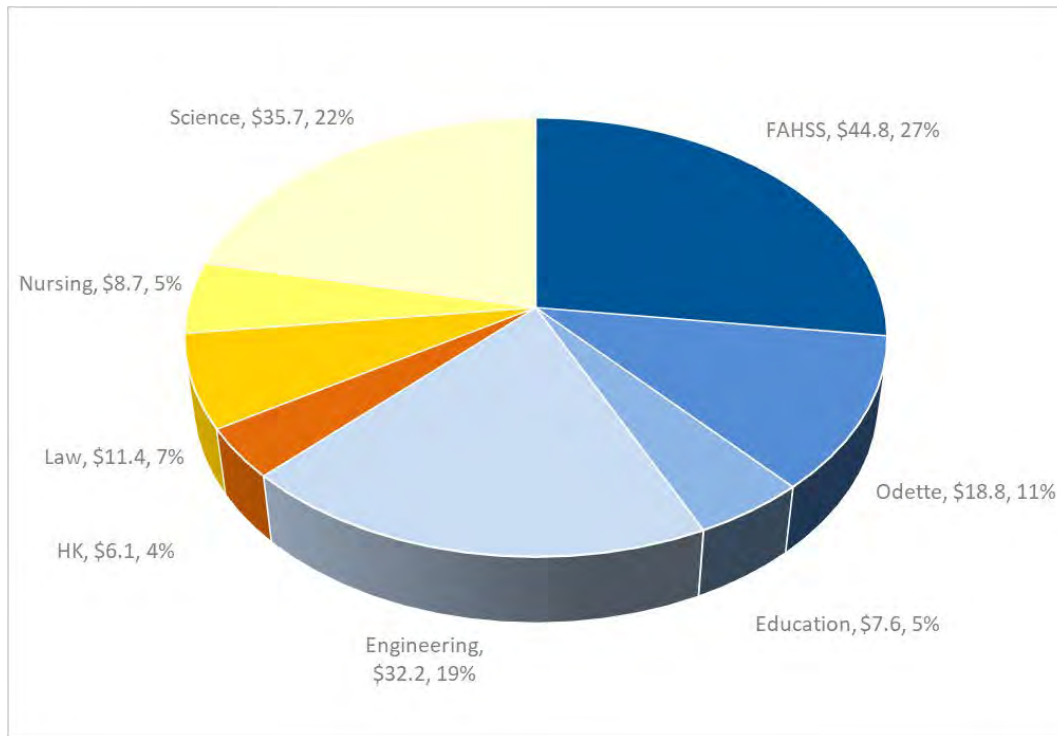
Many Faculties continue to host base budget realignment obligations dating back to the legacy budget models. These realignment budget obligations represent “negative budgets” applied within the Faculties base budgets. Faculties must treat these obligations by applying base savings against them as they become available. Managing these unaddressed base budget obligations from year-to-year is possible, but presents many challenges, especially given they were generated under historical budgeting models, no longer in use.

The Legacy Realignment Matching Program is designed to enable Faculties coping with large historical base budget realignments to free themselves of these obligations and return to solid footing as the institution adopts the UWindsor ABB Model. Under this program, Faculties with negative historical realignment obligations will have the opportunity to receive \$1 of matching funding for every \$1 of legacy realignment they clear. This is an effective strategy to right-size faculty budgets, and to ensure all Faculties are coming into the early years of the UWindsor ABB Model on even footing. The details of the plan and its application will be determined by the Provost Budget Committee in the coming months.

### **Faculty Expenditure Budgets**

In total, the eight revenue centres (Faculties) receive a base expenditure budget in support of the direct costs of academic delivery equal to \$165.4M – after netting against \$1.9M of direct faculty miscellaneous revenues and \$5M of historical realignment obligations. This is an increase of \$6.2M (or about 3.9%) over the prior year. The chart below provides a breakdown of this budget by Faculty.

Chart 18: Base Expenditure Budgets by Faculty (in \$M)



As previously explained, Faculties will continue to see their base expenditure budgets adjusted – invested in or realigned against – based on their respective net positions and as governed by their respective approved Faculty Financial Sustainability Plans (FFSPs). As the FFSPs have not yet been completed or approved, the investments and realignments for the 2022/23 fiscal year have not yet been applied but will be applied mid-year under the direction of the Provost Budget Committee and the Executive Leadership Team.

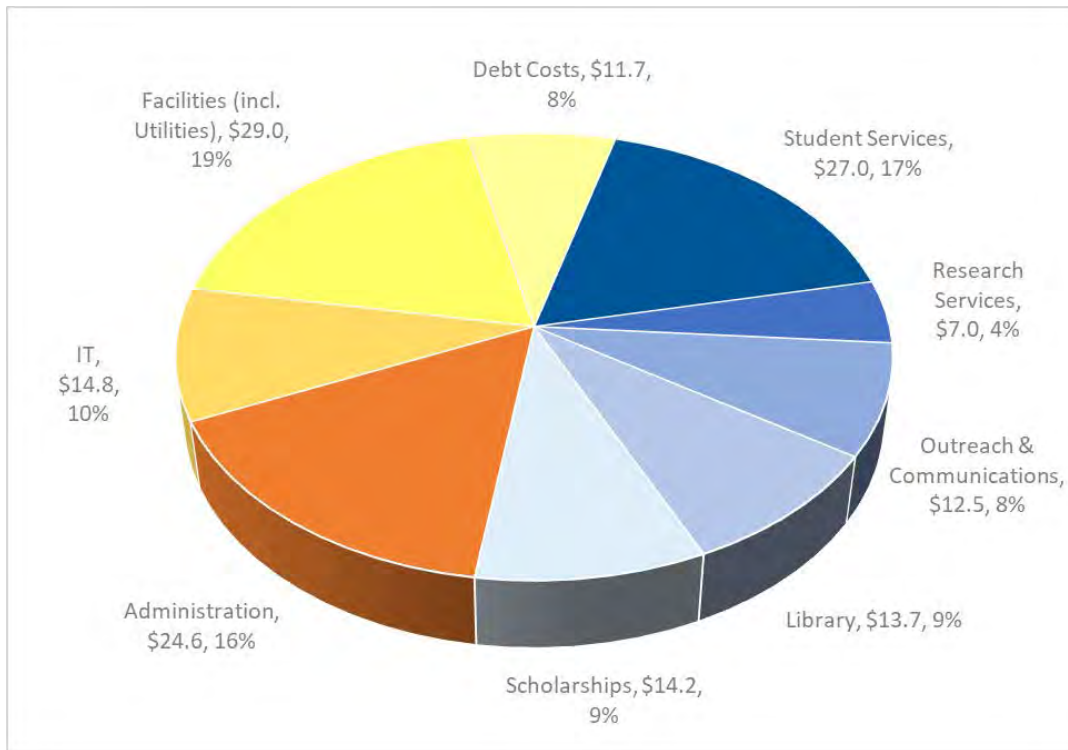
### 3. SHARED SERVICE COSTS

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, Equity, Diversity, Inclusion and Decolonialization, Administration, and Debt Financing. The chart below provides 2022/23 budget details for the shared-service areas:

Chart 19: Shared-Service Cost Budgets (in \$M)



Significant areas of investment into the base budgets of the shared service areas in the 2022/23 Operating Budget include:

- \$1.5M in support of student recruitment and marketing costs, including topping up the international recruitment partner budget to manage an increase to international student counts.
- \$1.5M for utility and facilities increases reflecting inflation and including support for the new Toldo Lancer Centre and 300 Ouellette Avenue building that will begin service in 2022.
- \$1.3M in incremental support for the student experience, including Ancillary operational costs. This includes the reallocation of debt costs previously allocated to Residence Services for buildings that have been decommissioned.
- \$1M to cover annual UWinsite ERP license and maintenance fees from the Operating Budget – the first 5 years of licenses and maintenance fees were included as part of the capital project.
- \$1M investment in restructuring of Human Resources as well as to establish the new Diversity, Indigeneity & Anti-Racism Professional Development Fund negotiated in the 2021 WUFA Collective Agreement, to increase the budget for the Pension Benefit Guarantee Fund and top up the legal fee and arbitration budget.
- \$640K funded from increased Athletics & Recreation Fees to provide additional student employment opportunities in the new Toldo Lancer Centre, partially offset by student fees.
- \$600K to continue to establish the Vice President, Equity, Diversity & Inclusion office.
- Various investments required to fund inflationary pressures (i.e. faculty professional development funds, Library electronic resources, IT enterprise systems, repairs and maintenance, utilities, legal fees, etc.).

### Ancillary Areas

Ancillary Operations include those departments essential to the holistic experience of students, faculty, and staff, including Food Service, Residence Services, Campus Bookstore, and Parking Services. These are all very capital-intensive operations that held a historic philosophy of being self-supporting with contributions to the University Operating Budget.

The Ancillary areas budgets are not included in the 2022/23 Operating Budget of the institution and are separately approved by the Board of Governors.

## V. STRATEGIC INVESTMENT & RESERVE FUNDS

Strategic Investment Funds are established to support institutional strategic priorities and enable the institution to execute on key initiatives. Reserve funds serve to mitigate institutional risk.

The table below provides year-over-year comparison of Strategic Investment and Reserve Funds in the Operating Budget:

*Table 5: Strategic Investment & Reserve Funds (in \$000s)*

<b>Fund Name</b>	<b>2021/22 Budget</b>	<b>2022/23 Budget</b>	<b>Variance</b>
Strategic Priority Fund	\$4,000	\$5,308	\$1,308
For the Future Fund	825	3,000	2,175
Research Support and Strategic Research Activity Funds	900	900	0
Deferred Maintenance Fund	1,335	2,000	665
Pension Stabilization Reserve	1,500	2,800	1,300
Energy Sustainability Reserve	1,500	2,000	500
<b>Total</b>	<b>\$10,600</b>	<b>\$16,008</b>	<b>\$5,948</b>

### Strategic Priority Fund

Originally established during the 2021/22 Operating Budget, the Strategic Priority Fund (SPF) is aligned with institutional priorities, including:

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

As compared to 2021/22, we have added one additional priority area for 2022/23, Putting People First. Changes are currently being implemented within the Human Resources department as a new approach is being developed to better support long-term planning and coordination within the department. It is anticipated this will result in improved understanding of financial considerations and labour budget planning moving forward.

The first Strategic Priority Fund established under the UWindsor ABB Model was created in 2021/22 for \$4M. During 2021/22, \$1.7M of funding was spent on the key priority areas identified above, and another \$2.8M was earmarked for strategic initiatives in 2022/23 and beyond. The incremental investment in 2022/23 means that there are \$2.5M in unencumbered funds available for use at the institution's discretion.

Examples of projects or initiatives committed to for 2022/23 under certain focus areas include:

*Equity, Diversity & 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

*Outreach and Community*

- Creation of a Community Engagement Officer
- Development of a government relations strategy

*Research and Innovation*

- Feasibility study and governance review of potential UWindsor partnership in a Health Innovation Park partnership with Windsor Regional Hospital

*Student Experience*

- Improved support for Indigenous students including Aboriginal Education Centre supports and Indigenous outreach coordination
- Supporting the cost of Residence infrastructure improvements
- Dedicated student lounge space for students in the Faculty of Arts, Humanities and Social Sciences

*Health and Safety*

- Continued investment in the campus's physical and technical infrastructure, to ensure a safe return to campus environment
- Support for the Chemical Control Centre
- Lighting and safety projects for the downtown campus

*Sustainability and Accountability*

- Development of an Environmental Sustainability office
- A new Legal Counsel position to relieve recent reliance on contracted legal firm support

*Putting People First*

- Development of an Office of Quality Improvement
- Investment in the Human Resources department including a new Wellness Coordinator position.

2022/23 is expected to be the final year for these priority areas, as we shift towards aligning strategic priority funds towards the institution's Strategic Plan 2022 - 2027.

*For the Future Fund*

Following the COVID-19 pandemic, the institution has identified the need for general reserves to be available for the unexpected. The Budget Model Redesign Committee set a goal of establishing a Base Fund approximately equal to 1% of total revenues in the first five years of implementation.

### Research Stimulus and Strategic Research Activity Funds

The Research Stimulus Fund (\$200,000) introduced under the former budget model (UWindsor ECM) 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 three-year transition plan has been developed to fund the Strategic Research Activity Fund to this 30% level (approximately \$1M). The 2022/23 Operating Budget includes a \$700,000 base budget for strategic research priority initiatives under the direction of the Vice President, 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.

In addition to these centrally managed strategic research incentive funds, it is important to remember that under UWindsor ABB, each Faculty receives a percentage share of the indirect research incentive grant received by the institution for use by the Faculty in year on stimulating and supporting research. The total strategic funds available for research purposes, both centrally and within the Faculties in the 2022/23 Operating Budget are \$2.1M, including the Research Stimulus and Strategic Research Activity Funds described above.

### Deferred Maintenance Fund

As UWindsor shifts away from the heavy "build" phase of our Campus Transformation Strategy, there is a need to focus more on the maintenance of our existing campus physical assets. Ongoing improvements and maintenance of existing buildings is of utmost importance as properly maintained facilities reflect the pride of the institution. A number of new assets have been brought online since the Deferred Maintenance Fund was established in 2016/17 including the Armouries, the Alan Wildeman Building, and Essex CORE, amongst others. Based on the size of our asset base and the inflationary pressures on cost of construction, an increase in the Deferred Maintenance Fund to \$2M will help to secure our assets for the long term.

### Pension Stabilization Reserve

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

### Energy Sustainability Reserve

The 2021/22 Operating Budget refined the utility budget based on historical usage trends and projected rate changes to better reflect expected 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 2022/23 Operating Budget maintains a base Energy Sustainability Reserve of \$2M 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.

## **VI. CONCLUSION**

While we emerge from the shadows of the COVID-19 pandemic, it remains clear that we are in extraordinary and uncertain times. The 2022/23 Operating Budget strikes a balance in making crucial investments in priority areas while remaining fiscally prudent, supporting reserve funds and budgeting enrolment on a multi-year basis to ensure we do not overcommit for the size we aspire to be.

The 2022/23 Operating Budget signals continued support for the future we aspire to have as an institution, including enhancement of the international student experience, achievement of academic and research excellence, being stewards of environmental sustainability and strengthening our ongoing work to create an inclusive, welcoming, and equitable campus.



## APPENDIX A: 2022/23 OPERATING BUDGET

	2021/22 RECLASSIFIED BUDGET (\$000s)	2022/23 PROPOSED BUDGET (\$000s)	% OF TOTAL 2022/23 BUDGET	\$ INCREASE/ (DECREASE) TO 2021/22 (\$000s)	% INCREASE/ (DECREASE) TO 2021/22
<b>OPERATING REVENUE</b>					
Student Academic Fees	\$ 206,526	\$ 240,865	71.7%	\$ 34,339	16.6%
Less: Enrolment Contingency Reserve	(4,000)	(2,000)	(0.6%)	2,000	(50.0%)
Less: Extraordinary Enrolment Offset	-	(9,000)	(2.7%)	(9,000)	100.0%
Government Grant - Provincial	97,372	96,665	28.8%	(707)	(0.7%)
Government Grant - Federal	3,295	3,327	1.0%	32	1.0%
Investment Income	2,810	2,734	0.8%	(76)	(2.7%)
Other Revenue	3,303	3,418	1.0%	115	3.5%
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 309,306</b>	<b>\$ 336,009</b>	<b>100.0%</b>	<b>\$ 26,703</b>	<b>8.6%</b>
<b>OPERATING EXPENDITURES</b>					
Faculty Expenditures	\$ 159,248	\$ 165,405	49.2%	\$ 6,157	3.9%
Research Services	6,907	7,040	2.1%	133	1.9%
Outreach & Communications	10,751	12,499	3.7%	1,748	16.3%
Academic & Student Services	24,818	26,989	8.0%	2,170	8.7%
Library	13,461	13,717	4.1%	255	1.9%
Scholarships	13,903	14,198	4.2%	295	2.1%
Administration	21,845	24,643	7.3%	2,798	12.8%
Information Technology	13,469	14,809	4.4%	1,340	9.9%
Facility Costs (including Utilities)	27,567	29,023	8.6%	1,456	5.3%
Debt Costs	10,907	11,679	3.5%	772	7.1%
<i>Subtotal Base Operating Expenditures</i>	<b>\$ 302,876</b>	<b>\$ 320,001</b>	<b>95.2%</b>	<b>\$ 17,124</b>	<b>5.7%</b>
<b>STRATEGIC INVESTMENT &amp; RESERVE FUNDS</b>					
Strategic Investment Funds	\$ 7,060	\$ 11,208	3.3%	\$ 4,148	58.8%
Reserve Funds	3,000	4,800	1.4%	1,800	60.0%
<i>Subtotal Strategic Investment &amp; Reserve Funds</i>	<b>\$ 10,060</b>	<b>\$ 16,008</b>	<b>4.8%</b>	<b>\$ 5,948</b>	<b>59.1%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 312,936</b>	<b>\$ 336,009</b>	<b>100.0%</b>	<b>\$ 23,072</b>	<b>7.4%</b>
<b>BASE OPERATING POSITION (DEFICIT)</b>	<b>\$ (3,630)</b>	<b>\$ 0</b>	<b>0.0%</b>	<b>\$ 3,631</b>	<b>(100.0%)</b>
<b>ONE-TIME FUNDING</b>	<b>3,630</b>				
<b>BALANCED OPERATING BUDGET</b>	<b>\$ 0</b>				

## APPENDIX B: 2022/23 PROVINCIAL GRANTS

	2021/22 RECLASSIFIED BUDGET (\$000s)	2022/23 PROPOSED BUDGET (\$000s)	% OF TOTAL 2022/23 BUDGET	\$ INCREASE/ (DECREASE) TO 2021/22 (\$000s)	% INCREASE/ (DECREASE) TO 2021/22
<b>PROVINCIAL GRANT</b>					
Core Operating Grant (COG)	\$ 54,560	\$ 45,634	13.6%	\$ (8,926)	(16.4%)
Performance (Differentiation) Grant	38,518	47,444	14.1%	8,926	23.2%
Sub-Total	\$ 93,078	\$ 93,078	27.7%	\$ -	0.0%
Special Purpose Grants	\$ 1,435	\$ 1,435	0.4%	\$ 0	0.0%
Collaborative Nursing	5,287	5,500	1.6%	213	4.0%
Other Provincial Brants	372	372	0.1%	0	0.0%
International Student Recovery	(2,800)	(3,720)	(1.1%)	(920)	(32.9%)
<b>TOTAL PROVINCIAL GRANTS</b>	<b>\$ 97,372</b>	<b>\$ 96,665</b>	<b>28.8%</b>	<b>\$ (707)</b>	<b>(0.7%)</b>