

NOTICE OF MEETING

There will be a meeting of the
Board of Governors
Tuesday, June 21, 2022
at 4:00 pm
Freed-Orman Commons, Assumption Hall
Link: [Join Microsoft Teams Meeting](#)

AGENDA

ITEM	DOCUMENT/ACTION
<i>Land Acknowledgement</i>	
<i>Declaration of conflict of interest</i>	
1 Approval of the Agenda	
2 Minutes of the meeting of May 24, 2022	Allison-Approval BG220524M
3 Business arising from the minutes	
4 Outstanding Business/New Business	
4.1 Reports:	
4.1.1 Remarks from the Chair	Allison-Information
4.1.2 President's Report	Gordon-Information
4.1.3 Strategic Items/Emerging Priorities/Risk Issues	
4.1.3.1 COVID-19/Return-to-Campus – Update	Gordon/Weir-Information
4.1.3.2 Update on Strategic Planning	Gordon-Information
4.1.4 Questions Arising from Vice-Presidents' Reports (p. 3)	Vice-Presidents-Information BG220621-4.1.4
4.2 Audit Committee	
*4.2.1 Internal Audit Plan for 2022-2023 (p. 7)	Porter-Information BG220621-4.2.1
4.3 Executive Committee	
4.4 Governance Committee	
4.4.1 Confidentiality Policy and Code of Conduct and Conflict of Interest Policy – Revisions (p. 8)	Tucker-Information BG220621-4.4.1

<ul style="list-style-type: none"> *4.4.2 Board Bylaw 1 Revisions and Board Committee Membership Resolution (p. 24) 	<p>Tucker-Approval BG220621-4.4.2</p>
<ul style="list-style-type: none"> 4.5 Human Resources Committee <ul style="list-style-type: none"> 4.5.1 2022 Employee Engagement Survey Highlights (p. 25) 	<p>Piruzza-Information BG220621-4.5.1</p>
<ul style="list-style-type: none"> 4.6 Investment Committee 	
<ul style="list-style-type: none"> 4.7 Pension Committee 	
<ul style="list-style-type: none"> 4.8 Resource Allocation Committee <ul style="list-style-type: none"> 4.8.1 2022-2023 Proposed Parking Services Fees (p. 27) 4.8.2 Annual Capital Budget (2022-2023) (p. 28) *4.8.3 Capital Projects Quarterly Report (Dashboard) (p. 37) 	<p>Chetty-Approval BG220621-4.8.1</p> <p>Chetty-Information BG220621-4.8.2</p> <p>Chetty-Information BG220621-4.8.3</p>
<ul style="list-style-type: none"> 5 In Camera 	
<ul style="list-style-type: none"> 6 Adjournment 	

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

**University of Windsor
Board of Governors**

4.1.4: **Vice-Presidents' Reports**

Item for: **Information**

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

Clinton Beckford

1. Employee Engagement Survey

The results of the Employee Engagement Survey conducted by Talent Map are now available. A high-level summary of the university-wide results are attached for information. (see BG220621-4.5.1) The results provide valuable information for the university about employee engagement in relation to strengths and areas for improvement. The results also represent base line data against which performance will be measured when the survey is repeated in three years-time. The aggregate institutional results will be shared with the university community in June with department level results shared during the Fall. The next step is to analyze the 10,000 pieces of qualitative statements to get a deeper understanding of what the data means. The university is committed to responding to the results in a substantive way. To this end, an Action Committee will be established to mobilize the survey results. Communication of the results will include presentations, a webpage, and townhall style meetings.

2. Disconnect from Work Policy

On June 2, 2022, the university launched its Disconnecting from Work Policy. This was a statutory obligation in accordance with Bill 27, the *Working for Workers Act* of Ontario, which requires all employers with 25 employees or more to have a written disconnect from work policy by June 2, 2022. The legislation which does not provide a new right for employees emphasises the right of employees to be free from work-related communication outside of their working hours. The University of Windsor policy provides latitude for managers and supervisors to bring the nuances of their particular area to bear on the implementation of the policy. The communication of the policy is in progress with support and useful resources to assist employees in complying with the University's Disconnecting from Work Policy being created by IT Services. A copy of the policy will be available on the Human resources website and is available on the central policies website at www.uwindsor.ca/policies.

3. Update on bargaining

The University and CUPE 1393 are currently in bargaining, having met at the table in May 2022. There are additional dates for later this month (June 2022) and dates scheduled at this time for September 2022. Progress has been made on some non-monetary proposals, while the parties have not yet progressed on monetary items.

Report of the Vice-President, Finance and Operations

Gillian Heisz

Auditor General of Ontario Audit Process

A cross functional team has been supporting the Auditor General of Ontario's (AG) value-for-money and governance audits, which formally kicked off on May 26. During the week of June 6th, a team of auditors from the AG's office were onsite to conduct in-person interviews, campus tours and review University files. The audit is progressing well, and we expect that most of the AG's procedures on the value-for-money audit will be complete by the end of June, with the governance audit occurring throughout July and August. We are hopeful that the University will receive preliminary results in early Fall, with a formal report to follow from the AG's office towards the end of the calendar year.

Health Innovation Park – Partnership Development with Windsor Regional Hospital

Together with Windsor Regional Hospital (WRH), we have moved into the next phase in development of our partnership to develop a Health Innovation Park on, or near, the new hospital site. During this phase, teams from both entities will draft a governance structure, the key principles of the collaboration, as well as benefits and constraints. Also, during this phase, the VPFO's office will lead the development of a business case for the Health Innovation Park, identifying any capital requirements as well as cash flow modeling. We expect to bring the Board of Governors an update on this partnership in late 2022.

Campus Carbon Neutral Masterplan

As a result of a public procurement process, the University has selected Stantec Consulting Ltd. as the consulting team who will lead the campus carbon neutral masterplan development. We will be onboarding Stantec Consulting in June, with the project formally kicking off in July. In the meantime, the team in Facility Services continues to move key environmental sustainability opportunities forward, including planning for the operation of the new dual electric chiller (approved by the Board of Governors in 2021 and expected to be operational in 2023), onboarding a Sustainability Officer, and submitting grant applications for two Federal grant opportunities currently open to support infrastructure transformation.

Report of the Vice-President, Research and Innovation

Michael Siu

2022 has been a busy year for major institutional funding applications. Research and Innovation has been heavily engaged in the following:

1. *Canada Foundation for Innovation (CFI) – Innovation Fund.* UWindsor is leading a pan-Canadian initiative that engages 18 universities from coast to coast. There are a total of 120 researchers from 22 institutions involved with a total project value of ~ \$48M. The proposal includes funding for and installation of a Compact Accelerator for Neutron Scattering (CANS) in Windsor, as well as funding for access to international neutron facilities. The proposal is led by Dr. Drew Marquardt, Associate Professor, Department of Chemistry and Biochemistry; and President of the Canadian Institute for Neutron Scattering. The CANS infrastructure will enable boron neutron capture therapy, a new therapeutic modality for refractive cancers, including brain cancers, that are not readily treatable by surgery. CANS will also provide a local source of the fluorine isotope, ¹⁹F, for the synthesis of ¹⁹F-fluorodeoxyglucose (FDG), the radiochemical required in PET scanning. ¹⁹F has a half-life of < 2 hours, thereby necessitating a local source. A letter of intent for the CANS initiative was submitted in February and the full application is due on July 15, 2022. Thus far, the consortium of 18 universities has committed ~ \$15.7M of their CFI envelopes; a similar amount will be requested from provincial agencies. CFI's mandate is to fund up to 40% of a given project with the balance contributed by provincial governments and collaborating institutions. International neutron facilities will be supporting CANS in the form of co-investments.

2. *Canada First Research Excellence Fund (CFREF)*. CFREF was created in 2015 to support universities in their areas of strength that are well-aligned with Canada’s science, technology, and innovation priorities. The current competition is the third one. UWindsor is leading a pan-Canadian consortium of 11 universities from coast to coast, to seek funding for a very large-scale initiative on automobility and automotive engineering entitled FuturE 🍁 Car. The project lead is Dr. Narayan Kar, Professor, Department of Electrical and Computer Engineering; Tier 1 Canada Research Chair in Electrified Vehicles; and Director, Centre for Hybrid Automotive Research and Green Energy (CHARGE). The consortium of 11 universities includes all of Canada’s research-intensive universities that have significant automotive science and engineering programs. Collaborating industry includes OEMs, Tiers I, II, and III manufacturers, power utilities and providers, telecoms, and battery manufacturers. FuturE 🍁 Car has seven research pillars (thrusts) that embrace the impact of electric and electrified vehicles (EVs) on mobility, society, and climate policy; security and safety; battery chemistries and materials; energy sources and integration; EV propulsion and drives; thermal management; and light-weighting and crash worthiness. The amount of research funding being sought is > \$100M, which will leverage an additional >\$100M from research partners. A letter of intent was submitted in April and the full application, upon invitation, is due on August 31, 2022.

3. *Canada Excellence Research Chair (CERC)*. CERC funds key personnel in research fields that are aligned with Canada’s science, technology, and innovation priorities. The goal is to repatriate expert Canadians or to recruit international talent. UWindsor will be applying for a CERC in automobility, autonomous, and connected vehicles. When successful, the CERC program will bring to the University \$1M per year of funding over seven years for a senior chair plus junior chairs, which will be aligned with UWindsor’s EV initiatives. The registration deadline is September 15 with submission of the full application due on October 13, 2022.

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

Patti Weir

1. Pronoun Project

First presented to the Board in October 2021.

Summary by Yu Fei Qin (they/them):

This project initially started as a collaboration between Fei (they/them) and Dr. Weir (she/her). Working on a document on understanding pronouns for professors in courses, Fei connected with many queer constituents on campus and in Windsor-Essex to have it peer reviewed.

The first goal of this work was to produce educational resources in the form of print and video-based materials. The video is a record of an-hour long conversation, round-table style (similar to Jada Pinkett Smith's Red Table Talk). Mini interviews of each participant were also shot. The materials are being supported by the Office of Public Affairs and Communication and I’m grateful for their expertise.

The video has participants from our UWindsor faculty, such as Dr. Nick Hrynyk (he/him). He moderates the video along with Derrick Carl Biso (they/them), who works for TransWellnessOntario and QLink, which are queer organizations residing in our city. Maddie Dent (they/them), Sydney Brouillard-Coyle (ne/nem/nirs), and Kai Qin (they/them) are students at UWindsor and Massey Secondary School. Within this video, questions around being queer and the importance of pronouns are explored. These questions include: what are pronouns and why do they matter? Why is importance that the usage of pronouns should be used in a school environment? How does it feel to be misgendered?

Official participants & Titles:

Dr. Nick Hrynyk, he/him, Women and Gender Studies Professor

Fei Qin, they/them, former VPSA at UWSA & EDI Supervisor at Lancer Rec

Derrick Carl Biso, they/them, Volunteer Director at TransWellnessOntario

Sydney Brouillard-Coyle, ne/nem/nirs, Education Lead at TransWellness
Maddie Dent, they/them, former Campus Pride Coordinator at UWSA
Kai Qin, they/them, high school student at Vincent Massey

This video editing and production will be completed at the end of June 2022.

The second goal of this work was to provide students the opportunity to record their preferred pronouns on UWinsite Student. Thank you to Lorraine Grondin for her work on this and we are currently writing a Knowledge-based article to post on the ask.uwindsor.ca site so that students will have step-by-step instructions on how to do this.

2. Go Global STEPs

First presented to the Board in October 2021, this funding (\$1M) supports undergraduate students on study abroad experiences. The majority of funding is intended to support low-income students, students with disabilities, and Indigenous students.

Dr. Chris Houser led two trips to Costa Rica and Dr. Maria Cioppa led one to Iceland. 35 students went to Costa Rica and 12 to Iceland. The numbers for low-income students, students with disabilities, and Indigenous students was representative of those self-identified groups on campus.

Dr. Houser would be happy to do a presentation in Fall 2022.

3. Indigenous Curriculum process

Dr. Rebecca Major held a Senate information session on Thursday June 2, 2022, where she outlined the work she conducted over Winter 2022 to define mechanisms to implement an Indigenous-led co-production process for course and program Indigenization. This framework will lead to interim processes until such time the full process is determined.

4. Office of Student Experience

a) Head Start

July 8 (Science, Education)
July 9 (FAHSS, Education)
July 15 (HK, Nursing, Business)
July 22 (Engineering)
August 6 (All Faculties)
August 12 (Virtual)

Also planning Welcome Week for first years, as well as Welcome Week 2.0. Separate celebration/events for Year 2, and Year 3 and any other students who want to attend.

b) Outstanding Scholars' Luncheon

Outstanding Scholars Luncheon Reception was held June 10th, and celebrated the students who have completed six OS placements and are now set to graduate. There are 40 graduates for 2022.

5. Classroom and Learning Space upgrades

The University has submitted a request through the MCU Training Equipment and Renewal Fund (TERF) for \$882,000 in direct funding to provide upgrades and equipment for: the Advanced Computing Hub, Active and Experiential Math/Statistics Learning Lab, Nursing simulation labs, Virtual Anatomy Dissection table and virtual reality equipment upgrades, Hyflex teaching spaces in Human Kinetics, Updates to the Interdisciplinary Finance lab, and upgrades to existing Hyflex classrooms.

This was a truly collaborative effort among the academic deans lead by Nick Baker (Office of Open Learning) and Ryan Kenney (Information Technology Services).

**University of Windsor
Board of Governors**

*4.2.1: **Internal Audit Plan for 2022-2023**

Item for: **Information**

Forwarded by: **Board Audit Committee**

Report of the Board Audit Committee:

The Board Audit Committee met on May 25, 2022 to review and approve the annual internal audit plan for 2022-2023.

The purpose of the Annual Internal Audit Plan is to establish priorities for the allocation of Internal Audit resources. The plan is based on a risk assessment framework, including discussions with senior management on risk areas in the institution. The plan details how the hours of Internal Audit will be allocated between audits, special projects, and other activities. The specific audit areas were selected by the Internal Auditors in consultation with members of senior management. In addition, the plan was reviewed by the University's external auditing firm, KPMG. Audit areas were finalized following discussion with the Board Audit Committee. Any significant changes to the plan will be brought to the attention of the Board Audit Committee.

To ensure that Internal Audit functions, as much as possible, as an independent office, Internal Audit reports directly to the Board Audit Committee, then to the President. For administrative matters only, Internal Audit reports to the Vice-President, Finance and Operations.

The Board Audit Committee also reviewed the transition of internal audit from PWC to Deloitte; noting that the transition has progressed smoothly.

**University of Windsor
Board of Governors**

4.4.1: **Confidentiality Policy and Code of Conduct and Conflict of Interest Policy – Revisions**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

MOTION: That the Board approve the revised Code of Conduct and Conflict of Interest Policy, which now incorporates the Confidentiality Policy.*

**this will superseded the current Confidentiality Policy.*

Background

The Acting Vice-President, Human Resources and the University Secretary met with members of the Faculty Association's executive to discuss questions around the Board's Confidentiality Policy and Code of Conduct and Conflict of Interest Policy, with a view to greater transparency and clarity of processes.

Appreciating that these are Board policies, and that agreement and authority for any changes resides with the Board, the group nevertheless arrived at a set of principles for reviewing the two policies, which it hoped would be agreeable to the Governance Committee. A review of these policies is timely, as they have not been reviewed since 2014.

At the February 2022 Board Governance Committee meeting, members reviewed and supported the following principles for reviewing the Board policies on confidentiality and conflict of interest.

Legal counsel assisted throughout the policy revision process. The Board Governance Committee reviewed the initial draft policies at its May 5, 2022 meeting and forwarded them to the VPEDI, Senior Advisor on Indigenous Relations and Outreach, and WUFA for feedback. The attached revisions incorporate the feedback received, where appropriate.

Principles for reviewing Board policies on confidentiality and conflict of interest:

1. Transparent decision-making process
2. Overarching and coherent/consistent policies for Board with more specific policies/procedures for investment and pension committees
3. Clear and transparent process for any filing, including breach of confidentiality or conflict of interest
4. Role and responsibility of individuals filing a complaint, making a disclosure, and those adjudicating/reviewing the complaint/disclosure. (to adhere to principles and procedures). Obligation of all members to promote policies
5. Policy development/review will be done with an approach to transparency and openness.

Items to consider during the policy review:

- Policies set out high level principles. Establish accountability by ensuring clear and detailed procedures, including detailed disclosure/reporting requirements, standards for review of complaints, adjudication, appeals, and reporting back.
- Definitions: allow flexibility to fit current context but include more current definitions as needed (close relation?; private interests?). Open/broad and relevant definitions. Is there a need to explain/define confidentiality, security, privacy, anonymity?
- Clarify limits of confidentiality: While operating within the confidential policy, all members are held accountable to other institutional senate/board policies. Where members witness behaviours that breach these others policies, they have an obligation to bring forward their concerns or complaints under those other policies (conflict of interest, human rights, workplace harassment, sexual misconduct, bylaws setting out procedures). This link between confidentiality and other policies should be specifically made. The order of policy subordination is important with respect to confidentiality statements/agreements.
- Implementation: orientation around responsibilities as they relate to confidentiality and conflict of interest. Goal of creating a culture of accountability and practice.

Rationale for Proposed Revisions:

- The purpose section is being expanded to reflect the Board's goal of a heightened culture of accountability and practice.
- For clarity and consistency, it is recommended that any conflicts be set out in a centralized process and encompassed by the standard Process for Breaches policy.
- The policy identifies a more specific and precise process/format for disclosure. See section 5.
- The language has been revised to include an obligation to bring forward concerns or complaints under other policies.
- The changes clarify the timeframe by which annual conflict of interest attestations must be submitted.
- The specific details required for a disclosure have been set out in the Disclosure of Conflict of Interest Form. References to such also point to the disclosure form.
- The revisions provide greater clarity on the 'discussion' and the decision-making process which leads to determination of an alleged breach.
- The third-party duty to disclose possible conflicts is embedded in 5.1.5 and includes added wording for ex post facto disclosures.
- For consistency, the proposed revisions reflect that pension matters should be treated in the same respect and manner as other remuneration and benefits, giving the Chair the ultimate discretion on the level of participation on all related matters.
- The revisions provide greater clarity that breaches and alleged breaches are to be addressed by the *Process for Breaches* for consistency.
- The proposed revisions merge the code of conduct/conflict of interest policy and the confidentiality policy. The majority of institutions include the confidentiality provision within the general Code of Conduct/Conflict of Interest document.

BOARD OF GOVERNORS

CODE OF CONDUCT AND CONFLICT OF INTEREST POLICY FOR BOARD MEMBERS AND BOARD COMMITTEE MEMBERS

APPROVED by Board: 18 Oct 11

AMENDED by Board: 22 May 12, 24 June 14

1. Purpose

The purpose of this Policy is:

- (a) to facilitate the Board and its Committees maintaining the highest business and ethical standards;
- (b) to facilitate the protection of the integrity of the University, the Board, and its Committees;
- (c) to **provide guidance to each Board and Board Committee member in exercising their responsibility to identify and address perceived, potential, and actual conflict;** and
- (d) to **refer the Board and Board Committee members to the appropriate process for dealing with conflict situations.**

2. Definitions

For the purpose of this policy:

"Board" means the Board of Governors of the University.

"Board member" means a member of the Board of Governors of the University.

"Board Committee member" means a member of a Committee of the Board of Governors of the University.

"Chair" means the Chair of the Board or a Committee, as applicable.

~~"child" means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a member of their family.~~

"Close Relative" means a Board or Board Committee Member's spouse or common-law partner; a Board or Board Committee Member's, or a Board or Board Committee Member's spouse or common-law partner's, parent, step-parent, foster parent, adoptive parent, child, step-child, foster child, adopted child, grandparent, step-grandparent, grandchild or step-grandchild; the spouse or common-law partner of a Board or Board Committee Member's child, step-child, foster child, or adopted child; a Board or Board Committee Member's brother or sister; a relative of a Board or Board Committee Member who is dependent on the Member for care or assistance; or a person whom a parent, step-parent, foster parent, adoptive parent has demonstrated a settled intention to treat as a member of their family.

"Committee" means a committee of the Board.

"members" means members of the Board or members of any Committee.

~~"Conflict" means a real~~ **an actual**, potential or perceived conflict of interest. ~~of a Board or a Board Committee member where financial, professional or personal considerations may compromise, or have the appearance of compromising, the judgement of a Board or of a Board Committee member in carrying out his or her duties as a Board or as a Board Committee member, as the case may be.~~ **A conflict of interest may arise in a situation in which a Private Interest or Outside Duty of a Board or Board Committee Member conflicts, potentially conflicts, or appears to conflict with or influence the objectivity of the Board or Board Committee Member or the proper discharge of the Board or Board Committee Member's duties and obligations to the University. Conflicts are generally divided into the following categories:**

- 1. An actual conflict of interest refers to a situation where a Board or Board Committee Member takes a course of action that results in an opportunity to further their Private Interest, or results in a conflict with the Member's Outside Duty.**
- 2. A potential conflict of interest refers to a situation where a Private Interest or Outside Duty of a Board or Board Committee Member could influence the exercise of the Board or Board Committee Member's duties to the University.**
- 3. A perceived conflict of interest refers to a situation where a reasonable person would apprehend that an actual or potential conflict of interest exists on the part of a Board or Board Committee Member, whether or not such an actual or potential conflict of interest exists.**

"Contract" means a contract or a proposed contract with the University.

"Disclosure **of Conflict of Interest Form**" means the **disclosure process as outlined in section 5 of this document.**

"Meeting" means a meeting of the Board or a Board Committee, as applicable.

~~"parent" means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child.~~

"Outside Duty" means a duty that a Board or Board Committee member owes to someone other than the University.

"Policy" means this Code of Conduct and Conflict of Interest Policy.

"Private Interest" means a pecuniary interest or advantage and includes any real or tangible benefit that befalls a Board Member, their associates or a Related Person.

"Procedure" means the process of determining whether a conflict exists following disclosure, as outlined in section 7.

"Related Person" means a Close Relative; a Corporation of which the Board or Board Committee Member or Close Relative of a Board or Board Committee Member is a director, officer, or has direct or indirect material ownership, control, or direction of securities; a partnership of which the Board or Board Committee Member or a Close Relative of a Board or Board Committee Member is a partner, other than a limited partnership in which any such person is a limited partner; or a trust or estate in which the Board or Board Committee Member or a Close Relative of the Board or Board Committee Member serves as a trustee or in a similar capacity or has a beneficial interest.

~~"spouse or partner" means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage.~~

~~"sibling" means persons who share at least one parent and includes adopted siblings and persons whom the parent has demonstrated a settled intention to treat as a child of his or her family.~~

"University" means the University of Windsor.

3. Duty of each Board and Board Committee Member

Board and Board Committee members hold fiduciary duties and responsibilities towards the University and the University community, which means they have:

- (a) A duty of loyalty towards the University;
- (b) A duty to adhere to the highest business and ethical standards in carrying out **their** duties, including a duty to act honestly, in good faith and in the best interests of the University;
- (c) A responsibility, when carrying out their responsibilities as Board and Board Committee members, to exercise the care, diligence and skill that a reasonable prudent person would exercise.
- (d) A duty to disclose **any and all conflicts of interest (actual, potential, or perceived) that would place the Board or Board Member in breach of the Boards policies, including any known or perceived breach by another Member.**

4. Application of Code of Conduct

The following standards of conduct apply to members of the Board of Governors, members of Board Committees, including any non-board members appointed to a Committee.

Board and Board Committee members shall:

- (a) abide by the Board's Confidentiality Policy (**see 4.1 below**).
- (b) foster a collegial **and respectful** working environment **that ensures Board members have the opportunity to speak fully and candidly in front of the Board in a climate that is respectful and free of intimidation.**
- (c) conduct themselves in a manner that demonstrates respect for different perspectives, builds on the contribution of others and constructively puts forward alternative considerations.
- (d) respect decisions of the Board once made.
- (e) **refrain from taking action that is harmful to the reputation of the University**
- (f) **not accept gifts, benefits, hospitality, or favours that influence or may appear to influence the ability of the Board and Board Committee Member to carry out their duties. Board and Board Committee Members shall not provide gifts, benefits, hospitality, or favours in order to secure preferential treatment for the University. The receipt and provision of gifts, benefits, hospitality and favours of nominal value in a manner that is consistent with accepted practices in the broader public sector is permitted.**
- (g) abide by both the letter and spirit of this Policy.

Board and Board Committee members are in a position of trust and **as fiduciaries** are accountable for fulfilling their duties to the University with integrity. ~~A conflict arises when the interest, direct or indirect, of a Board or Board Committee member, his or her spouse, partner, parent, sibling or child (*personal interest*), conflicts or appears to conflict with the duty (see section 3) owed by the Board or Board Committee member to the University.~~ **As such, individual Board and Board Committee Members have a responsibility to recognize, avoid and manage conflicts of interest in a manner that is consistent with their duties to the Board and University. This includes a responsibility to refrain completely from any attempt to influence the outcome of a matter with which a Board and Board Committee Member has a conflict. In exercising this responsibility, Members should be guided by the principle that preserving the appearance of integrity is as important as integrity itself.** (See appendix A for examples of conflicts of interest).

4.1 Duty of each Board and Board Committee Member with Respect to Confidentiality

- (a) Each Board and Committee Member owes to the University a duty of confidence not to disclose or discuss with another person or entity, or to use for their own purposes, confidential information concerning the business, activities and affairs of the University received in their capacity as a Board Member and a Committee Member unless otherwise authorized by the Board.
- (b) Each Board and Committee Member shall ensure that no statement not authorized by the Board is made by the Board and Committee Member to stakeholder groups, the media, or public. The President (or designate) is the

spokesperson for the University. In matters pertaining to the President or the functioning of the Board, the Chair (or Vice-Chairs when acting in the capacity of Chair) is the spokesperson for the University.

A breach of this Confidentiality Policy may result in consequential measures (up to and including removal from the Board or Board Committee). In the case of an alleged breach by a Board or Board Committee Member, the matter will be referred for determination under the *Process for Breaches of a University Bylaw or Policy by a Board Member or Board Committee Member*.

This confidentiality requirement is not absolute and must be read and interpreted consistent with the Ontario Human Rights Code and the University's bylaws and policies, which continue to apply and to which members continue to be held accountable even in the context of confidential proceedings. Members have an obligation to report behaviours or procedures that breach institutional policies or the Ontario Human Rights Code. Where a Board or Board Committee member believes that a procedural irregularity has occurred or proceedings, discussion or behaviours may be racist or discriminatory or otherwise breach institutional policies, this should be reported to the Board Chair, Chair of the Board Committee, or the University Secretary for referral through the *Process for Breaches of a University Bylaw or Policy by a Board Member or Board Committee Member*. There shall be no retribution against a Board or Board Committee member who raises such concerns. This caveat to the confidentiality requirement is vital to safeguarding fairness and equity.

5. Conflict of Interest Disclosure and Process for Resolution

5.1 General

- 5.1.1 The purposes of the Disclosure of **Conflict of Interest** Form are to facilitate the consideration by each Board and Board Committee member of ~~their~~ **his or her** relationships, Board positions, interests in companies, interests in contracts, and other matters with a view to assessing whether ~~they have~~ **or not he or she** has a conflict; and to facilitate the disclosure of conflicts as contemplated by this Policy.
- 5.1.2 Each Board and Board Committee member shall complete and submit, **at the time of joining the board and by the start of each academic year**, to the University Secretary a Disclosure of **Conflict of Interest** Form listing personal interests which could give rise to a conflict (actual, potential or perceived), direct or indirect, with the Board or Board Committee member's duties to the University. ~~Such disclosure shall describe the nature and extent of the conflict.~~ If a Board or Board Committee member is uncertain whether a conflict exists, ~~he or she~~ **they** shall err on the side of disclosure.
- 5.1.3 The interest, direct or indirect, of a ~~parent, or the spouse/partner, or any sibling or child~~ **Close Relative** of the member shall, if known to the member, be deemed to be also the pecuniary interest of the member.
- 5.1.4 Each Board or Board Committee member shall notify the University Secretary in writing of any changes to that list in a timely fashion **or to a change in relationship to the University (e.g., change in student status or change in employment, including a change** in role, office, job or position within the University or cessation of employed at the University.)
- 5.1.5 If any Board or Board Committee member believes that another Board or Board Committee member has a conflict **or was in a conflict of interest on a matter on which they failed to disclose their conflict**, the former shall disclose the potential conflict to the University Secretary **by completing the relevant sections of the Disclosure of Conflict of Interest Form** at the earliest opportunity. ~~Such Disclosure shall describe the nature and extent of the conflict.~~ In such cases, the Chair of the Board or Board Committee will address the matter with the member considered to have the conflict **using the Conflicts Assessment Process. If it is determined that the Board or Board Committee Member's involvement has, or could be perceived to have, influenced the decision, the Board or Board Committee shall re-examine the matter and may rescind, vary or confirm its decision, which shall be clearly reflected in the minutes.**

- 5.1.6 Conflicts disclosed shall be communicated at the earliest opportunity by the University Secretary to the relevant Chair(s).
- 5.1.7 The completion and submission of a Disclosure **of Conflict of Interest** Form does not negate the responsibility of the Board or Board Committee member to declare conflicts of interest at the beginning of each meeting at which a matter which may give rise to a conflict is the subject of consideration. If a Board or Board Committee member fails to declare a conflict at a meeting at which a matter which may give rise to a conflict is the subject of consideration, the Chair shall disclose the conflict, if known. The disclosure of the conflict of interest shall be included in the minutes of the meeting in question.
- 5.1.8 All Board and Board Committee members must disclose conflicts of interests as they arise and not later than the meeting at which the matter which gives rise to the conflict is to be considered.

5.2 When present at meeting at which matter considered

5.2.1 Where a member, either on **their** ~~his or her~~ own behalf or while acting for, by, with or through another, has an interest, direct or indirect, in a matter and is present at a meeting of the Board or Board Committee at which the matter is the subject of consideration, the member shall

- (a) prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;
- (b) not take part in the discussion of, nor vote on any question in respect of the matter and shall absent **themselves** ~~him or herself~~ from the meeting when the matter is being discussed, with the exception of matters under section 5.4 which provides for specific matters; and
- (c) not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

5.2.2 When the Chair of the Board or Board Committee, or a Board or Board Committee member considers that a conflict exists, but the Board or Board Committee member considered to have the conflict does not disclose the conflict, the Chair of the Board or Board Committee shall declare that a conflict exists, describe the nature and extent of the conflict, and rule that the Board or Board Committee member shall absent **themselves** ~~him or herself~~ from the meeting while the matter that is the subject of the conflict is discussed or a vote taken. The Board or Board Committee member considered to have the conflict may challenge the Chair by asking that a resolution be carried by the majority of the members present and voting. The Board or Board Committee member considered to have the conflict shall absent **themselves** ~~him or herself~~ from the meeting while the conflict is discussed or a vote taken.

5.4 Specific Matters and Exceptions

~~5.4.1 A Board or Board Committee member who is an employee of the University, or who is a spouse, partner, parent, sibling or child of an employee of the University, may take part in discussions about matters relating to remuneration, benefits, terms of employment, and rights or privileges related to employment (e.g., collective agreements) which affect the Board or Board Committee member but may not vote on such matters and shall absent him or herself from the portion of the meeting when the matters is being voted upon.~~

5.4.1 **In the case of matters relating to remuneration, benefits, terms of employment, and rights or privileges related to employment (e.g., collective agreements), and pensions** ~~If the matter to which the conflict relates is a pension related matter which affect a Board or Board Committee member who is an employee or retiree of the University or a Close Relative of an employee or retiree of the University a member of faculty or a member of staff,~~ the chair of the Board or Board Committee shall determine the member's level of participation on the matter taking into consideration the nature and extent of the conflict.

- 5.4.2 All Board and Board Committee members may take part in discussions and vote on matters relating to tuition during meetings where they serve.
- 5.4.3 Services offered by the University to the general public, to which a Board or Board Committee member subscribes, shall not, in and of itself, constitute a conflict of interest. (*e.g.*, use of the athletics and recreational facilities)
- 5.4.4 An interest of a Board or Board Committee member which is so remote or insignificant in its nature that it cannot reasonably be regarded as likely to influence the member shall not constitute a conflict of interest.

6. Quorum

Where the number of Board or Board Committee members who, by reason of the provisions of these rules, are disqualified from voting in a meeting is such that at the meeting there are not sufficient members to constitute a quorum, then the remaining members shall be deemed to constitute a quorum, provided the number is not less than one third of the voting membership.

7. The Conflicts Assessment Process and Potential Breaches

Where a Board or Board member discloses a potential or perceived conflict to the University Secretary, the University Secretary shall make a determination as to whether a conflict of interest exists, and if so, whether it will be permitted to continue under any applicable conditions OR to refer the matter for resolution under the *Process for Breaches of a University Bylaw or Policy*.

The University Secretary shall make a determination on the course of action that is in the best interests of the University. This may include an assessment of any possible harm to the interests of those served by Board and University at large, as well as any potential academic, reputational, or economic consequences. In the course of the assessment process, the University Secretary may request additional documents or information and may consult with other parties.

The University Secretary shall communicate the decision in writing, identifying the appropriate next steps and any applicable conditions. These conditions may include a withdrawal from deliberation, abstention on voting, or even resignation as a member depending on the nature and seriousness of the conflict.

Should the University Secretary find themselves unable to address or resolve the conflict informally, or should they find or confirm an allegation of a breach of this Code, they may refer the matter for resolution under the *Process for Breaches of a University Bylaw or Policy*.

8. [Formerly 7] Breaches

~~A breach of this Code of Conduct and Conflict of Interest Policy may result in consequential measures (up to and including removal from the Board or Board Committee). In the case of a breach by a Board member, such consequential measures shall be determined by the Board (provided that consideration of the removal of a Board member shall be on thirty (30) days notice to the Board member. After thirty (30) days notice to the Board member, the Board, by a resolution passed at a meeting at which at least two-thirds of the members of the Board are present, may declare vacant the seat of such member.). In the case of a breach by a Board Committee member, such consequential measures shall be determined by the Board.~~

Where there is a conflict that cannot be resolved and allowed to continue, and/or a breach of the Code of Conduct and Conflict of Interest Policy has otherwise occurred, the University Secretary shall refer the matter for determination under the *Process for Breaches of a University Bylaw or Policy by a Board Member or Board Committee Member*.

**BOARD OF GOVERNORS
ACKNOWLEDGEMENT AND UNDERTAKING
REGARDING CONDUCT AND CONFLICT OF INTEREST
AND
DISCLOSURE OF CONFLICT OF INTEREST FORM**

**FOR COMPLETION BY
MEMBERS OF THE BOARD OF GOVERNORS AND BOARD COMMITTEES**

SUBMIT THIS FORM TO: **University Secretary**

~~GENERAL UNDERTAKING~~

I ~~acknowledge that, as:~~

- ~~(a) a Board member on the Board of Governors of the University of Windsor (the "Board");~~
- ~~(b) a Committee member of a Committee of the Board of Governors (a "Board Committee");~~

I ~~have read the relevant Board policy documents pertaining to Board member and Board Committee member code of conduct and conflict of interest.~~

I ~~acknowledge that I must adhere to the highest level of conduct in carrying out my duties and responsibilities to the University, including acting honestly, in good faith and in the best interests of the University. I acknowledge that, in carrying out my duties and responsibilities to the University, my obligation is to act in accordance with this Acknowledgement and Undertaking and with relevant University bylaws and policies, as applicable, while offering my perspective as an individual derived from my personal and work experience. For greater certainty, I acknowledge that the obligations of confidentiality arising out of such fiduciary obligations override any perceived conflicting obligation(s) I may have to report confidential information to others.~~

PREAMBLE

~~An actual, potential or perceived conflict of interest of a Board or Board Committee member arises where financial, professional or personal considerations may compromise, or have the appearance of compromising, the judgement of a Board or Board Committee member in carrying out his or her **their** duties as a Board or Board Committee member, as the case may be.~~

~~As a Board or Board Committee member you may be considered to have a conflict of interest:~~

- ~~(i) when you hold a personal interest, whether direct or indirect, that you are aware of and in the opinion of a reasonably informed and well-advised person is sufficient to put into question your independence, impartiality, and objectiveness that you are obliged to exercise in the performance of your duties as a member of the Board of Governors or a Board Committee (as applicable); or~~
- ~~(ii) when you appear to have, in the opinion of a reasonably informed and well-advised person, a personal interest, whether direct or indirect, that is sufficient to put into question your independence, impartiality, and objectiveness that you are obliged to exercise in the performance of your duties as a member of the Board of Governors or a Board Committee (as applicable).~~

An actual, potential or perceived conflict of interest may arise in a situation in which a Private Interest or Outside Duty of a Board or Board Committee Member conflicts, potentially conflicts, or appears to conflict with or influence the objectivity of the Board or Board Committee Member or the proper discharge of the Board or Board

Committee Member’s duties and obligations to the University. Conflicts are generally divided into the following categories:

- 1. An actual conflict of interest refers to a situation where a Board or Board Committee Member takes a course of action that results in an opportunity to further their Private Interest, or results in a conflict with the Member’s Outside Duty.**
- 2. A potential conflict of interest refers to a situation where a Private Interest or Outside Duty of a Board or Board Committee Member could influence the exercise of the Board or Board Committee Member’s duties to the University.**
- 3. A perceived conflict of interest refers to a situation where a reasonable person would apprehend that an actual or potential conflict of interest exists on the part of a Board or Board Committee Member, whether or not such an actual or potential conflict of interest exists.**

See appendix A for examples of actual, potential or perceived conflicts of interest.

To assist in identifying actual, potential or perceived conflicts of interest and, in so doing, to ease the operation of the Board of Governors and its Committees in the conduct of their work, all members of the Board of Governors and its Committees are asked each year to review the University’s “Code of Conduct and Conflict of Interest Policy for Board Members and Board Committee members” and to disclose any obligation, commitment, relationship or interest that may *conflict, potential conflict, or may be perceived to conflict* with their duties as a member of the Board of Governors or a Board Committee.

In requesting this information, the University acknowledges its responsibilities to protect the privacy of personal information. Personal information that you provide in completing the form below is collected under the authority of *The University of Windsor Act (1962-63)*. It is collected for the purpose of administering the conflict of interest policy of the University of Windsor’s Board of Governors. At all times it will be protected in accordance with the *Freedom of Information and Protection of Privacy Act (“FIPPA”)*. If you have questions about the collection, use and disclosure of personal information, you are encouraged to speak directly with the Chair of the Board of Governors or to the University Secretary (ext 3347, 401 Sunset Ave.).

**~~DISCLOSURE OF CONFLICT OF INTEREST FORM
FOR COMPLETION BY
MEMBERS OF THE BOARD OF GOVERNORS AND BOARD COMMITTEES~~**

SUBMIT THIS FORM TO: ~~_____~~ **University Secretary**

~~A direct or indirect conflict with my duty as a member of the Board of Governors or a Committee of the Board of Governors may arise because:~~

Comments:

~~Further detail needed to ensure specificity and compliance.~~

Suggested Language:

GENERAL UNDERTAKING

This declaration and disclosure is pursuant to the *Code of Conduct and Conflict of Interest Policy for Board Members and Board Committee Members*, which applies to all members of the Board or Committees of the Board of Governors.

I acknowledge that, as:

- (a) a Board member on the Board of Governors of the University of Windsor (the "Board");
- (b) a Committee member of a Committee of the Board of Governors (a "Board Committee");

I have read the relevant Board policy documents pertaining to Board member and Board Committee member code of conduct and conflict of interest.

I acknowledge that I must adhere to the highest level of conduct in carrying out my duties and responsibilities to the University, including acting honestly, in good faith and in the best interests of the University. I acknowledge that, in carrying out my duties and responsibilities to the University, my obligation is to act in accordance with this Acknowledgement and Undertaking and with relevant University bylaws and policies, as applicable, while offering my perspective as an individual derived from my personal and work experience. For greater certainty, I acknowledge that the obligations of confidentiality arising out of such fiduciary obligations override any perceived conflicting obligation(s) I may have to report confidential information to others.

I undertake to disclose any real or perceived conflicts of interest as they arise in accordance with the *Code of Conduct and Conflict of Interest Policy for Board Members and Board Committee Members*.

DISCLOSURE REPORT

1. Involvement with the Board of Governors

Name:

Memberships (ie; Board, Committees, etc.):

2. Occupation

Employer:

Position Title and Occupation:

3. Involvement with Other Organizations

Organization and Involvement/Position:

Organization and Involvement/Position:

Organization and Involvement/Position:

Organization and Involvement/Position:

Organization and Involvement/Position:

Disclosure of Known Conflicts (Actual, Potential, or Perceived)

A Board or Board Committee Member shall have an actual, potential, or perceived conflict where ~~financial, professional or personal considerations may compromise, or have the appearance of compromising, the judgement of a Board or of a Board Committee member in carrying out his or her duties as a Board or as a Board Committee member.~~ **a Private Interest or Outside Duty of the Board or Board Committee Member conflicts, potentially conflicts, or appears to conflict with or influence the objectivity of the Board or Board Committee Member or the proper discharge of the Board or Board Committee Member's duties and obligations to the University.**

____ I have no conflict of interest to report.

____ I have the following real or potential conflict to report:

Describe any relationships, contracts, transactions, gifts, or circumstances you believe could contribute to a conflict of interest.

Acknowledgement and Undertaking

I confirm that I have read, understand, and agree to abide by the University of Windsor’s Code of Conduct and Conflict of Interest Policy for Board Members and Board Committee members, and that I have disclosed all actual, potential, or perceived conflicts to the best of my knowledge.

Dated this _____ day of _____, 20__.

Signature: _____

Please print name: _____

This form is to be submitted to:
University of Windsor
University Secretariat
Room 214 Assumption Hall
401 Sunset Avenue
Windsor, ON N9B 3P4

Appendix A

The following are examples of real, potential or perceived conflicts of interest. Situations where a conflict might arise cannot be listed exhaustively. As such, this list is not exhaustive and shall not be taken as in any way limiting the definition of conflict of interest or the scope and application of the policy.

Conflicts of interest may arise in relation to pecuniary and personal matters including, but not limited to:

- directorships or other employment;
- interests in business enterprises or professional practices;
- share ownership;
- existing professional or personal associations with the University;
- professional associations or relationships with other organizations;
- personal associations with other groups or organizations, or family relationships.

Examples of Types of Conflicts:

The following is a non-exhaustive list of examples of situations where conflicts of interest may arise:

1. *Indirect pecuniary interest*: A Board or Board Committee member has an indirect pecuniary interest in any matter in which the Board or Board Committee, as the case may be, is concerned, if, the member
 - (a) is a shareholder in, or a director or senior officer of, a corporation that does not offer its securities to the public, and that has a pecuniary interest in the matter; or
 - (b) has a controlling interest in or is a director or senior officer of, a corporation that offers its securities to the public, and that has a pecuniary interest in the matter; or
 - (c) is a member of a body that has a pecuniary interest in the matter; or
 - (d) is a partner of a person or is in the employment of a person or body that has a pecuniary interest in the matter.

“Senior officer” of a corporation under 1(a) and 1(b) means the Chair or any Vice-Chair of the Board, the President, any Vice-President, the Secretary, the Treasurer or the General Manager of a corporation or any other person who performs functions for the corporation similar to those normally performed by a person occupying any such office.

“Controlling interest” under 1(b) means the interest that a person has in a corporation when the person beneficially owns, directly or indirectly, or exercises control or direction over, equity shares of the corporation carrying more than 10 per cent of the voting rights attached to all equity shares of the corporation for the time being outstanding.

2. *Contracts*: When a Board or Board Committee member is directly or indirectly interested in an existing or proposed contract.
3. *Acting for an Improper Purpose*: When a Board or Board Committee member acts in self-interest or for a purpose counter to the interests of the University.
4. *“Wearing Two Hats”*: When a Board or Board Committee member diverts to **their** ~~his or her~~ own use, **or a Related Person’s use**, a benefit or opportunity in which the University has an interest.
5. *Serving on Competing Organizations*: When a Board or Board Committee member has a conflict of "duty and duty". This might arise when, for example:
 - (i) the Board or Board Committee member serves on the board of another organization that has a contractual relationship with the University; or

- (ii) the Board or Board Committee member serves on the board of another organization and possesses confidential or **non-public** University information that is of importance to a matter being considered by the board of the other organization.
7. *Personal or Familial Gain*: When a Board or Board Committee member will gain or be personally affected by a decision of the Board or the relevant Board Committee or when a Board or Board Committee member is aware that ~~his or her spouse, partner, parent, sibling or child~~ a **Close Relative** will gain or be personally affected by a decision of the Board or the relevant Board Committee.
 8. ***Influencing the purchase of goods or services for the University from a company or firm in which a Board or Board Committee Member or a Related Person has a financial interest.***
 9. ***Using confidential or non-public information obtained as a Board or Board Committee Member to further the Board or Board Committee Member's Private Interest.***
 10. **Taking action that creates the perception of, or results in, a Related Person, associate or outside organization receiving *preferential treatment* in their dealings with the University.**
 11. ***Using University resources to further the Board or Board Committee Member's Private Interest or for the benefit of Related Persons.***
 12. ***Using one's role as a Board or Board Committee Member to obtain employment with or admission to the University.***
 13. ***Involvement in, or attempted influence over, a University admission, appointment, hiring, promotion or evaluation process relating to a Close Relative.***
 14. ***Representing the interests of a specific group in a manner that conflicts with or calls into question the Board or Board Committee Member's ability to fulfill their duties to the Board or University.***
 15. ***Attempting to influence the treatment of a specific program or facility at the University with which the Board or Board Committee Member or a Related Person has a significant academic or employment relationship or to which the Board or Board Committee Member or a Related Person has made a significant financial contribution.***
 16. ***Any association or activity, including political activity, that is, or may reasonably be seen to be, incompatible with the Board or Board Committee Member's duties, or may otherwise be seen to impair the ability of the Board or Board Committee Member to discharge their duties in an impartial fashion, or cast doubt on the independence, integrity or impartiality of the Board or University.***

CONFIDENTIALITY POLICY for Board Members and Committee Members MERGED WITH CODE OF CONDUCT

APPROVED by Board: 22 Feb 2011

AMENDED by Board: 22 May 2012, 29 Oct 2013, 25 Feb 2014

1. Purpose

The purpose of this Policy is to ensure that confidential matters brought before the Board of Governors or any of its committees are not disclosed until disclosure is properly authorized. (see also Bylaw 1, section II, paragraph 2.3.2)

This policy is designed to provide guidance for each Board Member and Committee Member with regard to confidential matters that come before the Board of Governors or any of its committees. Its objective is to address matters of confidentiality in a manner that facilitates the University, the Board, and Committees maintaining the highest business and ethical standards, protects the integrity of the University, the Board, and Committees, allows for appropriate levels of transparency and accountability in matters before the Board, and supports the maintenance of effective relationships among Board Members, University administration and University Stakeholders.

2. Definitions

“Board” means the Board of Governors of the University.

“Board Members” means members of the Board of Governors of the University.

“Chair” means Chair of the Board of Governors.

“Committee” means a committee of the Board.

“Committee Members” means members of any Committee.

“Meeting” means a meeting of the Board or a Committee, as applicable.

“President” means President and Vice-Chancellor of the University.

“Policy” means this Confidentiality Policy.

“Vice-Chair”, means Vice-Chair of the Board of Governors. “University” means the University of Windsor.

3. Duty of each Board Member and Committee Member

(a) Each Board Member and Committee Member owes to the University a duty of confidence not to disclose or discuss with another person or entity, or to use for his or her own purposes, confidential information concerning the business, activities and affairs of the University received in his or her capacity as a Board Member and a Committee Member unless otherwise authorized by the Board.

(b) Each Board Member and Committee Member shall ensure that no statement not authorized by the Board is made by him or her to stakeholder groups, the media or public. The President (or his/her designate) is the spokesperson for the University. In matters pertaining to the President or the functioning of the Board, the Chair (or Vice-Chairs when acting in the capacity of Chair) is the spokesperson for the University.

4. Confidential Matters

(a) Normally, chairs of standing committees will report activities of their committee during a regular meeting of the Board during an open or in-camera session.

(b) All matters that are the subject of any *in camera* portion of any meeting are confidential until disclosed in an open meeting of the Board of Governors or made public by official announcement or press release. Such publication does not free Board Members of the obligation to hold in confidence the discussions which took place in the meeting or the material involved.

All matters that are before a Committee are confidential unless they have been determined not to be confidential by the chair of the relevant Committee following consultation with the Chair and the President. The overall purpose and objectives of this policy will serve as points of reference in making such judgements. In all cases, the University's obligations under access and protection of personal privacy legislation will be satisfied.

~~(d) Notwithstanding anything else herein, the Board recognizes the unique position of the bargaining unit representatives on the Investment Committee and the Pension Committee. The Board therefore authorizes these representatives to disclose to their Bargaining Unit Executive any matter pertaining to and/or affecting their Bargaining Unit's interests to the extent necessary to (i) inform the members of the Executive and (ii) permit the members of the Executive to direct the said representative(s) to convey and advocate the interests of their Bargaining Unit to the Investment Committee and/or the Pension Committee, as applicable. In this regard, the representatives agree that such disclosure shall not include the attribution of any statements to individual Board or Committee Members.~~

~~5. Breaches~~

~~A breach of this Confidentiality Policy may result in consequential measures (up to and including removal from the Board or Board Committee). In the case of a breach by a Board member, such consequential measures shall be determined by the Board (provided that consideration of the removal of a Board member shall be on thirty (30) days notice to the Board member. After thirty (30) days notice to the Board member, the Board, by a resolution passed at a meeting at which at least two-thirds of the members of the Board are present, may declare vacant the seat of such member.). In the case of a breach by a Board Committee member, such consequential measures shall be determined by the Board.~~

**University of Windsor
Board of Governors**

*4.4.2: **Board Bylaw 1 Revisions and Board Committee Membership Resolution**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

MOTION 1: That the Board Bylaw 1 be revised as follows:

2.7.1 Membership:

- [...]
- Such other persons, who are non-Board Members and **are not University employees** ~~from outside the University~~, as the Board may from time to time appoint, to a maximum of three.

and that, subject to the discretion of the Board, one seat of the maximum three seats reserved for individuals “who are non-Board Members and are not University employees” on the Resource Allocation Committee be filled by a student at-large, selected from three nominees (one each from the UWSA, GSS, and OPUS) on the recommendation of the Board Governance Committee following an interview process.

Rationale:

- The current composition allows for student board members to serve on this committee. However, due to their brief term on the Board and the steep learning curve, there has been concern that the student board members would not have the time to get up to speed on the work of this or other committees. Board committees do not meet each month and their mandates have them reviewing proposals that span more than one year.
- Allowing for the appointment of a non-board member student at-large would address these concerns, as their appointment would not be limited by virtue of their term of office.
- Matters of significant importance to students are generally those that fall within the mandate of the Resource Allocation Committee.
- Nomination packages shall include a candidate CV and/or letter of interest, outlining experience and expertise.

MOTION 2: That the proposed revisions to Board Bylaw 1 be approved, effective as of the appointment of the University Counsel.

Proposed Revision:

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 Associate Vice-President, Academic, Associate Vice-President, Finance, Executive Director, Finance, Secretary ~~(but not the Secretary's designate)~~, **the University Counsel**, the Director of Legal Services, and such other officers as the Board may designate from time to time from among University staff;

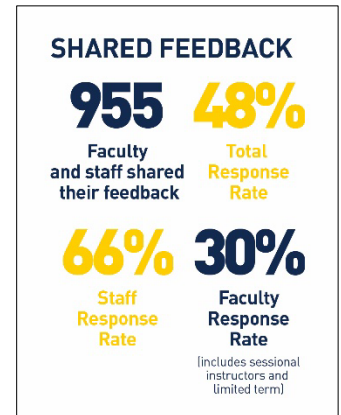
Rationale:

- Housekeeping changes due to organizational changes and removal of redundant wording as the section does not allow for designates generally.



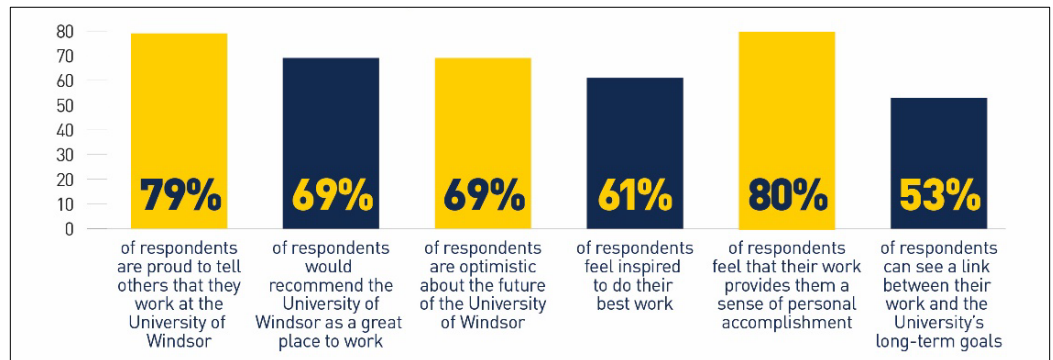
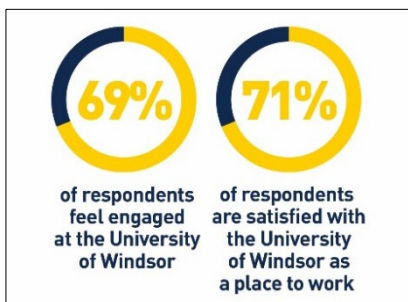
In March 2022 the University conducted its first Employee Engagement Survey. The survey results have provided us with a more accurate picture of the employee experiences at the University of Windsor. The results highlight areas of strength and opportunities to enhance our workplace culture and the employee experience.

This document provides a high-level overview of the University-wide results from the Employee Engagement Survey. The **Employee Engagement Survey Campus Report** from TalentMap (survey provider) will be communicated to faculty and staff via e-mail and the Daily News in the coming weeks and will also be posted on the survey website: www.uwindsor.ca/engagementsurvey.



Overall Engagement and Organization Satisfaction

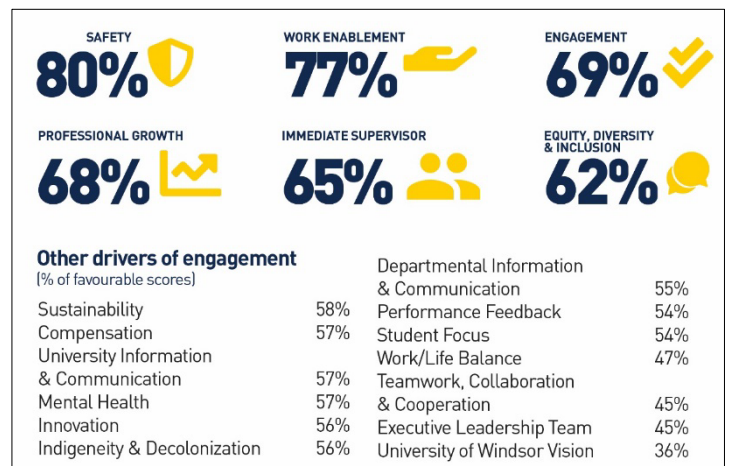
(% favourable score)



Drivers of Engagement

(% favourable score)

The Employee Engagement Survey captured employee perceptions regarding nineteen dimensions of engagement (also referred to as drivers of engagement). The overall % favourable score for each of these dimensions provides insights into our strengths and opportunities for positive change. As a general guideline from TalentMap, organizations should strive to have a % favourable score of 60% or greater.



Top 5 Influences of Engagement

TalentMap conducted a correlation statistical analysis to identify the drivers of engagement that have the greatest impact on influencing engagement outcomes at the University of Windsor. This analysis is important for targeting improvement efforts.



Emerging High Priority Opportunities for Improvement

Improving engagement should be focused on the engagement dimensions exhibiting a combination of low % favourable scores and a strong engagement correlation. Focusing on the lower dimension scores exclusively may not fully address the actions that need to be taken to improve employee engagement. Seven high priority opportunities emerge from the analysis conducted by TalentMap.



Taking Action

Creating a work environment that fosters engagement and contributes to the University's success is a journey, not a “quick fix.” The University is committed to conducting Employee Engagement surveys at regular intervals. The results from the 2022 Employee Engagement Survey provide the baseline information from which we can measure progress.

The quantitative data provides clues about engagement and the employee experiences at the University of Windsor. An **Employee Engagement Action Group** will be established in the coming months with representation from faculty, staff, managers, and senior leaders to do a deeper analysis of both the quantitative and qualitative data (10,000 comments). Sometimes the issue that comes to the forefront with the numbers can be a symptom of a more fundamental “root cause,” therefore clarification of the results by reviewing the comments submitted by employees and or having further discussions with employees is critical to creating action plans that address root causes.

The Action Group will identify recommendations to address the emerging high priority opportunities for improvement by December 2022. These will be shared with faculty and staff, and action plans will be developed to turn recommendations into action.

Faculty and Department specific survey results will be shared in the Fall 2022. A timeline and strategy will be developed in consultation with the respective Vice-President.

**University of Windsor
Board of Governors**

4.8.1: **2022-2023 Proposed Parking Services Fees**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the proposed 2022-2023 Parking Services Fees be approved.

Executive Summary

- Parking is anticipating permit sales to continue to be less than pre-pandemic levels. Parking Services is anticipating sales of 3,500 Parking Permits but there is continued uncertainty around parking sales post-pandemic with introductions of increased online learning and flexible work arrangements.
- With required renovations, it is anticipated that Parking Services will operate at a deficit of \$200K in 2022/23, with potential additional deficits in 2023/24 depending on uptake of parking permits.
- Parking Advisory Committee has approved the proposed 3% fee increase for all permit types.

Proposed Parking Fees

The long-term strategy for parking fees has always been to remain at or below the median for all Ontario Universities. Based on the fees proposed, Employee Permits are 22% below the median, and Student Permits are 33% below the median.

Table 1: Parking Fees Market Scan (non-GTHA, Ottawa, or Northern universities)

University	Annual Rate Employee Reserved	University	8-Month Student Rate
Guelph	\$ 1,860	Queen's	\$ 932
Queen's	\$ 1,834	Brock	\$ 733
Western	\$ 1,798	Western	\$ 613
Trent	\$ 1,234	Guelph	\$ 600
Brock	\$ 1,071	Windsor	\$ 450
Windsor	\$ 1,015	Trent	\$ 413
Waterloo	\$ 515	Laurier	\$ 370
Laurier	\$ 474	Waterloo	\$ 339

Table 2: Proposed Parking Rates 2022/23

Rate	2021/22	Proposed 2022/23	% Increase	\$ Increase	Monthly Increase
Employee Normal Rate	\$898	\$925	3%	\$27	\$2.24
Student 8 Month Surface	\$398	\$410	3%	\$12	\$1.49
Student 12 Month Surface	\$469	\$483	3%	\$14	\$1.17
Student 8 Month Garage	\$598	\$616	3%	\$18	\$2.24

University of Windsor
Board of Governors

4.8.2: **Annual Capital Budget (2022-2023)**

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

Rationale:

- The annual capital budget is presented to the Board for information.
- As per Board resolution, capital projects under \$2.5m are approved by the President, with capital projects between \$1.5-2.5m reported to RAC for information.

See attached BG220621-4.8.2a.



University
of Windsor

Annual Capital Budget

2022-2023

Annual capital budgeting is a critical step in ensuring that we are maximizing the use of our assets today and protecting our infrastructure as well as our financial sustainability for years to come. The 2022/23 Capital Budget for the University of Windsor (UWindsor) charts \$14.5 million in strategic investments to support our academic and research missions and take action against deferred maintenance.

I. OVERVIEW OF CAPITAL BUDGETING PROCESS

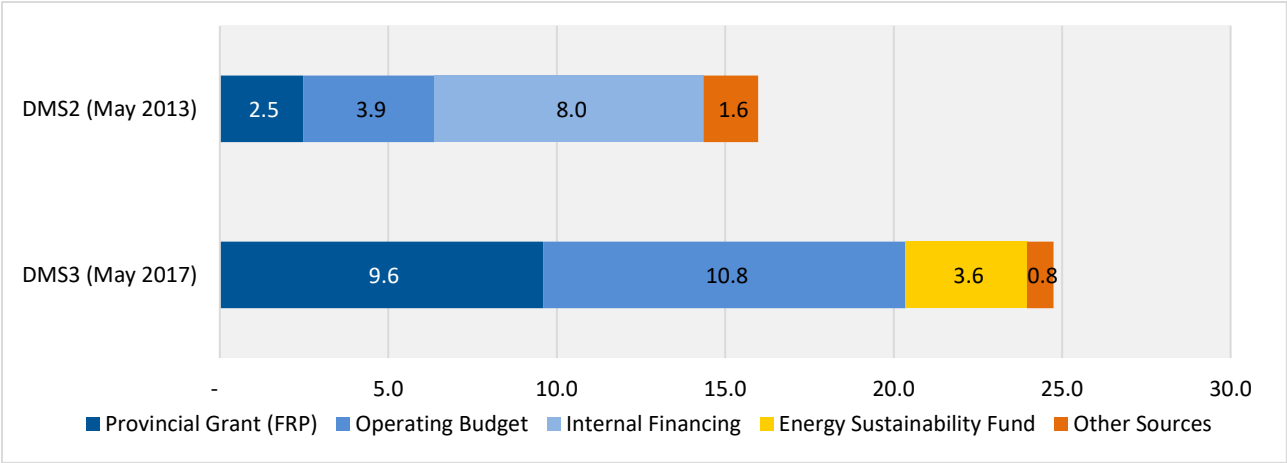
UWindsor establishes capital priorities which generate annual capital budgets as well as major capital projects across three categories: **Repair & Renovate, Build or Acquire, and Demolish.**

Repair and Renovate

Annually, over \$4 million of minor repairs and renovations are conducted by the Department of Facility Services and funded through the Facility Services annual budget, or by the Department/Faculty who resides in the space. Spending by the ancillary services, including residence services, as well as investments in capital funded by research grants are above and beyond this amount.

Beyond these minor repairs, the University maintains a **deferred maintenance strategy (DMS)**. The strategies are organized into tranches, with each tranche funded over approximately five years, and project expenditures incurred over typically seven to eight years, depending on the nature of the work being conducted and availability of contractors. As a result of investment by the Board in base operating funding for deferred maintenance starting in 2016/17, for DMS3 the University was able to transition to a “pay as you go” approach to the tranches, which has resulted in no internal or external financing required to fund deferred maintenance.

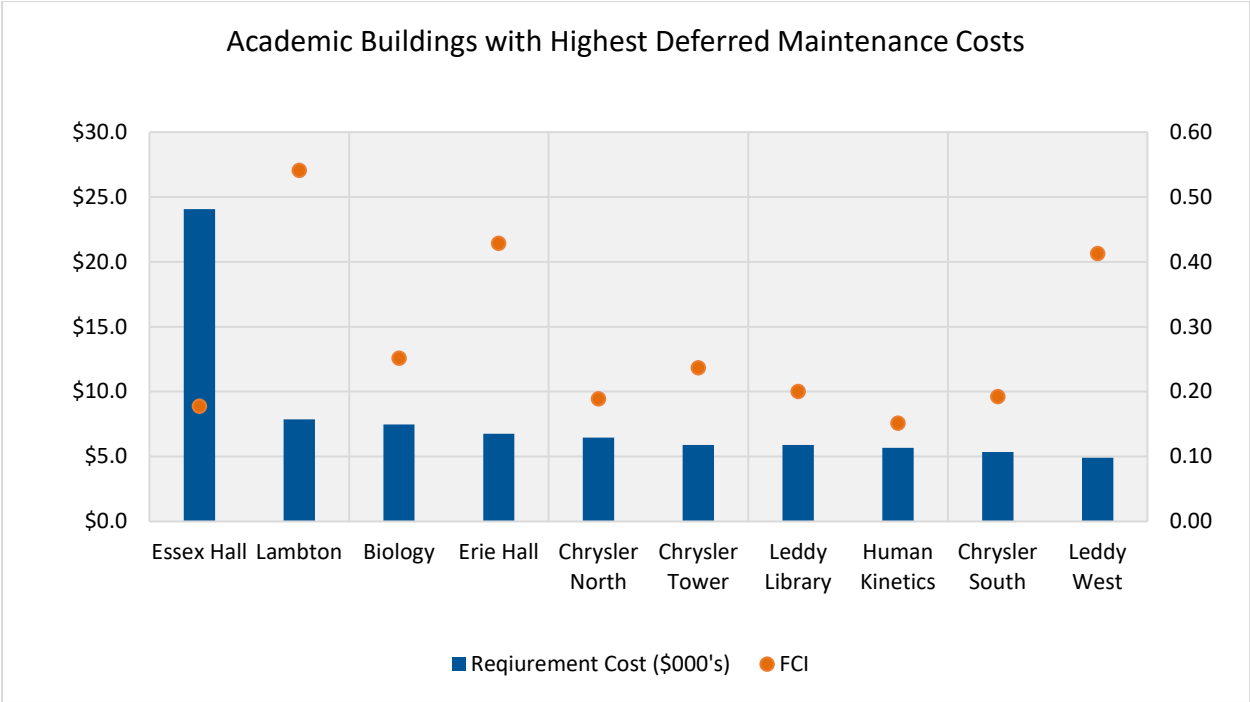
Figure 1: Retrospective of DMS2 and DMS3 Funding (May 1, 2013, to April 30, 2022) (in millions)



For determining which projects are funded through the deferred maintenance strategy, UWindsor maintains a long-range capital plan, built under the direction of the Associate Vice-President, Operations. The long-range capital plan charts a course for repairs, maintenance, and significant projects to existing buildings and infrastructure.

The primary driver informing much of the long-range capital plan for building assets is the condition assessment performed by FCAPx. FCAPx, through the Council of Ontario Universities (COU), maintains a common reporting tool to track the condition of university facilities across Ontario universities. The FCAPx condition assessments are hands-on periodic reviews of each university building which inform the institution of the replacement value of the building as well as the cost of the deferred maintenance outstanding. The deferred maintenance costs outstanding do not include information technology related costs. When the cost of the deferred maintenance outstanding is divided by the replacement value of the building, that produces an “FCI Index.” For non-ancillary buildings, the University strives to maintain an FCI Index no higher than 0.18. As of the most recent review, the FCI Index was 0.13.

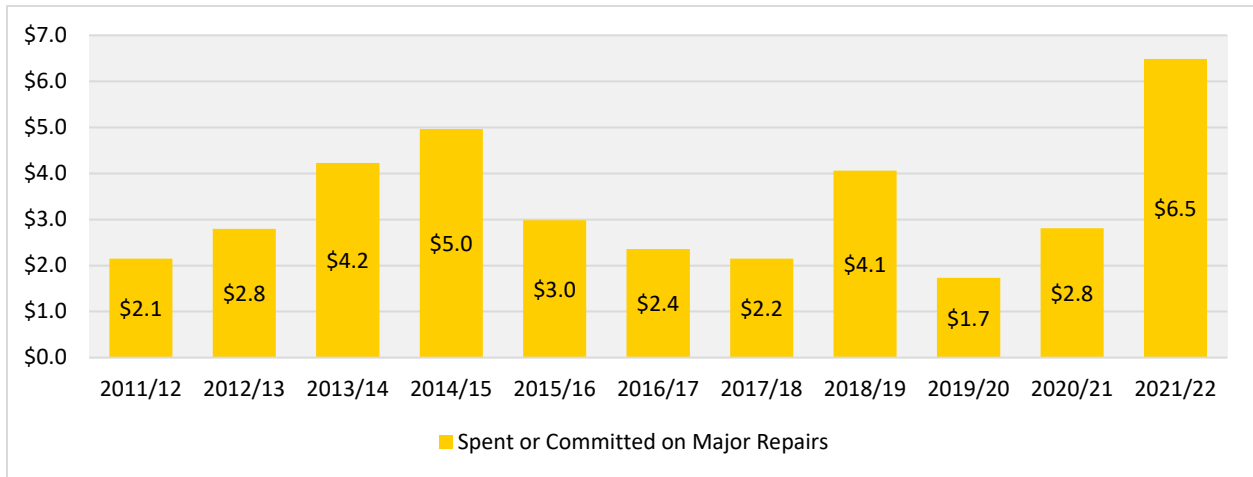
Figure 2: Highest Deferred Maintenance (Requirement) Costs Outstanding (Top Ten Buildings)



Outside of our formal long-range capital plan, faculties are free to bring forward major renovation projects for consideration along with funding strategies. For example, a faculty may choose to renovate a lab using donor funds. These projects tend to be more ad hoc and based on availability of excess operating budget funds, specific grant opportunities and/or interest from a donor in supporting a capital initiative and are therefore not typically included in the long-range capital plan.

Over the last ten years, an investment of over \$37 million was made into major repairs or renovations to address deferred maintenance on campus. Of that amount, \$13 million, or approximately 36% of the value of the projects completed were funded by the Province of Ontario’s Facility Renewal Program grant.

Figure 3: Ten Year Retrospective of Deferred Maintenance Spending (in Millions)



Build or Acquire and Demolish

As part of our asset optimization framework, the Space Planning Committee, chaired by the Provost, continuously reviews space needs and constraints on campus. The Space Planning Team, along with the Registrar’s office, provide data to inform this process. This evaluation provides key insight into where there are requirements for incremental space to accommodate growth, and similarly, which buildings are under-utilized.

The building or acquisition of new buildings as well as demolition are decisions made in alignment with our Campus Master Plan, our long-term view of our physical campus. All projects more than \$2.5 million are brought forward, along with business and funding plans, for approval by the Board of Governors.

During 2022/23, the institution’s focus in the Build/Acquire categories will be on major projects already approved by the Board, including the Transforming Windsor Law Project (slated for a Summer 2022 opening), and the opening of the Innovation Hub in the University’s newest building at 300 Ouellette Avenue. There are no planned demolitions at this time.

II. ENVIRONMENTAL SUSTAINABILITY FUNDS

Historically, the University employed a strategy whereby in-year savings in the utilities budget would be re-invested in energy saving projects on campus. In fiscal 2020/21, with the introduction of the new Activity-Based Budget Model, UWindsor formalized this strategy in the budget through the Energy Sustainability Reserve, a fund which has reached \$2 million in base funds available in fiscal 2022.

In the first five years of the strategy (2016 to 2021), we have invested \$11.0 million in energy saving initiatives, primarily lighting and HVAC retrofit, and as part of the Capital Budget 22/23 we have planned for another \$1.2 million in spending under this category. We expect to build on this strategy as we chart our course towards meaningful reductions in our carbon footprint on campus.

III. CLASSROOM UPDATES AND AV/IT EQUIPMENT RENEWAL

A final major area of focus for the capital budget each year is the renewal of classrooms, as well as the AV/IT in teaching and learning environments. An established process exists for the prioritization of classrooms for the purpose of renovation. Since the process was launched in 2016, nine classrooms have been renovated (a total spend of over \$9.2 million), including brand new technology, through the deferred maintenance strategy funds. The prioritization process includes criteria such as student feedback, accessibility, state of physical classroom and the state of the AV/IT/wifi in the classroom.

For AV/IT equipment on campus, a comprehensive project that encompassed major updates to technologies in several campus classrooms, along with targeted wireless network enhancements was completed during 2020/21 to support the University’s return to campus plan for Fall 2021. As part of this project, 19 larger capacity classrooms across campus were updated, and 8 mobile carts deployed with hyflex technology to facilitate hybrid delivery of more than 200 courses during Fall 2021 and Winter 2022 terms.

Since September 2021, the University has made additional investments to update technology in 8 campus meeting rooms to support flexible work arrangements and has applied for and received MCU grant funding through the “TERF” (Training Equipment and Renewal Fund) program. The funding will be used to create new active and collaborative learning classrooms, update select existing hyflex classrooms to extend functionality and enhance audience interaction and upgrade nursing computing labs to support achievement of accessibility and micro-credentialing requirements.

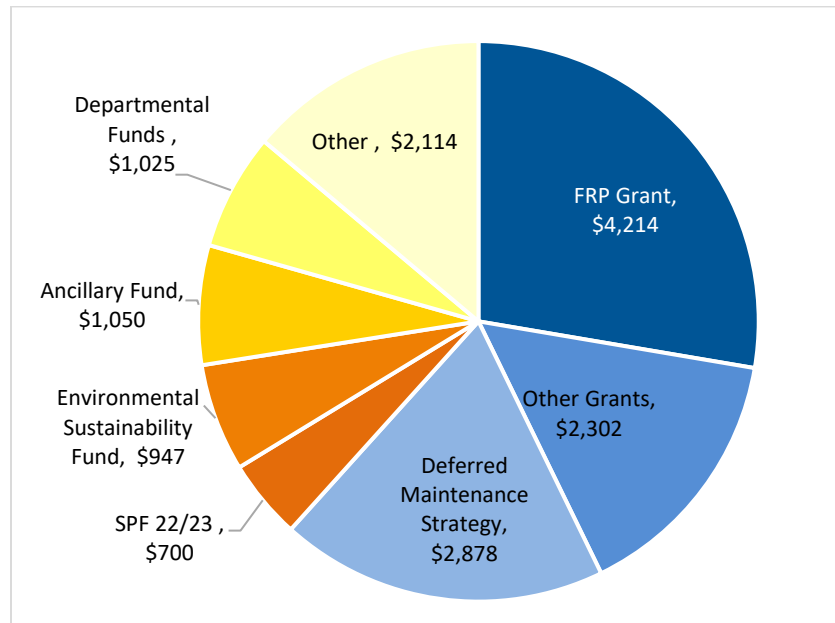
In total since the start of the pandemic, an investment of approximately \$2 million has been made in classrooms, meeting rooms and related technology updates, funded via MCU programs (\$600K) and via the University (\$1.4 million).

The University is in the process of applying for additional “TERF” funding for fiscal 2022/23, and should the funding be received, additional campus spaces will receive updated technology.

IV. CAPITAL BUDGET 22/23: SOURCES OF FUNDING

The capital budget for 2022/23 of \$15.2 million will be funded through a variety of government, operating budget, and non operating budget sources. In total, over \$6.5 million in grant funding from various sources is planned, with \$5.5 million of that amount already awarded by the funding agency.

Figure 4: Capital Budget 2022/23 Sources of Funding



The operating budget of the institution supports the capital budget in four ways:

1. **Strategic Priority Fund (SPF) 2022/23** – projects that directly align with the strategic priorities approved by the Board of Governors can be funded via the SPF. These projects are reviewed and endorsed by the Executive Leadership Team before proceeding to the planning phase.
2. **Deferred Maintenance Fund** – for the 2022/23 fiscal year, the Board approved a total annual allocation of \$2 million for deferred maintenance. Since these projects can span over several fiscal years, from year to year, the amount of projects planned can be lower or higher than the annual investment from the operating budget.
3. **Environmental Sustainability Fund** – for the 2022/23 fiscal year, the Board approved a total annual allocation of \$2 million to this Fund. The capital budget has intentionally planned a lower dollar value of projects in this category so that we might have carry forward funds available to spend in the next fiscal year, after our pathway to carbon net zero has been charted.
4. **Departmental Funds** – primarily in IT Services, where annual budgets exist for renewal strategies for AV, IT and Wifi equipment.

V. CAPITAL BUDGET RISK ASSESSMENT

The University is monitoring a number of risks associated with capital asset management and optimization when reviewing the implementation of the capital budget, including:

<i>Rising cost of construction</i>	The capital plan has been prioritized in a way that will allow us to defer certain projects forward by a year if the budget pressures are too extreme, as long as external funding is not threatened.
<i>Lack of government funding opportunities for major projects</i>	While there has been an increase in the FRP grant and small to mid-sized funding opportunities are occasionally available, the last major capital funding opportunity by the Federal or Provincial governments was announced in 2016. It is unclear how the government will prioritize investment in physical assets on campus, which could increase the pressure on deferred maintenance.
<i>Environmental sustainability and the race to net zero</i>	Environmental sustainability must be a priority for our university and our society. While we are still preparing our path towards net zero (expected by Spring 2023), it is important that projects currently underway prioritize environmental sustainability and focus on reduction of our carbon footprint.

VI. CAPITAL BUDGET 22/23 - PLANNED PROJECTS

Projects Planned to Start in 22/23 (In excess of \$100K)	Building (3)	Estimated Project Cost (\$000)	UWindsor Priority Area							Planned Funding Mechanism				
			Student Experience	Teaching and Learning	Research	Environmental Sustainability	Safety and Regulatory	Inclusiveness	Grants	Deferred Maintenance Fund	Environmental Sustainability Fund	Other		
Information Technology Services Projects														
HyFlex Learning Investment - Phase 3 (TERF)	Various	\$1,000	x	x					x	x (1)		x		
Phone System Upgrades	Various	\$400							x			x		
AV and Wireless Upgrades - Annual Program	CAW, DH, Edu, Essex	\$125	x	x								x		
Total ITS Projects		\$1,525												
Major Capital Projects (in excess of \$1.5M)														
HK Accessibility Ramp Project	HK	\$1,500	x						x	x	x			
300 Ouellette Elevator and Façade Overhaul	300 O	\$2,000	x	x	x				x	x (1)		x		
Total Major Capital Projects		\$3,500												
Deferred Maintenance Projects														
Odette Building Façade Repair	Odette	\$350		x	x	x				x				
Computer Centre HVAC Replacement	UCC	\$400		x						x				
Building Automation (HVAC) Controls Upgrades	Essex	\$250	x	x	x	x				x				
Building Card Access Upgrades	Various	\$650	x	x	x				x	x				
Roof Replacements - Annual Investment Program	HK, LW, GLIER	\$1,500		x	x			x		x				
Leddy West Curtain Wall and Window Repair	LW	\$600		x	x	x		x		x				
Chrysler Hall Window Repair	CHT	\$200					x	x			x			
Refrigerant Plant Tunnel, Roof and Structural Repairs	CRP	\$186						x		x				
Sunset Avenue Steam Tunnel	Various	\$1,900						x			x			
Total Deferred Maintenance Projects		\$6,036												
Other Projects														
300 Ouellette Fit out and safety upgrades	300 O	\$1,114	x	x	x			x				x		
Campus camera safety upgrade project (Phase 1)	Various	\$250	x					x				x		
Indigenous space on campus project (Phase 1)	TBD	\$300	x						x			x		
FAHSS Student Lounge Space	CHN/CHS	\$150	x						x			x		
Total Other Projects		\$1,814												
Ancillary Deferred Maintenance Projects														
Alumni Hall Air Unit Repairs	Alumni Hall	\$150	x				x					x		
Alumni Hall hallway refurbishments (Phase 1)	Alumni Hall	\$100	x									x		
Askin Parking Lot Repaving	Askin Lot	\$200	x					x				x		
Total Ancillary Deferred Maintenance Projects		\$450												
Environmental Sustainability Projects														
Infrastructure Renewal & Sustainability Master Plan	All	\$350					x	x		x		x		
Exterior Lighting (LED) Upgrades (Phase 2)	Exterior	\$125	x					x				x		
Parking Lot Lighting (LED) Upgrades (Phase 1)	Edu, Leddy	\$200	x				x	x				x		
Electric Vehicle Charging Stations Pilot Project	CEI, TLC, Edu, PG	\$330	x							x		x		
Academic Building Lighting (LED) Upgrades	Memorial Hall	\$200	x	x			x					x		
Total Environmental Sustainability Projects		\$1,205												
Capital Budget 22/23 Total		\$14,530												

Notes:

- (1) outcome of grant application not yet known; project scope may change, or may not occur in 22/23, depending on grant results
- (2) projects in planning phase as a result of grant opportunity; likelihood of proceeding entirely based on results of funding application
- (3) Building Shortform Legend: 300 O - 300 Ouellette Ave; CAW - CAW Student Centre; CEI - Centre for Engineering Innovation; CHN - Chrysler Hall North; CHS - Chrysler Hall South; CHT - Chrysler Hall Tower; CRP - Central Refrigeration Plant; DH - Dillon Hall; Edu - Education Building; Essex - Essex Hall; HK - Human Kinetics Building; LW - Leddy Library West; PG - Parking Garage; TLC - Toldo Lancer Centre

Board Approved Capital Projects > \$2.5M

Lancer Centre

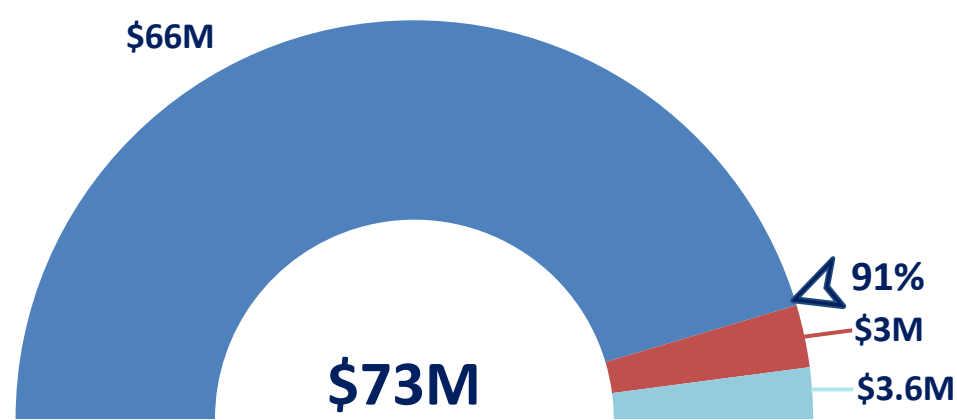
Board Approval Date: May 2018



Substantial Completion Date: May 2022

Total Project Spend*

* to April 30, 2022



- Actual Spend
- O/S Commitments
- Available Funds
- ✓ On Budget
- ✓ On Schedule

Funding Sources	Approved	Status	Notes
1. Student Referendum (UWSA, GSS & OPUS)	\$54.4M		Fee assessment to commence May 2022
2. Fundraising	\$8M		See details below
3. Central contribution	\$10.6M		External Financing earmarked; one-time funds accumulated to date - \$1.5M

Transforming Windsor Law

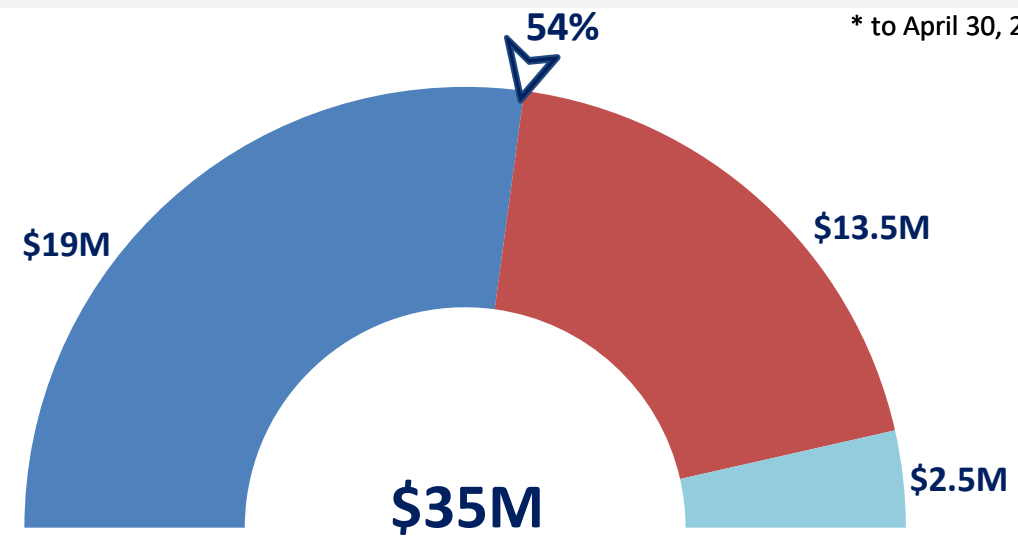
Board Approval Date: November 2020



Substantial Completion Date: February 2023

Total Project Spend*

* to April 30, 2022



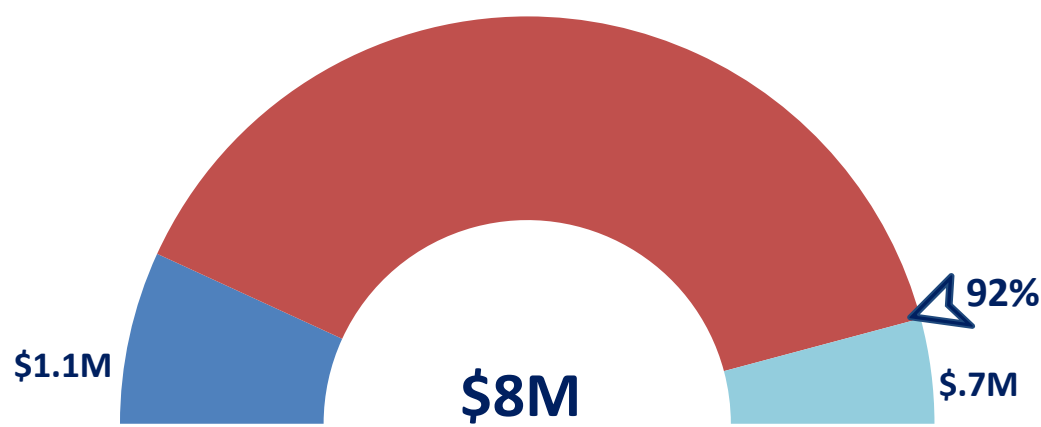
- Actual Spend
- O/S Commitments
- Available Funds
- ✓ On Budget
- ✓ On Schedule**

** Unforeseen building envelope and sewer conditions are being reviewed for schedule impact

Funding Sources	Approved	Status	Notes
1. External Financing	\$13M		Series B debenture in place
2. Windsor Law One time cont'n	\$1M		Contribution from Windsor Law received 2019/20
3. Fundraising	\$6M		See details below
4. One Time Central Cont'n	\$1.6M		One-time contribution in place
5. Deferred Mtnc Fund	\$9M		To be funded over 3 years from Deferred Mtnc Fund; 1st payment in 2020/21 received
6. Windsor Law Internal Financing	\$12.5M		Long term financing; \$700,000 annual P+I payment; first payment received 2020/21; base budget established

Status of Fundraising

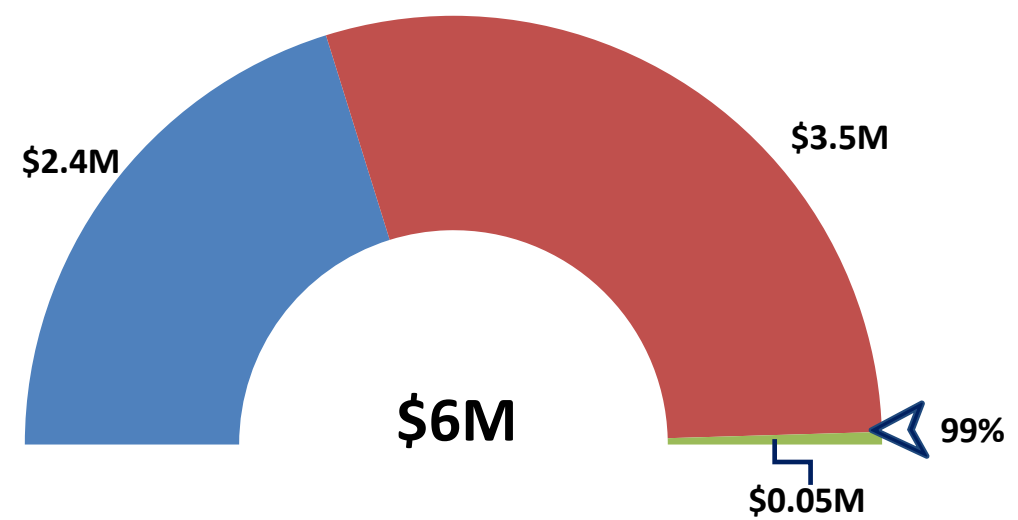
\$6.2M



- Donations received
- Pledges
- Outstanding

Status of Fundraising*

*to February 15, 2022



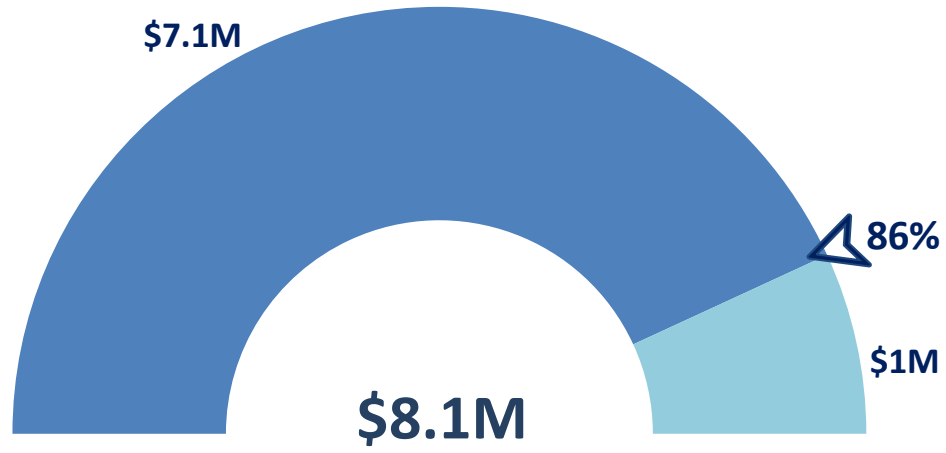
- Donations received
- Pledges
- Outstanding

Capital Projects Quarterly Report
to April 30, 2022

300 Ouellette

Board Approval Date: December 2021
Substantial Completion Date: TBD

Total Project Spend*



Actual Spend
Available Funds

On Budget
On Schedule

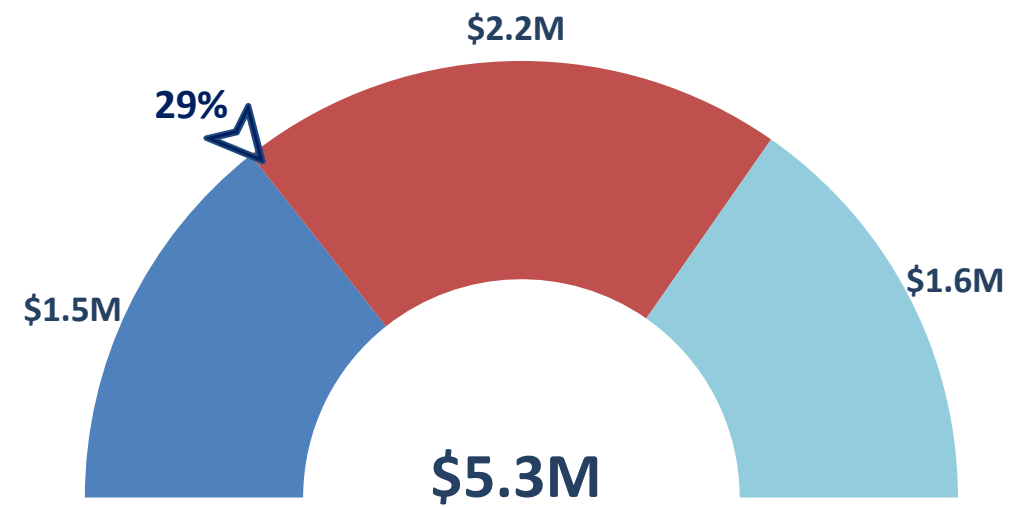
* to February 15, 2022

Funding Sources	Approved	Status	Notes
1. External Financing	\$8.1M		Series C debenture in place

CEI - Charge Lab

Board Approval Date: December 2021
Substantial Completion Date: Fall 2022

Total Project Spend*



Actual Spend
O/S Commitments
Available Funds

On Budget
On Schedule

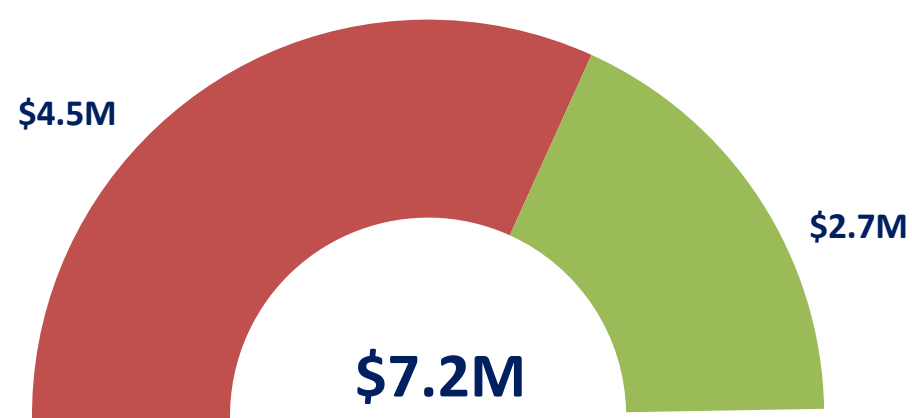
* to April 30, 2022

Funding Sources	Approved	Status	Notes
1. Faculty of Engineering	\$5.3M		In March 2022, the project scope was changed by the Dean of Engineering who has committed the Faculty of Engineering to fully funding the project with one-time funds currently available for this purpose.

Chiller Replacement

Board Approval Date: December 2021
Substantial Completion Date: Summer 2023

Total Project Spend*



O/S Commitments
Available Funds

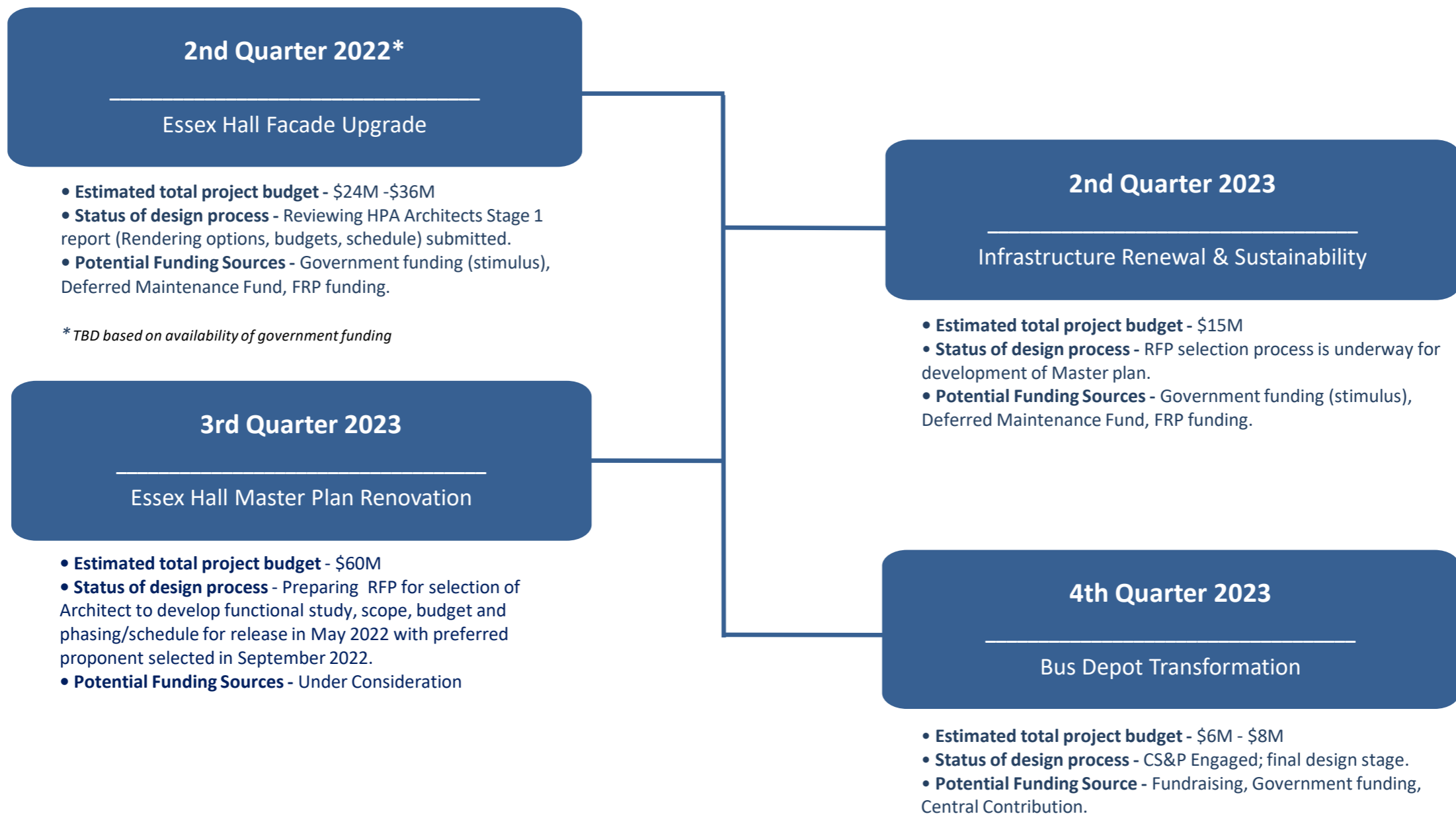
On Budget
On Schedule

* to April 30, 2022

Funding Sources	Approved	Status	Notes
1. Internal financing	\$5M		10 year interest free loan; principal repayment funded through Deferred Maintenance Strategy
2. One-time contribution from Operating funds	\$2.2M		(Energy Projects Fund – generated from utility savings); funds currently available

Projects in the Planning Stage with a Budget > \$2.5M

(Date refers to target RAC Meeting for approval)



Active Projects with a Budget of \$1.5M - \$2.5M

Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
2022 Classroom Reno - Education 1101	\$2.2M	\$1.7M	<p>Project Status - Demolition completed and reconstruction has commenced - 60% complete</p> <p>Substantial completion - August 2022</p> <p>Funding Source - FRP 21/22</p>
2022 Roof Replacement - Phase 2 Essex Hall	\$1.5M	\$1.5M	<p>Project Status - Roof Replacement in progress - 70% complete.</p> <p>Substantial completion - August 2022</p> <p>Funding Source - FRP 21/22</p>