

NOTICE OF MEETING

**There will be a meeting of the
Board of Governors
Tuesday, November 22, 2022
at 4:00 pm
Freed-Orman Commons, Assumption Hall**

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 October 18, 2022	Allison-Approval BG221018M
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 Update on Strategic Planning	Gordon-Information
4.1.4 Questions Arising from Vice-Presidents' Reports (p. 3)	Vice-Presidents-Information BG221122-4.1.4
4.2 Audit Committee	
*4.2.1 Audited Financial Statements of the University of Windsor Pension Plans for the year-ended June 30, 2022 (p. 15)	Cowell-Approval BG221122-4.2.1
4.2.2 Enterprise Risk Management – Top Risk Refresh 2022 (p. 52)	Cowell-Approval BG221122-4.2.2
*4.2.3 Enterprise Risk Management (ERM) Dashboard – Fall 2022 Update (p. 63)	Cowell-Information BG221122-4.2.3
4.3 Executive Committee	

- 4.4 Governance Committee**
 - *4.4.1 Vice-President, Equity, Diversity, and Inclusion – Bylaw Revisions (p. 65)** **Whitmore-Approval**
BG221122-4.4.1
 - *4.4.2 Board Bylaw Revision (p. 66)** **Whitmore-Approval**
BG221122-4.4.2
- 4.5 Human Resources Committee**
- 4.6 Investment Committee**
 - *4.6.1 Report of the Board Investment Committee (p. 67)** **Allison-Information**
BG221122-4.6.1
- 4.7 Pension Committee**
 - *4.7.1 University of Windsor Employees’ Retirement Plan – Proposed Text Amendments (Phase 1) (p. 68)** **Sonego-Approval**
BG221122-4.7.1
 - *4.7.2 University of Windsor Employees’ Retirement Plan – Early Retirement Amendments (p. 95)** **Sonego-Approval**
BG221122-4.7.2
- 4.8 Resource Allocation Committee**
 - 4.8.1 2022-2023 Operating Budget Mid-Year Review (p. 100)** **Chetty-Information**
BG221122-4.8.1
 - 4.8.2 2022-2023 Ancillary Services Budget Mid-Year Review and Transformation Update** **Chetty-Information**
 - 4.8.3 Fall 2022 Enrolment Report** **Chetty-Information**
 - 4.8.4 2023-2024 Operating Budget Assumptions** **Chetty-Information**
- 5 In Camera**
- 6 Adjournment**

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

**University of Windsor
Board of Governors**

4.1.4: **Vice-Presidents' Reports**

Item for: **Information**

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

Employee Engagement Survey

1. University-Wide Action Planning

- The Employee Engagement Survey Action Group was established in August 2022 with representation from various employee groups and President/VPs portfolios. More information can be found on the [survey website](#).
- The group meets every other week to review the qualitative and quantitative data and identify key actions that can be undertaken by the University to enhance the employee experience. The goal is to have recommendations associated with the 7 high priority areas that emerged from the data analysis completed by TalentMap (service provider) by December 2022 and presented to the Executive Leadership Team by January 2023.



- Once the group completes their work associated with the high priority areas, it will then review the medium priority areas emerging from the data analysis conducted by TalentMap to identify any further emerging actions.
2. Department/Area Specific Action Planning
- Area/department specific survey results are being distributed by area leads (Deans, Associate Vice-Presidents, Executive Directors) based on a Vice-President specific approach.
 - Information sessions with area leads have taken place in October 2022 to provide guidance and timelines for the distribution of Faculty/area/department specific reports to faculty and staff and the engagement of faculty and staff in the action planning process.
 - The goal is for Faculties/areas/departments to develop realistic action plans by March 2023. These plans will be shared with the respective Vice-President by March 2023 and a report on progress will also be provided to the respective Vice-President by November 2023.

Mental Health Strategy for Employees

- The goal is to have the strategy completed by the Spring 2023.
- The Employee Mental Health Strategy Steering Committee has been established and will start meeting in mid-November. More information can be found on the [Mental Health Strategy website](#).
- The data gathered through the Aspire Strategic Planning process and the Employee Engagement Survey will be leveraged for the development of the strategy.
- The University is in discussions with an external workplace mental health expert to provide guidance and research-informed subject matter expertise to the Steering Committee during all phases of the Employee Mental Health Strategy development process. The engagement of an external partner will be discussed at the first meeting of the Steering Committee.

- Given the University's obligations as an employer, the Employee Mental Health Strategy will be grounded on the 13 factors for addressing mental health in the workplace (National Standard of Canada for Psychological Health & Safety in the Workplace -Mental Health Commission of Canada).

Equity, Diversity, and Inclusion Recognition Awards

- The Equity, Diversity and Inclusion Awards committee has been established.
- The Committee will meet in mid-November to create an awards program to honour, celebrate, and recognize individuals and teams who have made significant contributions towards building a more diverse, equitable, and inclusive campus community.
- The goal is to launch the call for nominations in January and for the awards to be presented in March following UWindsor's EDI week. More details to follow.

Student Non-Academic Misconduct (SNAM)

Early in 2021, our campus community received a communication advising that the Office of Student Experience (OSE) would no longer be responsible for addressing infractions related to the Student Code of Conduct regarding Non-Academic Misconduct. More specifically, OSE would no longer have responsibility for investigation and discipline stemming from non-academic student misconduct. The communication also outlined that the University of Windsor would be taking steps to restructure the Office of Student Experience by undertaking a broad, campus-wide consultative process, to ensure that the creation of a new office is rooted in inclusive best practices, diverse campus expertise, student needs, and lived experiences. A Consultation Working Group was established to determine a framework for that process, which included: student surveys, interviews, and focus groups, as well as comprehensive consultations with faculty, staff, and experts in the field.

In the summer of 2021, the firm of Charles C. Smith Consulting was engaged as external subject matter experts to conduct, coordinate, and manage the process of a broad, campus-wide consultation and develop recommendations. The consultation focused on assessing Student Non-Academic Misconduct (SNAM) procedures as well as the culture of non-academic discipline at UWindsor in general. The consultative process was rolled out in 3 phases:

Phase 1: Foundational

- Document review
- Stakeholder consultations (62 in-depth semi-structured interviews with individuals and groups)

Phase 2: Comprehensive

- All-student online screening survey on (i) campus climate and (ii) previous contact with SNAM discipline process

Phase 3: Focused

- In-depth surveys to (i) current students and (ii) alumni with graduation years 2016-2021

The consultation has been completed and a report released by Charles C. Smith Consulting. There are several key success factors and principles that emerged from the report as follows:

- Developing a strategy to repair trust in the SNAM process and create positive precedents in particular for Black, Indigenous, and racialized students.
- Employing a communications strategy designed to counter and replace older narratives attached to the process at this time.
- Understanding that the misconduct process issue is, at this point in time, indelibly bound up with the question of race for UWindsor: Implementation steps must be assessed through the lens of racial equity and anti-racism and a racially and culturally diverse slate of candidates must be available for each position to be filled.
- Creating an effective misconduct prevention strategy rooted in student development theory with measures designed to inform a student's future development vs. being merely punitive.
- Defining expectations and behavioural standards as community standards (and in some faculties, standards of the students' future profession) vs. rules imposed by the institution.
- Considering legal and reputational risks or liability for the university when making decision.

- Building a wide network of connections between and across central administration, faculty departments and student groups for collaboration, support, or referral; countering the existing perceptions of a siloed SNAM process.

The following are the implementation steps that have and/or will be taken within the next several weeks:

Implementation Action #1 – CCS Consulting’s report

The Consultant’s report was shared with members of the Working Group and Anti-Black Racism Taskforce members and will also be made available to members of the campus community through the VP, EDI’s website.

Implementation Action #2 – Establish a new and independent office

A new Office of Student Rights and Responsibilities will be established by December 1, 2022, with the following permanent positions:

- Intake Coordinator (TBD)
- Manager, Office of Student Rights and Responsibilities (Ola Adeboboye)
- Executive Director, Office Student Rights and Responsibilities (TBD)

Implementation Action #3 – Reporting lines

The newly established office will report through the VP, EDI for the next two years, at which time, there will be an opportunity to review as to whether the office will return to the portfolio of the Provost and more specifically whether it will report to either the Provost or to the AVP, Student Experience, or whether it will remain under the VP, EDI’s portfolio permanently.

During this interim two-year period, the VP, EDI’s office will provide support to the Office of Student Rights & Responsibilities in its mandate to:

- Repair trust with students and the greater campus community.
- Ensure that all phases of implementation will be assessed through the lens of racial equity and anti-racism and anti-oppression.
- Set expectations and behavioural standards which will be clearly communicated and articulated and that will be in the spirit of establishing community standards to ensure students’ development is one based on social citizenship.
- Build relationships across campus and with various student support services offices (e.g., Aboriginal Education Centre, Black Student Support, Student Accessibility Services).
- Build professional expertise and become recognized leaders in the area of student conduct.

Implementation Action #4 – Revision of Student Code of Conduct Policy and Non-Academic Student Misconduct Procedures

Upon the appointment of the Executive Director, supported by the Manager, the ED will lead the review and revision of the Student Code of Conduct Policy and the Non-Academic Student Misconduct Procedures. The Executive Director will be responsible for identifying and engaging key partners, gaining their feedback, and facilitating discussions with the. Key partners will include Student Counselling Services, Residence Services, Athletics Services, Community Legal Aid, Sexual Violence Prevention, Resistance and Support, Assessment and Care Team, Associate Deans, OHREA, UWSA, etc.).

The Executive Director ‘s review and revision of the Policy and Procedures will also engage with the appropriate governance bodies (e.g., Senate and Board of Governors), particularly regarding the Policy revisions impacting both Academic integrity and Non-Academic Student Misconduct.

Implementation Action #5 – Building expertise within the Office of Student Rights & Responsibilities

The new office will build specific expertise around:

- Developing assessments that critically examine data and identify equity gaps and take steps to repair inequitable outcomes in processes, enact procedural changes, and advocate for policy shifts.

- Setting policy, procedures, and expectations for record keeping, retention, and destruction for the university that is compliant with applicable laws and regulation.
- Establishing case resolution pathways. In addition, reviewing resolution pathway data through various data points (i.e., race, gender, age, student status) and identifying patterns of behavior to improve equity and inclusion practices in resolution pathway. Facilitating, assessing, and training on resolution pathways.
- Effectively conveying information regarding student conduct, healthy behaviors, and the importance of the work to students, families, campus partners, and leadership, as well as external partners.
- Persistently evaluating organizational policies, practices, and procedures that reinforce historical colonial constructs. Advocating for intentional inclusion and social justice while guiding organizational transformation. Actively teaching the interconnection of systems of oppression and student conduct systems to others.
- Identifies and facilitates educational curriculum and identifies gap areas in educational content and collaborates with campus partners in content development as it pertains to student conduct.

Anti-Racism

- Initiatives Against Anti-Asian Hate Working Group: Formed in September 2022, the purpose of this committee is to identify and implement key actions that the University can take to make our campus more inclusive, safe, and welcoming to members of the Asian community. Membership is made up of faculty and staff from across the university.
- Working with Student Groups regarding Racial and Cultural Awareness:
 - Islamic Heritage Month (Muslim Chaplaincy, Muslim Students Association, Dr. Naved Bakali - Faculty of Education)
 - UWindsor Jewish Students Association (assisting in the promotion of Holocaust Education Month in December)
 - Diwali Celebration - October 24 and October 28th (Supported Office of Student Experience and BIDE Institute for the inaugural celebration. Working with student organizers to build a sustainable plan to make this an annual cultural event.)
- International Student Planning and Partnership
 - collaborating with the efforts of the Windsor-Essex Local Immigration Partnership
 - addressing the needs and concerns of our international students and addressing their needs within the City of Windsor.
- Building an Anti-Racism Website
 - creating a hub for information and resources available for the campus community
- Ongoing campus support and consultations with faculty, students, staff, and alumni
- Black Student Support Coordinator
 - planning to attend their first Fall Open House to promote program services and engage prospective students and families.
 - ongoing student advising
 - working with Black student groups to bring about awareness and forming partnerships and support
 - developing a campus communications plan to ensure students are aware of services and support. Online campaigns and in-person events are to be scheduled.
 - BSSC has now established contact with 440 Black students and outreach continues.

Student Self – Identification Survey

The student racialized and diversity data project is continuing. Phase 2 of the Student Self-Identification Survey was launched on October 18. The survey is open and accessible to all students through the SIS. The survey is optional, and we are taking steps to promote it to students.

Office of Human Rights, Equity, and Accessibility

EDI Education Framework

The presenter is Jodie Glean, Executive Director, Equity, Diversity, and Inclusion at the University of Toronto

Session One – November 30, 1:00pm – 3:00pm

Title: Deepening Your Practice in Antiracist Pedagogy: Transforming learning environments through Antiracism actions and inclusive teaching practices

During this foundational interactive session, participants will engage discussions and materials that will highlight the following areas through an intersectional lens:

- The foundational principles of Antiracist Pedagogy
- The common challenges and pitfalls that faculty members and TAs experience in the learning environment and tools to deepen one's preparation and response to difficult moments as they arise
- Proactive strategies to integrating inclusive practices into one's teaching practice

Session Two – December 8, 9:30am – 11:30am

Title: Deepening Your Practice in Antiracist Pedagogy: Transforming learning environments through Intentional Course Design

During this foundational interactive session, participants will engage discussions and application exercises that will highlight the following areas through an intersectional lens:

- Antiracist and decolonial approaches to course design
- The multifaceted factors to be taken into consideration in course and syllabus development across disciplines
- The interconnectedness between one's antiracist lens, inclusive teaching practice and course design

Training for Equity assessors and search/appointments' committees

We are finalizing a couple of dates for the PCEE equity training. The goal is to have two sessions later in Nov/early Dec.

Report of the Vice-President, Finance and Operations

Gillian Heisz

A New Delivery Method for Food Services

We are delighted to share that following a very competitive and comprehensive procurement process, [Sodexo Canada](#) has been selected as the University's partner for food services. I would like to recognize the outstanding work of the RFP Evaluation Committee (Bryan Bailey, Dr. Jess Dixon, Kaitlin Ellsworth, Ryan Kenney, Diane Rawlings, Charlie Simpkins, Lilianne Smallwood Dagraca, Paolo Vasapolli, Kerri Zold) as well as the 25+ students, staff and faculty who participated on the Food RFP Advisory Committee. I wish to also express my thanks to our Food Service staff and managers who have been steadfast in their support during the Pandemic, and now in their support of the transition; we are grateful they will all remain part of the team.

Work began immediately on the implementation including human resources considerations, contract negotiation, operational planning, communication, and public relations. We consider this to be a three-way partnership between UWindsor, CUPE 1001, and Sodexo Canada, and we are grateful for the strong relationships that have already been fostered. The transition date is planned for January 1, 2023.

Budget and Enrolment: 2022/23 and 2023/24

The team has been spending a considerable amount of time on both the mid-year review of the current fiscal budget (2022/23), as well as detailed planning for 2023/24. Inflationary pressures, international student concerns, and the domestic student tuition framework are all top considerations for next year's budget. Through the Council of Ontario Universities (COU), the University continues to advocate for a domestic tuition framework for 2023/24 that reflects the economic realities faced by the institution.

Please find below a joint report from the Vice-President, Finance & Operations and the Vice-President Academic with respect to Fall 2022 Enrolment; a detailed presentation will also be delivered at the Board meeting.

UWindsor and Windsor-Essex County Health Unit (WECHU) Partnership Progress

Work continues with WECHU on our partnership including proposed co-location plans. It has been our pleasure to get to know and support the onboarding of the new CEO of WECHU, Dr. Ken Blanchette. WECHU and UWindsor together received a Stage One report from the project's architects, Archon, including designs for all existing floors, and the new addition on the first floor. A preliminary budget was prepared and is under review by both teams. A request for prequalification (RFPQ) has been issued to the market; administration intends to have a short list of general contractors by end of January.

The partnership teams are also actively working on the design for the client-facing floor assigned to the University. Dr. Phebe Lam and Ryan Kenney are co-Chairing this committee, and a vision of a space for an enhanced, co-located space for student health and/or counselling and wellness is starting to take shape. A full proposal on the renovation of our Residence Hall West building into a fully integrated Community Health Centre, the home of WECHU, will be coming forward to the Board for approval in early 2023.

Joint Report on Enrolment & Budget

Patti Weir, Provost & Vice-President Academic (Interim)
Gillian Heisz, Vice-President Finance & Operations

Fall 2022 Enrolment – Based on preliminary headcount as of November 1, 2022

We will be presenting a full review of the Fall 2022 enrolment and impact on Budget 2022/23 at the Board Meeting; however, we thought that a joint report at an executive level may also be beneficial.

a) Full-time Headcount

Enrolment Category	Fall 2021	Fall 2022 Prelim	Fall 2022 Budget	Variance F22 to Budget	Forecasted Shortfall (\$)*
1 st Year	2,695	2,739	2,770	-31	
Total Undergraduate	10,591	10,209	10,482	-273	(\$5.7M)
Graduate	4,925	5,757	5,958	-201	\$1.2M
Total	15,516	15,966	16,440	-474	(\$4.5M)

Overall, full-time enrolment has grown over Fall 2021 by 450 students; however, it fell short of budget by 474 students. Challenges with retention, particularly in undergraduate VISA, meant the overall budget was missed. Overall graduate was soft versus budget, but in the research-based categories; the budget impact is positive.

**shortfall forecast includes Winter 2023 projections.*

b) Domestic and International student mix

Enrolment Category	Fall 2020	Fall 2021	Fall 2022
Domestic Undergraduate	67%	64%	60%
Domestic Graduate	9%	10%	9%
International Undergraduate	5%	5%	4%
International Graduate	19%	22%	27%

While domestic students make up 69% of students on campus in Fall 2022, undergraduate domestic enrolment has declined over the last five years. Domestic graduate enrolment and international undergraduate enrolment have been stable as a percentage of the total student body.

c) Faculty Share of enrolment – Fall 2022 preliminary

Faculty	Level of Study		Graduate Enrolment Mix	
	Undergraduate	Graduate	Domestic	International
Human Kinetics	7%	3%	4%	0.01%
Education	7%	5%	6%	2%

Faculty	Level of Study		Graduate Enrolment Mix	
	Undergraduate	Graduate	Domestic	International
Law	7%	0.1%	0.1%	0.01%
Nursing	9%	3%	6%	0.02%
Engineering	8%	34%	14%	55%
Business	9%	13%	11%	16%
Science	23%	21%	14%	26%
Arts, Humanities & Social Sciences	30%	22%	46%	1%

Graduate enrolment has increased by 46% over the last five years, and MEng continues to be the largest and most in-demand cohort-based masters program, with Engineering having 55% of the International Graduate students on campus. FAHSS has a very strong research-based presence at the graduate level, with 46% of the Domestic Graduate students.

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

Patti Weir

1. Fall Convocation – L. Chandler

This year experienced several ‘firsts’ for Convocation. The Spring 2022 convocation was held in person for the first time in two years. In addition, it was the first convocation to be held off site from the University of Windsor in a very long time, and the first convocation where virtual graduates from 2020 and 2021 were invited back to the stage. Most importantly, it was the first convocation in which Indigenous elements were incorporated into the ceremonies

The Fall 2022 ceremonies continued to expand upon, as well as introduce new elements into the ceremonies. The 118th convocation was the first ceremony to be held at the new Toldo Lancer Centre, and there was an expansion of the Indigenous elements included in the ceremony in the form of smudging, dancing, drumming, and singing. In addition, members of the Convocation Committee participated in Indigenous preparations for the ceremony. This was an honour, and an amazing experience to learn and to and grow. It also provided the last opportunity for virtual graduates from 2020 and 2021 to cross the stage.

The Convocation Committee also implemented ‘March Order’; a new technology platform that facilitated the pronunciation of each graduate’s name as well as an on-screen display of their name, degree, and awards. It also facilitated graduate check in, statistics on attendance, as well as guest ticketing.

The 118th convocation was a resounding success, and work is already underway on the 119th convocation in June 2023.

2. Fall Enrolment – see joint report with Vice-President Finance & Operation

3. Winter registration

The tentative Winter 2023 class schedule has now been posted, and students will have received registration appointment times. At this point in time, there are approximately 2300 class sections (lectures and labs) with approximately 23% of these sections taking place online. There are still some final scheduling changes that will take place prior to November 7th.

Registration is scheduled to begin November 14th, with the shopping cart opening November 7th

4. Black Scholars Hiring Initiative

The open ads were published the first week of November. To date there have been over 100 expressions of interest.

5. Search Updates

a) Dean, Odette School of Business

The committee is moving forward with the first round of interviews.

b) AVP, Student Experience

The first round of interviews has been completed, and the second round is underway.

Report of the Interim Vice-President, Research, and Innovation

Chris Houser

Research, scholarship, and creative activity are critical to the reputation of the University of Windsor and have a significant influence on our ability to recruit and retain undergraduate and graduate students. Reports from the Office of the Vice-President, Research and Innovation will include quarterly statistics on research activity including new awards and submissions (October), publications (this meeting), the activity of ORIS (December) and creative performances and exhibitions (January).

PUBLICATIONS

The number of publications is based on data from Scopus and Web of Science. Unfortunately, this does not capture the whole of the University's research enterprise and may under-represent research, creative and scholarly work in the areas of arts and humanities, and law. Law especially is not well represented, as many of the Canadian law journals are not captured in either Scopus or Web of Science. In this respect, the information below is a simple baseline.

University of Windsor, Total Publications as of October 28th, 2022

Publication Type	2020	2021	2022	
Journal Paper	626	756	813	We are on track to have 1120 publications in 2022, with a 7.5% increase in journal papers over 2021
Conference Paper	169	138	71	
Chapter	67	58	24	
Review	40	50	50	
Book	8	6	3	
Grand Total	1070	1178	961	

Top 5 Windsor cited articles for 2020 and 2021 as of October 28, 2022

Title	Journal	UWindsor Author	Citations
A genomic catalog of Earth's microbiomes	Nature Biotechnology	McKay GLIER, Science	142
Plastic wastes to construction products: Status, limitations, and future perspective	Case Studies in Const. Materials	Adesina Engineering	125
Transfer and transport of microplastics from biosolids to agricultural soils and the wider environment	Science of the Total Environment	Crossman Science	105
Failure Prognosis and Applications - A Survey of Recent Literature	IEEE Trans. On Reliability	Kordestani, Saif Engineering	102
China's carbon emissions trading and stock returns	Energy Economics	Wen Engineering	100

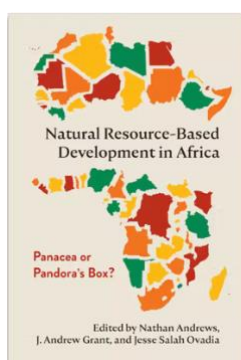
Top Cited Articles by Faculty for 2020 and 2021 as of October 28, 2022

Faculty	Title	Journal	UWindsor Author
FAHSS	Integrating Sexual Assault Resistance, Bystander, and Men's Social Norms Strategies to Prevent Sexual Violence on College Campuses: A Call to Action	Trauma, Violence & Abuse	Senn

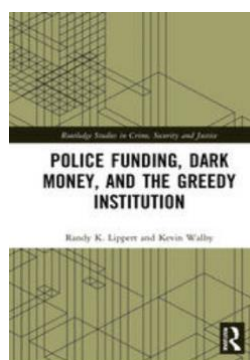
Education	Centering complexity in 'educators' data literacy' to support future practices in faculty development: a systematic review of the literature	Teach. in Higher Ed.	Stewart
Engineering	Plastic wastes to construction products: Status, limitations, and future perspective	Case Studies in Const.Materials	Adesina
Human Kinetics	Stress, physical activity, and screen-related sedentary behaviour within the first month of the COVID-19 pandemic	Applied Psychology	Woodruff, Coyne
Law	Good Enough for Government Work? Life-Evaluation and Public Policy	J.I of Happiness Studies	Semple
Nursing	Simulated patient scenario development: A methodological review of validity and reliability reporting	Nurse Ed. Today	Mirza
Science	A genomic catalog of Earth's microbiomes	Nature Biotechnology	McKay

Books published in 2022 as of October 28, 2022

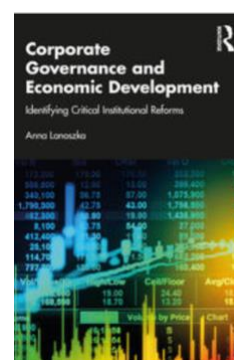
Natural Resource-Based Development in Africa: Panacea or Pandora's Box?
Jesse Salah Ovadia



Police Funding, Dark Money, and the Greedy Institution
Randy K. Lippert



Corporate Governance and Economic Development Identifying Critical Institutional Reforms
Anna Lanoszka



CANADA RESEARCH CHAIR (CRC) SEARCHES AND NEW STRATEGIC ALLOCATION MODEL

Please see the attached outline of the new CRC allocation strategy and institutional competition. Proposals are due to the OVPRI by December 15, 2022 and they require the approval of the Dean of the respective Faculty or Faculties.

EPICENTRE REVIEW

The EPICentre is the hub for all entrepreneurial endeavors on the University of Windsor campus. Following the approach used for the VPRI review completed last academic year, we will be initiating a review of the EpiCentre. There will be an opportunity for input from faculty, staff, and students.

PLANNING FOR NEXT CFI ALLOCATION

The Innovation Fund from the Canada Foundation for Innovation (CFI) is an opportunity for the institution to invest in infrastructure from fundamental research to applied research and technology development. Our most recent envelope (~\$6.1 million) was recently allocated to several projects on campus (e.g., CANS Neutron Scattering) and as commitments to proposals led by other institutions (e.g., Guelph Freshwater Network). The last envelope of funding was announced in 2021, proposals were due in 2022 and announcements will be made in 2023. CFI is hoping to make this funding bi-annual, with the next envelope being announced sometime in the next year. We have historically been reactionary, and we have scrambled to identify projects and allocate the envelope. Moving forward I would like to be proactive in identifying strategic needs for research infrastructure so that we start proposal development. Whether given part or all the CFI envelope, the projects that we identify now will be helpful for other grants, federal funding, and donor support.

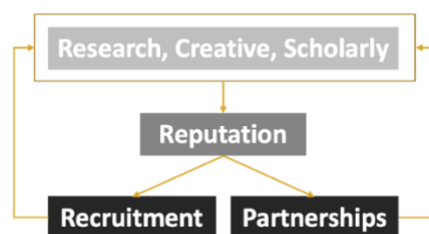
Deans have been asked to work directly with their Associate Deans of Research and to consult with faculty and aligned research centres and institutes to develop 1-page high-level proposals for use of the future CFI envelope. In your proposal consider how an invest in new research infrastructure will: 1) enhance research and reputation, 2) support the largest number of faculty across campus, 3) potential to include collaborations and contributions from other institutions (do not contact other institutions at this time), and 4) supports the Windsor-Essex region, Ontario,

and Canada. Faculties can submit multiple proposals and cross-Faculty proposals are encouraged. Given that opportunities, inspirations, and needs evolve, proposals and ideas that develop after that deadline will still be accepted on a rolling basis. Please note that the Innovation Fund is different from the CFI-JELF allocation.

Stanford’s World’s Top 2% Researchers

The Stanford database tracks citation data for both a faculty members entire career (up to 2021) and for the most recent full year that data is available (2021). The data is based on h-index, co-authorship, self-citations, and the size of the research field. It is important to note that this database does not capture the whole of a university’s research enterprise and may under-represent research, creative and scholarly work in the areas of arts ,humanities, and law.

Career	In-Year				
Adam, Barry D.	Adesina, Adeyemi	33 current and former faculty from the University of Windsor are on the career list and 37 faculty and students are on the in-year list. Here is how we compare to other universities in Ontario without a medical school. Data is present as percent of faculty.			
Ahmadi, Majid	Ahmadi, Majid				
Alpas, Ahmet T.	Al-Aasm, Ihsan S.				
Aroca, Ricardo F.	Albanese, J.				
Drake, G. W.F.	Alpas, Ahmet T.				
ElMaraghy, Hoda	Aroca, Ricardo F.				
Fisk, A. T.	Drake, G. W.F.				
Fryer, B. J.	ElMaraghy, Hoda				
Gorey, Kevin M.	Erdodi, Laszlo		Brock	5.9%	4.7%
Hackam, Reuben	Fisk, A. T.		Laurier	2.5%	2.4%
Hu, H.	Hackam, Reuben		Trent	10.0%	7.2%
Jonathan Wu, Q. M.	Houser, Chris		Waterloo	19.8%	16.8%
Kaloni, P. N.	Hussey, Nigel E.		Windsor	6.3%	7.1%
Kwan, Hon Keung	Jackson, Dennis L.		Carleton	7.2%	6.3%
Liu, Bing	Jonathan Wu, Q. M.		Lakehead	6.6%	6.3%
Loeb, Stephen J.	Kar, Narayan C.				
Maclsaac, Hugh J.	Kordestani, Mojtaba				
Maticka-Tyndale, Eleanor	Kwan, Hon Keung				
McGarvey, Bruce R.	Loeb, Stephen J.				
Michael Siu, K. W.	Maclsaac, Hugh J.				
Northwood, Derek O.	McCoy, Christopher Eric				
Polat, Ali	Mennill, Daniel J.				
Rourke, Byron P.	Mirza, Muhammad Usman				
Saif, Mehrdad	Naderi, Bahman				
Sale, Peter F.	Nie, Xueyuan				
Ting, David S.K.	Northwood, Derek O.				
Trenhaile, Alan	Polat, Ali				
Tuck, D. G.	Rau, Jeffrey G.				
Walton, Douglas	Razavi-Far, Roozbeh				
Wang, Zhongde	Saif, Mehrdad				
Wu, Huapeng	Sale, Peter F.				
Zhang, Ning	Singh, Pushpinder				
Zheng, Ming	Ting, David S.K.				
	Trenhaile, Alan				
	Walton, Douglas				
	Zhang, Ning				
	Zheng, Ming				



Canada Research Chair (CRC) Allocation Strategy 2022

Background

Canada Research Chairs (CRCs) are an opportunity to invest in existing and emerging areas of research strength, and thereby enhance the reputation of the University of Windsor. Tier 1 CRCs are an opportunity to support outstanding researchers acknowledged by their peers as world leaders in their fields, while Tier 2 CRCs are an opportunity to support exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field. In this respect, the CRC program is an exciting opportunity to attract new high-caliber researchers to the University of Windsor with support from NSERC, SSHRC and CIHR.

The number of chairs at an institution are based on our three-year average of tri-agency funding (NSERC, SSHRC and CIHR) and the national re-allocation process is conducted every 5 years. The University of Windsor currently has six Tier 1 Chairs and seven Tier 2 Chairs supported by NSERC (9), SSHRC (3) and CIHR (1).

As of Fall 2022, there are 3 active chairs and another 4 in various states of renewal. There is also an active search in the Faculty of Engineering for an Environmental Engineer, 2 expiring chairs and 3 vacant chairs. Given that Tier 1 chairs can be split into two Tier 2 chairs, the University of Windsor has an immediate need to initiate a search for 5 and 7 chairs. To meet the Tri-Council equity targets, several of these searches will be restricted to women and gender minorities, persons with disabilities, Indigenous Peoples, and racialized minorities.

	Tri-Agency Funding	% of Funding	Current CRCs
Odette	\$129,806	1.3	0
Eng.	\$3,389,267	33	3
Education	\$88,808	0.9	1
FAHSS	\$920,269	9.0	2
Hum. Kin.	\$250,860	2.5	0
Law	\$99,636	1.0	0
Nursing	\$16,238	0.2	0
Science	\$5,246,343	52	3

In consultation with the Deans and the CRCs, there will be expectations of current and future chairholders to be visible research leaders on campus and in the community, and ensure that their research, creative and scholarly work is strengthening the reputation of the University of Windsor nationally and internationally.

CRCs at the University of Windsor

CRC	Agency	Tier	Status	Research
Catherine Febria	NSERC	2	Renewal	Freshwater Restoration Ecology
Jennifer Willett	SSHRC	2	Renewal	Art, Science and Ecology
Aaron Fisk	NSERC	1	Renewal	Trophic Ecology
Charlene Senn	CIHR	1	Renewal	Sexual Violence
Ning Zhang	NSERC	2	Active	Edge Computing and Internet of Vehicles
Narayan Kar	NSERC	1	Active	Electrified Vehicles
Hugh Maclsaac	NSERC	1	Active	Aquatic Invasive Species
Oliver Love	NSERC	2	Expiring	Integrative Ecology
Stephen Loeb	NSERC	1	Expiring	Supramolecular Chemistry
Shijing Xu	SSHRC	2	Expiring	International and Intercultural Reciprocal Learning
Unfilled	NSERC	2	In Search	Environmental Engineering
Unfilled	SSHRC	2	Vacant	Open
Unfilled	NSERC	2	Vacant	Open

It is important to note that CRCs are not permanently allocated to Faculties. When a research chair is vacated it has always and will continue to move back to the central pool for redistribution based on current and future strategic research priorities.

2022/23 Allocation Process

Through consultation and in parallel with the Aspire Strategic Plan development, the University of Windsor is adopting a more strategic approach to the allocation of CRCs to complement existing and emerging research areas. Consultation with the Deans, Associate Deans of Research, and the current CRCs, revealed the following strategic

research areas as opportunities for one or more CRC:

1. Public and Environmental Health
2. Smart Technology and Materials
3. Automobility and Cybersecurity
4. Community and Regional Transformation
5. Indigenous Research & Scholarship
6. Black Research & Scholarship

It is important to note that these are broad areas and there are other research themes (e.g., Social Justice) that can be brought forward through one or more of these broad areas.

The allocation and search process for the Indigenous and Black Scholarship CRCs will be developed and allocated based on further consultation and are not included in the following allocation strategy:

1. Internal Competition: Proposals are invited from the Deans or their designate for one or more chairs in the strategic research areas (1-4) outlined above. Multi-Faculty proposals are encouraged, and all proposals require the approvals of the respective Deans. The 2-page proposals should provide the following information:
 - a. Chair title (e.g., Canada Research Chair in)
 - b. Strategic Research Area
 - c. Summary of the strategic research opportunity that will enhance research and reputation
 - d. Statement on how the chair aligns to existing research strengths and how the chair will serve as a catalyst for increasing research activity and funding
 - e. Description of how the chair will increase research funding, support academic program development and training, provide opportunities for advancement, etc.
 - f. Description of how the position will need to be funded (e.g., open line, bridge to future open lines, need for support, etc.)
2. Proposals will be due to the OVPRI on **December 15, 2022.**
3. Proposals will be reviewed by the President's Executive Leadership Team (ELT) based on the quality of the research proposal, potential to strength research and build reputation, opportunities for new undergraduate and graduate program development, and the current distribution of chairs. Opportunities for combining proposals will be explored if there is sufficient overlap.
4. Results will be announced early Winter 2023.

**University of Windsor
Board of Governors**

***4.2.1: Audited Financial Statements of the University of Windsor Pension Plans for the year-ended June 30, 2022**

Item for: **Approval**

Forwarded by: **Board Audit Committee**

MOTION 1: That the Audited Financial Statements of the University of Windsor Retirement Plan for Faculty and Certain Employees for the year-ended June 30, 2022 be approved.

MOTION 2: That the Audited Financial Statements of the University of Windsor Employees' Retirement Plan for the year-ended June 30, 2022 be approved.

Rationale:

The audited financial statements for the Pension Plans are special purpose statements. These financial statements present the net assets available for benefits as of June 30, 2022 and the change in net assets.

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

The Audit Committee met jointly with the Pension Committee on November 9, 2022, to review the Audited Financial Statements of the University of Windsor Pension Plans for the year-ended June 30, 2022, which were subsequently approved by the Audit Committee. While negative market conditions resulted in large unrealized losses, it was noted that as assets come down, so do liabilities, which means that the pension plans are still in a good position. Funds also continue to be set aside in the Pension Stabilization Fund, to be used in the event that the next pension plan valuations result in special payments.

The University's external auditors, KPMG, are prepared to issue unqualified audit reports, subject to Board approval of the audited financial pension statements.

See attached:

- *BG221122-4.2.1a - Audited Financial Statements of the University of Windsor Retirement Plan for Faculty and Certain Employees*
- *BG221122-4.2.1b - Audited Financial Statements of the University of Windsor Employees' Retirement Plan*

Fund Financial Statements of

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

Registration Number: 0366849
Year ended June 30, 2022

DRAFT

INDEPENDENT AUDITORS' REPORT

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

Opinion

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

- the statement of net assets available for benefits as at June 30, 2022
- the statement of changes in net assets available for benefits for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the “financial statements”)

In our opinion, the accompanying financial statements present fairly, in all material respects, the net assets available for benefits of the Plan as at June 30, 2022, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario).

Basis for Opinion

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

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

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

Emphasis of Matter – Financial Reporting Framework

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

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

Our opinion is not modified in respect of this matter.

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

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

Date

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

(REGISTRATION Number: 0366849)

Statement of Net Assets Available for Benefits

(in thousands of dollars)

Year ended June 30, 2022, with comparative information for 2021

		2022	2021
		\$	\$
Assets			
Investments	note 4	565,195	690,028
Other assets		395	300
Total Assets		565,590	690,328
Liabilities			
Accrued liabilities		740	676
Net Assets Available for Benefits		564,850	689,652

See accompanying notes to the financial statements.

Administrator

Administrator

UNIVERSITY OF WINDSOR
RETIREMENT PLAN FOR FACULTY AND CERTAIN EMPLOYEES

(REGISTRATION Number: 0366849)

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

Year ended June 30, 2022, with comparative information for 2021

	2022	2021
	\$	\$
Increase in net assets:		
Investment income	note 6 13,087	14,505
Net realized gain on sale of investments	41,358	35,467
Current period increase in market values of investments	-	54,747
Contributions:		
Employee	8,866	8,526
Employer:		
Current service	10,158	11,896
Special	1,520	4,044
Total Employer Contributions	11,678	15,940
	74,989	129,185
Decrease in net assets:		
Current period decrease in market values of investments	165,882	-
Benefit payments	28,657	27,568
Transfers to other plans	1,667	2,401
Administrative expenses	note 7 3,585	3,198
	199,791	33,167
Increase (Decrease) in net assets	(124,802)	96,018
Net assets available for benefits, beginning of year	689,652	593,634
Net assets available for benefits, end of year	564,850	689,652

See accompanying notes to financial statements.

UNIVERSITY OF WINDSOR RETIREMENT PLAN FOR FACULTY AND CERTAIN EMPLOYEES

(Registration Number: 0366849)

Notes to Fund Financial Statements

(in thousands of dollars, unless otherwise noted) Year ended June 30, 2022

1. DESCRIPTION OF PLAN

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

(a) General

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

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

(b) Funding policy

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

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

The most recent actuarial valuation for funding purposes was prepared as at July 1, 2021 by Mercer (Canada) Limited. A copy of the valuation was filed with the Financial Services Regulatory Authority of Ontario ("FSRA"), Pension Plans Branch as required by the Act.

(c) Benefits

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

1. DESCRIPTION OF PLAN (cont'd)

(c) Benefits (cont'd)

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

(d) Income taxes

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

(e) Investment policy

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

2. BASIS OF PREPARATION

(a) Basis of presentation

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

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

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

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

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

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

2. BASIS OF PREPARATION (cont'd)

(b) Basis of measurement

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

(c) Use of estimates and judgements

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

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Fair value measurement

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

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

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

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

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

(a) Fair value measurement (cont'd)

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

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

Fair values of investments are determined as follows:

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

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

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

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

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

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

(b) Financial assets and financial liabilities

(i) Non-derivative financial assets

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

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

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

(ii) Non-derivative financial liabilities

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

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

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

(c) Net realized gain on sale of investments

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

(d) Investment recognition

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

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

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

(e) Foreign currency

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

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

(f) Fund unit valuation

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

4. INVESTMENTS

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

	2022 Fair Value \$	2022 Cost \$	2021 Fair Value \$	2021 Cost \$
Cash and short-term investments	19,114	19,114	6,276	6,276
Canadian bonds and debentures	223,174	325,589	297,290	303,247
Canadian common and preferred shares	199,787	165,112	288,004	211,099
	442,075	509,815	591,570	520,622
Non-Canadian common and preferred shares	280,212	276,074	383,536	271,456
Real assets	103,419	97,589	30,179	28,592
	825,706	883,478	1,005,285	820,670

The following table summarizes the Faculty Plan's pro-rata share of the investments at fair value and cost in the Fund – 68.45% (2021 – 68.64%):

	2022 Fair Value \$	2022 Cost \$	2021 Fair Value \$	2021 Cost \$
Cash and short-term investments	13,083	13,083	4,308	4,308
Canadian bonds and debentures	152,763	222,866	204,060	208,149
Canadian common and preferred shares	136,754	113,019	197,686	144,898
	302,600	348,968	406,054	357,355
Non-Canadian common and preferred shares	191,805	188,973	263,259	186,327
Real assets	70,790	66,800	20,715	19,626
	565,195	604,741	690,028	563,308

5. STATUTORY DISCLOSURES

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

	2022 Fair Value \$	2022 Cost \$	2021 Fair Value \$	2021 Cost \$
Pooled funds:				
FGP Universe Bond Fund	-	-	23,951	23,396
PHN Canadian Money Market Fund	11,640	11,640	-	-
PHN Core Plus Bond Fund	-	-	35,819	36,458
PHN Prism Levered Gov't Bond Fund	50,223	100,000	-	-
PHN Long Core Plus Bond Fund	91,763	121,299	137,017	142,461
FGP Long Term Bond Fund	81,188	104,290	100,504	100,931
PHN Canadian Equity Value Fund	95,748	72,025	103,789	75,530
Fidelity Canadian Equity Pool	104,039	93,087	184,215	135,569
Baillie Gifford Global Alpha Fund	138,959	147,796	212,613	137,514
Burgundy Global Equity Fund	141,253	128,278	170,923	133,942
JP Morgan IIF Cdn 2 L.P.	51,041	50,277	14,780	15,658
IFM Global Infrastructure (Canada) L.P.	52,378	47,312	15,399	12,934
	818,232	876,004	999,010	814,393

6. INVESTMENT INCOME

The following represents the investment income earned by the Fund:

	2022 \$	2021 \$
Canadian bonds and debentures	5,664	9,949
Canadian common and preferred shares	7,230	5,723
Non-Canadian common and preferred shares	4,622	4,278
Real assets	1,604	1,181
	19,120	21,131
Faculty Plan's Pro-rata share of Fund investment income	13,087	14,505

7. ADMINISTRATIVE EXPENSES

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

	2022	2021
	\$	\$
Investment management fees	2,890	2,534
Actuarial and investment consulting fees	277	270
Sponsor administrative and trustee fees	282	262
Pension information system fees	79	98
Audit fees	10	9
Miscellaneous	47	25
	3,585	3,198

8. FINANCIAL INSTRUMENTS

(a) Fair values

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

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

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

8. FINANCIAL INSTRUMENTS (cont'd)

(a) Fair values (cont'd)

The following table illustrates the classification of the Faculty Plan's financial instruments using the fair value hierarchy as at June 30, 2022:

	Level 1 \$	Level 2 \$	Level 3 \$	2022 Total \$
Cash and short-term investments	7,474	11,640	-	19,114
Canadian bonds and debentures	-	223,174	-	223,174
Canadian common and preferred shares	-	199,787	-	199,787
Non-Canadian common and preferred shares	-	280,212	-	280,212
Real assets	-	-	103,419	103,419
Total investments in Fund	7,474	714,813	103,419	825,706
Faculty Plan's share of Fund assets				565,195

	Level 1 \$	Level 2 \$	Level 3 \$	2021 Total \$
Cash and short-term investments	4,056	2,220	-	6,276
Canadian bonds and debentures	-	297,290	-	297,290
Canadian common and preferred shares	-	288,004	-	288,004
Non-Canadian common and preferred shares	-	383,536	-	383,536
Real assets	-	-	30,179	30,179
Total investments in Fund	4,056	971,050	30,179	1,005,285
Faculty Plan's share of Fund assets				690,028

The Fund made an additional commitment of \$50,771 in real assets was made with JP Morgan PEG Global Private Equity X S.A. SICAV-RAIF Fund. Subsequent to year end, a capital call for \$2,216 was executed, with the remainder of the commitment to be called over multiple years.

The following table reconciles the Plan's Level 3 fair value measurements from July 1, 2021 to June 30, 2022.

	2022 \$	2021 \$
Real Assets		
Balance, beginning of year	30,179	27,745
Gain included in the statement of changes in net assets available for benefits	5,240	2,434
Purchases	-	-
Sales	-	-
Settlements	-	-
Transfers in	68,000	-
Balance, end of year	103,419	30,179
Faculty Plan's share of Fund Assets	70,790	20,715

8. FINANCIAL INSTRUMENTS (cont'd)

(b) Risk management

(i) Market risk

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

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

The Fund's investments in common and preferred shares are also sensitive to market fluctuations. An immediate hypothetical increase (decrease) of 10% in equity values will impact the Fund's equity investments by an approximate gain (loss) of \$47,999 (2021 – \$67,154). The Faculty Plan's pro-rata share of this gain (loss) would be \$32,856 (2021 – \$46,095).

(ii) Liquidity risk

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

(iii) Credit risk

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

The Fund's fixed income investments are in Canadian-issued instruments and are diversified among federal, provincial, corporate and other issuers. In order to minimize the exposure of risk, a comprehensive investment policy has been developed. There were no significant concentrations of credit risk in the portfolio in either 2022 or 2021. The maximum credit risk exposure as at June 30, 2022 is \$223,174 (2021 – \$297,290). The Faculty Plan's pro-rata share of this risk exposure is \$152,763 (2021 – \$204,060).

8. FINANCIAL INSTRUMENTS (cont'd)

(b) Risk management (cont'd)

(iii) Credit risk (cont'd)

The following table provides the breakdown of the total fixed income investments by credit rating. In addition to the table below, the Fund holds mortgages within pooled fund investments with a market value at June 30, 2022 of \$5,777 (2021 – \$6,388). The Faculty Plan's pro-rata share in the mortgage holdings is \$3,954 (2021 – \$4,385).

Credit Rating	2022	2022	2021	2021
	Fund Fair Value	Plan's Pro-rata share by credit rating	Fund Fair Value	Plan's Pro-rata share by credit rating
	\$	\$	\$	\$
AAA	41,908	28,685	75,602	51,894
AA	96,922	66,343	115,487	79,270
A	48,156	32,963	63,320	43,463
BBB	26,379	18,057	32,596	22,374
BB and under	4,032	2,760	3,897	2,675
	217,397	148,808	290,902	199,676

(iv) Interest rate risk

Interest rate risk is the risk that the market value of the Faculty Plan's investments will fluctuate due to the changes in the market interest rates. To properly manage the Faculty Plan's interest rate risk, appropriate guidelines on the weighting and duration for the bonds and other fixed income investments are set and monitored. The Faculty Plan's investments in fixed income are sensitive to interest rate movements. An immediate hypothetical 1% increase (decrease) in interest rates, with all other variables held constant, would impact Canadian bonds and debentures by an estimated gain (loss) of approximately \$3,352 (2021 – \$2,995) for the Fund. The Faculty Plan's pro-rata share of this gain (loss) would be \$2,295 (2021 – \$2,056).

(v) Foreign currency risk

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of the changes in foreign currency rates. The Faculty Plan is exposed to risks that the exchange rate of the foreign currency may change in a manner that has an adverse effect on the value of the portion of the Faculty Plan's underlying assets or liabilities invested in foreign transactions. The Administrator monitors the Faculty Plan's overall currency positions and exposures on a regular basis. In addition, the SIPP permits the hedging of market price risk using derivative financial instruments. The Faculty Plan's exposure to foreign currencies would not create a significant change in the fair value of the assets except for the Faculty Plan's exposure to the US dollar. If the US dollar strengthened or weakened by 5% the Fund's US dollar holdings would change by \$12,144 (2021 – \$12,778). The Faculty Plan's pro-rata share of this risk exposure is \$8,312 (2021 – \$8,771).

9. CAPITAL MANAGEMENT

The capital of the Fund is represented by the net assets available for benefits. The Fund's objective when managing the capital is to safeguard its ability to continue as a going concern and to maintain adequate assets to support pension obligations. The Administrator has adopted the SIPP, which states investment objectives, guidelines and benchmarks used in investing the capital of the plan, permitted categories of investments, asset-mix diversification and rate of return expectations. The SIPP is reviewed annually and was last amended effective November 23, 2021. The SIPP was amended to reflect changes

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

10. RELATED PARTY TRANSACTIONS

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

The University provides certain administrative services to the Faculty Plan. The cost to the Faculty Plan for these services during the year ended June 30, 2022 was \$209 (2021 – \$190), which is included in Sponsor administrative and trustee fees in Note 7 – Administrative Expenses.

DRAFT

Fund Financial Statements of

**UNIVERSITY OF WINDSOR
EMPLOYEES' RETIREMENT PLAN**

Registration Number: 0310573
Year ended June 30, 2022

DRAFT

INDEPENDENT AUDITORS' REPORT

To the Trustee of University of Windsor Employees' Retirement Plan

Opinion

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

- the statement of net assets available for benefits as at June 30, 2022
- the statement of changes in net assets available for benefits for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the net assets available for benefits of the Plan as at June 30, 2022, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act (Ontario).

Basis for Opinion

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

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

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

Emphasis of Matter – Financial Reporting Framework

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

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

Our opinion is not modified in respect of this matter.

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

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

Date

**UNIVERSITY OF WINDSOR
EMPLOYEES' RETIREMENT PLAN**

(REGISTRATION Number: 0310573)

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

Year ended June 30, 2022, with comparative information for 2021

		2022	2021
		\$	\$
Assets			
Investments	note 4	260,511	315,257
Other assets		184	133
Total assets		260,695	315,390
Liabilities			
Accrued liabilities		357	310
Net Assets Available for Benefits		260,338	315,080

See accompanying notes to the financial statements.

Administrator

Administrator

UNIVERSITY OF WINDSOR
EMPLOYEES' RETIREMENT PLAN

(REGISTRATION Number: 0310573)

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

Year ended June 30, 2022, with comparative information for 2021

	2022	2021
	\$	\$
Increase in net assets:		
Investment income	note 6 6,033	6,626
Net realized gain on sale of investments	19,063	16,204
Current period increase in market values of investments	-	24,779
Required contributions:		
Employee	3,967	4,374
Employer	3,967	4,357
	33,030	56,340
Decrease in net assets:		
Current period decrease in market values of investments	76,322	-
Benefit payments	9,218	8,589
Transfers to other plans	520	1,277
Administrative expenses	note 7 1,712	1,567
	87,772	11,433
Increase (Decrease) in net assets	(54,742)	44,907
Net assets available for benefits, beginning of year	315,080	270,173
Net assets available for benefits, end of year	260,338	315,080

See accompanying notes to financial statements.

UNIVERSITY OF WINDSOR EMPLOYEES' RETIREMENT PLAN

(Registration Number: 0310573)

Notes to Fund Financial Statements

(in thousands of dollars, unless otherwise noted)

Year ended June 30, 2022

1. DESCRIPTION OF PLAN

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

(a) General

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

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

(b) Funding policy

The Employees' Plan is a defined benefit pension plan covering eligible employees of the University. The Employees' Plan is a fully cost shared plan, with employees contributing between 6.6% and 9.4% of earnings. Effective April 4, 2022 employees contributed between 2.6% and 3.7%, with that increasing on May 2, 2022 to between 6.2% and 8.9%. These contribution rates will continue to the date of the next actuarial valuation, at which time the contribution rates will be assessed. The University matched all contributions during the year.

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

The most recent actuarial valuation for funding purposes was prepared as at July 1, 2021 by Mercer (Canada) Limited. A copy of the valuation was filed with the Financial Services Regulatory Authority of Ontario ("FSRA"), Pension Plans Branch as required by the Act.

(c) Benefits

Retirement benefits are calculated as 1.5% of the member's best average earnings not in excess of the average Canada pension plan base plus 2.0% of the member's best average earnings in excess of the average Canada pension plan base, together multiplied by the member's pensionable service. Post-retirement indexing is applied as one-half of the excess of the average Fund Rate of Return over the valuation interest rate, capped at 50% of the CPI for the

1. DESCRIPTION OF PLAN (cont'd)

(c) Benefits (cont'd)

year. The normal retirement age of a member is 65.

(d) Income taxes

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

(e) Investment policy

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

2. BASIS OF PREPARATION

(a) Basis of presentation

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

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

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

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

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

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

2. BASIS OF PREPARATION (cont'd)

(b) Basis of measurement

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

(c) Use of estimates and judgements

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

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Fair value measurement

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

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

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

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

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

(a) Fair value measurement (cont'd)

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

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

Fair values of investments are determined as follows:

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

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

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

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

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

(b) Financial assets and financial liabilities

(i) Non-derivative financial assets

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

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

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

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

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

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

(ii) Non-derivative financial liabilities

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

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

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

(c) Net realized gain on sale of investments

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

(d) Investment recognition

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

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

(e) Foreign currency

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

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

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

(f) Fund unit valuation

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

4. INVESTMENTS

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

	2022	2022	2021	2021
	Fair Value	Cost	Fair Value	Cost
	\$	\$	\$	\$
Cash and short-term investments	19,114	19,114	6,276	6,276
Canadian bonds and debentures	223,174	325,589	297,290	303,247
Canadian common and preferred shares	199,787	165,112	288,004	211,099
	442,075	509,815	591,570	520,622
Non-Canadian common and preferred shares	280,212	276,074	383,536	271,456
Real assets	103,419	97,589	30,179	28,592
	825,706	883,478	1,005,285	820,670

The following table summarizes the Employees' Plan's pro-rata share of the investments at fair value and cost in the Fund – 31.55% (2021 – 31.36%):

	2022	2022	2021	2021
	Fair Value	Cost	Fair Value	Cost
	\$	\$	\$	\$
Cash and short-term investments	6,030	6,030	1,968	1,968
Canadian bonds and debentures	70,412	102,723	93,230	95,098
Canadian common and preferred shares	63,033	52,093	90,318	66,201
	139,475	160,846	185,516	163,267
Non-Canadian common and preferred shares	88,407	87,101	120,277	85,129
Real assets	32,629	30,789	9,464	8,966
	260,511	278,736	315,257	257,362

5. STATUTORY DISCLOSURES

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

	2022 Fair Value \$	2022 Cost \$	2021 Fair Value \$	2021 Cost \$
Pooled funds:				
FGP Universe Bond Fund	-	-	23,951	23,396
PHN Canadian Money Market Fund	11,640	11,640	-	-
PHN Core Plus Bond Fund	-	-	35,819	36,458
PHN Prism Levered Gov't Bond Fund	50,223	100,000	-	-
PHN Long Core Plus Bond Fund	91,763	121,299	137,017	142,461
FGP Long Term Bond Fund	81,188	104,290	100,504	100,931
PHN Canadian Equity Value Fund	95,748	72,025	103,789	75,530
Fidelity Canadian Equity Pool	104,039	93,087	184,215	135,569
Baillie Gifford Global Alpha Fund	138,959	147,796	212,613	137,514
Burgundy Global Equity Fund	141,253	128,278	170,923	133,942
JP Morgan IIF Cdn 2 L.P.	51,041	50,277	14,780	15,658
IFM Global Infrastructure (Canada) L.P.	52,378	47,312	15,399	12,934
	818,232	876,004	999,010	814,393

6. INVESTMENT INCOME

The following represents the investment income earned by the Fund:

	2022 \$	2021 \$
Canadian bonds and debentures	5,664	9,949
Canadian common and preferred shares	7,230	5,723
Non-Canadian common and preferred shares	4,622	4,278
Real assets	1,604	1,181
	19,120	21,131
Employees' Plan's Pro-rata share of Fund investment income	6,033	6,626

7. ADMINISTRATIVE EXPENSES

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

	2022	2021
	\$	\$
Investment management fees	1,327	1,156
Actuarial and investment consulting fees	182	204
Sponsor administrative and trustee fees	130	119
Pension information system fees	35	65
Audit fees	4	4
Miscellaneous	34	19
	1,712	1,567

8. FINANCIAL INSTRUMENTS

(a) Fair values

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

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

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

8. FINANCIAL INSTRUMENTS (cont'd)

(a) Fair values (cont'd)

The following table illustrates the classification of the Employees' Plan's financial instruments using the fair value hierarchy as at June 30, 2022:

	Level 1 \$	Level 2 \$	Level 3 \$	2022 Total \$
Cash and short-term investments	7,474	11,640	-	19,114
Canadian bonds and debentures	-	223,174	-	223,174
Canadian common and preferred shares	-	199,787	-	199,787
Non-Canadian common and preferred shares	-	280,212	-	280,212
Real assets	-	-	103,419	103,419
Total investments in Fund	7,474	714,813	103,419	825,706
Employees' Plan's share of Fund assets				260,511

	Level 1 \$	Level 2 \$	Level 3 \$	2021 Total \$
Cash and short-term investments	4,056	2,220	-	6,276
Canadian bonds and debentures	-	297,290	-	297,290
Canadian common and preferred shares	-	288,004	-	288,004
Non-Canadian common and preferred shares	-	383,536	-	383,536
Real assets	-	-	30,179	30,179
Total investments in Fund	4,056	971,050	30,179	1,005,285
Employees' Plan's share of Fund assets				315,257

The Fund made an additional commitment of \$50,771 in real assets was made with JP Morgan PEG Global Private Equity X S.A. SICAV-RAIF Fund. Subsequent to year end, a capital call for \$2,216 was executed, with the remainder of the commitment to be called over multiple years.

The following table reconciles the Plan's Level 3 fair value measurements from July 1, 2021 to June 30, 2022:

	2022 \$	2021 \$
Real Assets		
Balance, beginning of year	30,179	27,745
Gain included in the statement of changes in net assets available for benefits	5,240	2,434
Purchases	-	-
Sales	-	-
Settlements	-	-
Transfers in	68,000	-
Balance, end of year	103,419	30,179
Employees' Plan's share of Fund Assets	32,629	9,464

8. FINANCIAL INSTRUMENTS (cont'd)

(b) Risk management

(i) Market risk

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

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

The Fund's investments in common and preferred shares are also sensitive to market fluctuations. An immediate hypothetical increase (decrease) of 10% in equity values will impact the Fund's equity investments by an approximate gain (loss) of \$47,999 (2021 – \$67,154). The Employees' Plan's pro-rata share of this gain (loss) would be \$15,143 (2021 – \$21,059).

(ii) Liquidity risk

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

(iii) Credit risk

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

The Fund's fixed income investments are in Canadian-issued instruments and are diversified among federal, provincial, corporate and other issuers. In order to minimize the exposure of risk, a comprehensive investment policy has been developed. There were no significant concentrations of credit risk in the portfolio in either 2022 or 2021. The maximum credit risk exposure as at June 30, 2022 is \$223,174 (2021 – \$297,290). The Employees' Plan's pro-rata share of this risk exposure is \$70,411 (2021 – \$93,230).

8. FINANCIAL INSTRUMENTS (cont'd)

(b) Risk management (cont'd)

(iii) Credit risk (cont'd)

The following table provides the breakdown of the total fixed income investments by credit rating. In addition to the table below, the Fund holds mortgages within pooled fund investments with a market value at June 30, 2022 of \$5,777 (2021 – \$6,388). The Employees' Plan's pro-rata share in the mortgage holdings is \$1,823 (2021 – \$2,003).

Credit Rating	2022 Fund Fair Value \$	2022 Plan's Pro-rata share by credit rating \$	2021 Fund Fair Value \$	2021 Plan's Pro-rata share by credit rating \$
AAA	41,908	13,223	75,602	23,709
AA	96,922	30,579	115,487	36,217
A	48,156	15,193	63,320	19,857
BBB	26,379	8,322	32,596	10,222
BB and under	4,032	1,272	3,897	1,221
	217,397	68,589	290,902	91,226

(iv) Interest rate risk

Interest rate risk is the risk that the market value of the Employees' Plan's investments will fluctuate due to the changes in the market interest rates. To properly manage the Employees' Plan's interest rate risk, appropriate guidelines on the weighting and duration for the bonds and other fixed income investments are set and monitored. The Employees' Plan's investments in fixed income are sensitive to interest rate movements. An immediate hypothetical 1% increase (decrease) in interest rates, with all other variables held constant, would impact Canadian bonds and debentures by an estimated gain (loss) of approximately \$3,352 (2021 – \$2,995) for the Fund. The Employees' Plan's pro-rata share of this gain (loss) would be \$1,057 (2021 – \$939).

(v) Foreign currency risk

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of the changes in foreign currency rates. The Employees' Plan is exposed to risks that the exchange rate of the foreign currency may change in a manner that has an adverse effect on the value of the portion of the Employees' Plan's underlying assets or liabilities invested in foreign transactions. The Administrator monitors the Employees' Plan's overall currency positions and exposures on a regular basis. In addition, the SIPP permits the hedging of market price risk using derivative financial instruments. The Employees' Plan's exposure to foreign currencies would not create a significant change in the fair value of the assets except for the Employees' Plan's exposure to the US dollar. If the US dollar strengthened or weakened by 5% the Fund's US dollar holdings would change by \$12,144 (2021 – \$12,778). The Employees' Plan's pro-rata share of this risk exposure is \$3,832 (2021 – \$4,007).

9. CAPITAL MANAGEMENT

The capital of the Fund is represented by the net assets available for benefits. The Fund's objective when managing the capital is to safeguard its ability to continue as a going concern and to maintain adequate assets to support pension obligations. The Administrator has adopted the SIPP, which states investment objectives, guidelines and benchmarks used in investing the capital of the plan, permitted categories of investments, asset-mix diversification and rate of return expectations. The SIPP is reviewed annually and was last amended effective November 23, 2021. The SIPP was amended to reflect changes made to streamline the language while updating for legislative requirements.

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

10. RELATED PARTY TRANSACTIONS

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

The University provides certain administrative services to the Employees' Plan. The cost to the Employees' Plan for these services during the year ended June 30, 2022 was \$96 (2021 – \$86), which is included in Sponsor administrative and trustee fees in Note 7 – Administrative Expenses.

**University of Windsor
Board of Governors**

4.2.2: **Enterprise Risk Management – Top Risk Refresh 2022**

Item for: **Approval**

Forwarded by: **Board Audit Committee**

MOTION: That the Board of Governors approve the revised Enterprise Risk Management top ten enterprise risks.

Rationale:

See attached Enterprise Risk Management Assessment Report.

Board Audit Committee Report:

The Audit Committee met on November 9, 2022. In addition to reviewing and approving the revised ERM Framework presented to the Board in this package, The Audit Committee received an update on the cybersecurity workplan and roadmap and continues to monitor action plans and progress made. The Audit Committee also reviewed recommendations and progress relating to the internal audits and received an update on the AGO audit.

The Audit Committee reviewed the External Auditor's Pension Audit Findings Report for the year-ended June 30, 2022 and was satisfied with the report. As noted under item 4.2.1, KPMG, the University's external auditor, is prepared to issue unqualified audit reports.

University of Windsor Enterprise Risk Management Assessment Report Fall 2022

*Board of Governors
November 22, 2022*



Background & Context Setting

In 2020/21, Deloitte was engaged by the University of Windsor to facilitate an Enterprise Risk Management (ERM) exercise with senior leadership.

- ✓ The ERM exercise resulted in the identification of the top ten risks to the institution.

While a full refresh of the ERM program is recommended every three years, the Audit Committee endorsed a full refresh of the University's top ten enterprise risks for Fall 2022, due to the rapidly changing risk landscape.

- ✓ The objective was to identify and prioritize the top ten risks that are currently facing the institution.
- ✓ 2020/21 survey included the Deloitte endorsed risk universe list. For 2022, the President and Vice President's narrowed this list down to a top 20 risk list. The top 20 risks were included in the 2022 refresh survey.
- ✓ The refresh was conducted in-house via a mandatory survey.
- ✓ The survey was distributed to 55 University senior leadership and members of the Audit and Executive Committees of the Board of Governors.



Risk Ratings

Participants assessed enterprise risks in relation to risk significance, risk likelihood and risk management effectiveness.

Risk Likelihood - Inherent risk likelihood assesses the probability that the risk event will occur, and will have the assessed impact, assuming no risk management activities are in place to manage the risk.

Risk Significance - Risk significance is defined as the impact that the risk would have on University of Windsor's ability to execute its strategies and achieve its objectives, assuming the risk has occurred.

Risk Management Effectiveness - Risk management effectiveness is defined as the effectiveness of the processes, procedures and activities currently in place to prevent, monitor and/or mitigate the risk.

The 2022 refresh methodology consists of Significance Score x Likelihood Score to identify the top ten. Risk Management Effectiveness is not used as there is not yet enough widespread visibility into the effectiveness of risk management to make that assessment reliable (normally obtained via a consultative workshop). Note that the top ten does not change even when Risk Management Effectiveness is included in the methodology.



Top Ten Enterprise Risks

Top 10 (Summer 2021)

1) Enrolment Targets and Recruitment

2) Brand and Reputation

3) Student Experience and Retention

4) Academic Programs/Service Development

5) Advancement

6) Labour Relations

7) Recruitment and Retention of Faculty, Staff, Contractors and Volunteers

8) Government Policy and Direction

9) Budget and Planning

10) Equity, Diversity and Inclusion



Top 10 (Fall 2022)

1) Cyber Security Risk

2) Enrolment Targets and Recruitment

3) Human Resources Capacity

4) Labour Relations

5) Government Policy and Direction

6) Environmental Scan and Related Emergency Preparedness

7) Recruitment and Retention of Faculty, Staff, Contractors and Volunteers

8) Academic Program/Services Development

9) Student Satisfaction and Retention

10) Performance Measurement (Faculty & Staff)



2022 ERM Risk Definitions

Risk	Definition
1) Cyber Security Risk	Includes infrastructure, access and information security and privacy; risk of unauthorized access to systems, loss/misuse of data and/or risk of UW having ineffective IT governance/infrastructure to maintain robust cyber security operation
2) Enrolment Targets and Recruitment	The risk of UWindsor's inability to achieve its enrolment targets and recruitment of sufficient, sustainable and quality domestic and/or international students
3) Human Resources Capacity	The risk of sub-optimized allocation of faculty, staff, roles, responsibilities and decision rights
4) Labour Relations	The risk of ineffective relations and/or conflicts with UWindsor's labour unions
5) Government Policy and Direction	The risk of inadequate levels of federal, provincial, municipal government funding and/or changes in federal, provincial, municipal and international government commitment levels, directives/policies and direction (e.g., micro credentials)
6) Environmental Scan and Related Emergency Preparedness	The risk that UWindsor is not prepared for external national or global factors (e.g., economic downturn and pandemic)
7) Recruitment and Retention of Faculty, Staff, Contractors and Volunteers	The risk of UWindsor not being able to attract, motivate, engage and retain top talent (i.e., executives, administrators, faculty, and staff) with the appropriate skills (e.g., bilingual), experience, diversity and capable of attracting students and raising the academic profile of UWindsor
8) Academic Program/Services Development	The risk that the UWindsor does not develop the right programs and services and or retire programs that are not fulfilling market needs to attract students/academics, align with the academic mission and achieve profitability requirements
9) Student Satisfaction and Retention	The risk of UWindsor lacking focus on students and/or alumni, threatening UWindsor's capacity to meet or exceed expectations and retain its students
10) Performance Measurement	The risk that the job performance of faculty and staff is not managed or lacks alignment with UWindsor's strategies and objectives



Top Ten Enterprise Risks

Comparison of Risk Ratings

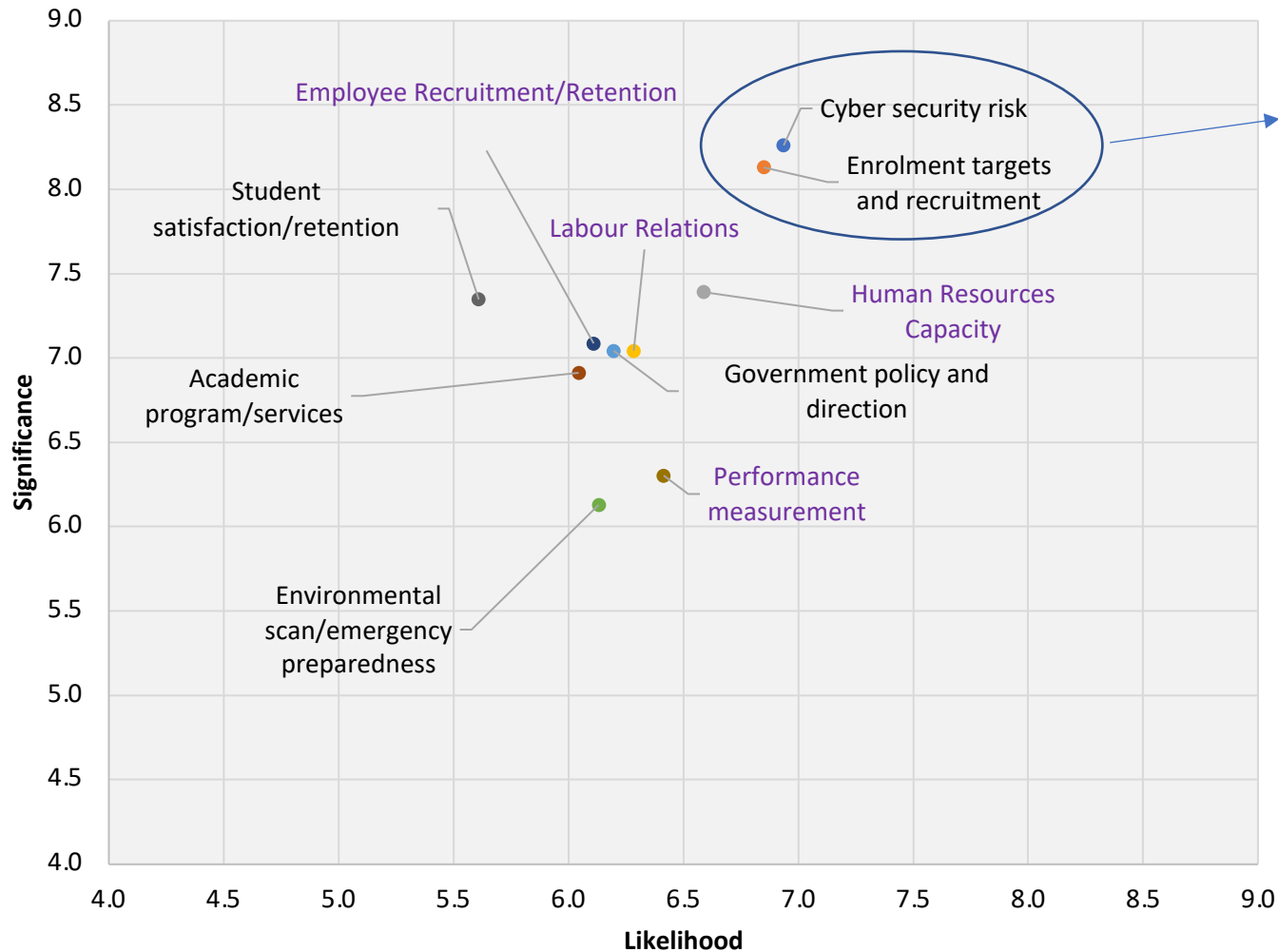
Risk	Risk Ratings: 2021 ERM				Risk Ratings: 2022 ERM		
	Likelihood	Significance	Total Risk		Likelihood	Significance	Total Risk
Cybersecurity	6.2	7.3	46.0		6.9	8.3	57.3 ↑
Enrolment targets and recruitment	7.2	8.3	59.0		6.9	8.1	55.7 ↓
Human Resources capacity					6.6	7.4	48.7
Labour relations	7.1	7.2	50.5		6.3	7.0	44.3 ↓
Government policy & direction	6.7	7.3	48.5		6.2	7.0	43.6 ↑
Environmental scan and emergency preparedness					6.1	7.1	43.6
Recruitment/retention (faculty & staff)	6.7	7.3	48.9		6.1	7.1	43.3 ↓
Academic program/ services development	7.1	7.0	49.3		6.0	6.9	41.8 ↓
Student experience, satisfaction & retention	6.9	7.9	54.6		5.6	7.4	41.2 ↓
Performance measurement					6.4	6.3	40.4
Brand and reputation	7.0	7.0	48.9		5.6	6.9	38.9 ↓
Advancement	6.9	7.1	48.3		5.8	6.2	35.8 ↓
Equity, diversity & inclusion	7.2	6.9	49.4		4.9	6.5	31.9 ↓
Budget & planning	6.6	7.6	50.2		4.2	7.5	31.7 ↓

*Risks with blank scores were not part of the top 20 in 2021, and therefore were not rated.

*Regency bias may have resulted in four risks dropping out of the top ten. Evaluating risks includes long term planning and we will continue to monitor the ongoing activities for the risks that have dropped out of the top ten (Brand and Reputation, Advancement, Equity, Diversity & Inclusion and Budget & Planning).



2022 Top Ten Risk Matrix

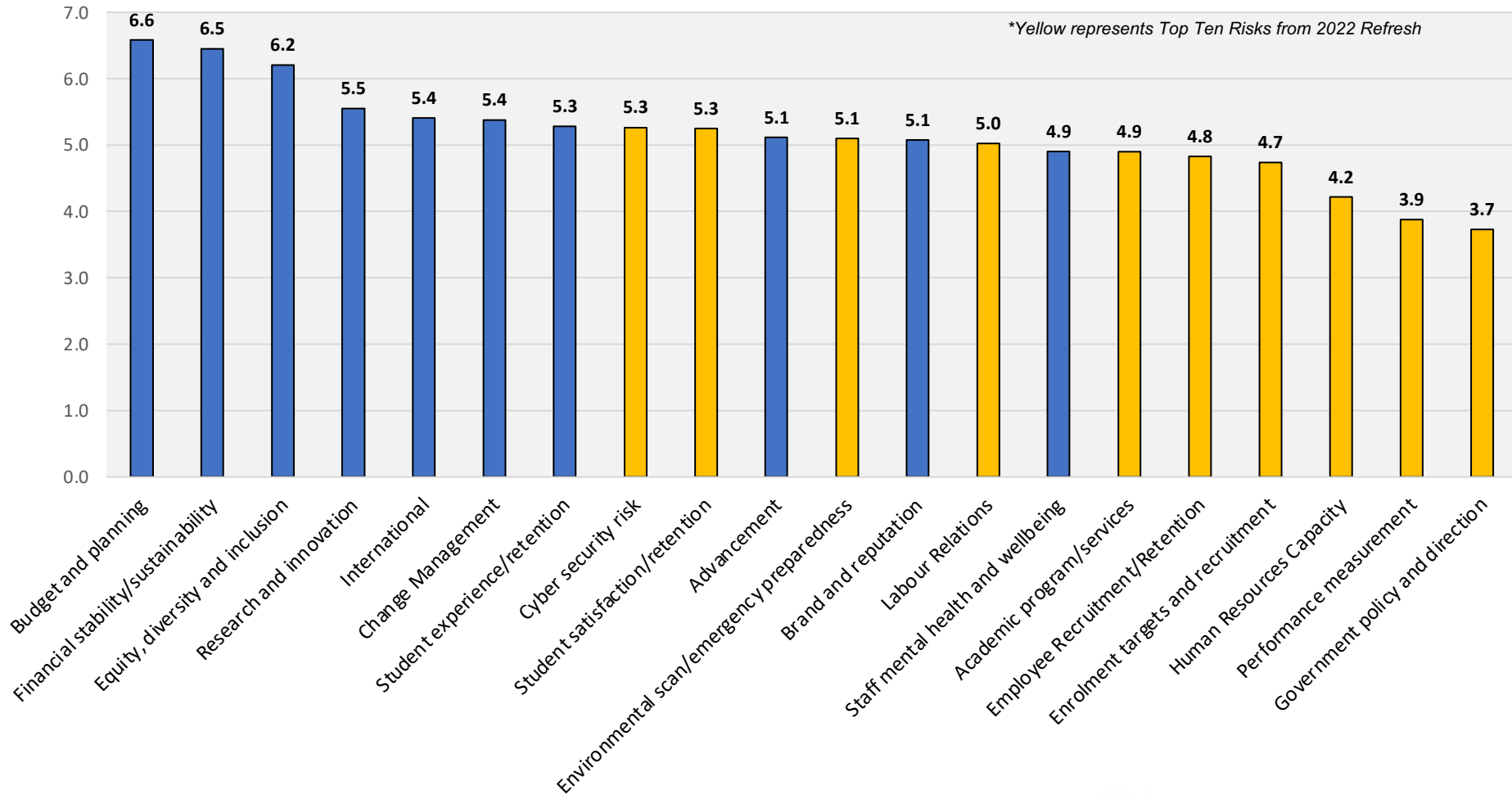


- Top ten risks with a very high “significance” and high “likelihood” score are key areas of focus for the institution going forward
- **Human resources-related** risks (in purple) comprise 40% of the top ten risks. It is notable that the **labour relations** risk has decreased since 2021; likely a product of settled collective agreements with WUFA and Unifor.



Top 20: Management Control Effectiveness

Risk Management Effectiveness



Previous Top 10

- The five risks that have fallen out of Top 10:
 1. Brand and reputation
 2. Advancement
 3. Budget and planning
 4. Equity, diversity and inclusion
 5. Student experience and retention
- Respondent comments on those that fell out of the Top 10 centered around key themes:
 - ✓ Strong leadership
 - ✓ Higher general awareness of the risk
 - ✓ Great progress being made towards mitigating the risk
- Current management actions developed to address these 5 risks will continue to be tracked to completion



Next Steps

- 1) ELT to assign Risk Champions to each newly identified top 10 risk:
 1. Cyber security risk
 2. Human Resources capacity
 3. Environmental Scan and related emergency preparedness
 4. Employee performance measurement
 5. Student satisfaction
- 2) Risk Champions to develop mitigating actions and timelines for each of the new risks
- 3) Continued monitoring of implementation of existing and planned risk management activities
- 4) ERM Team to provide ongoing updates on the action plans from the Risk Champions to the ELT and the Audit Committee



University of Windsor
Board of Governors

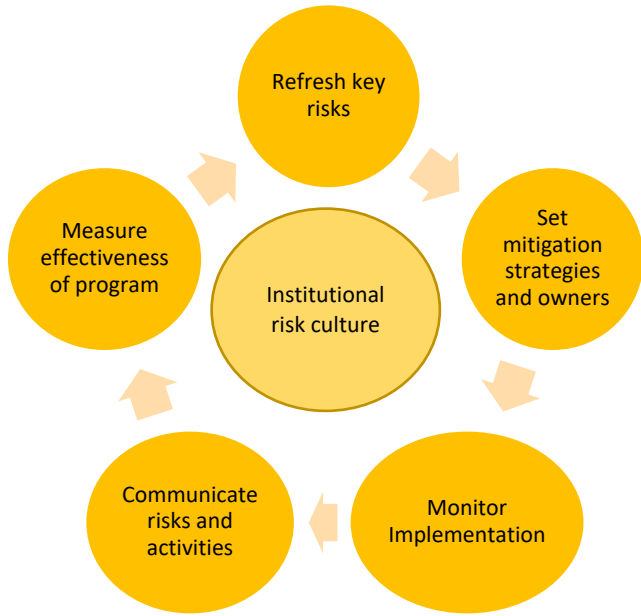
*4.2.3: **Enterprise Risk Management (ERM) Dashboard – Fall 2022 Update**

Item for: **Information**

Forwarded by: **Board Audit Committee**

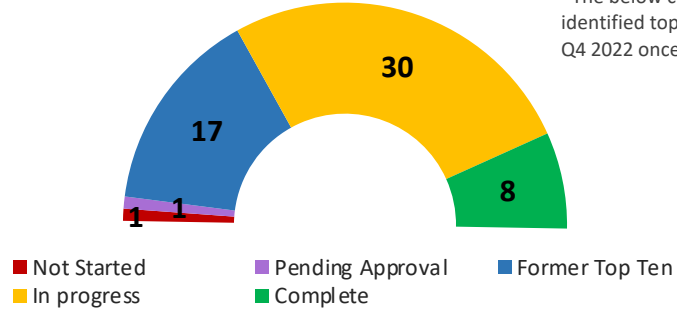
See attached.

UWindsor ERM Framework



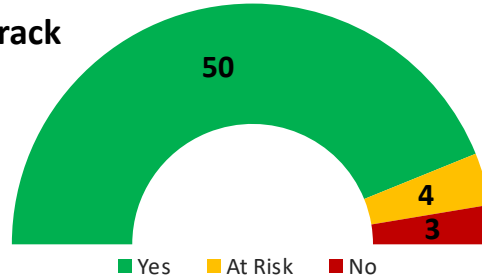
Risk Mitigation Actions - Key Indicators

Action Status

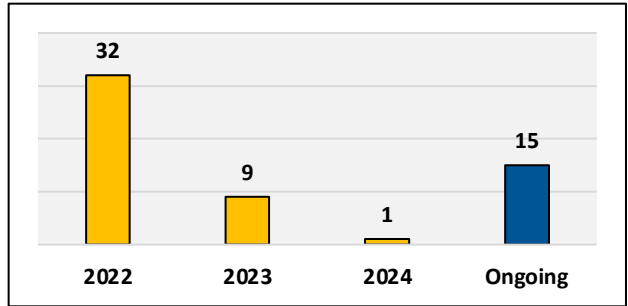


*The below charts do not include the newly identified top ten risks, which will be added in Q4 2022 once actions have been identified.

Status: On Track



Actions: Expected Completion (Year)



Actions Slated for Completion in Q4 2022 (sample)

- Hire an “**Experience Care Navigator**” in Office of Student Experience (Student Satisfaction & Retention)
- Establish **formal articulation agreements** with all UWindsor transfer programs (Academic Program Development)
- Recruit permanent **AVP, Human Resources** (Labour Relations, Human Resources Capacity)

Top Risk Refresh Update (October 2022)

Cyber Security Risk	<input checked="" type="checkbox"/> <input type="circle" value="up"/>	Environmental Scan and Related Emergency Preparedness	<input checked="" type="checkbox"/> <input type="circle" value="up"/>
Enrolment Targets and Recruitment	<input checked="" type="checkbox"/> <input type="circle" value="right"/>	Recruit/retain faculty and staff	<input checked="" type="checkbox"/> <input type="circle" value="right"/>
Human Resources Capacity	<input checked="" type="checkbox"/> <input type="circle" value="up"/>	Academic Program/Services Development	<input checked="" type="checkbox"/> <input type="circle" value="right"/>
Labour Relations	<input checked="" type="checkbox"/> <input type="circle" value="right"/>	Student Satisfaction and Retention	<input checked="" type="checkbox"/> <input type="circle" value="right"/>
Government Policy/Direction	<input checked="" type="checkbox"/> <input type="circle" value="right"/>	Performance Measurement (Faculty & Staff)	<input checked="" type="checkbox"/> <input type="circle" value="up"/>

Emerging Risk Check In

Emerging Risk Identified	Next Steps
Cyber Security Risk	Risk Champions to develop mitigating actions and timelines for each of the new risks
Enrolment Targets and Recruitment	
Human Resources Capacity	
Labour Relations	
Government Policy/Direction	

- Executive Leadership Team agrees the risk remains of top significance for institution
- Risk significance and/or likelihood is increasing (pointing up), decreasing (pointing down), or about the same (flat)



University of Windsor
Board of Governors

*4.4.1: **Vice-President, Equity, Diversity, and Inclusion – Bylaw Revisions**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

MOTION: That proposed revisions to Vice-President, Equity, Diversity, and Inclusion Bylaw be approved.

Proposed Revisions

[revisions are in bold]

Schedule A – Duties and Responsibilities

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

- [...]
- **take primary responsibility for leading policy development on human resources matters, and for implementing new, or maintaining current, University policy related to human resources.**
- **provide oversight of the Office of Human Resources including employee engagement; staff collective bargaining; professional development; staff compensation and benefits; and staff recruitment and retention.**

Rationale:

- Changes reflect senior administrative/organizational structure changes.

**University of Windsor
Board Governance Committee**

*4.4.2: **Board Bylaw Revision**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

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

Proposed Revisions

[revisions are in bold]

2.7 Resource Allocation Committee

2.7.1 Membership:

- [...]
- Such other persons, ~~who are non-Board Members and are not University employees,~~ as the Board may from time to time appoint, to a maximum of three. **Unless otherwise approved through Board resolution, these seats shall be filled by persons who are non-Board Members and from outside the University.**

Rationale:

- In June 2022, the Board approved a change to the bylaw which would enable the appointment of a student to the Resource Allocation Committee through a Board resolution (also approved in June 2022). However, there was an oversight in the change, in that students are also often employees of the University. The proposed changes revert back to the original wording and include a clause allowing for flexibility via Board resolution.

**University of Windsor
Board of Governors**

4.6.1: **Report of the Board Investment Committee**

Item for: **Information**

Forwarded by: **Board Investment Committee**

The Investment Committee met on November 10, 2022. At that meeting, the Investment Committee reviewed performance results for the pension plan fund, the endowment fund, and the working capital fund as at September 30, 2022 and received reports from, and questioned investment managers on their performance prior to the annual Open Pension meeting later that same day.

The Committee regularly assesses manager performance and continues working to ensure that there is the right mix of management styles, based on the institution's risk appetite, to offset market fluctuations and maximize returns.

Although capital markets dropped significantly in the first and second quarters, some upward corrections were noted in the third quarter. As reported at the May 2022 Board meeting, pension and endowment funds represent long-term investments which need to be monitored carefully but not reactively, while the working capital fund is constructed as low-risk. There is no recommendation for changes to the portfolios or managers as the Committee believes that all three funds continue to include appropriate asset mixes, overall, at this time. Nevertheless, as part of the Committee's due diligence, some investment products are being carefully reconsidered and managers' performance is being closely scrutinized to ensure that there is the right mix of management styles, based on the institution's risk appetite, to offset market fluctuations and maximize returns, in the context of the current market conditions.

University of Windsor
Board of Governors

*4.7.1: **University of Windsor Employees' Retirement Plan – Proposed Text Amendments (Phase 1)**

Item for: **Approval**

Forwarded by: **Board Pension Committee**

MOTION: That the Board of Governors approve the amendments to the University of Windsor Employees' Retirement Pension Plan as presented in the *University of Windsor Employees' Retirement Plan – Proposed Amendments 2022* document, effective November 22, 2022.

Rationale:

See attached – Faculty and Employees' Retirement Plan Text Update memo, University of Windsor Employees' Retirement Plan – Proposed Amendments 2022 (BG221122-4.7.1a), and University of Windsor Employees' Retirement Plan – Proposed Plan Text Amendments Comparison Chart (BG221122-4.1.7b).

Board Pension Committee Report

The Pension Committee met on November 9, 2022. In addition to reviewing and approving text amendments and early retirement-related plan amendments for the University of Windsor Employees' Retirement Pension Plan, the Committee reviewed pension plan actuarial valuation estimates as at July 1, 2022, which continue to show both plans in a surplus position, on both a going concern and solvency basis. The next required valuation filing is July 1, 2024.

To: Board of Governors

From: Rachel McRae, Controller
Cheryl Paglione, Executive Director, Pensions, Benefits & HRIS

Date: November 22, 2022

Subject: **Faculty and Employees' Retirement Plan Text Update**

As discussed at the Board of Governors' May 2022 meeting, the University has commenced a long-term project to complete a full Plan Text restatement for the University of Windsor Employees' Retirement Plan.

Registered Employer Pension Plans have many stakeholders with regulatory and legislative changes happening frequently. Legislative and regulatory changes may come from updates to the Ontario Pension and Benefits Act (PBA), the Income Tax Act, the Family Law Act, the Human Rights Code, as well as Collective Bargaining. Stakeholders include Financial Services Regulatory Authority (FSRA), Canada Revenue Agency (CRA), etc.

As a reminder, the project is planned to span until 2024 for both Pension Plans. Both the Faculty Plan and the Employees' Retirement Plans are being administered in accordance with all current legislative and regulatory requirements.

The project has been planned in two phases for each Plan:

1. Employees' Retirement Plan: Straightforward Plan Amendments and Updates

- a. Legislative required updates
- b. Collective bargaining related updates

Phase Output: Plan **amendments** approved by the Board of Governors and filed with the regulator.

1. Employees' Retirement Plan: More Complex Issues for Amendment and Update

- a. General updates and housekeeping items
- b. Review pronouns and other language for EDI considerations
- c. Opportunities for improvement to the plan text

Phase Output: Plan **amendments and a full plan text restatement** approved by the Board of Governors and filed with the regulator.

Administration has completed Phase 1 of the project for the Employees' Retirement Plan and are proposing a motion for the Committee's consideration. Only the sections that will be amended have been included in the supporting materials; the full plan text is available for reference on our website: <https://www.uwindsor.ca/humanresources/faculty-staff/pensions/employees-plan/employees-plan-plan-documents>.

Following approval of Phase 1 amendments, the University will work to finalize Phase 2 amendments for the Employees' Plan and bring them forward for approval at the March 2023 Board Pension Committee meeting. Once both Phase 1 and Phase 2 amendments for the Employees' Retirement Plan have been approved by the Board of Governors, the goal is to complete a Full Plan Text restatement for the Employees' Retirement Plan by Spring of 2024.

University of Windsor Employees' Retirement Plan – Proposed Amendments 2022

- 1.28 **“Spouse”** shall mean, at the time a determination of marital status is required, a person to whom the Member is:
- (a) ~~a person to whom the Member is~~ legally married, provided the Member is not living separate and apart from that person;
 - (b) ~~a person of the opposite sex or of the same sex~~not legally married but the Member and that person have been cohabiting continuously in a conjugal relationship ~~with the Member~~ for at least one year; or
 - (c) ~~a person to whom the Member is not legally married to the Member and is living with the Member, but the Member and that person are cohabiting in a conjugal relationship of some permanence if they are the and are jointly the natural or adoptive parents of a child as set out in section 4 of the Children’s Law Reform Act; both as defined in the Family Law Act, 1986 (Ontario).~~
- provided that the person also qualifies as a spouse or common-law partner as defined at the relevant time by the *Income Tax Act* for purposes of registered pension plans.

Not more than one person shall be a Spouse under the Plan and in the event of more than one person having claims to be such, the determination of the University acting as the Plan administrator as to which person shall be the Spouse, on the basis of evidence available to it and which it considers sufficient for the purposes of such determination, shall be final. For greater certainty, the University may direct the parties to resolve the matter or may bring the matter before a court of competent jurisdiction.

3.01 Required Contributions By Members

Each Member shall be required to contribute to the Plan, by payroll deduction, as follows:

- (1) For Service Prior To January 1, 1966
5% of his/her Earnings.
- (2) For Service From January 1, 1966 To June 30, 1972
 - (a) 3.2% of that portion of his/her Earnings during each year which is at an annual rate that is subject to tax under the Canada Pension Plan; plus
 - (b) 5% of that portion of his/her Earnings during each year which is at an annual rate that is not subject to tax under the Canada Pension Plan.
- ~~(3) For Service From July 1, 1972 to June 30, 2010~~
 - ~~(a) 6% of that portion of his/her Earnings in each year up to the Year’s Basic Exemption; plus~~

(b) 4.2% of that portion of his/her Earnings in each year that is in excess of the Year's Basic Exemption but only up to the Year's Maximum Pensionable Earnings; plus

(c) 6% of that portion of his/her Earnings in each year in excess of the Year's Maximum Pensionable Earnings;

provided that a Member's contributions for any calendar year, under this Section 3.01 (3) shall not exceed the maximum amount permitted under the *Income Tax Act* for that calendar year.

(4) For Service from July 1, 2010 to June 3, 2018

(a) 9.2% of that portion of his/her Earnings in each year up to the Year's Basic Exemption; plus

(b) 6.4% of that portion of his/her Earnings in each year that is in excess of the Year's Basic Exemption but only up to the Year's Maximum Pensionable Earnings; plus

(c) 9.2% of that portion of his/her Earnings in each year in excess of the Year's Maximum Pensionable Earnings;

provided that a Member's contributions for any calendar year, under this Section 3.01(4), shall not exceed the maximum amount permitted under the *Income Tax Act* for that calendar year.

(5) For Service from June 4, 2018 to September 9, 2018

(a) 11% of that portion of his/her Earnings in each year up to the Year's Basic Exemption; plus

(b) 7.7% of that portion of his/her Earnings in each year that is in excess of the Year's Basic Exemption but only up to the Year's Maximum Pensionable Earnings; plus

(c) 11% of that portion of his/her Earnings in each year in excess of the Year's Maximum Pensionable Earnings;

provided that a Member's contributions for any calendar year, under this Section 3.01(5), shall not exceed the maximum amount permitted under the *Income Tax Act* for that calendar year.

(6) For Service on and after September 10, 2018

(a) 9.3% of that portion of his/her Earnings in each year up to the Year's Basic Exemption; plus

(b) 6.5% of that portion of his/her Earnings in each year that is in excess of the Year's Basic Exemption but only up to the Year's Maximum Pensionable Earnings; plus

(c) 9.3% of that portion of his/her Earnings in each year in excess of the Year's Maximum Pensionable Earnings;

provided that a Member's contributions for any calendar year, under this Section 3.01(6), shall not exceed the maximum amount permitted under the *Income Tax Act* for that calendar year.

However, during periods of Total Disability or authorized leave of absence, the contribution requirements in respect of a Member shall be governed by the provisions of Sections 4 and 5 hereof.

(3) For Service after June 30, 1972

As set out in the following table, provided that

- (a) a Member's contributions for any calendar year, under this Section 3.0 1(3) shall not exceed the maximum amount permitted under the *Income Tax Act* for that calendar year; and
- (b) during periods of Total Disability or authorized leave of absence, the contribution requirements in respect of a Member shall be governed by the provisions of Sections 4 and 5 hereof:

<u>Service Dates</u>	<u>Percentage of Earnings up to Year's Basic Exemption</u>	<u>Percentage of Earnings in excess of Year's Basis Exemptions up to Year's Maximum Pensionable Earnings</u>	<u>Percentage of Earnings in Excess of Year's Maximum Pensionable Earnings</u>
<u>From July 1, 1972 to June 30, 2010</u>	<u>6.0%</u>	<u>4.2%</u>	<u>6.0%</u>
<u>From July 1, 2010 to June 3, 2018</u>	<u>9.2%</u>	<u>6.4%</u>	<u>9.2%</u>
<u>From June 4, 2018 to September 9, 2018</u>	<u>11.0%</u>	<u>7.7%</u>	<u>11.0%</u>
<u>From September 10, 2018 to February 7, 2021</u>	<u>9.3%</u>	<u>6.5%</u>	<u>9.3%</u>
<u>From February 8, 2021 to May 2, 2021</u>	<u>10.0%</u>	<u>7.0%</u>	<u>10.0%</u>
<u>From May 3, 2021 to April 3, 2022</u>	<u>9.4%</u>	<u>6.6%</u>	<u>9.4%</u>
<u>From April 4, 2022 to May 1, 2022</u>	<u>3.7%</u>	<u>2.6%</u>	<u>3.7%</u>
<u>On and after May 2, 2022</u>	<u>8.9%</u>	<u>6.2%</u>	<u>8.9%</u>

6.02 Normal Retirement

The Normal Retirement Date of a Member shall be the commencement of the first of the month following the Member's sixty-fifth (65th) birthday.

Except as otherwise provided herein, a Member ~~shall~~may retire from the service of the University at his/her Normal Retirement Date and shall thereupon be entitled to receive the retirement income earned as of the date of retirement determined in accordance with Section 7.01 hereof.

6.03 Postponed Retirement

A Member who ~~remains employed with the University after attaining~~attains his/her Normal Retirement Date ~~may, by mutual agreement of the Member and the University, postpone retirement on a year to year basis for the purposes of the Plan until the first of any month thereafter, but in no event beyond December 1 in the year in which the Member attains age seventy-one (71).for more than two (2) years beyond the end of the month coincident with or immediately following his/her sixty fifth (65) birthday.~~

In such event, the Member shall continue to contribute to the Plan pursuant to Section 3.01 hereof until his/her actual retirement date, ~~and may, if he/she desires, make additional voluntary contributions pursuant to Section 3.04 hereof.~~ Upon his/her actual retirement, he/she shall be entitled to receive a retirement income determined in accordance with Section 7.01 hereof.

10.01 Termination Benefits For Post 1986 Service~~Benefits on Termination of Employment~~

(1) Termination Before 24 Months Membership – Vested But Not Locked In

A Member who terminates employment with the University for any reason other than death or retirement shall be entitled to receive the benefit in paragraph (2), based on his/her Pensionable Service. ~~before completing 24 months of Pensionable Service is entitled to receive either a lump sum refund of his/her required contributions made to the Plan on and after January 1, 1987, plus Credited Interest, or a deferred pension in the amount accrued or granted to him/her under Section 7.01 for Pensionable Service on and after January 1, 1987 and otherwise accrued or granted to him/her on and after January 1, 1987.~~

(2) Termination After 24 Months Membership – Vested And Locked In

The benefit payable to a Member eligible under this Section 10.01 is the sum of (a) and (b) where: A Member who terminates employment with the University after completing 24 months of Pensionable Service is not permitted to withdraw any of his/her required contributions made under the Plan on and after January 1, 1987, and, in lieu thereof, is entitled to receive a deferred pension in the amount accrued or granted to him/her under Section 7.01 for Pensionable Service on and after January 1, 1987 and otherwise accrued or granted to him/her on and after January 1, 1987.

(a) equals a deferred pension payable at his/her Normal Retirement Date, based on his/her Pensionable Service in the amount accrued to his/her credit under Section 7.01; and

(b) equals a lump sum payment equal to any excess contributions made under the Plan determined in accordance with Section 7.06(2).

10.02 Termination Benefit For Pre 1987 Service

(1) Termination Before “45 And 10” Vested But Not Locked In

~~A Member who terminates employment with the University before both completing 10 years of Continuous Service and attaining age 45 is entitled to receive either a refund of his/her required contributions made to the Plan before January 1, 1987, plus Credited Interest, or a deferred pension, commencing on his/her Normal Retirement Date, in the amount accrued or granted under Section 7.01 before January 1, 1987.~~

(2) Termination After “45 & 10” Vested And Locked In

~~For service before January 1, 1987, a Member who terminates employment with the University after completing 10 years of Continuous Service and attaining age 45 is not permitted to withdraw any of his/her required contributions made under the Plan before January 1, 1987, and in lieu thereof, is entitled to receive a deferred pension, commencing on his/her Normal Retirement Date, in the amount accrued or granted under Section 7.01 before January 1, 1987.~~

10.03 Refund Of Excess Required Contributions

~~If the Member is entitled to receive a deferred pension under Section 10.01 upon termination of employment other than by death or retirement, he/she will receive a refund of any excess contributions made under the Plan determined in accordance with Section 7.06(2).~~

10.07 Grow-In Benefits

Where the University determines that

- (1) a Member’s employment with the University has been terminated as a result of an Activating Event, and
- (2) that Member’s benefits and rights under this Plan are governed, as of the effective date of an Activating Event, by the Act, such that Section 74 of that Act is applicable to the Member, and
- (3) that Member’s combination of age plus years of Continuous Service with the University or membership in the Plan equals at least 55 on the effective date of the Activating Event,

then, that Member has the right, but only to the extent required by Section 74 of the Pension Benefits Act and the related regulations thereunder, to receive

- (4) a pension in accordance with the terms of Section 7 of the Plan if, under the Plan, the Member is eligible for immediate payment of the pension benefit;
- (5) a pension in accordance with the terms of Section 7.01 of the Plan, commencing on Normal Retirement Date;

(6) a reduced pension in the amount payable under the terms of Section 7.04 of the Plan beginning on the date on which the Member would be entitled to the reduced pension under the Plan if the Activating Event had not occurred and if the Member's membership continued to that date.

For purposes of this Section 10.07, "Activating Event" means:

- (1) The Plan is wound up with an effective date on or after April 1, 1987.
- (2) The University has terminated the Member's employment if the effective date of the termination is on or after July 1, 2012, but not if the termination occurs in any of the following circumstances:
 - (a) The termination is a result of wilful misconduct, disobedience or wilful neglect of duty by the Member that is not trivial and has not been condoned by the University; or
 - (b) The termination occurs in such other circumstances as may be prescribed under the Act.
- (3) The occurrence of such other events as may be prescribed under the Act in such circumstances as may be specified by regulation under the Act.

11.01 Death Benefit Amount

If a Member dies before pension commencement, ~~and before Normal Retirement Date, and~~ subject to the application of Section 11.02(3) and 11.02(4), a death benefit is payable in an amount equal to the sum of:

- (1) for Pensionable Service before January 1, 1987, a percentage of the Member's total required contributions made to the Plan prior to January 1, 1987, with Credited Interest to the date of the Member's death, determined in accordance with the table below;
- (2) for Pensionable Service on and after January 1, 1987 and before January 1, 1992, the greater of:
 - (a) the Commuted Value of the Member's pension accrued to him/her under Section 7.01; and
 - (b) a percentage of the Member's total required contributions made to the Plan on and after January 1, 1987 and prior to January 1, 1992 with Credited Interest to the date of the Member's death, determined in accordance with the table below;
- (3) for Pensionable Service on and after January 1, 1992, the Commuted Value of the Member's pension accrued to him/her under Section 7.01.

Completed Years of Continuous Service Prior to Death	Percentage of Employee Contributions
Less than 11 years	100%
11 years and less than 12 years	110%

12 years and less than 13 years	120%
13 years and less than 14 years	130%
14 years and less than 15 years	140%
15 years and less than 16 years	150%
16 years and less than 17 years	160%
17 years and less than 18 years	170%
18 years and less than 19 years	180%
19 years and less than 20 years	190%
20 years and over	200%

(4) In no event will the death benefit payable in respect of Pensionable Service on and after January 1, 1986 in the event of the Member's death prior to pension commencement be less than the Commuted Value of the Member's pension accrued to him/her under Section 7.01 at the Member's date of death.

11.02 Payment of Death Benefit

(1) Lump Sum Settlement

The death benefit under Section 11.01 is payable in a lump sum and is payable to the Member's Spouse unless the Member and Spouse have completed and filed a waiver in the prescribed form. If the Member does not have a Spouse at the date of death, or the Member and Spouse have completed and filed a waiver, then the lump sum death benefit is payable to the Member's Beneficiary. The lump sum payment shall not, in any event, be less than the death benefit payment payable under Section 11.01. The Spouse of a Member may elect to transfer the lump sum to his/her registered retirement savings plan.

(2) Annuity Option for Spouse

If a Spouse is entitled to the death benefit, the Spouse may elect to receive, in lieu of the lump sum, an annuity payable for the Spouse's lifetime as may be provided by the amount in 11.01 subject to the restriction in Section 11.02(3), commencing at any time prior to the end of the calendar year in which the Spouse attains age ~~69~~71 (or, if later, within one year after the death of the Member). If the Spouse fails to make an election within 90 days of being advised of the entitlement to choose an annuity, the Spouse will be deemed to have elected the annuity.

(3) Restriction on Annuity Option

The amount used to provide an annuity under Section 11.02(2) shall not exceed the Commuted Value of the Member's pension accrued to him/her under Section 7.01 for all Pensionable Service.

~~11.04 Death In Service After Normal Retirement Date~~

~~If a Member's death occurs while in the service of the University after his/her Normal Retirement Date, but before his/her postponed retirement date, he/she shall be considered to have been retired on the first day of the month coincident with or immediately prior to his/her date of death and death benefits shall be paid in accordance with the provision of Section 11.05 below.~~

~~_____ If such a Member had elected an optional pension form pursuant to Section 9.03 hereof, such option shall be deemed to have taken effect as of his/her deemed retirement date.~~

15.06 Annual-Periodic Statement

~~The University shall, in accordance with the terms of and within the period prescribed by the *Pension Benefits Act*, provide annually to each active Member a written statement to each person to whom such a statement is required to be provided under the *Pension Benefits Act*, which statement shall outline the person's containing the information prescribed under the *Pension Benefits Act* in respect of the Member's benefits under the Plan together with such other information as is prescribed under the *Pension Benefits Act*.~~

15.08 Inspection Of Access to Plan Documents

~~The University shall make available for inspection by eligible individuals the documents and information concerning the Plan and the Pension Fund as Within the time prescribed under the *Pension Benefits Act*, upon receiving a written request, the University shall provide to an eligible individuals prescribed under the *Pension Benefits Act*, the documents and information concerning the Plan as required by the *Pension Benefits Act*, which may be provided electronically.~~

15.10 Electronic Communication

~~Where permitted under the *Pension Benefits Act*, the University may provide information prescribed under the *Pension Benefits Act* by mail, or, in the alternative, electronically to a person who is entitled to receive such prescribed information, provided that the University has complied with any requirements set out under the *Pension Benefits Act* in respect of providing communication electronically and such electronic means are in accordance with any applicable legislation.~~

16.02 Non-Alienation

~~Subject to applicable legislation and as specifically permitted under this Plan, no benefit under the Plan shall be subject to anticipation, alienation, sale, transfer, assignment, pledge, encumbrance or charge or to attachment or legal process for debts of the person entitled to receive them, nor shall any such benefit be capable of surrender or being given as security. Except as specified in Section 17.03, money payable under the Plan is subject to the following restrictions:~~

(1) Void Transactions

~~any transaction that purports to assign, charge, anticipate, surrender or give as security money payable under the Plan shall not be enforceable against the Plan; and~~

(2) Exemption From Seizure

~~money payable under the Plan is exempt from execution, seizure or attachment.~~

16.03 Alienation Of Benefits On ~~Marriage~~ Breakdown of Spousal Relationship

(1) Support Obligations

Upon the breakdown of a Member's spousal relationship, ~~Payments~~ payments under the Plan are subject to execution, seizure or attachment ~~to~~ in satisfaction of an order for support or maintenance enforceable in Ontario or another relevant jurisdiction, in accordance with the *Pension Benefits Act*.

(2) Division Of Property

Upon the breakdown of the ~~Spousal~~ spousal relationship between a Member and his/her Spouse, a Member may assign or convey all or a portion of his/her benefits and rights under the Plan to his/her Spouse or former Spouse, within the limits imposed by the *Pension Benefits Act*, *Income Tax Act* and any other applicable legislation, pursuant to a written domestic agreement, family arbitration award or court order. Upon the assignment of pension benefits, the benefits due to the Member will be revalued pursuant to the provisions of the *Pension Benefits Act*, accordingly.

For court orders, domestic agreements or family arbitration awards made on or after January 1, 2012, the former Spouse of the Member may, provided that any requirements of the *Pension Benefits Act* are met, receive an immediate payment of the value of the benefit to which the former Spouse is entitled, in a lump sum payment or the former Spouse may transfer it to another registered vehicle.

(3) The administrator may charge, to the Member and Spouse or former Spouse, a fee in an amount not exceeding the amount prescribed under the *Pension Benefits Act*, in connection with the preparation of a statement of the Member's benefits under the Plan or the execution of the division of the Member's benefits under the Plan following the breakdown of the spousal relationship.

17.01 Continuation Of Plan

The University intends to maintain the Plan in force indefinitely, but nevertheless reserves the right to discontinue the Plan, ~~in whole or in part~~, at any time or times, as the Board of Governors of the University, in its absolute discretion, may determine.

17.03 Discontinuance Of Plan

In the event of discontinuance of the Plan, ~~in whole or in part~~, for any reason, the University will not be able to recover any sums paid to the date thereof. The assets of the Pension Fund will be applied for the benefit of retired Members, active Members, Members entitled to deferred vested benefits, their respective estates, beneficiaries and joint annuitants in such equitable manner as may be determined by the Retirement Committee in consultation with the Actuary, and the University. Such benefits may be provided through the continuation of the Pension Fund, the establishment of a new pension fund for that purpose, the purchase of deferred or immediate annuity contracts, or through the transfer of funds to other registered plans. No liability shall attach to the Retirement Committee or any person thereon, or the University, in connection with the application and distribution of the Pension Fund in accordance with this Section 17.03, if made in good faith.

University of Windsor Employees' Retirement Plan - Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
<p>1.28 “Spouse” shall mean, at the time a determination of marital status is required,</p> <p>(a) a person to whom the Member is legally married, provided the Member is not living separate and apart from that person;</p> <p>(b) a person of the opposite sex or of the same sex cohabiting continuously in a conjugal relationship with the Member for at least one year; or</p> <p>(c) a person to whom the Member is not legally married, but the Member and that person are cohabiting in a conjugal relationship of some permanence and are jointly the natural or adoptive parents of a child, both as defined in the Family Law Act, 1986 (Ontario).</p>	<p>1.28 “Spouse” shall mean, at the time a determination of marital status is required, a person to whom the Member is:</p> <p>(a) legally married, provided the Member is not living separate and apart from that person;</p> <p>(b) not legally married but the Member and that person have been cohabiting continuously in a conjugal relationship for at least one year; or</p> <p>(c) not legally married to the Member and is living with the Member in a conjugal relationship of some permanence if they are the parents of a child as set out in section 4 of the <i>Children’s Law Reform Act</i>;</p> <p style="padding-left: 40px;">provided that the person also qualifies as a spouse or common-law partner as defined at the relevant time by the <i>Income Tax Act</i> for purposes of registered pension plans.</p> <p>Not more than one person shall be a Spouse under the Plan and in the event of more than one person having claims to be such, the determination of the University acting as the Plan administrator as to which person shall be the Spouse, on the basis of evidence available to it and which it considers sufficient for the purposes of such determination, shall be final. For greater certainty, the University may direct the parties to resolve the matter or may bring the matter before a court of competent jurisdiction.</p>	<p>Effective Date: January 1, 2017</p> <p>Required by PBA.</p> <p>Definition of Spouse revised to include parents of a child as defined under Section 4 of the <i>Children’s Law Reform Act</i>.</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
<p>3.01 <u>Required Contributions By Members</u></p> <p>Each Member shall be required to contribute to the Plan, by payroll deduction, as follows:</p> <p>(1) <u>For Service Prior To January 1, 1966</u></p> <p style="padding-left: 40px;">5% of his/her Earnings.</p> <p>(2) <u>For Service From January 1, 1966 To June 30, 1972</u></p> <p style="padding-left: 40px;">(a) 3.2% of that portion of his/her Earnings during each year which is at an annual rate that is subject to tax under the Canada Pension Plan; plus</p> <p style="padding-left: 40px;">(b) 5% of that portion of his/her Earnings during each year which is at an annual rate that is not subject to tax under the Canada Pension Plan.</p> <p>(3) <u>For Service From July 1, 1972 to June 30, 2010</u></p> <p style="padding-left: 40px;">(a) 6% of that portion of his/her Earnings in each year up to the Year's Basic Exemption; plus</p> <p style="padding-left: 40px;">(b) 4.2% of that portion of his/her Earnings in each year that is in excess of the Year's Basic Exemption but only up to the Year's Maximum Pensionable Earnings; plus</p> <p style="padding-left: 40px;">(c) 6% of that portion of his/her Earnings in each year in excess of the Year's Maximum Pensionable Earnings,</p>	<p>3.01 <u>Required Contributions By Members</u></p> <p>Each Member shall be required to contribute to the Plan, by payroll deduction, as follows:</p> <p>(1) <u>For Service Prior To January 1, 1966</u></p> <p style="padding-left: 40px;">5% of his/her Earnings.</p> <p>(2) <u>For Service from January 1, 1966 to June 30, 1972</u></p> <p style="padding-left: 40px;">(a) 3.2% of that portion of his/her Earnings during each year which is at an annual rate that is subject to tax under the Canada Pension Plan; plus</p> <p style="padding-left: 40px;">(b) 5% of that portion of his/her Earnings during each year which is at an annual rat that is not subject to tax under the Canada Pension Plan.</p> <p>(3) <u>For Service after June 30, 1972</u></p> <p style="padding-left: 40px;">As set out in the following table, provided that</p> <p style="padding-left: 40px;">(a) a Member's contributions for any calendar year, under this Section 3.0 1(3) shall not exceed the maximum amount permitted under the Income Tax Act for that calendar year; and</p> <p style="padding-left: 40px;">(b) during periods of Total Disability or authorized leave of absence, the contribution requirements in respect of a Member shall be governed by the provisions of Sections 4 and 5 hereof:</p>	<p>Effective Date: April 4, 2022</p> <p>Required update to reflect latest valuation results and plan's cost sharing rules.</p> <p>Included historical contribution rates in a table.</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT				SUMMARY OF AMENDMENT
<p>provided that a Member's contributions for any calendar year, under this Section 3.01 (3) shall not exceed the maximum amount permitted under the <i>Income Tax Act</i> for that calendar year.</p> <p>(4) <u>For Service from July 1, 2010 to June 3, 2018</u></p> <p>(a) 9.2% of that portion of his/her Earnings in each year up to the Year's Basic Exemption; plus</p> <p>(b) 6.4% of that portion of his/her Earnings in each year that is in excess of the Year's Basic Exemption but only up to the Year's Maximum Pensionable Earnings; plus</p> <p>(c) 9.2% of that portion of his/her Earnings in each year in excess of the Year's Maximum Pensionable Earnings,</p> <p>provided that a Member's contributions for any calendar year, under this Section 3.01(4), shall not exceed the maximum amount permitted under the <i>Income Tax Act</i> for that calendar year.</p> <p>(5) <u>For Service from June 4, 2018 to September 9, 2018</u></p> <p>(a) 11% of that portion of his/her Earnings in each year up to the Year's Basic Exemption; plus</p> <p>(b) 7.7% of that portion of his/her Earnings in each year that is in excess of the Year's Basic Exemption but only up to the Year's Maximum Pensionable Earnings; plus</p>	Service Dates	Percentage of Earnings up to Year's Basic Exemption	Percentage of Earnings in excess of Year's Basis Exemptions up to Year's Maximum Pensionable Earnings	Percentage of Earnings in Excess of Year's Maximum Pensionable Earnings	
	From July 1, 1972 to June 30, 2010	6.0%	4.2%	6.0%	
	From July 1, 2010 to June 3, 2018	9.2%	6.4%	9.2%	
	From June 4, 2018 to September 9, 2018	11.0%	7.7%	11.0%	
	From September 10, 2018 to February 7, 2021	9.3%	6.5%	9.3%	
	From February 8, 2021 to May 2, 2021	10.0%	7.0%	10.0%	

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT				SUMMARY OF AMENDMENT
<p>(c) 11% of that portion of his/her Earnings in each year in excess of the Year's Maximum Pensionable Earnings,</p> <p>provided that a Member's contributions for any calendar year, under this Section 3.01(5), shall not exceed the maximum amount permitted under the <i>Income Tax Act</i> for that calendar year.</p> <p>(6) <u>For Service on and after September 10, 2018</u></p> <p>(a) 9.3% of that portion of his/her Earnings in each year up to the Year's Basic Exemption; plus</p> <p>(b) 6.5% of that portion of his/her Earnings in each year that is in excess of the Year's Basic Exemption but only up to the Year's Maximum Pensionable Earnings; plus</p> <p>(c) 9.3% of that portion of his/her Earnings in each year in excess of the Year's Maximum Pensionable Earnings,</p> <p>provided that a Member's contributions for any calendar year, under this Section 3.01(6), shall not exceed the maximum amount permitted under the <i>Income Tax Act</i> for that calendar year.</p> <p>However, during periods of Total Disability or authorized leave of absence, the contribution requirements in respect of a Member shall be governed by the provisions of Sections 4 and 5 hereof.</p>	From May 3, 2021 to April 3, 2022	9.4%	6.6%	9.4%	
	From April 4, 2022 to May 1, 2022	3.7%	2.6%	3.7%	
	On and after May 2, 2022	8.9%	6.2%	8.9%	

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
<p>6.02 <u>Normal Retirement</u></p> <p>The Normal Retirement Date of a Member shall be the commencement of the first of the month following the Member's sixty-fifth (65th) birthday.</p> <p>Except as otherwise provided herein, a Member shall retire from the service of the University at his/her Normal Retirement Date and shall thereupon be entitled to receive the retirement income earned as of the date of retirement determined in accordance with Section 7.01 hereof.</p>	<p>6.02 <u>Normal Retirement</u></p> <p>The Normal Retirement Date of a Member shall be the commencement of the first of the month following the Member's sixty-fifth (65th) birthday.</p> <p>Except as otherwise provided herein, a Member may retire from the service of the University at his/her Normal Retirement Date and shall thereupon be entitled to receive the retirement income earned as of the date of retirement determined in accordance with Section 7.01 hereof.</p>	<p>Effective Date: December 12, 2006</p> <p>Changes required to reflect abolition of mandatory retirement.</p> <p>Added a new definition of "Postponed Retirement Date" and deleting and replacing Section 6.02 with a new provision postponing retirement for a Member who remains in Continuous Service after Normal Retirement Date to a Postponed Retirement Date.</p>
<p>6.03 <u>Postponed Retirement</u></p> <p>A Member who attains his/her Normal Retirement Date may, by mutual agreement of the Member and the University, postpone retirement on a year-to-year basis for the purposes of the Plan,</p>	<p>6.03 <u>Postponed Retirement</u></p> <p>A Member who remains employed with the University after attaining his/her Normal Retirement Date may postpone retirement for the purposes of the Plan until the first of any</p>	<p>Effective Date: December 12, 2006</p> <p>Addressed in summary of Section 6.02.</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
<p>but in no event for more than two (2) years beyond the end of the month coincident with or immediately following his/her sixty-fifth (65) birthday.</p> <p>In such event, the Member shall continue to contribute to the Plan pursuant to Section 3.01 hereof until his/her actual retirement date, and may, if he/she desires, make additional voluntary contributions pursuant to Section 3.04 hereof. Upon his/her actual retirement, he/she shall be entitled to receive a retirement income determined in accordance with Section 7.01 hereof.</p>	<p>month thereafter, but in no event beyond December 1 in the year in which the Member attains age seventy-one (71).</p> <p>In such event, the Member shall continue to contribute to the Plan pursuant to Section 3.01 hereof until his/her actual retirement date. Upon his/her actual retirement, he/she shall be entitled to receive a retirement income determined in accordance with Section 7.01 hereof.</p>	<p>Note: As required by the CRA, all pensions must commence at age 71.</p>
<p>10.01 <u>Termination Benefits For Post-1986 Service</u></p> <p>(1) <u>Termination Before 24 Months Membership - Vested But Not Locked-In</u></p> <p>A Member who terminates employment with the University before completing 24 months of Pensionable Service is entitled to receive either a lump sum refund of his/her required contributions made to the Plan on and after January 1, 1987, plus Credited Interest, or a deferred pension in the amount accrued or granted to him/her under Section 7.01 for Pensionable Service on and after January 1, 1987 and otherwise accrued or granted to him/her on and after January 1, 1987.</p> <p>(2) <u>Termination After 24 Months Membership - Vested And Locked-In</u></p> <p>A Member who terminates employment with the University after completing 24 months of Pensionable Service is not permitted to withdraw any of his/her required contributions made under the Plan on and after January 1, 1987, and, in lieu thereof, is entitled to</p>	<p>10.01 <u>Benefits on Termination of Employment</u></p> <p>(1) A Member who terminates employment with the University for any reason other than death or retirement shall be entitled to receive the benefit in paragraph (2), based on his/her Pensionable Service.</p> <p>(2) The benefit payable to a Member eligible under this Section 10.01 is the sum of (a) and (b) where:</p> <p>(a) equals a deferred pension payable at his/her Normal Retirement Date, based on his/her Pensionable Service in the amount accrued to his/her credit under Section 7.01; and</p> <p>(b) equals a lump sum payment equal to any excess contributions made under the Plan determined in accordance with Section 7.06(2).</p>	<p>Effective Date: July 1, 2012</p> <p>Required by PBA.</p> <p>Changes reflect immediate vesting.</p> <p>Applies to terminations on and after July 1, 2012 (Does not apply to pre-1987 death benefits unless Plan terms provide).</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
<p>receive a deferred pension in the amount accrued or granted to him/her under Section 7.01 for Pensionable Service on and after January 1, 1987 and otherwise accrued or granted to him/her on and after January 1, 1987.</p>		
<p>10.02 <u>Termination Benefit For Pre-1987 Service</u></p> <p>(1) <u>Termination Before "45 And 10" - Vested But Not Locked-In</u></p> <p>A Member who terminates employment with the University before both completing 10 years of Continuous Service and attaining age 45 is entitled to receive either a refund of his/her required contributions made to the Plan before January 1, 1987, plus Credited Interest, or a deferred pension, commencing on his/her Normal Retirement Date, in the amount accrued or granted under Section 7.01 before January 1, 1987.</p> <p>(2) <u>Termination After "45 & 10" - Vested And Locked-In</u></p> <p>For service before January 1, 1987, a Member who terminates employment with the University after completing 10 years of Continuous Service and attaining age 45 is not permitted to withdraw any of his/her required contributions made under the Plan before January 1, 1987, and in lieu thereof, is entitled to receive a deferred pension, commencing on his/her Normal Retirement Date, in the amount accrued or granted under Section 7.01 before January 1, 1987.</p>	<p>10.02 Deleted.</p>	<p>Now addressed in summary of Section 10.01 to reflect immediate investing (ownership).</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
<p>10.03 <u>Refund Of Excess Required Contributions</u></p> <p>If the Member is entitled to receive a deferred pension under Section 10.01 upon termination of employment other than by death or retirement, he/she will receive a refund of any excess contributions made under the Plan determined in accordance with Section 7.06(2).</p>	<p>10.03 Deleted.</p>	<p>Now addressed in summary of Section 10.01 to reflect immediate investing (ownership).</p>
<p>N/A – New Section Proposed</p>	<p>10.07 <u>Grow-In Benefits</u></p> <p>Where the University determines that</p> <ol style="list-style-type: none"> (1) a Member's employment with the University has been terminated as a result of an Activating Event, and (2) that Member's benefits and rights under this Plan are governed, as of the effective date of an Activating Event, by the Act, such that Section 74 of that Act is applicable to the Member, and (3) that Member's combination of age plus years of Continuous Service with the University or membership in the Plan equals at least 55 on the effective date of the Activating Event, <p>then, that Member has the right, but only to the extent required by Section 74 of the <i>Pension Benefits Act</i> and the related regulations thereunder, to receive</p> <ol style="list-style-type: none"> (4) a pension in accordance with the terms of Section 7 of the Plan if, under the Plan, the Member is eligible for immediate payment of the pension benefit; (5) a pension in accordance with the terms of Section 7.01 of the Plan, commencing on Normal Retirement Date; 	<p>Effective Date: July 1, 2012</p> <p>Required by PBA.</p> <p>Grow-in on termination due to "activating event" for members with 55 points.</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
	<p>(6) a reduced pension in the amount payable under the terms of Section 7.04 of the Plan beginning on the date on which the Member would be entitled to the reduced pension under the Plan if the Activating Event had not occurred and if the Member's membership continued to that date.</p> <p>For purposes of this Section 10.07, "Activating Event" means:</p> <p>(1) The Plan is wound up with an effective date on or after April 1, 1987.</p> <p>(2) The University has terminated the Member's employment if the effective date of the termination is on or after July 1, 2012, but not if the termination occurs in any of the following circumstances:</p> <p style="padding-left: 40px;">(a) The termination is a result of wilful misconduct, disobedience or wilful neglect of duty by the Member that is not trivial and has not been condoned by the University; or</p> <p style="padding-left: 40px;">(b) The termination occurs in such other circumstances as may be prescribed under the Act.</p> <p>(3) The occurrence of such other events as may be prescribed under the Act in such circumstances as may be specified by regulation under the Act.</p>	

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
<p>11.01 <u>Death Benefit Amount</u></p> <p>If a Member dies before pension commencement and before Normal Retirement Date, and subject to the application of Section 11.02(3), a death benefit is payable in an amount equal to the sum of:</p> <p>(1) for Pensionable Service before January 1, 1987, a percentage of the Member's total required contributions made to the Plan prior to January 1, 1987, with Credited Interest to the date of the Member's death, determined in accordance with the table below;</p> <p>(2) for Pensionable Service on and after January 1, 1987 and before January 1, 1992, the greater of:</p> <p style="padding-left: 20px;">(a) the Commuted Value of the Member's pension accrued to him/her under Section 7.01; and</p> <p style="padding-left: 20px;">(b) a percentage of the Member's total required contributions made to the Plan on and after January 1, 1987 and prior to January 1, 1992 with Credited Interest to the date of the Member's death, determined in accordance with the table below;</p> <p>(3) for Pensionable Service on and after January 1, 1992, the Commuted Value of the Member's pension accrued to him/her under Section 7.01.</p>	<p>11.01 <u>Death Benefit Amount</u></p> <p>If a Member dies before pension commencement, subject to the application of Sections 11.02(3) and 11.02(4), a death benefit is payable in an amount equal to the sum of:</p> <p>(1) for Pensionable Service before January 1, 1987, a percentage of the Member's total required contributions made to the Plan prior to January 1, 1987, with Credited Interest to the date of the Member's death, determined in accordance with the table below;</p> <p>(2) for Pensionable Service on and after January 1, 1987 and before January 1, 1992, the greater of:</p> <p style="padding-left: 20px;">(a) the Commuted Value of the Member's pension accrued to him/her under Section 7.01; and</p> <p style="padding-left: 20px;">(b) a percentage of the Member's total required contributions made to the Plan on and after January 1, 1987 and prior to January 1, 1992 with Credited Interest to the date of the Member's death, determined in accordance with the table below;</p> <p>(3) for Pensionable Service on and after January 1, 1992, the Commuted Value of the Member's pension accrued to him/her under Section 7.01.</p>	<p>Effective Date: July 1, 2012</p> <p>Required by PBA.</p> <p>Reflects PBA minimum benefit.</p> <p>Plan is administered to provide benefit under Section 11.01.</p> <p>Amended to ensure the amount of the post-1986 death benefit is not less than the CV of benefits accrued to date of death.</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT		SUMMARY OF AMENDMENT																																															
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Completed Years of Continuous Service Prior to Death</th> <th style="width: 50%;">Percentage of Employee Contributions</th> </tr> </thead> <tbody> <tr><td>Less than 11 years</td><td style="text-align: center;">100%</td></tr> <tr><td>11 years and less than 12 years</td><td style="text-align: center;">110%</td></tr> <tr><td>12 years and less than 13 years</td><td style="text-align: center;">120%</td></tr> <tr><td>13 years and less than 14 years</td><td style="text-align: center;">130%</td></tr> <tr><td>14 years and less than 15 years</td><td style="text-align: center;">140%</td></tr> <tr><td>15 years and less than 16 years</td><td style="text-align: center;">150%</td></tr> <tr><td>16 years and less than 17 years</td><td style="text-align: center;">160%</td></tr> <tr><td>17 years and less than 18 years</td><td style="text-align: center;">170%</td></tr> <tr><td>18 years and less than 19 years</td><td style="text-align: center;">180%</td></tr> <tr><td>19 years and less than 20 years</td><td style="text-align: center;">190%</td></tr> <tr><td>20 years and over</td><td style="text-align: center;">200%</td></tr> </tbody> </table>	Completed Years of Continuous Service Prior to Death	Percentage of Employee Contributions	Less than 11 years	100%	11 years and less than 12 years	110%	12 years and less than 13 years	120%	13 years and less than 14 years	130%	14 years and less than 15 years	140%	15 years and less than 16 years	150%	16 years and less than 17 years	160%	17 years and less than 18 years	170%	18 years and less than 19 years	180%	19 years and less than 20 years	190%	20 years and over	200%	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Completed Years of Continuous Service Prior to Death</th> <th style="width: 50%;">Percentage of Employee Contributions</th> </tr> </thead> <tbody> <tr><td>Less than 11 years</td><td style="text-align: center;">100%</td></tr> <tr><td>11 years and less than 12 years</td><td style="text-align: center;">110%</td></tr> <tr><td>12 years and less than 13 years</td><td style="text-align: center;">120%</td></tr> <tr><td>13 years and less than 14 years</td><td style="text-align: center;">130%</td></tr> <tr><td>14 years and less than 15 years</td><td style="text-align: center;">140%</td></tr> <tr><td>15 years and less than 16 years</td><td style="text-align: center;">150%</td></tr> <tr><td>16 years and less than 17 years</td><td style="text-align: center;">160%</td></tr> <tr><td>17 years and less than 18 years</td><td style="text-align: center;">170%</td></tr> <tr><td>18 years and less than 19 years</td><td style="text-align: center;">180%</td></tr> <tr><td>19 years and less than 20 years</td><td style="text-align: center;">190%</td></tr> <tr><td>20 years and over</td><td style="text-align: center;">200%</td></tr> </tbody> </table>	Completed Years of Continuous Service Prior to Death	Percentage of Employee Contributions	Less than 11 years	100%	11 years and less than 12 years	110%	12 years and less than 13 years	120%	13 years and less than 14 years	130%	14 years and less than 15 years	140%	15 years and less than 16 years	150%	16 years and less than 17 years	160%	17 years and less than 18 years	170%	18 years and less than 19 years	180%	19 years and less than 20 years	190%	20 years and over	200%	<p>(4) In no event will the death benefit payable in respect of Pensionable Service on and after January 1, 1986 in the event of the Member's death prior to pension commencement be less than the Commuted Value of the Member's pension accrued to him/her under Section 7.01 at the Member's date of death.</p>
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University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
<p>11.02 <u>Payment of Death Benefit</u></p> <p>(1) <u>Lump Sum Settlement</u></p> <p>The death benefit under Section 11.01 is payable in a lump sum and is payable to the Member's Spouse unless the Member and Spouse have completed and filed a waiver in the prescribed form. If the Member does not have a Spouse at the date of death, or the Member and Spouse have completed and filed a waiver, then the lump sum death benefit is payable to the Member's Beneficiary.</p> <p>(2) <u>Annuity Option for Spouse</u></p> <p>If a Spouse is entitled to the death benefit, the Spouse may elect to receive, in lieu of the lump sum, an annuity payable for the Spouse's lifetime as may be provided by the amount in 11.01 subject to the restriction in Section 11.02(3), commencing at any time prior to the end of the calendar year in which the Spouse attains age 69 (or, if later, within one year after the death of the Member). If the Spouse fails to make an election within 90 days of being advised of the entitlement to choose an annuity, the Spouse will be deemed to have elected the annuity.</p> <p>(3) <u>Restriction on Annuity Option</u></p> <p>The amount used to provide an annuity under Section 11.02(2) shall not exceed the Commuted Value of the Member's pension accrued to him/her under Section 7.01 for all Pensionable Service.</p>	<p>11.02 <u>Payment of Death Benefit</u></p> <p>(1) <u>Lump Sum Settlement</u></p> <p>The death benefit under Section 11.01 is payable in a lump sum and is payable to the Member's Spouse unless the Member and Spouse have completed and filed a waiver in the prescribed form. If the Member does not have a Spouse at the date of death, or the Member and Spouse have completed and filed a waiver, then the lump sum death benefit is payable to the Member's Beneficiary. The lump sum payment shall not, in any event, be less than the death benefit payment payable under Section 11.01. The Spouse of a Member may elect to transfer the lump sum to his/her registered retirement savings plan.</p> <p>(2) <u>Annuity Option for Spouse</u></p> <p>If a Spouse is entitled to the death benefit, the Spouse may elect to receive, in lieu of the lump sum, an annuity payable for the Spouse's lifetime as may be provided by the amount in 11.01 subject to the restriction in Section 11.02(3), commencing at any time prior to the end of the calendar year in which the Spouse attains age 71 (or, if later, within one year after the death of the Member). If the Spouse fails to make an election within 90 days of being advised of the entitlement to choose an annuity, the Spouse will be deemed to have elected the annuity.</p> <p>(3) <u>Restriction on Annuity Option</u></p> <p>The amount used to provide an annuity under Section 11.02(2) shall not exceed the Commuted Value of the</p>	<p>Effective Date: July 1, 2012</p> <p>Required by PBA.</p> <p>Reflects PBA minimum benefit and requirement to allow for transfer to RRSP.</p> <p>Pre-reform death benefit increased in accordance with Sections 11.01 and 11.02.</p> <p>Amended to reflect that pre-retirement death benefits will not be less than CV. In Section 11.02, added option for spouse to transfer lump sum death benefits to RRSP, as required by PBA.</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
	Member's pension accrued to him/her under Section 7.01 for all Pensionable Service.	
<p>11.04 <u>Death In Service After Normal Retirement Date</u></p> <p>If a Member's death occurs while in the service of the University after his/her Normal Retirement Date, but before his/her postponed retirement date, he/she shall be considered to have been retired on the first day of the month coincident with or immediately prior to his/her date of death and death benefits shall be paid in accordance with the provision of Section 11.05 below.</p> <p>If such a Member had elected an optional pension form pursuant to Section 9.03 hereof, such option shall be deemed to have taken effect as of his/her deemed retirement date.</p>	<p>11.04 Deleted.</p>	<p>Effective Date: July 1, 2012</p> <p>Addressed in summary of Section 11.01.</p>
<p>15.06 <u>Annual Statement</u></p> <p>The University shall provide annually to each active Member a written statement containing the information prescribed under the <i>Pension Benefits Act</i> in respect of the Member's benefits under the Plan.</p>	<p>15.06 <u>Periodic Statement</u></p> <p>The University shall, in accordance with the terms of and within the period prescribed by the <i>Pension Benefits Act</i>, provide a written statement to each person to whom such a statement is required to be provided under the <i>Pension Benefits Act</i>, which statement shall outline the person's benefits under the Plan together with such other information as is prescribed under the <i>Pension Benefits Act</i>.</p>	<p>Effective Date: January 1, 2015</p> <p>Required by PBA.</p>
<p>15.08 <u>Inspection Of Documents</u></p> <p>The University shall make available for inspection by eligible individuals the documents and information concerning the Plan and the Pension Fund as prescribed under the <i>Pension Benefits Act</i>.</p>	<p>15.08 <u>Access to Plan documents</u></p> <p>Within the time prescribed by the <i>Pension Benefits Act</i>, upon receiving a written request, the University shall provide to an eligible individuals prescribed under the <i>Pension Benefits Act</i>, the documents and information concerning the Plan as required by the <i>Pension Benefits Act</i>, which may be provided electronically.</p>	<p>Effective Date: July 1, 2012</p> <p>Required by PBA.</p> <p>Access to documents filed in support of the Plan is allowed for a wider range of eligible individuals; documents</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
		can be provided electronically.
N/A – New Section Proposed	<p>15.10 <u>Electronic Communication</u></p> <p>Where permitted under the <i>Pension Benefits Act</i>, the University may provide information prescribed under the <i>Pension Benefits Act</i> by mail, or, in the alternative, electronically to a person who is entitled to receive such prescribed information, provided that the University has complied with any requirements set out under the <i>Pension Benefits Act</i> in respect of providing communication electronically and such electronic means are in accordance with any applicable legislation.</p>	<p>Effective Date: July 1, 2012</p> <p>Required by PBA.</p> <p>Required to include if administrator wishes to communicate with members electronically.</p> <p>Included general wording to permit electronic communications in administrator discretion.</p>
<p>16.02 <u>Non-Alienation</u></p> <p>Except as specified in Section 17.03, money payable under the Plan is subject to the following restrictions:</p> <p>(1) <u>Void Transactions</u></p> <p>any transaction that purports to assign, charge, anticipate, surrender or give as security money payable under the Plan shall not be enforceable against the Plan; and</p> <p>(2) <u>Exemption From Seizure</u></p> <p>money payable under the Plan is exempt from execution, seizure or attachment.</p>	<p>16.02 <u>Non-Alienation</u></p> <p>Subject to applicable legislation and as specifically permitted under this Plan, no benefit under the Plan shall be subject to anticipation, alienation, sale, transfer, assignment, pledge, encumbrance or charge or to attachment or legal process for debts of the person entitled to receive them, nor shall any such benefit be capable of surrender or being given as security.</p>	<p>Effective Date: July 1, 2012</p> <p>Required by PBA.</p> <p>Amended to reflect new marriage breakdown regime.</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
<p>16.03 <u>Alienation Of Benefits On Marriage Breakdown</u></p> <p>(1) <u>Support Obligations</u></p> <p>Payments under the Plan are subject to execution, seizure or attachment to satisfaction of an order for support or maintenance enforceable in Ontario or another relevant jurisdiction, in accordance with the <i>Pension Benefits Act</i>.</p> <p>(2) <u>Division Of Property</u></p> <p>Upon the breakdown of the Spousal relationship, a Member may assign or convey all or a portion of his/her benefits and rights under the Plan to his/her Spouse or former Spouse, within the limits imposed by the <i>Pension Benefits Act</i>.</p>	<p>16.03 <u>Alienation of Benefits on Breakdown of Spousal Relationship</u></p> <p>(1) <u>Support Obligations</u></p> <p>Upon the breakdown of a Member's spousal relationship, payments under the Plan are subject to execution, seizure or attachment in satisfaction of an order for support or maintenance enforceable in Ontario or another relevant jurisdiction, in accordance with the <i>Pension Benefits Act</i>.</p> <p>(2) <u>Division of Property</u></p> <p>Upon the breakdown of the spousal relationship between a Member and his/her Spouse, a Member may assign or convey a portion of his/her benefits and rights under the Plan to his/her Spouse or former Spouse, within the limits imposed by the <i>Pension Benefits Act</i>, <i>Income Tax Act</i> and any other applicable legislation, pursuant to a written domestic agreement, family arbitration award or court order. Upon the assignment of pension benefits, the benefits due to the Member will be revalued pursuant to the provisions of the <i>Pension Benefits Act</i>, accordingly.</p> <p>For court orders, domestic agreements or family arbitration awards made on or after January 1, 2012, the former Spouse of the Member may, provided that any requirements of the <i>Pension Benefits Act</i> are met, receive an immediate payment of the value of the benefit to which the former Spouse is entitled, in a lump sum payment or the former Spouse may transfer it to another registered vehicle.</p> <p>(3) The administrator may charge, to the Member and Spouse or former Spouse, a fee in an amount not</p>	<p>Effective Date: July 1, 2012</p> <p>Addressed in summary of Section 16.02.</p>

University of Windsor Employees' Retirement Plan Proposed Plan Text Amendments Comparison Chart

ORIGINAL PLAN TEXT	PROPOSED AMENDMENT	SUMMARY OF AMENDMENT
	<p>exceeding the amount prescribed under the <i>Pension Benefits Act</i>, in connection with the preparation of a statement of the Member's benefits under the Plan or the execution of the division of the Member's benefits under the Plan following the breakdown of the spousal relationship.</p>	
<p>17.01 <u>Continuation Of Plan</u></p> <p>The University intends to maintain the Plan in force indefinitely, but nevertheless reserves the right to discontinue the Plan, in whole or in part, at any time or times, as the Board of Governors of the University, in its absolute discretion, may determine.</p>	<p>17.01 <u>Continuation of Plan</u></p> <p>The University intends to maintain the Plan in force indefinitely, but nevertheless reserves the right to discontinue the Plan at any time or times, as the Board of Governors of the University, in its absolute discretion, may determine.</p>	<p>Effective Date: July 1, 2012</p> <p>Required by PBA.</p> <p>Removes ability to wind up in part (no longer permitted).</p>
<p>17.03 <u>Discontinuance Of Plan</u></p> <p>In the event of discontinuance of the Plan, in whole or in part, for any reason, the University will not be able to recover any sums paid to the date thereof. The assets of the Pension Fund will be applied for the benefit of retired Members, active Members, Members entitled to deferred vested benefits, their respective estates, beneficiaries and joint annuitants in such equitable manner as may be determined by the Retirement Committee in consultation with the Actuary, and the University. Such benefits may be provided through the continuation of the Pension Fund, the establishment of a new pension fund for that purpose, the purchase of deferred or immediate annuity contracts, or through the transfer of funds to other registered plans. No liability shall attach to the Retirement Committee or any person thereon, or the University, in connection with the application and distribution of the Pension Fund in accordance with this Section 17.03, if made in good faith.</p>	<p>17.03 <u>Discontinuance of Plan</u></p> <p>In the event of discontinuance of the Plan for any reason, the University will not be able to recover any sums paid to the date thereof. The assets of the Pension Fund will be applied for the benefit of retired Members, active Members, Members entitled to deferred vested benefits, their respective estates, beneficiaries and joint annuitants in such equitable manner as may be determined by the Retirement Committee in consultation with the Actuary, and the University. Such benefits may be provided through the continuation of the Pension Fund, the establishment of a new pension fund for that purpose, the purchase of deferred or immediate annuity contracts, or through the transfer of funds to other registered plans. No liability shall attach to the Retirement Committee or any person thereon, or the University, in connection with the application and distribution of the Pension Fund in accordance with this Section 17.03, if made in good faith.</p>	<p>Effective Date: July 1, 2012</p> <p>Addressed in summary of Section 17.01.</p>

**University of Windsor
Board of Governors**

*4.7.2: **University of Windsor Employees' Retirement Plan – Early Retirement Amendments**

Item for: **Approval**

Forwarded by: **Board Pension Committee**

MOTION: That the Board of Governors approve the Plan amendments attached as Schedule "A";

and

That the administration of the University take the steps necessary to give effect to the resolution of the Board of Governors to amend the Plan, including to execute and deliver all necessary documents, and to make any required modifications to the Plan text that are requested by either the Financial Services Regulatory Authority of Ontario or the Canada Revenue Agency in order to secure the continued registration of the Plan in compliance with the Pension Benefits Act (Ontario) and the Income Tax Act (Canada).

Rationale:

- This is to amend the plan text in the University of Windsor Employees' Retirement Plan (the "Plan") to reflect changes to the early retirement provisions for Unifor-represented employees and non-union employees effective January 1, 2023, as approved in the last round of collective bargaining.

See attached memo and Schedule A.



Office of the Vice-President, Finance & Operations

401 Sunset Avenue, Windsor

Ontario, Canada N9B 3P4

519-253-3000 ext. 2092

To: Board of Governors

From: Gillian Heisz, Vice-President, Finance & Operations

Date: November 22, 2022

Subject: **Employees' Plan Amendment: Early Retirement Amendments**

Overview of Employees' Pension Plan Membership and Bargaining Rights

As the Board is aware, there are three distinct employee groups with active members in the Employees' Plan: Unifor, CUPE 1393, and Managers & Professionals (M&P). Currently, each of the groups receive the same benefits from the Plan; however, it is possible for each to separately negotiate different benefit levels within the same Plan. Each of the unions has the right to bargain pension benefit changes. As the M&P group is not represented by a union, University administration can propose benefit changes to the Plan for this group for approval by the Board of Governors.

Governance Approach for the Approval of Amendments to the Plan Text (Employees' Pension Plan)

Amendments to the Plan Text, including amendments that improve the benefit levels of the Plan are governed by the Board of Governors. While there are various Committees in place to oversee the administration of the Employees' Retirement Plan (namely the Employees Retirement Committee and the Unifor Pension Advisory Committee), the University's external legal counsel have advised that the Board has the sole authority to approve plan amendments.

Proposed Benefit Improvement

Currently, the Employees' Pension Plan imposes a reduction in pension when an employee retires prior to the normal retirement age (65 years). The reduction is calculated as annual retirement income accrued multiplied by 1/3 of 1% for each month between the age of 60 and 65 (or just under 4% per year), and then 1/2 of 1% for each month between the ages of 55 and 59 inclusive (or 6% per year).

The collective bargaining agreements ratified by both the Unifor members as well as the Board of Governors earlier this Fall included an improvement in the pension benefit described in Section 7.04 of the Plan Text. The improvement means that the amount of retirement income payable to a Unifor Member eligible for early retirement **who has accrued 25 years of credited service shall be equal to the annual retirement income accrued at his/her actual retirement date without reduction if date of retirement is on or after age 63.**

The negotiated improvement also allows for members who have reached the 25 years of credited service threshold to see a lower reduction to their pension than the current Plan provision should they elect to retire *before* the age of 63 (the reduction shall be 1/3 of 1% for each month between the ages of 60 and 63 inclusive, and by 1/2 of 1% for each additional month between the ages of 55 and 59 inclusive).

After consultation, it is our intention to extend this benefit improvement to the M&P group as well as Unifor. The negotiated benefit improvement becomes effective for both Unifor and M&P groups on January 1, 2023.

Impacted Member Consultations

As the plan is cost-shared, administration believes that members should provide input on Plan changes. This input was provided by Unifor via bargaining. A focus group, chaired by the M&P representative on the Employees Retirement Committee, was struck independently from senior administration to review the benefit improvement from the M&P perspective. The focus group was unanimous in its support for extending the benefit improvement to the M&P group. Those Committees with responsibility for oversight of the administration of the plan have been informed of administration's intent to bring this Amendment forward to the Board for approval.

The proposed Amendment does not include CUPE 1393 as part of its scope. Should the scope change in the future, a further Amendment would be presented to the Board for approval.

Estimated Change in Plan's Financial Position because of the Benefit Improvement

Mercer has conducted financial estimates of the change in the going concern and solvency position of the Employees Pension Plan considering the impact of this benefit improvement. The potential change in the going concern liability is in the range of 1%, and the potential change in solvency/wind-up liabilities is in the range of 1.5%. Administration has carefully considered the projected cost increase, as well as the potential impact of the Amendment on the Plan's liability positions and supports the amendment.

The University is not required to file a full valuation because of the Plan Amendment; however, Mercer will file a Cost Certificate with the Regulator when the Amendment is filed.

Motion for Consideration

The motion presented by administration requests the approval by the Board of the Plan Amendment. Please note that through the approval of the Unifor 444 and 2458 Collective Bargaining Agreements earlier this year the Board has already provided *de facto* approval of the benefit improvement; however, approval by the Board is required to both approve amendments to the plan text, and to approve the change in benefits for the M&P group.

ATTACHMENT: SCHEDULE "A"

SCHEDULE "A"

CERTIFICATION OF AMENDMENTS UNIVERSITY OF WINDSOR EMPLOYEES' RETIREMENT PLAN

WHEREAS the University of Windsor (the "University") established and maintains the University of Windsor Employees' Retirement Plan (the "Plan");

AND WHEREAS the University may, pursuant to Section 17.02 of the Plan, amend the Plan to reflect negotiated changes to the Plan;

AND WHEREAS the University wishes to amend the Plan to reflect negotiated changes in relation to the early retirement benefits payable to members of the Plan who are (i) represented by Unifor or (ii) non-union employees;

NOW THEREFORE effective January 1, 2023, the Plan text is amended as follows:

1. Section 6.04 is deleted and replacing it with the following:

"A Member who is within 10 years of his/her Normal Retirement Date may elect to retire early and receive an immediate pension as described in Section 7.04."

2. Section 7.04 is amended by adding to it the following new paragraphs:

"Notwithstanding the foregoing provisions of this Section 7.04, the amount of retirement income payable to a Member eligible for early retirement prior to his/her Normal Retirement Date pursuant to Section 6.04 hereof who is (i) represented by Unifor ("Unifor Member") or (ii) not represented by a union ("Non-Union Member") and retires or otherwise terminates employment with the University on or after January 1, 2023 while a Unifor Member or a Non-Union Member, as applicable, shall be as set out in the following paragraphs.

- (3) For such a Unifor Member or Non-Union Member who has accrued 25 years of Pensionable Service:

- (a) if the Unifor Member or Non-Union Member elects to retire after attaining at least age 63, the amount of retirement income payable shall be equal to the annual retirement income accrued to his/her credit under Section 7.01 above at the Unifor Member's or Non-Union Member's actual retirement date without reduction;

- (b) if the Unifor Member or Non-Union Member elects to retire prior to attaining age 63, the amount of retirement income payable shall be equal to the annual retirement income accrued to his/her credit under Section 7.01 above at the Unifor Member's or Non-Union Member's actual retirement date, reduced by:

- (i) 1/3 of 1% for each month between the ages of 60 and 63 inclusive; and

- (ii) 1/2 of 1% for each additional month between the ages of 55 and 59 inclusive,

by which the date of commencement of such pension precedes the Unifor Member's or Non-Union Member's Normal Retirement Date, provided that the Member's pension is at least the Actuarial Equivalent of a deferred pension, commencing on his/her Normal Retirement Date, calculated according to the formula in Section 7.01 based on his/her Pensionable Service to the date he/she leaves active employment with the University. It is further provided that the reduction in early retirement pension shall not be less than the minimum reduction specified in the Income Tax Act.

(4) For such a Unifor Member or Non-Union Member who has accrued less than 25 years of Pensionable Service, the amount of retirement income payable shall be equal to the annual retirement income accrued to his/her credit under Section 7.01 above at the Unifor Member's or Non-Union Member's actual retirement date, reduced by:

(a) 1/3 of 1% for each month between the ages of 60 and 65 inclusive, and

(b) 1/2 of 1% for each additional month between the ages of 55 and 59 inclusive,

by which the date of commencement of such pension precedes the Unifor Member's or Non-Union Member's Normal Retirement Date, provided that the Member's pension is at least the Actuarial Equivalent of a deferred pension, commencing on his/her Normal Retirement Date, calculated according to the formula in Section 7.01 based on his/her Pensionable Service to the date he/she leaves active employment with the University. It is further provided that the reduction in early retirement pension shall not be less than the minimum reduction specified in the Income Tax Act.

(5) For greater certainty, in respect of a Unifor Member or Non-Union Member who has transferred from the University of Windsor Pension Plan for Faculty and Certain Employees to the Plan, the Member's pensionable service accrued while a member of the University of Windsor Pension Plan for Faculty and Certain Employees shall be included in order to determine such Member's Pensionable Service under the Plan for purposes of paragraphs (3) and (4) above.

(6) Notwithstanding the foregoing, in respect of a Member who has transferred from the Plan to the University of Windsor Pension Plan for Faculty and Certain Employees who, immediately prior to the date of such transfer was a Unifor Member or Non-Union Member, and such Member terminates employment with the University on or after January 1, 2023 having met the eligibility criteria for early retirement benefits under paragraph (3) or (4), above, taking into account his/her pensionable service accrued while a Member of the University of Windsor Pension Plan for Faculty and Certain Employees if necessary, shall be entitled to receive the benefits under paragraph (3) or (4) above despite the fact that the Member is not a Unifor Member or a Non-Union Member at his/her date of termination of employment."

CERTIFIED to be a true copy of amendments to the Plan reflecting the negotiated changes in relation to the early retirement benefits payable to members of the Plan who are represented by Unifor or who are non-union employees.

Dated this _____ day of _____, 2022.

Renée Wintermute
University Secretary

University of Windsor
Board of Governors

4.8.1: **2022-2023 Operating Budget Mid-Year Review**

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

Rationale:

- The process for ongoing monitoring of the Board-approved 2022/2023 operating budget includes a review of the University's spending at the mid-year point, once the final Fall enrolment numbers are in.
- A presentation will be given to members at the meeting.
- As the mid-year review does not include a proposal to revise the balanced position of the 2022/2023 operating budget but rather provides a projection to year end, the mid-year review is provided for information only.

See attached.


Office of the Vice-President, Finance & Operations

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To: Board of Governors

From: Gillian Heisz, VP, Finance & Operations

Date: November 22, 2022

Subject: 2022/23 Operating Budget 6-month Review

During each fiscal year, there are two key times when the Operating Budget is reviewed and a projection to year-end is completed. The first, our mid-year review, is completed in November following confirmation of Fall enrolment counts. Below is a mid-year summary of the projection of the Operating Budget to year-end.

Budget Shortfalls/Required Adjustments

The six-month budget review for 2022/23 is more challenging than we have had in the past few years due to capital markets, student retention challenges and unexpected costs. The University's budget planned for such 'rainy days' through the various Contingency and Enrolment Reserves. Currently, administration is forecasting required adjustments to the operating budget of just over \$9M. A summary of the required adverse budget adjustments is provided below:

- Tuition fees are forecast down \$4.5M (or -1.9%) against budget;
- Investment income from working capital is down \$2.5M against budget;
- An additional investment of \$1M is required to support international recruitment partner costs;
- Cyber security related costs of \$1M; and
- Insurance premiums have risen \$150K against budget.

Enrolment & Tuition Fees

Following Fall enrolment, the mid-year review of tuition revenue is forecast at \$228.6M. This is down \$4.5M (or -1.9%) against budget. There are two primary reasons for this shortfall:

1. Both Year 1 and Returning international undergraduate tuition missed budget. Year 1 can be attributed to significant VISA processing delays. Undergraduate VISA retention is also significantly lower than anticipated as we return to face-to-face teaching following a period where international students were able to attend all their UWindsor courses remotely during COVID-19 pandemic restrictions. This has resulted in forecast shortfall of \$3.8M (-13%) against budget; and
2. As a result of unprecedented retention challenges, domestic undergraduate enrolment is down slightly to budget for all years of study resulting in a forecast shortfall of \$1.9M (-2%) against budget.

International course-based masters programs are forecasting gains of \$1.1M against budget as the Odette School of Business exceeded expectations.

Domestic graduate tuition revenue forecast is up only slightly (about \$100K) against budget.

When examining the tuition revenue forecast by Faculty, only the Odette School of Business (previously noted), Windsor Law, and Faculty of Science are forecasting tuition greater than budget. All other Faculties forecast tuition below budget with the Faculties of Arts, Humanities & Social Sciences and Engineering notably down 4% to their respective budgets.

Investment Income from Working Capital

The 2022/23 Operating Budget includes \$2.7M for revenue raised through the investment of working capital funds which are being actively managed within the constraints of the Statement of Investment Policies and Procedures for Working Capital Funds (the SIPP). As of September 30, 2022, market conditions have had a significant negative effect on bond fund performance. Operating working capital is being actively managed and has been reinvested in response to these changing market conditions within the constraints of the SIPP. However, losses experienced from short-term bond investments very early in the fiscal year are negatively affecting the outlook for annual investment income. For the sake of conservatism, we are recommending adjusting the revenue budget down \$2.5M, accordingly; we expect to have a clearer picture of investment income at the 9-month review and will bring a subsequent update at that time if required.

Outreach & Communications Expenses – International Recruitment Partner Costs

UWindsor continues to invest in international recruitment initiatives, including funding for our international recruitment partner fees. In 2022/23, we are projecting a budget shortfall of approximately \$1M against these fees as enrolment in international course-based masters programs continues to exceed budget and is also projected to be strong in Winter 2023.

Information Technology Expenses – Cyber Security

An investment of \$1M is required in cyber security in fiscal 2022/23. Further investment will be proposed as part of the base operating budget for 2023/24.

Administrative Expenses – Insurance Premiums

Insurance premium costs have been increasing with inflationary pressures and we are anticipating a \$150K shortfall against our budget of \$850K.

Recommended Balancing Plan

Administration is recommending the following actions be taken to balance against the budget shortfalls highlighted above:

1. Utilize \$5.75M from the Enrolment Contingency Reserve (ECR) fund;
2. Redeploy funding of \$2.6M from the Extraordinary Enrolment Reserve;
3. Claw back one-time funding of \$500K (total) from Faculties who failed to achieve their Summer and Fall tuition budgets; and
4. Budget \$300K in one-time funding from a short-term Faculty of Nursing clinical expansion program to offset their tuition revenue shortfall.

Enrolment Contingency Reserve (ECR)

The 2022/23 operating budget continued to employ an ECR – originally implemented in 2020/21 as a COVID-19 pandemic risk mitigation tool – for two key reasons:

1. To mitigate against uncertainties related to international enrolment and the lingering effects of the COVID-19 pandemic; and
2. To provide an allowance against enrolment in-year available such that the Faculties do not have to make in-year budget reductions should enrolment be soft against budget.

The ECR for 2022/23 includes \$2M base budget, plus \$3M in one-time funds generated from 2020/21 to allow for total protection of \$5M. The full fund will be used to mitigate in year losses in 2022/23. In addition, \$750K in ECR carryover from the prior fiscal year will be applied against tuition revenue shortfalls to balance the budget and utilize this fund as it was intended.

Extraordinary Enrolment Offset Fund

The 2022/23 Operating Budget also includes an Extraordinary Enrolment Offset fund (\$9M). This Offset fund was to be invested one-time in support of the international student experience at UWindsor. Administration recommends redeploying \$2.6M from this offset fund to mitigate against the cost of international student recruiting and international student tuition shortfall. This leaves \$6.4M that will continue to be held in reserve until we have additional forecast information following Winter 2023 enrolment results.

Faculty Budget Adjustments

A key principle of UWindsor ABB is to ensure that the Revenue Centres share at least partially in the in-year gains as well as losses. Administration will implement a \$500K one-time claw back of budget to offset the adjustments required to balance 2022/23 operating budget. This claw back of funds will be made from every Faculty that missed on their Summer and Fall tuition revenue.

During the prior fiscal year, at the 6-month review, all Faculties achieving surplus tuition fee results following Summer and Fall semesters were rewarded with additional funding amounting to 15% of those surplus results. We are applying the same methodology to claw back budget from Faculties who missed on their tuition fee results and contributed to the overall tuition fee shortfall in 2022/23.

Nursing Clinical Expansion Funding

On May 2, 2022, the Ministry of Colleges and Universities announced that beginning in 2022/23, it would fund an expansion of 1,000 RN FTEs spaces, a sector-wide investment \$124.2M over three-years (until 2024/25) to support clinical education. As a part of this investment, UWindsor received 30 additional permanent nursing spaces and additional \$1.5M in clinical education funding per year. We will apply \$300K of the first-year funding against Nursing's tuition fee shortfall in 2022/23. Administration is working with the Dean of Nursing as well as MCU to understand restrictions and requirements for the remainder of the funding.

This has been a difficult start to the 2022/23 fiscal year, a stark reminder that the aftereffects of the COVID-19 pandemic continue to be felt by the institution in the form of student retention challenges and VISA processing delays. This 6-month review is a key reminder of the importance of contingency and reserve funds in budgeting. However, by following the above recommended budget adjustment strategies, administration projects the institution can continue to maintain a balanced budget position.

UNIVERSITY OF WINDSOR
2022/23 Operating Budget
6-month Review Adjustment

	2022/23 APPROVED BASE BUDGET	6-month Review Adjustment	2022/23 PROJECTION
	(\$000s)	(\$000s)	(\$000s)
BASE OPERATING REVENUE			
Student Academic Fees	\$ 240,865	\$ (4,500)	\$ 236,365
Less: Enrolment Contingency Reserve	(2,000)	2,000	-
Less: Extraordinary Enrolment Offset Reserve	(9,000)	2,600	(6,400)
Government Grant - Provincial	96,665	300	96,965
Government Grant - Federal	3,327	-	3,327
Investment Income	2,734	(2,500)	234
Other Revenue	3,418	-	3,418
TOTAL OPERATING REVENUE	\$ 336,009	\$ (2,100)	\$ 333,909
BASE OPERATING EXPENDITURES			
Faculty Expenditures	\$ 165,405	\$ (500)	\$ 164,905
Research	7,040	-	7,040
Outreach & Communications	12,499	1,000	13,499
Academic & Student Services	26,989	-	26,989
Library	13,717	-	13,717
Scholarships	14,198	-	14,198
Administration	24,643	150	24,793
Information Technology	14,809	1,000	15,809
Facility Costs (including Utilities)	29,022	-	29,022
External Debt Costs	11,679	-	11,679
<i>Subtotal Base Operating Expenditures</i>	\$ 320,001	\$ 1,650	\$ 321,651
STRATEGIC INVESTMENT & RESERVE FUNDS			
Strategic Investment Funds	\$ 11,208	\$ -	\$ 11,208
Reserve Funds	4,800	-	4,800
<i>Subtotal Strategic Investment & Reserve Funds</i>	\$ 16,008	\$ -	\$ 16,008
TOTAL EXPENDITURES	\$ 336,009	\$ 1,650	\$ 337,659
BASE OPERATING POSITION (DEFICIT)	\$ -	\$ (3,750)	\$ (3,750)
One-time Reserve Funding	-	3,750	3,750
BALANCED OPERATING BUDGET	\$ -	\$ -	\$ -