

**NOTICE OF MEETING**

There will be a meeting of the  
Board of Governors  
Tuesday, February 28, 2023  
at 4:00 pm  
Freed-Orman Commons, Assumption Hall

**AGENDA**

<b>ITEM</b>	<b>DOCUMENT/ACTION</b>
<i>Land Acknowledgement</i>	
<i>Declaration of conflict of interest</i>	
<b>1 Approval of the Agenda</b>	
<b>2 Minutes of the meeting of November 22, 2022</b>	<b>Reidel-Approval BG221122M</b>
<b>3 Business arising from the minutes</b>	
<b>4 Outstanding Business/New Business</b>	
<b>4.1 Reports:</b>	
<b>4.1.1 Remarks from the Chair</b>	<b>Reidel-Information</b>
<b>4.1.2 President's Report</b>	<b>Gordon-Information</b>
<b>4.1.3 Strategic Items/Emerging Priorities/Risk Issues</b>	
<b>4.1.3.1 Update on Strategic Planning</b>	<b>Gordon-Information</b>
<b>4.1.4 Questions Arising from Vice-Presidents' Reports (p. 3)</b>	<b>Vice-Presidents-Information BG230228-4.1.4</b>
<b>4.2 Audit Committee</b>	
<b>4.3 Executive Committee</b>	
<b>4.4 Governance Committee</b>	
<b>4.5 Human Resources Committee</b>	
<b>*4.5.1 Board Human Resources Committee Workplan – Update (p. 10)</b>	<b>Brown-Information BG230228-4.5.1</b>
<b>4.6 Investment Committee</b>	
<b>4.7 Pension Committee</b>	

**4.8 Resource Allocation Committee**

**4.8.1 Sustainable Chiller Replacement Project Update (p. 14)**

**Chetty-Approval**  
BG230228-4.8.1

**4.8.2 2022-2023 Operating Budget 9-month Review (p. 18)**

**Chetty-Information**  
BG230228-4.8.2

**4.8.3 Strategic Mandate Agreement (SMA3) Annual Report –  
Presentation (p. 22)**

**Chetty-Information**  
BG230228-4.8.3

**\*4.8.4 Capital Projects Dashboard (p. 37)**

**Chetty-Information**  
BG230228-4.8.4

**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 Provost and Vice-President, Academic (Acting)**

*Patti Weir*

**1. Enrolment**Winter 2023 Enrolment:**Undergraduate and Second Entry:**

Faculty	W2019	W2020	W2021	W2022	W2023
Arts, Humanities, Soc Science	4,180	4,192	4,111	3,816	3,679
Science	2,142	2,317	2,562	2,637	2,760
Engineering	1,483	1,400	1,342	1,197	1,165
Business	1,195	1,142	1,149	1,104	1,163
Nursing	811	828	816	794	882
Law	710	736	716	702	710
Human Kinetics	717	709	712	706	713
Education	440	534	648	686	720
<b>Total Undergraduate Enrolment</b>	<b>11,678</b>	<b>11,858</b>	<b>12,056</b>	<b>11,642</b>	<b>11,792</b>

**Graduate Enrolment:**

Faculty	W2019	W2020	W2021	W2022	W2023
Engineering	1,847	2,048	1,954	2,552	2,764
Science	736	842	750	1,061	1,163
Arts, Humanities, Soc Science	592	656	670	762	715
Business	364	427	433	651	841
Education	132	148	149	189	217
Nursing	110	111	93	97	99
Human Kinetics	66	74	69	74	75
Law	4	5	10	6	4
<b>Total Graduate Enrolment</b>	<b>3,851</b>	<b>4,311</b>	<b>4,128</b>	<b>5,392</b>	<b>5,879</b>

Source: PowerBI – Enrolment Module Headcount Dashboard (W19 – 22) + Office of the Registrar (UW\_RO\_Student\_Enrolled\_01182023; >0 classes)

**Pattern of Enrolment:**

58% of students registered in all face-to-face courses

40% of students registered in both face-to-face and online courses

2% of students registered in all online courses

This is very consistent with Winter 2022.

## Fall 2023 Undergraduate Enrolment – Preliminary

The Ontario Secondary School Application deadline (January 12, 2023) is a significant milestone in the recruitment/admissions cycle, as it sheds light on the behaviour of our largest UG applicant group. While there is some variation in how applications were distributed across Faculties, programs, and market segments, the overall picture for UWindsor at this cycle stage is promising.

Despite a slight sector-wide decrease in undergraduate applications, UWindsor is seeing a 9% year-over-year increase. The number of applicants has also increased, returning closer to pre-pandemic levels. Two additional observations include a 13% increase in the percentage of applicants who pick UWindsor 1<sup>st</sup>, exceeding pre-pandemic numbers, and a 10% growth in applications from the GTHA – signalling that we are becoming a destination of choice.

Interest in graduate education continues to grow, primarily fueled by interest in course-based graduate programs (up by 15%), which are on track to see record application volumes for Fall 2023. The higher volume enables academic programs to select from a more extensive and diverse applicant pool. It should also be noted that domestic applications to research-based programs are also rising.

Finally, we are seeing the effect of our international diversification efforts. Applications from India have declined by 11%, being made up by increased volume from Iran, China, Bangladesh, Nigeria, Pakistan and Ghana. For Fall 2023, we see applicants from 11 additional countries compared to Fall 2022.

Faculty	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Arts, Humanities, Soc Science	4,462	4,040	3,293	3,355	3,210
Faculty of Engineering	1,519	1,311	1,048	1,101	1,291
Faculty of Human Kinetics	791	1,010	751	911	889
Faculty of Nursing	639	651	653	735	732
Faculty of Science	2,941	2,841	2,608	3,050	3,152
Odette School of Business	1,465	1,356	1,211	1,203	1,276
<b>Total UG Applicants</b>	<b>9,246</b>	<b>8,659</b>	<b>7,716</b>	<b>8,457</b>	<b>8,931</b>

Source: Enrolment Management, Power BI – Funnel Report; as of January 24, 2019 – 2023.

## 2. Student Experience

### a) UWILL Discover:

Tim Brunet, Coordinator Outstanding Scholars and Student Leadership Student Success received a SSHRC Connection Grant valued at \$35,585.00 for his project entitled “UWill Discover Sustainable Futures 2023” - The project team included: Dr. C. Houser, P. Calarco, F. Duarte with support from N. Wiebe. The funding will support conference equipment, workshops, and student awards.

### b) Gordie Howe International Bridge: Community Benefits Plan Announcement:

The Community Benefits Plan initiative funds projects on both sides of the border that will bring positive social and economic change to our region.

**Turtle Island – Indigenous Education Centre** received funding to host two Pow Wow events and March Break/Summer Camps that will engage local Indigenous and non-Indigenous secondary school students. The project team included: Turtle Island with support from the Indigenous Education Council Executive, Beverly Jacobs, and Vincent Georgie

### 3. CTL/OOL Appointments

**Russell Nahdee** has been appointed as an AAS Indigenous Learning Designer in the Office of Open Learning and will work on helping faculty Indigenize digital learning spaces (online and hybrid courses for example), incorporating Indigenous pedagogies in digital learning, providing Indigenous and decolonial perspectives on technology, working with Indigenous partners in the community to collect, share, and appropriately protect Indigenous knowledges in digital forms, and a range of other initiatives.

**Jaimie Kechego** has been appointed as a Learning Specialist, Indigenization in the Centre for Teaching and Learning. She is Anishnaabwegwe from Deshkaan Ziibing (the Chippewa of the Thames First Nation reserve) located near London, Ontario. Jaimie will provide a space to have conversations about how Indigenous knowledges would look in courses and programs and then help put those conversations into action, assisting in the development and implementation of programs, research, and initiatives for Indigenization. This will involve an honest and ongoing relationship building.

### 4. Black Scholars Hiring Initiative

The applications closed January 10, 2023. 425 applications are in circulation across the academic Faculties for adjudication. The core areas of strength have emerged: Black Studies, Sustainable Development and Public Health. Thank you to the Core selection committee for their efforts in the first round of reviews.

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

*Clinton Beckford*

### Employee Engagement Survey

#### **University-Wide Results**

- The Employee Engagement Survey Action Group has completed the identification of recommendations to address the high opportunities for improvement emerging from the Employee Engagement Survey results.
- The recommended actions will be presented to the Executive Leadership Team the second week in February.
- The Action Group will now review the medium priority recommendations to determine if further recommendations need to be brought forward to the Executive Leadership Team.

### Mental Health Strategy for Employees

- The Employee Mental Health Strategy Steering Committee has been established to lead the development of the strategy by providing insight and area expertise during all phases of the project.
- The University has engaged the Centre for Addictions and Mental Health (CAMH) to provide guidance and research-informed subject matter expertise during all phases of the Employee Mental Health Strategy development process.
- 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).
- The Employee Mental Health Strategy will lead to the development of a campus-wide mental health strategy. An Advisory Committee has been established comprised of representatives from both the student and employee mental health strategy committees.

### **Equity, Diversity, and Inclusion Awards**

- Reminder - Nomination Deadline - **February 10, 2023**  
For more information and to complete a nomination form, please go to the [EDI Awards website](#)
- The awards will be presented on March 30, 2023 at 3:30 pm at Alumni Auditorium.



### **Office of Human Rights, Equity, and Accessibility (OHREA)**

- 2021-2022 Accessibility Report and Multi-Year Plan is complete and will be posted online soon.
- The Employment Equity Annual Report 2021 is completed as is posted online: [https://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/employment\\_equity\\_annual\\_report\\_2021\\_final.pdf](https://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/employment_equity_annual_report_2021_final.pdf).

### **Director of Anti-Racism Organization Change**

- Black History Black Futures Working Group initiated the first flag-raising ceremony at UWindsor on Wednesday, February 1st. The campus community and media were invited. This was a successful event that was very well attended by members of the University and wider community.
- Working with campus and community partners to develop robust Black History Month programming, including partnerships with the Essex County Black Historical Research Society, The Black Council of Windsor Essex County, and UWindsor's Afrofest Coordinator, just to name a few.
- Administrative Assistant hired. Helping with research and helping to propel our efforts pertaining to dismantling anti-racism and oppression on campus.
- Preliminary work with the Black Studies Institute to build an anti-racism education framework.
- AROC annual report to be submitted by February 3, 2023.
- Initiatives Against Anti-Asian Hate Working Group met: The WG will be working on organizing consultations with students to document any concerns they have pertaining to their experience at UWindsor. Workshop, information, and campaigns to address anti-Asian hate will be revealed in the coming weeks.

### **Office of Student rights and Responsibilities**

Establishment of the Office of Student Rights and Responsibilities (OSRR) on December 1, 2022

#### ***Select Highlights***

- More than 10+ active non-academic cases currently being addressed by the Office – Manager in consultation with the Executive Director
- Executive Director and Manager have conducted an internal survey of process and procedures at Canadian and select US post-secondary institutions regarding non-academic student 'misconduct'
- The Executive Director has commenced full-time duties in the past two-weeks and is focusing on strategic implementation of recommendations of the Independent Consultant (Charles C. Smith) Report and the UWindsor Anti-Black Racism Task Force report as related to the OSRR which will include the following (non-exhaustive) activities, which at each stage will be undertaken and assessed using a lens of racial equity, anti-racism and anti-oppression:

#### Phase 1

- Review of existing policies and procedures at UWindsor relating to student 'misconduct' and report to VPEDI with recommendations for next steps
- Outreach and Consultation with student groups, faculty, and wider University stakeholders input and feedback on existing policies and procedures. Stakeholders include, but are not limited to, UWindsor Students Associations (including UW Student Alliance, Black Law Student Association, Indigenous students' associations, BIDE among others), Student Counselling Services, Residence Services, Athletics Services, CLA,

LAW, Sexual Violence Prevention, ACT, UWindsor Black Studies Institute, Special Advisor to the President Indigenous Relations and Outreach, Associate Deans, OHREA, and others

- Build relationships and professional expertise and insights into best practices in other select CDN and US institutions, through interviews, consultations, and ongoing review of current literature and academic scholarship and advocacy
- Draft and circulate expectations and behavioural standards to stakeholders based upon outreach, consultation, and incorporation of best practices based upon above

[Phases 2, 3, and 4 of 2023 will follow the recommendations of the CCS Report and ABR Task Force Report, and knowledge distilled from above steps in Phase 1.

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

*Gillian Heisz*

### **2023/24 Operating Budget and Tuition Fees**

In partnership with the Office of Institutional Analysis and the Provost Budget Committee, we are nearing the final stages of budget and fee development for the upcoming fiscal year. Inflation, collective agreements, international cohort-based Masters enrolment trends, and domestic enrolment challenges (including retention) are risks to the budget this year. In addition, the University has received no direction from the Ministry of Colleges and Universities at this time with respect to the domestic tuition framework. The budget will support the strategic direction set out in *Aspire: Together for Tomorrow* and all elements of its framework. Both the Operating Budget and Tuition Fees will be presented to the Board of Governors in April 2023.

### **Policy Review and Implementation Projects**

The teams are conducting a number of key policy reviews to modernize the delivery of services, enhance internal controls and ensure that our policies remain reflective of best practices:

- The Finance team is currently conducting campus consultation and following that, will be bringing forward a revised *Purchasing Policy* and *Travel Expenses Policy* in the coming months.
- Under the direction of the Investment Committee, the Treasury team is working on a revision to the *Responsible Investing Policy*, expected to be tabled for review in May 2023.
- In partnership with our colleagues at Unifor (Locals 2458 FT, PT, OE, and 444), we are nearing the completion of the *Pension Funding Policy*, a commitment that was made as part of bargaining. Once the Pension Funding Policy is completed, it will come forward to the Board Pension Committee for review. The process has been both collegial and thorough.
- Finally, work continues on the implementation of the *Fraud Risk Management* and *Whistleblower* policies; training has occurred for the Whistleblower Committees, and we are launching our communication plan this month.

### **Transforming Windsor Law (TWL)**

I am pleased to share that the TWL project is nearing its conclusion, and we are expecting to reach substantial completion by late June 2023. As we near final stages of construction, our focus will shift towards the operationalization of the building for the Fall 2023 semester, including move back in planning for the Faculty of Law, and significant training on systems and processes for both the Operations and the Law teams. The Dean, in concert with the AVP External, has drafted a robust communication plan (internal and external) and plans for the Grand Re-Opening are underway. A detailed update on TWL will be coming forward to the Board of Governors in April 2023.

### **Campus Exterior Branding and Wayfinding Project**

With the AVP External, the AVP Operations has launched a project to revitalise and modernize the exterior campus branding and wayfinding at both the main and downtown campuses. The project aligns well with *Aspire*, offering a unique opportunity to connect with the community, improve the student experience, instil campus pride, and achieve some goals related to environmental sustainability. The project has kicked off, and campus community members will start to notice the changes during 2023 and 2024.

## 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.

**Trudeau Visit to Campus:** Prime Minister Trudeau and MP Irek Kusmierczyk visited the Faculty of Engineering Charge Lab on January 17<sup>th</sup>, 2023, to meet with students and learn more about our research and training related to EVs. It was an opportunity highlight the FuturEcar program and the industry support for the University of Windsor, a national lead in EV-related research and teaching. The tour resulted in additional meetings to discuss ways to support and grow the FuturEcar program.



**Telus:** The University of Windsor and TELUS announced the launch of a 5G connected campus and commercial lab to support advanced research with 5G technology and establish the University as a go-to centre for innovation. The collaboration will not only support multidisciplinary research in the agriculture, advanced manufacturing, and connected and autonomous vehicles (CAVs) sectors, but will transform UWindsor campuses to enhance teaching, innovation, and collaboration. The agreement represents a \$5 million investment to support the development of new applications for 5G technology.

**Updated Publication Statistics:** In November, we presented preliminary publication data for 2022. In the last part of the year, there was a large surge in the number of publications (papers, books, monographs, proceedings, etc.) and we ended with a record 1234 publications!

Publication Type	2020	2021	2022
Article	737	900	1010
Book	8	7	4
Chapter	72	66	43
Conference Paper	205	142	112
Review	53	59	65
<b>Grand Total</b>	<b>1075</b>	<b>1174</b>	<b>1234</b>

As previously noted, this may not be a complete record of all publications (op-eds, opinions, etc.) and it does not recognize creative works and displays. A small working group of faculty from different areas of campus are now working with the Office of Institutional Analysis to determine how to include those other important research products.

**The Conversation:** We have renewed our membership to The Conversation that publishes news stories written by academics and researchers under a Creative Commons license, allowing reuse without modification. Publishing in The Conversation is an effective means to increase the impact of your research, creative, and scholarly activity and it is effectively used by several faculty from across campus. In 2022, a total of 24 articles by 22 faculty and students were published in The Conversation leading to 494,592 reads around the world. A list of the top 10 articles by University of Windsor faculty and staff is provided in the adjacent table.

Type to filter results	Authors	Published	Reads	Comments	Engagements
1 What's next with face masks? Keep wearing them in public, wear the best mask available and pay attention to fit	Catherine Clase, Charles-Francois de Lannoy, Ken G. Drouillard, Scott Laengert	March 29, 2022	119,242	6	0
2 Drivers of self-driving cars can rely too much on autopilot, and that's a recipe for disaster	Francesco Biondi	June 16, 2022	54,939	1	0
3 The art of the con: 'Inventing Anna,' 'The Tinder Swindler' and gender	Kimberly Hillier, Christopher J. Greig	March 10, 2022	49,220	1	0
4 With COVID, flu and RSV circulating, it's time to follow the evidence: Return to mask mandates	Catherine Clase, Charles-Francois de Lannoy, Ken G. Drouillard	November 20, 2022	38,438	4	0
5 The 'freedom convoy' protests point to a bigger problem with Canada's democracy	Jeff Berryman	March 6, 2022	27,901	12	0
6 Why employees hesitate to speak up at work — and how to encourage them	Kyle Brykman, Jana Raver	February 25, 2021	14,595	0	0
7 Smart devices can now read your mood and mind, leading to a new set of concerns about technology and consent	Francesco Biondi	January 18, 2022	11,782	0	0
8 The finale of 'Better Call Saul': A psychologist explains how Jimmy McGill became Saul Goodman	Laszlo Erdodi	August 16, 2022	11,197	4	0
9 An Ontario crackdown on massage parlours continues Canada's legacy of anti-Asian racism	Vincent Wong	September 14, 2022	10,253	0	0
10 In defence of the notwithstanding clause: Why Canada should hold onto it	Geoff Callaghan	July 6, 2022	8,776	3	0



The Editor for The Conversation, Scott White, will be on campus in early March and will be giving a series of talks and workshops to help faculty and students understand the importance of publishing articles related to their research through The Conversation.

**Lean Audit of Research:** This spring, we are conducting a Lean Audit of research services, to ensure that our research process, from the announcement of a grant to the closure of a research account is effective and supports research, creative, and scholarly activity. Faculty from across campus with different levels and types of research have been invited to participate in a workshop to determine how we can further support research and ensure that our processes are effective. A summary of findings from those workshops will be presented in a future Senate report.

**Reviews of EpiCentre:** As noted in September, we are conducting a review of the EpiCentre, which will celebrate its 10<sup>th</sup> anniversary in 2024. The following faculty have agreed to lead the review:

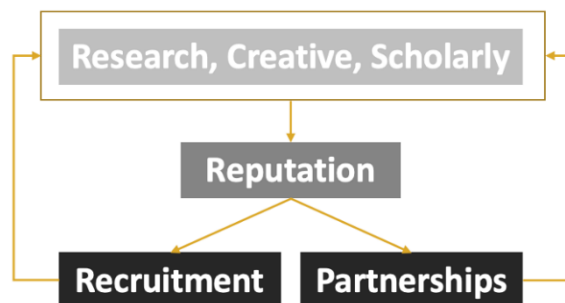
- Nick Vukotic (Chair), Industrial Research Chair, Department of Chemistry and Biochemistry
- Judy Bornais, Executive Director of the Office of Experiential Learning, Faculty of Nursing
- Kent Walker, Professor, Strategy and Entrepreneurship, Odette School of Business
- Kevin Milne, Associate Dean of Academic Affairs, Faculty of Human Kinetics

The primary goal of the review is to assess whether the EpiCentre has met its purpose of “*fostering an entrepreneurial culture among students, alumni, faculty, and the larger community, and supporting them with services and resources as they pursue their entrepreneurial aspirations.*”

**Review of Research Centers and Institutes:** The [Senate Policy on the Establishment, Management, and Renewal of University Research Centres and Institutes](#) mandates that all institutes be reviewed at least once every five years. A formal review of the Cross-Border Institute (CBI) and the Institute for Diagnostic Imaging Research (IDIR) has been initiated, and following the Senate Policy on Institutes and Centers, the review is being chaired by Dr. Marcello Guarini, former Dean of the Faculty of Arts, Humanities, and Social Sciences. Reviews also need to be completed this year for the Fluid Dynamics Research Institute and the Great Lakes Institute for Environmental Research. A review of WE-SPARK (initiated 2019) will be completed in 2024.

**OVPRI Institutional Outreach:** To improve communication and connection between the OVPRI and the rest of campus, new (monthly) standing meetings have been initiated with the Associate Deans of Research (ADR) and the Major Gift Officers (MGOs). A semi-annual meeting with postdoctoral fellows has also been established to ensure that we are supporting this group that is essential to the impact of our research, creative, and scholarly activity.

**Queens Park Event:** On Wednesday March 1<sup>st</sup>, delegates from the University of Windsor will be at Queens Park to highlight the impact and importance of our research, creative, and scholarly activity. The focus of this event will be FuturEcar, Ag@UWin, CANS (Compact Accelerator Neutron Source), and Health research (WE-SPARK and Nursing).



University of Windsor  
Board of Governors

\*4.5.1: **Board Human Resources Committee Workplan – Update**

Item for: **Information**

Forwarded by: **Board Human Resources Committee**

Board Human Resources Committee Report:

The Board Human Resources Committee met on January 31, 2023 and received an update hiring within the newly structured Human Resources Department, as well as an update on the development of performance and compensation review frameworks. The Committee also considered revisions to its workplan.

*See attached for updated workplan.*

## Board Human Resources Committee Workplan – Update

The workplan was initially reviewed by the Committee at its first meeting in May 2022. The workplan has been revised, following the recent reorganization of HR and development of new HR portfolios.

Note that the workplan is intended as a guide. As human resources restructuring work continues, a few items may be delayed or re-scheduled. Two priority areas of focus for the Office of the VP, EDI are the development of compensation review framework and performance review framework.

### Board Human Resources Committee Workplan

*[Reviewed by Board: February 2022]*

*[Updated by Board: February 2023]*

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

Human Resources Committee Specific Responsibilities	Timeline	Update/Comments	Completed
<b>2.4.2.1 Employee Hiring, Salary, Benefits and Compensation Arrangements</b>			
A. <u>President and Vice-Presidents</u>	<del>October 2022</del>	Review and refresh existing policies, as needed.	
i. recommending to the Board policies pertaining to the presidential and vice-presidential searches, performance review frameworks, succession planning processes, and compensation frameworks (including bonus and incentives frameworks), and any revisions thereto.	Work in progress with timeline to be updated for next meeting	Commencing development in July, 2023, in Compensation Framework Review plan	
ii. establishing, on behalf of the Board, the terms and conditions of employment (appointment letters) for the President and the Vice-Presidents, as well as the starting salary, benefits and other forms of compensation.	New appointment or renewal	Annual review to determine which appointments are coming due for renewal or new searches.	Ongoing
iii. reviewing and making recommendations to the Board on the President’s performance review and associated salary increase, if any.	April-October	Consistent with the policy on the Presidential Performance Review Framework Schedule	Ongoing
iv. reviewing, on behalf of the Board, the Vice-Presidents’ performance reviews and approving associated salary increases, if any.	October/November	Annual review	Ongoing
B. <u>Other Executive-level, Non-Unionized and Unionized Employees</u>	Negotiation strategy: Two months prior to the beginning of any bargaining session.	Negotiations with CUPE 4580	Ongoing (based on terms of collective agreements)
i. reviewing and approving, on behalf of the Board, the University’s negotiations strategies and mandates for collective and other employment agreements with its			

Human Resources Committee Specific Responsibilities	Timeline	Update/Comments	Completed
unionized, non-unionized, and other executive-level employees; and reviewing and recommending to the Board negotiated collective and other compensation agreements.	<p>Recommendation to Board: as needed</p> <p><del>February</del> April: Annual Review Other Executive-level, non-unionized employee agreements</p>	<p>Annual Review: Given the implementation of salary increase for this group just occurred prior to end of 2022 (retroactive to May 1, 2022), recommend this be moved annual reporting in April for May 1 start.</p>	
<p>C. <u>Reports</u></p> <p>i. receiving ongoing information on the status of labour negotiations.</p>	Regular updates during negotiations.		Ongoing (based on bargaining cycle)
ii. reviewing overall developments or changes in labour relations.	Fall and Winter update		Ongoing
iii. approving, on behalf of the Board, an annual report from the President on all faculty and staff hiring appointments.	October		Ongoing
<b>2.4.2.2 Human Resources Strategies and Policies</b>			
i. recommending to the Board institutional employee recruitment, engagement and retention, and equity diversity and inclusion goals.	<p><del>June 2022</del></p> <p>Work in progress with timeline to be updated for next meeting</p>	<p>The recruitment review slated to be completed in Fall 2022 has been completed with the key recommendation being the implementation of an e-recruitment tool. A fit gap analysis has been completed for two possible tools. A final decision is pending. This has been completed in cooperation with the Academic Recruitment team.</p>	
ii. monitoring employee hiring and equity, diversity and inclusion trends and recommending to the Board policies, structures, and strategies that support the attraction and retention of a diverse and inclusive community of exceptional senior administrators, faculty, and staff.	<p>Monitoring hiring and EDI trends: October</p> <p>Recruitment and retention policies, structures, and strategies: <del>November 2022</del></p> <p>Work in progress with timeline to be updated for next meeting</p>	<p>Annual Review</p> <p>Submit draft for review: As noted above, the platform being considered as an e-recruitment tool will allow for better metrics in the area of</p>	Ongoing

Human Resources Committee Specific Responsibilities	Timeline	Update/Comments	Completed
		EDIID as well as provide an ability to identify skills, qualifications and geographic details to support a plan	
iii. recommending to the Board succession planning processes that support the attraction and retention of a diverse and inclusive community of exceptional senior administrators.	<del>October 2022</del> Work in progress with timeline to be updated for next meeting	Consistent with A(i) above.  Succession planning to follow development of performance evaluation system (commence in Q3, 2023)	
iv. ensuring that human resources strategies of the University align with the objectives of the University's Strategic Plan.	Reviewed regularly	When reviewing or revising policies, this will be at the forefront	Ongoing
<b>2.4.2.3 Compliance with Human Resource Related Laws and Regulations</b>			
i. ensuring that there are appropriate human resources and other policies and procedures in place to comply with statutory responsibilities; and reporting to the Board, as required, on the University's compliance with employment-related legislation.	<del>May</del> October (new AVPHR starting April 2023)	Annual statutory compliance report submitted for review	Ongoing
<b>2.4.2.4 Health, Safety, and Wellness</b>			
i. monitoring reports on the University's health and safety programs and trends in health and safety to ensure hazards and risks are effectively managed. Recommend to the Board corrective action when required.	April	Annual report	Ongoing
ii. reviewing and advising on employee health and wellness programming and initiatives.	April	Annual report  Campus Mental Health Committee has engaged CAMH to assist with programming development.	Ongoing
<b>2.4.2.5 Any other matters referred to it by the Board, the Executive Committee, or the President</b>			
Reviewing annual report on number of active grievances (requested by EC last year)	<del>May</del> Oct-Nov	Annual report	Ongoing
<i>As assigned</i>	TBD		

University of Windsor  
Board of Governors

4.8.1: **Sustainable Chiller Replacement Project – Update**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

**MOTION: That the Board of Governors approve that the budget for the chiller equipment replacement project be increased by \$900,000 for a total project cost of \$8,100,000.**

### **EXECUTIVE SUMMARY**

There is currently one steam-driven chiller in the Energy Conversion Centre (ECC) which is not operational, has exceeded its useful lifecycle and cannot economically be repaired to restore the required chilled water capacity. Inadequate cooling capacity results in poor indoor air quality and cooling conditions (high humidity and temperatures) and wasted energy.

The Board previously approved the replacement of the chiller with a dual electric chiller as a key step in the University's environmental sustainability plan in November 2021 for a total cost of \$7.2M.

An additional \$900,000 is required to complete the planned project. This increase in budget is primarily due to rapid and unexpected escalation in construction costs, and a modification to scope to maximize the value and the return of the project, and address some deferred maintenance issues in the ECC.

The project is critical to the achievement of material reduction in GHG emissions; in fact, updated projections received in 2022 now suggest that the new equipment will result in a **total reduction of 8,300 tCO<sub>2</sub>e per year** and still achieve an **operating budget savings of over \$1M per year**.

### **PROJECT OVERVIEW & BENEFITS**

The replacement of the steam-driven chiller with a dual electric chiller is an important component of the University's strategy to achieve environmental sustainability goals including:

- Highest possible greenhouse gas (GHG) reductions and energy and carbon tax savings
- Maximise operational flexibility, as well as input energy and regulatory flexibility
- Stability of operating electrical costs
- Lowest total cost of ownership

This project is intended to provide the following benefits:

- Energy efficiency and incentives associated with modern equipment and technology: estimated annual GHG emissions savings of **8,300 tonnes per year**
- Stable source of chilled water for the next 20 years
- Material contribution towards the University's direction for GHG reductions by 2030
- Operating budget savings (**\$1.3M per year**)

- Allows University to showcase leadership in reducing energy consumption and GHG emissions with the implementation of innovative technology (hybrid dual drive)
- Address **deferred maintenance issues** within the ECC

## OPERATING STRATEGY: BUDGET AND GHG REDUCTION STRATEGIES

Since the project was approved by the Board in November 2021, Administration has worked with the project’s engineers on a detailed operating plan for the equipment that has been procured. As a result of this process, the expected GHG benefits are actually much greater than was anticipated in November 2021.

Once the chiller is in place and functional (expected by September 2023), the University plans to revise its prior operating strategy with respect to our Cogen unit<sup>1</sup> (the “Current State”). The Final Operating Plan (2023) will be for the Cogen unit to be operated only for peak-shaving periods throughout the year. This revised strategy will decrease natural gas use and deliver an additional GHG avoidance of 2,700 tCO<sub>2</sub>e per year compared to the Draft Operating Plan (2021), presented at RAC in November 2021. The Final Operating Plan (2023) strategy will result in a total reduction of 8,300 tCO<sub>2</sub>e per year and still achieve an annual operating cost savings of \$1,300,000 as compared with the Current State.

Further, it is anticipated that the incremental emissions reduction by limiting Cogen unit use in Winter will be capable to achieve at an estimated cost of \$76 per tonne in avoided emissions.

Annual emissions impact on business cases of both original and revised operating strategies are summarized as follows:

### *Annual Emissions and Cost Impact of Original and Revised (Peak-Shaving) Hybrid Chiller Cases*

	Current State	Hybrid Chiller Draft Operating Plan (2021)	Hybrid Chiller Final Operating Plan (2023)
<b>Energy Usage</b>			
Grid Elec (MWh)	28,200	35,800	44,100
Peak Elec Demand (MW)	9	9	9
Gas (GJ)	446,700	334,900	281,800
<b>GHG Emissions</b>			
Emissions (tCO <sub>2</sub> e)	22,500	16,900	14,200
<b>Impact on Operating Budget</b>			
Annual Budget Required <sup>2</sup>	\$8.4M	\$6.9M	\$7.1M

As RAC and the Board are aware, a Net Zero Masterplan is underway. As part of that plan, it is anticipated that the University will announce a target of a 45% reduction of GHG emissions by 2030. **Based on the Final Operating Plan (2023), it is estimated that the University will achieve 82% of its goal to meet this 2030 reduction target as a result of completing this project.**

## PROJECT STATUS AND ISSUES

The Project Team, which is cross-functional in nature and includes members from both University and consultant teams, continues to work through project planning activities to appropriately address scope and potential budget challenges. These activities include scope optimization and value engineering initiatives.

As an output of these planning activities, the University will require incremental funding of \$700,000 in order to facilitate completion of required scope of work. In summary, this additional amount can primarily be attributed to increased cost in labour and materials associated with the planned change in location of the chiller in ECC and the removal of Boiler No. 1.

<sup>1</sup> The cogen unit is a gas turbine fired electrical power generator and heat recovery boiler

<sup>2</sup> Includes cost of electricity, global adjustment (Class A), natural gas, and carbon compliance costs/taxes

More specifically, the following are the primary reasons for additional funding request for cost overruns on this project:

**IMPLEMENTATION COSTS (estimated impact - \$600,000)**

**Additional scope:** Final design by the project’s engineers have identified that a different location within the ECC should be the home of the new chiller, and that a **structural platform** associated with floor elevations will be required. This change in project design has added scope both in the structural platform, but also because the new location will require **the removal of a decommissioned 100,000 lb/hour steam boiler** currently in the ECC. To further drive operational efficiencies and support delivery of additional GHG reductions, the project’s engineers are recommending that **two new chiller pumps** also be purchased and installed to enhance performance of the campus chilled water system. Following careful consideration, Administration recommends we proceed with this planned scope change to both maximize the impact of the project, and to achieve our objective of reducing the deferred maintenance requirements in the ECC.

**MARKET CONDITIONS (estimated impact - \$300,000)**

**Inflation:** Since the time of original project planning in late 2021, inflation rates for non-residential construction costs have risen by 8.9% year-over-year.

**Canadian dollar fluctuation:** Another factor in cost escalation is a result of exchange variation between CAD and USD from 2021 (1.25) to 2023 (1.33 as at Feb 1), which has impacted the cost of some of the materials required to complete the scope of work.

**COST CONTROL**

As construction and installation activities are completed, value engineering efforts will be continued and allocated project contingencies will be closely monitored.

**SCHEDULE**

The timelines for this project have not changed, chiller delivery is scheduled for May 2023 and the complete installation for September 2023.

**TOTAL PROJECT BUDGET**

Administration is forecasting a revised budget for the project as follows:

	<b>Board Approved Project Cost</b>	<b>Revised Project Cost</b>	<b>Additional Budget Required</b>
Chiller Supply, Install, Commissioning, Startup, Performance Testing, Warranty and Service Costs	\$ 4,479,000	\$ 4,501,825	\$ 22,825
Construction and Integration in ECC Costs	2,000,000	3,061,473	1,061,473
Contingency	483,600	269,600	(214,000)
HST @ 3.41%	237,400	267,102	29,702
<b>Total Project Costs</b>	<b>\$ 7,200,000</b>	<b>\$ 8,100,000</b>	<b>\$ 900,000</b>

Note that while the majority of the project’s materials and services have been procured at this time, we continue to carry a small contingency fund (approximately 3% of the total project costs) to manage any unexpected issues. Should this contingency not be required, the funds will be returned to the University’s energy sustainability fund for use on future sustainability projects.

**FUNDING FOR THE PROJECT**

The Board previously approved this project using a funding strategy that included the use of Operating Budget reserves and ongoing Funds (Energy Sustainability Fund and the Deferred Maintenance Fund). The reserve funds used were savings from utilities from the last several fiscal years.



The University is actively applying for funding for the project. Administration has recently been informed that we were successful in our application to Enbridge for \$200,000. UWindsor has also applied to the Federal Government’s Output-based Pricing System Proceeds Fund – Decarbonization Incentive Program (DIP) with a request for up to \$3.1 million. Administration is hopeful that the result of the application will be positive; if so, the reliance on the Deferred Maintenance Fund and Energy Sustainability Funds will be reduced, allowing more projects from the University’s 5-year plan to be completed. Any further government grant or incentive opportunities we become aware of will be very actively pursued.

	<b>Approved Budget (Nov 21)</b>	<b>Final Budget</b>	<b>Description</b>
Energy Efficiency Grants	\$0	<b>\$200,000</b>	<i>Confirmed Enbridge Grant</i>
University General Operating Reserves	\$2,200,000	\$2,200,000	<i>Already applied (21/22)</i>
MCU Facility Renewal Program Grant	\$0	<b>\$1,700,000</b>	<i>Share of fiscal 22/23’s allocation</i>
Deferred Maintenance Fund	\$3,600,000	<b>\$1,000,000</b>	<i>Already applied (22/23)</i>
Energy Sustainability Fund	\$1,400,000	<b>\$3,000,000</b>	<i>\$1.4M already applied (20/21 and 21/22); \$1.6M from 23/24</i>
<b>Total</b>	<b>\$7,200,000</b>	<b>\$8,100,000</b>	

### **SUMMARY AND NEXT STEPS**

While a change in budget and scope mid-project is challenging, administration believes that the benefits we will obtain are significant, and has redrafted the funding strategy such that the project is fully funded by the end of Fiscal 2024.

Should the change in budget be approved, Administration will immediately issue purchase orders to the successful proponents, and move ahead with completing the project according to its original timeline.

University of Windsor  
Board of Governors

4.8.2: **2022-2023 Operating Budget 9-Month 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 9-month point.
- As the 9-month review does not include a proposal to revise the 2022-2023 operating budget but rather provides a projection to year end, the 9-month review is provided for information only.

*See attached.*



**Department of Finance**

401 Sunset Avenue  
Windsor, Ontario N9B 3P4  
T 519-253-3000 F 519-971-3619

To: Members of the Board of Governors  
From: Gillian Heisz, VP Finance and Operations  
Date: February 28, 2023  
Subject: **2022/23 Operating Budget 9-month Review**

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During each fiscal year, there are two key times when the Operating Budget is reviewed and a projection to year-end is completed. The second, our 9-month review, is completed after confirmation of Winter enrolment counts. Below is a summary of our findings and projections after nine months of operations.

**Winter Enrolment & Tuition Update**

Actual tuition results for the Winter 2023 semester have proven better than the conservative forecast we provided during the 6-month review. Domestic tuition results during the Winter 2023 semester are approximately \$500K above the winter semester forecast that was calculated using historical flow through rates from the Fall semester. We see this as a good sign that some of the students who did not return for Fall 2022 may have rejoined us in Winter 2023, but further investigation is ongoing. International tuition for the Winter 2023 semester is now approximately \$3M above the 6-month forecast on the strength of a larger than expected Master of Engineering and Master of Management cohort that enrolled this semester.

The aggregate tuition results for the 2022/23 fiscal year – including the Summer 2022, Fall 2022 and Winter 2023 semesters – are now trending better than the budget that was adjusted down by \$4.5M at 6-month review following unprecedented student retention challenges as we returned to face-to-face teaching following a 2-year period where students were able to attend all their UWindsor courses remotely.

Based on these results, we are recommending returning \$1.9M to the tuition revenue budget that had previously been reduced by \$4.5M at the 6-month review.

**Enrolment Contingency and Extraordinary Enrolment Offset Reserves**

The Enrolment Contingency Reserve (ECR) fund included a \$2M base budget, plus \$3M in one-time funds generated from 2020/21 to allow for total protection of \$5M. At the 6-month review, this full fund plus \$750K in additional reserves generated from the prior year were applied against forecasted tuition revenue shortfalls and to balance for other unexpected events affecting the operating budget. Our intention is to continue to maintain an ECR at the same funding level in the 2023/24 fiscal year.

New for 2022/23, the Extraordinary Enrolment Offset reserve was established to bridge to more “normal” international tuition levels following a year-and-a-half of enhanced international enrolment levels generated by significant student deferral rates following the COVID affected years. The fund was initially established at \$9M and adjusted down by \$2.6M following the Fall 2022 semester enrolment results. We intend to continue

holding the remaining \$6.4M with a view towards investing the funds into future international student experience projects.

### **Investment Income from Working Capital**

Operating working capital is actively managed and invested within the constraints of the Statement of Investment Policies and Procedures for Working Capital Funds. At the 6-month review we recommended decreasing the budget for investment income by \$2.5M in response to changing market conditions that had a significant negative effect on short-term bond performance. Much of the assets producing negative returns have since been reinvested in GICs to provide steady, reliable returns during this period of uncertainty. As a result, and based on our latest returns, we are prepared to restore \$1M of the previous cuts to this budget.

### **Operating Expenditures**

We are recommending the investment of \$2.74M into operating expenditure budgets during the 9-month review in support of the following activities:

- \$1.2M to be held in a 'capital and repair project escalation' fund, to support projects in-flight which are being impacted by dramatic changes in the cost of construction,
- \$505K to support Graduate student scholarship above our base budget levels,
- \$340K to reduce the expectations for contributions to operating from the Centre for English Language Development (CELD) that has seen its enrolment severely negatively impacted by the COVID pandemic (among other items),
- \$250K to seed the establishment of a new IT services cyber security prevention program (to be funded at the base starting in fiscal 2023/24),
- \$215K to offset the cost inflation and foreign exchange is having on library electronic resources,
- \$170K to cover costs related to ongoing executive searches, and
- \$50K to cover certain costs (beyond ATB and benefits) related to collectively bargained enhancements.

### **Faculty Budget Adjustments**

A key principle of UWindsor ABB is to ensure that the Revenue Centres (i.e. the Faculties) share, at least partially, in the in-year gains as well as losses. At the 6-month review, we implemented a \$500K one-time claw back of budget to offset the adjustments required to balance the 2022/23 operating budget. This claw back of funds was applied to every Faculty that missed on their Summer 2022 and Fall 2022 tuition revenue budgets, including the Faculty of Engineering. However, actual results from the Winter 2023 semester have now returned the Faculty of Engineering to an almost balanced revenue budget for both domestic and VISA enrolment. Therefore, we are recommending the reversal of a significant share of their one-time claw back, amounting to approximately \$170K.

### **Balanced Budget for 2022/23**

Administration continues to project a balanced budget for 2022/23.

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

	<b>2022/23 APPROVED BASE BUDGET</b>	<b>6-month Review Adjustment</b>	<b>Proposed 9-month Review Adjustment</b>	<b>Total Adjustments</b>	<b>2022/23 PROJECTION</b>
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
<b>BASE OPERATING REVENUE</b>					
Student Academic Fees	\$ 240,865	\$ (4,500)	\$ 1,900	\$ (2,600)	\$ 238,265
Less: Enrolment Contingency Reserve	(2,000)	2,000	-	2,000	-
Less: Extraordinary Enrolment Offset Reserve	(9,000)	2,600	-	2,600	(6,400)
Government Grant - Provincial	96,665	300	-	300	96,965
Government Grant - Federal	3,327	-	-	-	3,327
Investment Income	2,734	(2,500)	1,000	(1,500)	1,234
Other Revenue	3,418	-	-	-	3,418
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 336,009</b>	<b>\$ (2,100)</b>	<b>\$ 2,900</b>	<b>\$ 800</b>	<b>\$ 336,809</b>
<b>BASE OPERATING EXPENDITURES</b>					
Faculty Expenditures	\$ 165,405	\$ (500)	\$ 170	\$ (330)	\$ 165,075
Research	7,040	-	-	-	7,040
Outreach & Communications	12,499	1,000	-	1,000	13,499
Academic & Student Services	26,989	-	50	50	27,039
Library	13,717	-	215	215	13,932
Scholarships	14,198	-	505	505	14,703
Administration	24,643	150	510	660	25,303
Information Technology	14,809	1,000	250	1,250	16,059
Facility Costs (including Utilities)	29,022	-	1,200	1,200	30,222
External Debt Costs	11,679	-	-	-	11,679
<i>Subtotal Base Operating Expenditures</i>	<b>\$ 320,001</b>	<b>\$ 1,650</b>	<b>\$ 2,900</b>	<b>\$ 4,550</b>	<b>\$ 324,551</b>
<b>STRATEGIC INVESTMENT &amp; RESERVE FUNDS</b>					
Strategic Investment Funds	\$ 11,208	\$ -	\$ -	\$ -	\$ 11,208
Reserve Funds	4,800	-	-	-	4,800
<i>Subtotal Strategic Investment &amp; Reserve Funds</i>	<b>\$ 16,008</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,008</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 336,009</b>	<b>\$ 1,650</b>	<b>\$ 2,900</b>	<b>\$ 4,550</b>	<b>\$ 340,559</b>
<b>BASE OPERATING POSITION (DEFICIT)</b>	<b>\$ -</b>	<b>\$ (3,750)</b>	<b>\$ -</b>	<b>\$ (3,750)</b>	<b>\$ (3,750)</b>
One-time Reserve Funding	-	3,750	-	3,750	3,750
<b>BALANCED OPERATING BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 2020-2025 Strategic Mandate Agreement (SMA3) Annual Report

## Evaluation — Year 3

Board of Governors  
February 28, 2023



University of Windsor

# Metrics

Year 3 ↓

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

\$23.5M

\$32.8M

\$42.3 to \$56.4M



University of Windsor

# Weightings



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





# Performance Funding Status

- Covid-19 pandemic, two-year delay in the activation of the performance-based funding for the SMA
- As the pandemic continued and to support the sustainability of the sector, the ministry further delayed the activation of performance-based funding for Year 3 (2022-23) of SMA3,
- Ministry is committed to assess the sector readiness for activation starting in Year 4 (2023/24) at a planned system-wide proportion of 10%, increasing to 25% in Year 5 (2024/25).



# Metric Analysis

- Sector feedback to the Ministry based on analysis of the potential COVID-19 impacts on the data

SMA3 Metric	Data Purpose/Impact	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Comments on revised SMA3 risk assessments and longer-term implications of external factors
Graduate Employment Rate in a Related Field	Target-setting (reporting year, calendar year of graduation)	2018-19 (2016) 2019-20 (2017) <b>2020-21 (2018)</b>	2019-20 (2017) <b>2020-21 (2018)</b> <b>2021-22 (2019)</b>	<b>2020-21 (2018)</b> <b>2021-22 (2019)</b> <b>2022-23 (2020)</b>	<ul style="list-style-type: none"> <li>• Prolonged macroeconomic implications of CV-19 and variable recovery (e.g. variants, unemployment and inflation rates, regional variation in economic recovery) continue to have protracted and unpredictable impacts on employment and economic recovery at local/regional levels. See economic forecasts by <a href="#">TD Economics</a>.</li> <li>• The OUGS will be administered to the 2020 graduating cohort in Fall 2022, when Canada and Ontario continue to grapple with evolving variables related to the pandemic.</li> <li>• Employment rates for engineering, computer science and mathematics graduates will likely be affected by the significant layoffs in technology firms across North America. These graduates, typically hired right after graduation, will further be disadvantaged by competition from more experienced laid-off workers applying to fewer available positions.</li> </ul>
	Performance Measurement (reporting year, calendar year of graduation)	<b>2021-22 (2019)</b>	<b>2022-23 (2020)</b>	<b>2023-24 (2021)</b>	
	Potential Net Impact	<b>High</b>	<b>High- Moderate</b>	<b>Moderate</b>	



# Metric Analysis

- This analysis and review determined that the pandemic effects on the metrics will continue
- Ministry asked to consider
  - Bands of tolerance
  - Additional option for reweighting



# Annual Evaluation - Year 3 (2022/23)



University of Windsor

# SMA Year 3 2022/23

## Final Metric added for Year 3: Skills and Competency

- In order to provide more flexibility to institutions during the COVID-19 pandemic, Ministry asked us to create our own institution-specific measure(s) in SMA3 Year 3.
- The five percent (5%) participation weighting will continue as planned.
- Our metric: University's contribution to knowledge, skills and personal development
- Measurement for that will be the perceived gains in knowledge, skills and personal development from the university experience based on the National Survey of Student Engagement (NSSE)



# SMA Year 3 2022/23

**18. How much has your experience at this institution contributed to your knowledge, skills, and personal development in the following areas?**

*Response options: Very much, Quite a bit, Some, Very little*

- a. Writing clearly and effectively
- b. Speaking clearly and effectively
- c. Thinking critically and analytically
- d. Analyzing numerical and statistical information
- e. Acquiring job- or work-related knowledge and skills
- f. Working effectively with others
- g. Developing or clarifying a personal code of values and ethics
- h. Understanding people of other backgrounds (economic, racial/ethnic, political, religious, nationality, etc.)
- i. Solving complex real-world problems
- j. Being an informed and active citizen

NSSE is administered every three years, but we have committed to administer this question annually for the metric evaluation



University of Windsor

## SMA Year 3 2022/23

- In year 3, all 10 metrics are in place
- In addition to the 10, there were two reporting metrics: Faculty salary and workload, not tied to funding, that were to be in place in year 3
- Ministry engaged with the sector, and then decided to remove this reporting requirement for institutions for the SMA3 period to reduce reporting burden



# Metric Performance Year 3

Metric Name	Performance Grant %	Performance Grant	Metric Weighting	Notional Allocation	Metric Target	Band of Tolerance (BoT)	Allowable Performance Target	Metric Performance	
Community/Local Impact	0%	\$0	25%	\$0	11.67%	1.83%	11.46%	12.01%	✓
Economic Impact (Non-Local Student Spending)	0%	\$0	20%	\$0	\$156,651,805.11	5.03%	\$148,767,061.02	\$164,800,687.19	✓
Experiential Learning Proportion	0%	\$0	5%	\$0	71.43%	24.20%	54.15%	76.23%	✓
Graduate Earnings	0%	\$0	5%	\$0	\$47,660.53	4.96%	\$45,294.44	\$49,891.67	✓
Graduate Employment Rate in a Related Field	0%	\$0	5%	\$0	88.69%	3.34%	85.73%	89.93%	✓
Graduation Rate	0%	\$0	5%	\$0	73.89%	1.00%	73.15%	74.76%	✓
Institutional Strength	0%	\$0	20%	\$0	31.19%	3.00%	30.25%	35.06%	✓
Research Revenue - Donations, Grants & Contracts	0%	\$0	5%	\$0	\$5,492,555.56	7.78%	\$5,065,231.05	\$6,651,333.33	✓
Research Revenue Total	0%	\$0	5%	\$0	1.33%	4.48%	1.27%	1.36%	✓
Skills and Competencies- data collection					participation				✓

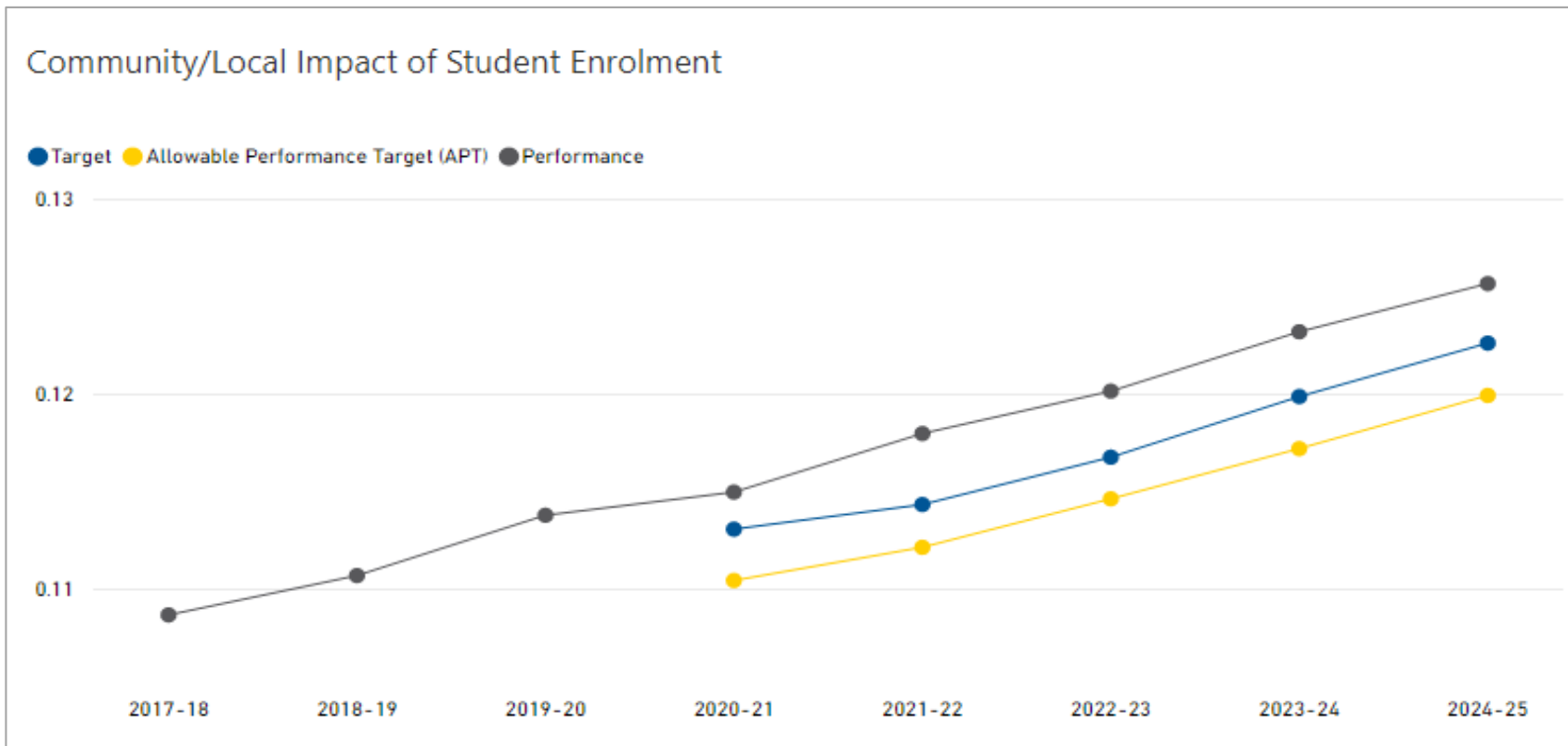
*Submission to the Ministry January 2023 waiting for confirmation*



University of Windsor



# Monitoring Performance



University of Windsor

# Status to Date

- Year 1 (161,071)
- Year 2 + 13,950
- Year 3 for all metrics met or exceeded the allowable performance target



# Year 4 2023/24 Risks

1. Metrics for which we have higher risk of not meeting targets (if funding is attached)
2. Residual pandemic effects
3. Economy and its effect on metrics



# Questions?



University of Windsor

## Board Approved Capital Projects > \$2.5M

### Transforming Windsor Law

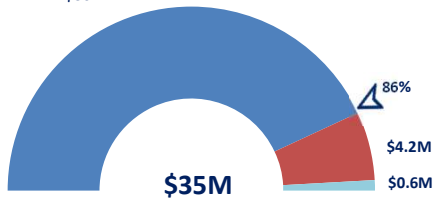
Board Approval Date: November 2020



Substantial Completion Date: July 2023\*

#### Total Project Spend\*

\$30.1 \* to December 31, 2022

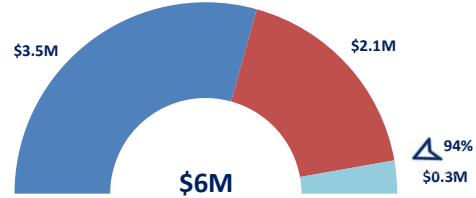


■ Actual Spend  
■ O/S Commitments  
■ Available Funds  
✓ On Budget  
✓ On Schedule\*\*

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

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

### Status of Fundraising



■ Donations received  
■ Pledges  
■ Outstanding

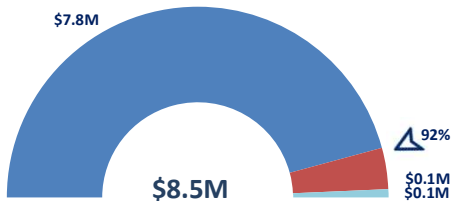
### 300 Ouellette

Board Approval Date: December 2021

Substantial Completion Date: August 2022

#### Total Project Spend\*

\* to December 31, 2022



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

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

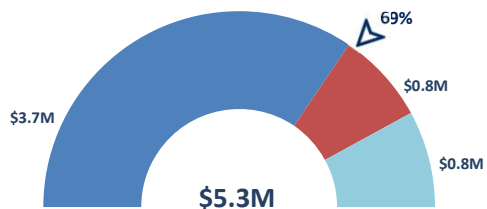
### CEI - Charge Lab

Board Approval Date: December 2021

Substantial Completion Date: Winter 2023

#### Total Project Spend\*

\* to December 31, 2022



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

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

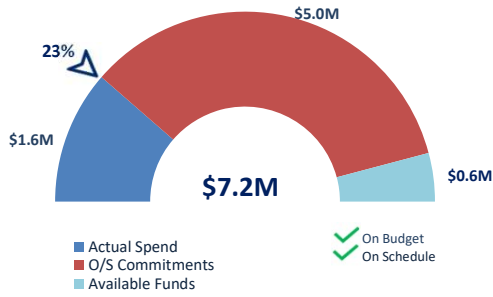
Capital Projects Quarterly Report  
to January 31, 2022

### Chiller Replacement

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

#### Total Project Spend\*

\* to December 31, 2022



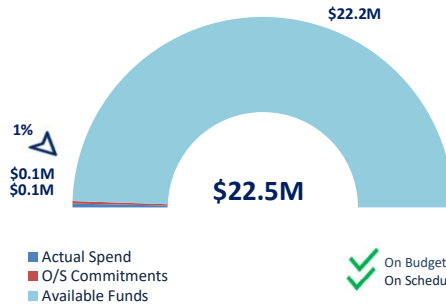
Funding Sources	Approved	Status	Notes
1. Internal financing	\$5M	<span style="color: green;">✓</span> <span style="color: green;">✓</span> <span style="color: green;">✓</span> <span style="color: green;">✓</span>	10 year interest free loan; principal repayment funded through Deferred Maintenance Strategy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

### Residence West

Board Approval Date: January 2023  
Substantial Completion Date: January 2025

#### Total Project Spend\*

\* December 31, 2022



Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
HK_2022_Accessibility Ramp	\$1.5M	\$0.1M	<b>Project Status</b> - \$720K funded from Enabling Accessibility for mid-sized projects Federal program. Stage 1 report indicates \$600k shortfall to original 2021 budget. Construction package going out for tender in Feb, 2023. <b>Substantial completion</b> - June 2024 <b>Funding Source</b> - DMS4 \$780K & Enabling Accessibility Grant \$720K
Essex Hall_2023_Classroom 186_Renovation	\$1.8M	\$0.1M	<b>Project Status</b> - Low bidder for seating has closed. Includes renovation to corridor and new universal washrooms. <b>Substantial completion</b> - August 2023 <b>Funding Source</b> - DMS4 - FRP2022/23 - FRP 2023/24
TERF_2023_Campus Classroom Renovations	\$1.8M	\$0.1M	<b>Project Status</b> - 50% gov't funded. Supply chain restraints with delivery of AV. Gov't is on board with financing arrangements (payment to be made for 50% of AV as a down payment) and HK classroom upgrades (currently 4 classrooms are under review). <b>Substantial completion</b> - December 2023 <b>Funding Source</b> - TERF2022/23 & UW