

**Board of Governors  
Minutes of Meeting****Date:** November 28, 2023**Time:** 4:00pm-5:49pm**Room:** Freed-Orman Commons, Assumption Hall, University of Windsor**Members:** Jonathan Allison, Chris Baillargeon (virtual), Fazle Baki, Carolyn Brown, John Cappucci, Brian Cowell, Shari Cunningham, Ferruccio Da Sacco, Megan Evans, Tiffany Gooch (virtual), Robert Gordon, Ghallia Hashem, Eric Joshi, Irene Moore Davis, Rana Olwan, Beth Ann Prince, Helga Reidel (Chair), Jennifer S. Rooke, Debbie Sheppard-LeMoine, Mario Sonogo, Bruce Tucker, Lionel Walsh, Andrew Ward, Elaine Whitmore (virtual), Susan Williams.**Regrets:** Beth Daly, Celso Oliveira, Teresa Piruzza, Mike Ruthard.**Administration and Guest Speakers:** Robert Aguirre, Clinton Beckford, Chris Busch (virtual), Ray Darling, Krista Devine, Jody Fraser, Marian Gayed, Nadia Harduar, Beverley Hamilton, Gillian Heisz, Kaye Johnson (virtual), Shetina Jones, Ryan Kenney, Erika Kustra, Charlie Simpkins, Vincent Yeung; Yvonne Arnowitz (Board Governance Officer), Renée Wintermute (University Secretary).

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*Declaration of conflict of interest and reminder of confidentiality: none reported.***1 Approval of the Agenda****MOTION: That the Agenda be approved.**Prince/Walsh  
**CARRIED****2 Minutes of the meeting of October 18, 2023***(see document BG231018M for more details.)***MOTION: That the minutes of the meeting of October 18, 2023 be approved.**Joshi/Evans  
**CARRIED****3 Business arising from the minutes**

None to report.

**4 Outstanding Business/New Business****4.1 Reports****4.1.1 Remarks from the Chair**

NOTED:

- Mr. Jonathan Allison was thanked for all his work as Past Chair of the Board of Governors and nearly nine-year term as Chair of the Board Investment Committee. He will remain as an external member of the Investment Committee.
- Board members are encouraged to complete the Fall 2023 Board meetings scorecard. The annual Board and Board Committee Evaluation Survey, which evaluates overall Board and committee performance, will be distributed in December.

#### 4.1.2 President's Report

*(see document BG231128-4.1.2 for more details.)*

NOTED:

- The President provided an overview of various events and activities, including: Treaty Recognition Week (November 5-11, 2023), which honours the importance of treaties; the opening of the renovated Law School, with dignitaries, alumni, community members, and donors; the annual Ontario Universities Fair and UWindsor Fall Open House; the launch of the Employee Mental Health Strategy, with its three pillars of promoting, protecting, and supporting mental health; and the Lancers Care Week, focussing on mental health and wellness for the University community.
- The provincial Blue Ribbon Panel has released its report on post-secondary institutions, with recommendations on increases in grant funding and tuition, adjustments to corridor funding model and SMA model, amendments to financial aid, enhanced accountability frameworks, and risk mitigation around international students. Initial government response has emphasized sectoral and institutional efficiency, with an official response expected in Winter 2024.

#### 4.1.3 Questions Arising from the Reports of the Vice-Presidents and Associate Vice-President, External

*(see document BG231128-4.1.3 for more details.)*

NOTED:

- The Okanagan Charter was launched in 2015, with the University taking necessary steps to adopt this Charter and outlining broader commitments towards campus community health and well-being.
- The Leadership Competency Framework will be people-centred and grounded in the principles of justice and inclusion, with leadership focused on sustainability, transformation, and strategy.
- The Sahra Bulle Foundation will host its first #IAmSahraBulle Conference on gender-based violence on December 1<sup>st</sup>, in collaboration with the Office of the Vice-President, People, Equity and Inclusion.

### 4.2 Audit Committee

#### \*4.2.1 Audited Financial Statements of the University of Windsor Pension Plans for the year-ended June 30, 2023

*(see document BG231128-4.2.1 for more details.)*

**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, 2023 be approved.**

**CARRIED\***

**MOTION 2: That the Audited Financial Statements of the University of Windsor Employees' Retirement Plan for the year-ended June 30, 2023 be approved.**

**CARRIED\***

#### \*4.2.2 Enterprise Risk Management (ERM) Dashboard – Fall 2023 Update.

*(see document BG231128-4.2.2 for more details.)*

The document was received for information.\*

#### 4.2.3 Presentation on an Emerging Risk: Geopolitical and International Enrolment

*(see document BG231128-4.2.3 for more details.)*

NOTED:

- Canada welcomed approximately 900K international students in 2023, and could exceed 1M in 2024, adding \$31B to the Canadian economy. 68% of international students in Canada are from

India and China.

- Engineering and Science programs are particularly attractive to students from India and these Faculties rely heavily on their enrolment in their international course-based masters programs. Business also has a large number of international graduate students, though its enrolments are more diverse in terms of country of origin.
- Unexpected geopolitical and other events can have a significant impact on the University's enrolments, if related to one of its primary recruitment markets. Risks associated with lack of diversity in country of origin and reliance of international students for revenue were highlighted.
- Efforts to diversify international student enrolments and mitigate the reliance on one or two countries to meet enrolment targets include: establishing in-country recruiters across a number of regions and offering services in the local language; focussing on strategic primary and secondary markets; and advocating and working with the government on policies impacting international students (immigration, visa, housing, etc.). Other risk mitigation strategies include exploring non-traditional academic program delivery models.
- Diversification is gradual, as building connections and brand in new markets takes time.
- Managing geopolitical risks in international higher education requires a multifaceted approach that involves risk assessment, crisis preparedness, strategic partnerships, advocacy, and a commitment to the well-being of international students and faculty. The University must be agile and proactive in addressing geopolitical challenges while continuing to pursue its internationalization goals.
- There are ongoing discussions with government representatives on Canada's international education strategy, including allowing students to stay in Canada to work post-graduation.
- It was noted that affordable housing remains a prominent issue across Canada, which should not be focussed on international students, and requiring all communities and levels of government to work together to address.

#### 4.3 Executive Committee

Nothing to report.

#### 4.4 Governance Committee

##### \*4.4.1 Executive Search Committee

*(see document BG231128-4.4.1 for more details.)*

**MOTION: That the proposed revisions to the bylaws relating to executive search committees be approved.**

**CARRIED\***

##### \*4.4.2 Board Bylaw 1 - Revisions

*(see document BG231128-4.4.2 for more details.)*

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

**CARRIED\***

##### \*4.4.3 Signing Authority – Delegation Revision

*(see document BG231128-4.4.3 for more details.)*

**MOTION: That the Vice-President, Research and Innovation be empowered to delegate signing authority to the Executive Director, Research and Innovation Services for research contracts or agreements, within existing parameters and dollar thresholds established by the Board.**

**CARRIED\***

#### 4.5 Human Resources Committee

##### \*4.5.1 Employee Mental Health Strategy

*(see document BG231128-4.5.1 for more details.)*

The document was received for information.\*

##### \*4.5.2 Report on Faculty and Staff Hiring Trends and Employment Equity Data Comparisons with Other Universities

*(see documents BG231128-4.5.2, BG231128-4.5.2a, and BG231128-4.5.2b for more details.)*

The documents were received for information.\*

#### 4.6 Investment Committee

##### \*4.6.1 Report of the Board Investment Committee

*(see document BG231128-4.6.1 for more details.)*

The document was received for information.\*

#### 4.7 Pension Committee

##### \*4.7.1 University of Windsor ERP – Full Plan Text Restatement

*(see documents BG231128-4.7.1, BG231128-4.7.1a, BG231128-4.7.1b, and BG231128-4.7.1c for more details.)*

**MOTION: That the Board of Governors approve the Restated Plan Text for University of Windsor Employees' Retirement Pension Plan be approved.**

**CARRIED\***

##### \*4.7.2 University of Windsor FCO Plan – Text Update Project – Phase 1

*(see documents BG231128-4.7.2, BG231128-4.7.2a, and BG231128-4.7.2b for more details.)*

**MOTION: That the Board of Governors approve the amendments to the University of Windsor Retirement Plan for Faculty and Certain Employees as presented in attached Certificate of Amendments for the University of Windsor Retirement Plan for Faculty and Certain Employees.**

**CARRIED\***

#### 4.8 Resource Allocation Committee

##### \*4.8.1 2023-2024 Operating Budget Mid-Year Review

*(see document BG231128-4.8.1 for more details.)*

The document was received for information.\*

##### \*4.8.2 2023-2024 Ancillary Services Budget Mid-Year Review

*(see document BG231128-4.8.2 for more details.)*

The document was received for information.\*

##### 4.8.3 Fall 2023 Enrolment Report and Recruitment Strategies for Fall 2024

*(see document BG231128-4.8.3 for more details.)*

NOTED:

- Overall enrolment is at a 10-year high, with total enrolments exceeding budget; although it is expected that there will be some softening in MEng numbers, the Master of Applied Computing

is at capacity, and Business has intentionally reduced international graduate enrolment to right-size its offerings. The Strategic Enrolment Management (SEM) plan will be key to identifying and implementing the optimal balance of domestic and international enrolment by Faculty and program.

- 32% of total full-time students in Fall 2023 were international, up by 1% over 2022. Course-based Masters programs comprise 67% of total Graduate student enrolment.
- It is expected that Science will soon replace FAHSS as the largest Faculty.
- The SEM Plan, spanning from 2024 to 2029, is scheduled for completion in Winter 2024 and will provide a systematic approach to student recruitment and retention.
- Undergraduate recruitment strategies include in-person engagements, as well as targeted campaigns for transfer students (from college), Indigenous students, and international students.
- The introduction of co-op to a number of FAHSS programs has proven to be very attractive and helped increase its enrolment by 4%.
- It was noted that the tuition situation for non-Quebec students at Quebec universities is being monitored, though it is unlikely to benefit any one Ontario university since possible the applicants would be split across 23 Ontario institutions.
- If the number of domestic students exceeds the corridor, the University will not receive grant funding for those students.

#### **4.8.4 2024-2025 Operating Budget Assumptions**

*(see document BG231128-4.8.4 for more details.)*

NOTED:

- While awaiting the government's response to the Blue Ribbon Panel recommendations, Administration has planned for two scenarios: 0% vs 3% domestic tuition increase, with flat enrolment growth.
- Two of the most sensitive assumptions are around international enrolments for course-based Masters programs, particularly in MEng and MAC with recruitment heavily from India, and the level of government support. With regard to the former, recruitment in other countries is being escalated, and long-term planning for MEng and MEng Auto (with a shift to EV) is being reviewed.
- Strategies for budget development over the next four months include assessing and consultations around enrolment trends, potential provincial funding announcement, hiring decisions (new positions and replacements), looking at strategic investment and reserve funds, and using levers available under the ABB budget model.
- MCU had approved increases in 3 programs (in Business, Law, and Engineering) based on a tuition anomaly program for 2023/24, which is expected to continue in 2024/25.
- With a 0% domestic tuition increase, and the international student tuition guarantee program, the only significant lever is to increase first-year international tuition.
- The government grant and funding envelopes were discussed. The University is within the corridor for the core grant and is expected to meet all metrics for the performance grant.
- Operating costs, including salaries, benefits, strategic priority funds, and other expenditures were reviewed.
- Overall, 2024/25 will be a very challenging budget year, with an anticipated 2% realignment on salary, wage, and benefit budgets applied across the board. It was noted that the preliminary forecast for a potential \$8M base deficit is a conservative calculation but not a worst-case scenario.

#### 4.8.5 Carbon Neutrality Plan

*(see documents BG231128-4.8.5 and BG231128-4.8.5a for more details.)*

**MOTION: That the Board of Governors approve the Carbon Neutrality Plan for UWindsor, and the related reduction targets:**

- 1. To reduce Scope 1 and 2 emissions by 45% by 2030, from 2019 baseline; and**
- 2. To reach carbon neutrality by 2050, inclusive of Scope 1, 2 and 3 emissions.**

Sonego/Cunningham

NOTED:

- An overview of the project objectives and the methodology leading to the proposed carbon neutrality plan was provided.
- Given the project scale, a phased approach to achieve 2030 and 2050 targets is planned. The three primary activities include conservation, energy transition, and renewable generation, and focus on Scope 1 and Scope 2 emissions to 2030, with Scope 3 emissions (e.g., commuting, travel, waste, third party deliveries) included to 2050.
- Initiatives to reduce emissions have already begun with upgrades in heating and cooling, lighting, space review and optimization, hybrid chiller optimization, and solar panels and solar thermal studies.
- The success of the plan will not be achievable with existing funding sources and operating budgets alone. Required investments (including government funding) and partnerships will be critical, alongside traditional grant-based funding applications.
- Essex Hall is the single largest carbon emitter on campus, largely because of the building's condition, mechanical equipment, and labs.
- The financial and environmental ROIs must be weighed together as projects are considered.
- An accountability framework will help to govern activities under the Carbon Neutrality Plan, include governance, planning, and reporting.
- It was noted that 2019 was used as the base year, as it was the last year campus facilities were fully operational before the pandemic.
- It was noted that students have been part of this process and will continue to be important advocates for environmental sustainability.

**CARRIED**

#### 5 In Camera

*The following In Camera motions were read into the public minutes. Members did not participate in the portion of the meeting that pertained to their respective appointments.*

**MOTION: That Lisa Milne be appointed as the staff member on the Board of Governors, effective November 29, 2023 for a three-year term.**

**CARRIED\***

**MOTION: That Ken Alexander be appointed to the Board of Governors, effective January 1, 2024.**

**CARRIED\***

#### 6 Adjournment

**MOTION: That the meeting be adjourned.**

Allison/Walsh  
**CARRIED**