NOTICE OF MEETING

There will be a meeting of the
Board of Governors
Tuesday, February 25, 2025
at 4:00 pm
Freed-Orman Commons, Assumption Hall

AGENDA

ITEM   **DOCUMENT/ACTION**

Land Acknowledgement

Declaration of conflict of interest

1   Approval of the Agenda

2   Minutes of the meeting of November 26, 2024   **Brown**-Approval
                                                                                            BG241126M

3   Business arising from the minutes

4   Outstanding Business/New Business
   4.1   Reports:
      4.1.1   Remarks from the Chair   **Brown**-Information

      4.1.2   President's Report   **Gordon**-Information

      4.1.3   Questions Arising from the Reports of the Vice-Presidents   **Vice-Presidents/AVPE**-Information
             and Associate Vice-President, External (p. 3)   BG250225-4.1.3

   4.2   Audit Committee
      4.2.1   Whistleblower Safe Disclosure Policy – Revisions (p. 16)   **Cowell**-Approval
                                                                                            BG250225-4.2.1

      4.2.2   Fraud Risk Management Policy – Revisions (p. 21)   **Cowell**-Approval
                                                                                            BG250225-4.2.2

      *4.2.3   Auditor General of Ontario – 2-year Report Back (p. 28)   **Cowell**-Information
                                                                                            BG250225-4.2.3

   4.3   Executive Committee

   4.4   Governance Committee

   4.5   Human Resources Committee
      *4.5.1   Bill 166: Anti-Racism and Student Mental Health Plans (p. 33)   **Evans**-Information
                                                                                            BG250225-4.5.1

4.6 Investment Committee

4.7 Pension Committee

4.8 Resource Allocation Committee
  4.8.1 Strategic Mandate Agreement (SMA4) (p. 34)   **Sonego-**Approval
                                 BG250225-4.8.1

  4.8.2 2024-2025 Operating Budget 9-month Review (p. 62) **Sonego**-Information
                                 BG250225-4.8.2

5 In Camera

6 Adjournment

[Bylaw 1, Section 2.6 – <u>Consent Agenda:</u> 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

4.1.3:   **Reports of the Vice-Presidents and Associate Vice-President, External**

Item for: **Information**

Report of the Provost and Vice-President, Academic
Robert Aguirre

The Office of the Provost works collaboratively across the university to advance academic excellence. Guided by our strategic plan (*Aspire*: *Together for Tomorrow*), the office oversees long-range academic planning, teaching and learning, faculty innovation, student life and academic success, enrolment management, and institutional analysis. We are committed to promoting equity, sustainability, and the rich diversity of our campus.

Update–Academic and Research Strategic Plan
Dr. Shanthi Johnson and I are pleased to report progress on the University's inaugural joint Academic and Research Strategic Plan. We recently brought a version to the Senate and received advice on improvements. We have also embarked on further consultations with the deans, added members to our planning teams, and worked to refine and improve the plan. We hope to bring an updated and reworked plan to the Senate for approval later in the year.

Update–Strategic Mandate Agreement 4
Ontario universities are required to sign strategic mandate agreements with the provincial government to ensure accountability. A strong showing in the SMA program can also unlock considerable performance-based funding for the university. The program measures performance across several metrics central to the academic mission of the university. In the current round, five of the eight metrics and their assessments are the same as in SMA3. The university has limited choice for three remaining metrics: Institutional Strength/Focus, Investment and innovation Related, Institution-Specific. Consultations are underway with the campus and government regarding our plan. A draft was presented at the February meeting of the Senate, and final submission to the government is slated for March 2025. The Office of the Provost has established a website that contains detailed information on the SMA program - https://www.uwindsor.ca/provost/446/strategic-mandate-agreement-4-2025-2030-process.

Update–Sunset House and Age-Friendly Designation for the University of Windsor
As reported previously, the Office of the Provost has worked with campus partners to establish a dedicated space and programming for faculty and staff retirees. Renovations for what is now called Sunset House are almost complete. Initial events have been held successfully for retired faculty members, including in-person and hybrid book club meeting that have been attended by WURA and Unicom members, with very positive success. An open house is planned for the spring.

Retirement Incentive Agreement Reached with WUFA
As reported at previous Board meetings, the University and the WUFA executive have conversed over the last several weeks about a voluntary retirement incentive for faculty over the age of 65. Currently, there are about 70 faculty members in this category. Last year, we offered a similar program, which was taken by about a third of those eligible. We are hoping to achieve a similar or better result this year. We have developed a comprehensive set of supports for potential faculty retirees

Highly Successful UWindsor Job Fair
The recent UWindsor Job Fair was an exceptional success, bringing together over 2,000 students—our largest turnout on record—and 60 employers from diverse industries, including technology, healthcare, manufacturing, and

non-profits. As our first all-Faculties fair since 2020, it set a new benchmark for similar events, with employers praising the organization and professionalism demonstrated by both students and staff. The fair provided students with valuable opportunities to network, explore career paths, and connect directly with potential employers. This event reinforces our ongoing commitment to student success, supporting the transition from education to meaningful employment and highlighting the exceptional talent within the UWindsor community. Kudos to Kristen Morris, Direct of Experiential Learning, and her team for an excellent fair this year.

Report of the Vice-President, People, Equity, and Inclusion
Clinton Beckford

VP, PE&I Division Restructuring
Restructuring of the VP, PE&I portfolio reported on in the December report and subsequent campus communication is continuing. The Board will be updated as appropriate.

People, Equity, and Inclusion Strategy Development
We are pleased to report that the People, Equity, and Inclusion Strategy (2025-2028) has been completed.
The development of the strategy was grounded on the Charles C. Smith Report, Anti-Black Racism Task Force Report and Implementation Plan, Equity, Diversity, and Inclusion Reports (HESA), Employee Engagement Survey (2022) (including key actions and outcomes emerging from the work of the Engagement Action Group), and the Employee Mental Health Strategy. A review of these documents, along with the insights from the PE&I Strategy Consultative Working Group and members of the People, Equity, and Inclusion Division, resulted in the identification of potential opportunities and areas for improvement. A thematic analysis of this information facilitated the development of a clear **Vision** for the future, a **Purpose Statement**, and **five Guiding Principles** as well as **strategic priorities, goals,** and **actions** for achieving this vision. The strategy outlines seven priorities and 40 associated actions. Next steps include the development of an implementation matrix and evaluation framework.

At various stages of the strategy development process, we engaged members of the campus community whose valuable feedback helped refine the strategy. We would like to take this opportunity to thank the PE&I Strategy Consultative Working Group, the People, Equity, and Inclusion Division, the EDID Senate Subcommittee, senior leaders, and the broader campus community, for their contributions to the inaugural People, Equity & Inclusion Strategy. The final strategy document is now available on the Office of the People, Equity, & Inclusion website.

Anti-Racism Action Plan
As part of our ongoing efforts to address and redress racism on our campus, we are developing our first anti-racism plan, one of the cascading plans from our PE&I Strategic Plan. The plan will outline a roadmap to combat discrimination based on race, ethnicity, ancestry, colour or complexion, place of origin, and religion or creed. The plan is currently being reviewed by the Anti-Racism Strategic Plan Advisory Council and will be available to the campus community soon.

Identity-based Violence Education
The University of Windsor has entered into an agreement with Western University to make the following online training accessible to all students and employees:
• Unpacking & addressing Antisemitism
• Unpacking & addressing Islamophobia
These will be launched in February 2025.

The University of Windsor is developing its own Anti-Palestinian Racism course. Course development is close to completion as a draft is currently going through a process of review by Palestinian scholars, students, and communities.

Black History/Black Futures Month
UWindsor held the 3rd Annual ceremony ushering in Black History Black Futures Month 2025 on Friday, January 31st. The event welcomed over 100 members of the campus and external communities into the BSI lounge and was a

collaboration between faculty, students, staff and UWindsor leadership. The Pan African flag raising took place on Monday, February 2nd. A big thank you to everyone who came out to make this event a big success.

You are all warmly welcomed to attend the many activities that will take place throughout the month. Please follow the Daily News and our website for information on upcoming events on campus and in the wider community.

- [Black History - Black Futures | Office of the Vice-President, People, Equity, and Inclusion](#)
- [Event Calendar | Office of the Vice-President, People, Equity, and Inclusion](#)

Human Resources
The Human Resources team, along with Finance and Payroll, are continuing to address UWinsite People issue resolution, process improvements, as well as ongoing user training and documentation.

Report of the Vice-President, Finance and Operations
Gillian Heisz

HRIS Phase 1 – UWinsite People Successfully Launched
We are delighted to share that the new HRIS system, UWinsite People, successfully went live at the beginning of 2025.   As the Board approved in 2024, Phase 1 of the implementation included all core HR and payroll processes including time and labour, absences, benefits, and compensation modules. While some small issues are typical in any system implementation, the number of issues raised have been relatively low in the first six weeks of operation. The internal teams in IT, HR, and Finance continue to work hard to rectify minor issues and to support the entire campus community with training and change management. Accenture, the University's partner implementer, remains available to the University for post go live support until later this year. I want to thank all of the members of the implementation team for an amazing effort. The Phase 2 of the project is focused on recruiting and will be led by the HR team with Dr. Beckford serving as executive sponsor.

YMCA Leased Signed and Media Announcement Held
Following the approval of the Board in November 2024, the University and the YMCA of Southwestern Ontario executed a lease at the end of December 2024 with terms aligned with what had been presented to the Board. Following a public procurement, Gulf Development was selected to be the general contractor for the renovation work required, and work has commenced. We were delighted to have a joint media announcement with the YMCA on February 4, 2025, which was well covered by the local media. We look forward to concluding construction and welcoming the YMCA to their new space in Fall 2025.

Annual Fraud Risk Management Assessment and Institutional Training
Under the University's fraud risk management policy, in the first few weeks of the calendar year the Fraud Risk Management Committee conducts an annual fraud risk assessment to identify and address the University's vulnerabilities to internal and external fraud. The Committee's fraud risk assessment and the annual update on the University's whistleblower program was discussed with the Board Audit Committee earlier this month. As part of our fraud prevention strategy, Internal Audit, Grant Thornton, and University Legal Counsel hosted a training on fiduciary responsibility and fraud prevention this month. Members of the Whistleblower Operational Committee, managers in the Finance Department as well as those in the role of Manager, Administration and Finance in the Faculties were included.

Report of the Vice-President, Research, and Innovation
Shanthi Johnson

Research, scholarship, creative activity, and innovation play a pivotal role in shaping the University's local and global influence, reputation, and impact. The research and innovation ecosystem directly impacts our ability to recruit and retain undergraduate and graduate students and build a robust education and training capacity pipeline. The Office of the Vice-President, Research and Innovation (OVPRI) is committed to inspiring and advancing inclusive research, scholarship, creative activity, and innovation in alignment with the University's institutional strategic plan - *Aspire: Together for Tomorrow*. Our goal is to engage our community, creating strong, meaningful collaborations, actively

involving both our internal and external stakeholders. The following provides an overview of the recent activities and initiatives undertaken by the OVPRI.

Restructuring Research and Innovation @ UWindsor

Research and innovation covers five areas – research and innovation services, research partnerships (industry partnerships, tech transfer), research integrity (human ethics, animal care, and research safety) and Senate approved research institutes, and entrepreneurship. We serve over 600 faculty members who pursue funded and unfunded research, scholarship and creative activity and work alongside researchers and Faculties internally and partners (community, industry, government) externally.

We are doing strategic reorganization in a phased and reflective way to better align the leadership, support, and service we provide across the functional areas. The Office of Research and Innovation Services (ORIS) is now the Office of Research and Integrity Services (ORIS). It is overseen by director Amy Taylor. The Office of Research Partnership is now reimagined as an integrated Office of Innovation, Partnerships and Entrepreneurship, under director Tom Schnekenburger.

Research and Integrity Services
- During the month of January 2025, ORIS reviewed and supported the submission of 16 grant applications, including 1 CFI-IOF, 3 NSERC Alliance, 2 Ministry of Agriculture, Food, and Agribusiness Sustainable Agriculture Research Initiative and 4 Ontario AgriFood Research Initiative, 2 Ministry of Transportation Highway Infrastructure Innovation Funding Program, 1 SSHRC Destination Horizon, 1 Cooperative Institute for Great Lakes Research grant, 1 Postdoctoral Fellowship, 2 Natural Resources Canada GeoConnections, and 1 Great Lakes Fishery Commission Fisheries Research grants. The total value of these applications was $2,624,950.
- Our team supported the development and submission of 7 large scale CFI-IF applications for cutting edge research infrastructure under the University of Windsor's $7,199,998 envelop. The University of Windsor is the lead institution on 2 proposals with a total CFI request of $4,192,165 and a total project value of $11,088,687 (with the additional funding leveraged from other university partners). We are also partnering with 5 applications from 5 different university-led submissions with approximately $2million dollars.
- We hosted two writing retreats in January that were attended by 32 researchers who benefitted from dedicated support and guidance in developing strong proposals for January and February SSHRC grant competitions.
- Canada Research Chair nomination process for the 3 health-focused CRCs (T2 CRC in Health Disparities and Public Health in FAHSS, T2 CRC in Health Informatics in HK, and the T2 CRC in Environmental and Public Health Genomics in Science are in development and are on track for submission April 2025. We are at the EOI stage with the Deans and ADRs involved for the allocation of 5-6 CRCs in 2025.

Innovation, Partnership, and Entrepreneurship
- Entrepreneurship strategy is emerging as a strong opportunity to establish an integrated and sustainable culture of innovation on campus. Currently the plan is in early validation with select faculty/students with sustainable, integrated and impactful model. The reimagined VentureU program will have 100 participants from across our faculties and in partnership with Enactus UWindsor (compared to 25-40 in the past).
- New Partners are engaging on research with an emphasis on long-term partnerships including NEO Battery Materials that signed a strategic MOU with UWindsor in 2024 and announced the launch of a $69m investment in Windsor-Essex in January.
- We are preparing to make an announcement on the University's first University-affiliated faculty Spin-off company in 10+ years. A University-affiliated spin-off is determined by a company that relied heavily on technology transfer and University support to launch and intends to work closely with the University to scale. This is an opportunity for further alternative revenues.
- Research security is an important and complex compliance requirement from STRAC policy for federal and provincial government funding. In 2024, we trained 300+ researchers individually and via workshops, completed 160 individual researcher consultations, screened 248 external research collaborators and industry partners, and completed over 150 research security forms/attestations (STRAC and provincial compliance reviews and attestations). In addition, we have developed 8 in-house research security resources (includes OSINT (open-source intelligence tools), self-help modules and checklists). We are partnering and working with other universities via Team Canada, Public Safety Canada and others.

Future Positioning and Joint Academic and Research Strategy

Thank you to the feedback from Senate, we are working on the refinement of the document.

We are working on some exciting partnerships with Fulbright Canada and other partners and more to come.

While we are navigating these challenging times, there are many opportunities for our institutional long-term future through strategic work we are undertaking. Deep gratitude to my team and all the faculty members we interact with daily, both internal to the University and externally with our partners.

<div align="center">

Report of the Associate Vice-President, External
Judy Bornais

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Build stability through structural changes
- Moving forward with structural changes. I am pleased to announce the appointment of Kelly Gosselin as the permanent Director of Advancement & Alumni. With her leadership, the department is well-positioned for growth and impact in support of the University's strategic priorities.

Engage with Alumni and Donors
- Continue to recognize and celebrate the outstanding achievements of our alumni recognizing the tremendous impact our alumni have on their community. April 10th will be the 2025 Alumni Awards of Excellence.
- Expanding our annual stewardship plan. In addition to a heartfelt thank you video to all donors who contributed in 2024, the Spring phone-a-thon, will have students personally thank key donors. This direct outreach strengthens our connection with donors and reinforces our deep appreciation for their generosity.

Data Enhancement, Hygiene and Monitoring
- Prioritizing data enhancement within our Raiser's Edge database, essential for expanding our engagement with alumni and donors. This includes leveraging our annual Live Alumni Scraper program, which adds new data points on alumni job positions and locations - last year we integrated over 77,000 new data points. The Spring phone-a-thon will also focus on updating contact information for past donors and all graduates from 2024, ensuring our records are accurate and comprehensive.
- Integrated our media monitoring tools to measure social media and earned media efforts by PAC.

Telling our Stories and enhancing our communication to internal and external stakeholders
- Continuing to highlight success stories of our student experiences, academic excellence, innovative research, and local and global partnerships. January earned media value was $64.1M advertising value equivalency (AVE).
- All Social Media platforms, except for X, have seen increases in engagement. Total fans are now overall 275.5K with half of the followers being on LinkedIn. Overall daily reach continues to climb.
- Please see the attached monthly marketing and communications report for February 2025 for a more detailed report on the engagement.

Building capacity and examining best practices
- Pleased to share we held an Advancement Academy for senior leaders and members of the advancement team which focused on strategies to effectively engage donors and, leverage best practices to forge stronger partnerships and advance our philanthropic goals.

Identifying and mitigating potential risks
- Building out a plan for migration of our websites from Drupal 6 to Drupal 11.

Governmental Communication and Advocacy
- Continue to engage with various levels of government and departments on proposals, funding and concerns that impact the University of Windsor ensuring clear and timely communication and advocacy.

Monthly Report

Marketing & Communications
Office of Public Affairs and Communications
February 2025

Jhoan Baluyot | Director (Acting)
Dylan Kristy | Manager | Communications
Siu Le | Manager (Acting) | Marketing
Shelby Johnston | Digital Media Strategist

INTRODUCTION

Over the last two years, the Office of Public Affairs and Communications has shifted its focus from passive, largely internal communications to proactive, measurable efforts aligned with the priorities set forth by the Aspire Strategic Plan with the goal of increasing brand awareness in alignment with the University of Windsor's Mission, Vision and Values.

Amplification via a combination of proactive and paid efforts including regular media outreach.

A thoughtful, content strategy centred on themes that align with the University's priorities, but also appeals to broader audience.

Aligning the platform with the specific audience behavior to increase engagement, audience growth, and expands reach.

WEBSITE UWINDSOR.CA

UWindsor.ca website is the main information and branding tool for all key stakeholders including future and current students, faculty, future employees, partners, general public, media, staff, donors, and alumni. There is an incredible need to invest in improvements including search engine optimization, functionality, brand consistency and adherence as well as user experience.

Website Analytics January 1 - 31 (Monsido)

Measurement	Current Month	Month over Month
Total Users	283K	Up 36.2%
New Users	226K	Up 44.2%
Clicks	874K	Up 16.7%
Average Engagement Time per Active User	1M 51S	Up 7%
Sitewide SEO Score		
Sitewide Accessibility Score		
Top 3 Visited Sites	UWinsite Student Brightspace Homepage	No change
Top 3 Active Users by Country	Canada 211K US 29K India 7.9K	Not available
Top 3 Channels Driving Traffic	Organic Search Direct Organic Social	Not available

January Insights
- Increases are a result of natural December slow down prior to holiday and expect to see February numbers near level out
- No paid digital ran in January
- Opportunities and Investment:
  - Currently PAC does minimal paid digital drivers to the website – recommending increasing
  - Reviewing the use of Monsido for SEO and AODA – previously not optimized and insufficient training for webpage editors
  - Optimize use of Google Analytics to make data driven decisions
  - Content strategy development

General Updates
- Website upgrade to Drupal 11 draft plan underway – RFQ, governance, roadmap, committee development – co-lead with ITS – audit, consolidate, and optimize
- Drupal 6 end-of-life support now live -ITS
- Optimizing Monsido and opportunities for training
- Reviewing Drupal Training and automation opportunities

EARNED MEDIA

Earned media is the proactive public and media relations efforts to amplify the UWindsor brand outside of paid advertising and owned media (websites, onsite signage). It includes media coverage, mentions, shares, reviews, or endorsements that happen organically amplified by PAC with UWindsor colleagues.

Advertising Value Equivalency (AVE) measures the value of earned media coverage by assessing how much it would cost to buy ad placements of similar size. Based on ad rates, subscribers and listener/viewership.

Impressions is the approximate audience size content has reached based on website visits and engagement metrics.

A **media release** is an official statement or article delivered to members of the news media for the purpose of providing new information or an exciting announcement.

A **pitch** is a proactive media relations effort to connect UWindsor experts with reporters to speak on topical news.

Media Releases and Pitches from January 1 – 31

1.2B	$64M	344 | 40%
Total Impressions	**Advertising Value Equivalency**	**# of Recipients | Open Rate**

Subject	Distribution	Mentions	Impressions	AVE
UWindsor Appoints Josianne Marsan Odette School of Business Dean	Release	2 mentions	320K	$11.4K
$1M UWindsor Project Aims to Revolutionize Timing Chips	Release	4 mentions	450K	$16.1K
UWindsor Researchers Awarded $830,000 for Quantum Projects	Release	2 mentions	651K	$23.3K
Microenvironment engineering by targeted delivery of nanoparticles	Published Research	Nature	38.2M	$1.37M
North American debaters clash at Championship held in Windsor	Release	CTV CBC Radio	12.6M 25.7K	$113K $363K
Trump says U.S. doesn't need Canadian cars, lumber or dairy – Tariffs - P. Frise	Pitch	CBC BBC CTV	80.8M 18.9M 12.6M	$676K $1.89M $12.6M
UWindsor students compete for jobs in the city	Pitch	CTV	12.6M	$450K
Early election 'politically advantageous' for Ford says Uwindsor prof – L. Miljan	Pitch	CTV	12.6M	$478K

DAILY NEWS

The Daily News is PAC's owned media, sent via email 3X weekly (M/W/F) to internal campus audiences including current students, faculty, and staff as well as external subscribers via email platform, Constant Contact.

Measurement	Current Month	Month over Month
Overall Subscribers	28K	Incremental change
External (non-UWindsor) Subscribers	488	Up 6
Open Rate (25-28% industry standard)	22%	Down 2%
Click Thru Rate (CTR)	2%	Down 1%
Daily News Website Visits	8.8K	Up 44.2%
Highest CTR 3 Performing Articles	1. Induction as a Fellow of the Canadian Academy of Engineering 2. UWindsor grads shine in Gordie Howe Bridge project 3. Professor wins recognition for research citations	Not available

January Insights
- Faculty and student accomplishments perform well
- No changes in engagement with reduced distribution frequency
- The drop in open rate this month does not have an immediately clear cause, though seasonal variations in engagement levels are common. To optimize performance, PAC is currently testing a revised send time (8 a.m.) and will analyze the impact in the coming weeks, adjusting as needed. Additionally, a new subscriber landing page has been developed to support an ongoing organic growth campaign aimed at expanding the Daily News audience.

General Updates
- Late last year, the Daily News shifted its design with a focus on a content strategy more aligned with the strategic priorities. Updates included:
  - People-centric content
  - High quality photos
  - Moving from event-based stories towards impactful content that showcase academic excellence, research innovation, partnership, and student experience
- Organic growth strategy to increase external subscribers launches this month – paid advertising has been paused
- Exploring the optimization of Constant Contact to reduce reader fatigue and improve open rates

SOCIAL MEDIA – ORGANIC

Social media is one of the most cost-effective ways to a variety of stakeholders. A combination of content strategy, rich media, and people-centric posts have seen consistent growth across all platforms. Analytics below include all @uwindsor social media channels include Facebook, Instagram, and LinkedIn.

Note: YouTube strategy is currently being created. Based on the activity on X and the negative sentiment on the platform, PAC has not invested the proactive effort on the platform. Exploring the use of BlueSkies as an alternative.

275.7K	930.7K	522K	15.7K	17K
Total Fans	Total Impressions	Total Reach	Total Engagements	Total Reactions

Platform	Fans	# Posts	Impressions	Daily Reach	Engagement	Reactions
Facebook	68, 510 ^**60%**	41	313K ^**72%**	219K ^**86%**	N/A	2.9K ^**92%**
Instagram	42,910 ^**49%**	35	310K ^**11%**	178K ^**10%**	11K -**6%**	9.73K -**6%**
LinkedIn	130,550 ^**123%**	34	309K ^**15%**	129K ^**13%**	4.5K ^**7%**	4.17K ^**23%**
X	24,300	18	N/A	N/A	N/A	N/A
YouTube	9,500 ^**12%**		N/A	N/A	216 -**22%**	86 -**35%**

Video Reel Performance Across all Channels	
Watch Time	17.5 min ^**25%**
Video Views	21K ^**30%**
Reel Reach	74.6K ^**60%**
Reel Engagements	4.3K ^**56%**
Top Performing Posts	Dave Andrews - HK Darryl Danelon - Eng Alumni Awards

January Insights

Data Accuracy: Please note that percentage comparisons may not be fully accurate this month, as Brandwatch was onboarded on January 7. The previous period was not published on Brandwatch, and December had a lighter content calendar.

Milestones: LinkedIn has officially reached **130K total followers**, marking a **20K increase** since S.Johnson, Digital Media Strategist, started.
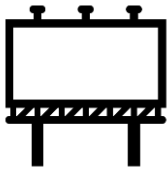
Content Trends:

- Community impact, followed by research and innovation, were the two most frequently featured **Aspire** priorities on UWindsor's channels.
- Fun and engaging content that offers a unique experience beyond daily news, presentations, and print continues to perform best.
- The top-performing videos in terms of total views were **The Great Name Game, Campus Cribs,** and **alumni sharing their favourite courses** from their student days.
- Faculty Mentions & Engagement:
    - The Faculty of Science was the most frequently featured on the UWindsor channels.
    - The Faculty of Engineering generated the highest impressions, clicks, and engagements throughout the month.

Platform-Specific Performance:

- **Facebook:** Posts featuring student and faculty success stories received the highest engagement. The top post was about an engineering student receiving the Board of Governors In-Course Medal, which reached **41K people**, with **40K being non-followers**.
- **Instagram:** High-quality photography and Reels significantly boosted performance. Dr. Andrews' Great Name Game Reel had an engagement rate (reach) higher than 92.86% of other posts.
- **LinkedIn:** The $830,000 in federal funding article gained the most impressions. Leaning toward clear, engaging, and curiosity-driven titles continues to help drive reach and engagement.

PAID ADVERTISING – TRADITIONAL & DIGITAL

PAC currently has in market a brand campaign to raise awareness in the region reflecting the impact the University of Windsor has on the community. Brand stories focus on the strategic priorities ensuring the use of people-centric, engaging imagery and video and are relatable to key stakeholders. Paid advertising to support the Brand Campaign launched in October 2024 with a conservative budget. Stats below are year-to-date.

Meta Ads (Facebook, Meta Ad Networks, Instagram)

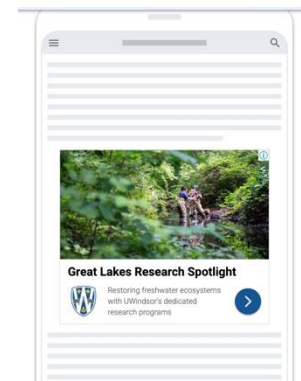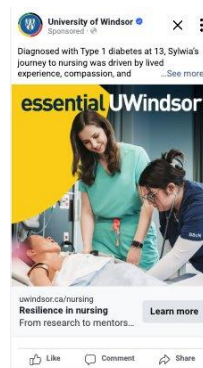| Story	Budget	Reach	Impressions	Cost Per Result	Video Plays
Nursing	$500	230,798	362,276	$2.17	7,164
APEX	$500	226,877	318,854	$2.20	249,744
GLIER-Sturgeon	$500	256,965	375,725	$1.95	39,010
GLIER-Mussels	$500	158,993	347,209	$3.15	195,063
TOTAL	$2000.00	650,771	1,404,064	$3.07	490,981

Google Ad Display
Nov. 4 – Dec. 4
Spend: $609.90 – GLIER/Sturgeon
Clicks: 1,331
Impressions: 504,490

Traditional Advertising
Astral Billboards X 8 located in Windsor: Odette School of Business Branding
Bell Radio Ads on AM 800 and 93.9 River: UWindsor Branding
Streetseen Bus Shelter Ads X2 Campus adjacent: Campus Map

University of Windsor
Board of Governors

4.2.1:   **Whistleblower Safe Disclosure Policy – Revisions**

Item for: **Approval**

Forwarded by: **Board Audit Committee**

MOTION: That the proposed revisions to the Whistleblower Safe Disclosure Policy be approved.

Rationale:
- The changes are minor, providing greater clarity on some points and revises the language around roles so that it is not tied to a position title, which may change from time to time.
- The changes also are made to align the Fraud Risk Management and Whistleblower policies.

See attached.
Revisions are in underline and strikethrough.

Policy Title: Whistleblower Safe Disclosure Policy

Policy Number: N/A

Date Established: October 18, 2022

Office with Administrative Responsibility: Office of the Vice President, Finance & Operations

Approver: Board of Governors

Revision Date(s): April 25, 2023, February 25, 2025

1. *Introduction*

    The purpose of this Policy is to:
    *   Provide a mechanism for the University community to confidentially and, if required, anonymously disclose concerns about suspected improper activity; and
    *   Protect those individuals who make good faith disclosures of suspected improper activity from reprisal.

2. *Application / Scope of Policy*

    This Policy applies to all employees of the University of Windsor with respect to suspected improper activity as defined below.

    This Policy does not modify or supersede the terms of any collective agreement. In such case where this Policy directly conflicts with a term or terms of an applicable collective agreement, that term or those terms of that applicable collective agreement shall prevail for that case.

3. *Definitions*

    Good Faith Disclosure: A disclosure concerning suspected improper activity that is determined to be based on reasonable belief and is not malicious or irresponsible.

    Improper Activity:
    a. A breach of University policy, procedures, or programs;
    b. A violation of a legal or regulatory requirement;
    c. Research misconduct; or
    d. Financial misconduct, including but not limited to:
        *   Theft or misappropriation of University funds, supplies, inventory, equipment or other assets
        *   Unauthorized use or sale of University assets for personal benefit
        *   Intentional distortion or concealment of information
        *   Forging or falsifying documents or signatures
        *   Inappropriate use of University credit cards, including use for personal purchases
        *   Authorization of payment to vendors for goods not received or services not performed

- Creation of fictitious invoices and/or payments to fictitious vendors/suppliers
- Fraudulent expense reporting such as overstated or fictitious expenses
- Falsification of employment records related to salaries and benefits
- Creation of ineligible, fictitious or ghost employees to receive payroll payments
- Intentional misrepresentation or unauthorized alteration of financial reports/financial information
- Acceptance of bribes, kickbacks, or anything of material value from vendors or other business partners
- False reports to University donors
- Conflicts of interest of a pecuniary nature

Reprisal: Any act of intimidation, harassment, discipline, or retaliation as a result of a good faith disclosure and includes, without limitation, any demotion, suspension, termination, or any actual or threatened action that adversely affects the whistleblower.

4. *Roles and Responsibilities*

4.1. The Executive Leadership Team is responsible for creating and promoting an ethical culture and an atmosphere of trust and respect at the institution.

4.2. Employees of the University are responsible for reporting in good faith when they have reason to believe improper activities have occurred or are occurring.

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4.3. The University Internal Auditor is responsible for receiving, triaging and prioritizing whistleblower reports based on consistent criteria.

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4.4. The Whistleblower Operational Committee is responsible to support the Whistleblower program when serious allegations are reported and will assist with the operational aspects of the investigation process. The Committee will track key performance indicators and develop quarterly reports for review by the Whistleblower Governance Committee and the Audit Committee.

4.5. The Whistleblower Governance Committee is responsible for governance and oversight of the whistleblower program to ensure that policies and procedures are being followed and the program is operating as intended. The Committee receives and reviews whistleblower program quarterly reports of key performance indicators.

4.6. The Audit Committee of the Board of Governors is the independent oversight body for the whistleblower program. The Committee receives and periodically reviews whistleblower program reports of key performance indicators.

4.7. The Vice-President, Finance & Operations is responsible for the interpretation and application of this policy. The Vice-President, Finance & Operations is also the Chair of the Whistleblower Governance Committee.

5. *Policy Statement*

The University is committed to conducting its activities and managing its resources with integrity and in accordance with all applicable legislative and regulatory requirements and University policies. All employees, volunteers, contractors, and suppliers of the University are expected to act with honesty and integrity and to comply with applicable legislative and regulatory requirements and University policies.

To support the University's commitment to integrity and accountability, any employee who has reasonable grounds to believe that improper activity has occurred or will occur is encouraged to make a good faith disclosure. Good faith disclosures may be made directly to an academic or administrative unit responsible for the area of concern, to an immediate supervisor or reporting Vice-President.

Where an individual is not comfortable disclosing through the channels noted above, the individual may make a safe disclosure under this policy in accordance with the Whistleblower Safe Disclosure Procedures (refer to Appendix 1).

The University will keep the details of a good faith disclosure confidential, including the identity of the individual making the disclosure, to the extent possible. The University will make reasonable efforts to investigate and respond to good faith disclosures of improper activity, in accordance with any applicable legislative and regulatory requirements, University policies and collective agreements.

6. Review By

This policy will be reviewed every five (5) years. There may be certain circumstances which prompt a review of the policy prior to that date, such as changes in legislation, a specific incident, or if there is a request made by the Executive Leadership Team or the Board of Governors to review the policy.

7. Appendices

Appendix 1: Whistleblower Safe Disclosure Procedures

8. Cross References
- Fraud Risk Management Policy and Procedures
- Research Integrity and the Responsible Conduct of Research Policy

Appendix 1: Whistleblower Safe Disclosure Procedures

These procedures support the Whistleblower Safe Disclosure Policy.

1. Making a safe disclosure

The University has partnered with Grant Thornton, to provide a platform for employees to make safe disclosures. The Grant Thornton CARE program is a confidential third-party service which provides a secure channel for employees to bring forth concerns about suspected misconduct anytime, day or night, 365 days a year. The program supports and accepts anonymous disclosures.

Employees may make a disclosure by telephone, email, ground mail or online. For further details on how to report, refer to the Whistleblower Safe Disclosure Reporting Program | Internal Audit.

2. Receipt of disclosures

A disclosure made through one of the options above will be received into a secure database. The University will endeavour to protect the confidentiality/anonymity of the individual making a disclosure, subject to any requirements of collective agreements, other University policies or legislative/regulatory requirements.

3. Investigations

Disclosures will be released to the University Internal Auditor for review and triage, in consultation with the Whistleblower Operational Committee as required. The Internal Auditor will review the disclosure to assess whether the allegation is legitimate and made in good faith. If the disclosure is determined to have reasonable grounds, the University will investigate as necessary. All investigations will be conducted in a fair, impartial and

timely manner. Disclosures related to research misconduct (financial) will be directed to the Office of the Vice-President, Research and Innovation to investigate in accordance with the Research Integrity and Responsible Conduct of Research Policy.

Should a Vice-President, the President or other member of the Whistleblower Operational Committee be the subject of an investigation, then the Chair of the Audit Committee will assume responsibility for the investigation.

If a disclosure is determined to lack reasonable grounds to investigate, whistleblower personnel may decline to investigate further and will notify the discloser of this decision if a mechanism for contacting the discloser is available.

4. *Investigation Reports and Corrective Actions*

Any investigation conducted in response to a whistleblower disclosure will result in a written report including corrective actions taken. The report will be provided to the applicable administrators and the Audit Committee of the Board of Governors, who will assess the adequacy of the actions taken. If the investigation reveals a significant incident of fraud, the formal report will also be directed to the Executive Leadership Team.

The individual who submits the disclosure will be provided with a summary of the results of the investigation if contact information or a mechanism for contacting the discloser is available.

All reasonable steps will be taken to protect the identity of the accused. Should a report against an accused be deemed to lack basis or merit, all those individuals who were made aware of the allegation against the accused will also be made aware that no evidence was found to support the allegation, to restore the good name of the erroneously accused.

5. *Protection for Whistleblowers*

The University's whistleblower program has been designed to safeguard the identity of the whistleblower to the extent possible. If, due to unforeseen factors, the confidentiality or anonymity of a whistleblower is not maintained, the University is committed to protecting those individuals from retaliation and to investigating any potential reprisals in a transparent manner to demonstrate that the institution will protect those individuals who come forward with valuable information.

Any individual who experiences a reprisal or threat of reprisal as a result of a good faith disclosure made in accordance with this policy should inform the University Internal Auditor who shall ensure that the matter is investigated, and appropriate action taken.

Any individual who is found to have been involved in any act of reprisal in contravention of this policy may be subject to disciplinary action up to and including termination of employment.

6. *Knowingly False or Malicious Reporting*

Any identifiable person who makes an allegation of improper activity which is determined to be knowingly false, irresponsible or malicious may be subject to disciplinary action. Such disciplinary action shall follow the appropriate procedures in a collective agreement, as applicable.

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University of Windsor
Board of Governors

4.2.2:   **Fraud Risk Management Policy – Revisions**

Item for: **Approval**

Forwarded by: **Board Audit Committee**

MOTION: That the proposed revisions to the Fraud Risk Management Policy be approved.

Rationale:
- The changes are minor and provide stronger language around expected behaviour and clarity on role responsibilities and title changes.
- The changes clarify that the scope of the policy is financial in nature.
- The changes also are made to align the Fraud Risk Management and Whistleblower policies.

See attached.
Revisions are in underline and strikethrough.

![University of Windsor logo]

Policy Title: Fraud Risk Management Policy and Procedures

Policy Number: N/A

Date Established: October 18, 2022

Office with Administrative Responsibility: Office of the Vice President, Finance & Operations

Approver: Board of Governors

Revision Date(s): April 25, 2023, February 25, 2025

1. Introduction

The purpose of this policy and related procedures is to provide the foundation for preventing, detecting and deterring instances of fraud at the University of Windsor (University). It aims to provide a framework for decision-making, which will lead to a stronger governance and control framework.

2. Application / Scope of Policy

This policy and related procedures apply to all University employees at all levels including Senior Administration, faculty, staff, students, contractors, and any other individuals granted access to institutional assets or resources.

The scope of this policy is limited to fraudulent activities related to funds, resources, assets, or property owned by, or in the care of, the University, and services performed by the University. Incidents of fraud or theft of non-University owned assets or property are not covered by this policy.

3. Definitions

Fraud is defined as any intentional act or omission designed to deceive others, resulting in the victim (the University) suffering a loss and/or the perpetrator achieving a gain. Refer to Appendix 1 for a detailed list of specific examples of fraudulent acts.

4. Roles and Responsibilities

   4.1. The Executive Leadership Team is responsible for setting the right tone at the top to develop a culture of ethical behaviour in the organization, and to ensure the existence and implementation of a robust, comprehensive fraud risk management policy for the University.

   4.2. Administrators at all levels of management are responsible for establishing and maintaining control frameworks that reasonably identify fraud risks in their respective areas of responsibility and creating controls to deter, prevent and detect fraud.

   4.3. The Fraud Risk Management Committee is responsible for conducting an annual fraud risk assessment to identify and address the University's vulnerabilities to internal and external fraud.

   4.4. Members of the University community are responsible for behaving in an ethical manner and safeguarding University assets and resources. Members of the University community are further responsible for reporting immediately in good faith when they have suspicions that fraud may have occurred or is occurring.

4.5. The University Internal Auditor is responsible for receiving and triaging allegations of fraud, directing the process of fraud investigations and managing the fraud protocol.

4.6. The University Internal Auditor, in collaboration with the Office of the Vice President, People, Equity and Inclusion, is responsible for developing training and awareness activities pertaining to fraud risks for the campus community.

4.7. The Whistleblower Operational Committee is responsible for managing the fraud protocol workflow, investigations, and remedial action, where required.

4.8. The Vice-President, Finance and Operations (VPFO) is the Chair of the Whistleblower Operational Committee. As designate of the VPFO, the Internal Auditor shall be responsible for reporting to the Audit Committee of the Board of Governors periodically, as required, on identified fraud and the corrective action undertaken. The VPFO is responsible for alerting the President to allegations of fraud.

4.9. The Audit Committee of the Board of Governors is responsible for support and oversight with respect to risk management pertaining to the potential for fraud. The Audit Committee is further responsible for receiving reports of identified fraudulent activities and confirming the adequacy of the corrective action taken to prevent or detect future occurrences.

4.10. The Office of the VPFO is responsible for the interpretation and application of this policy.

5. Policy Statement

The University of Windsor is committed to maintaining the highest standards of honesty, integrity, and transparency. As a publicly funded institution, the University has a responsibility to take appropriate measures to protect itself against fraudulent activity and to develop processes and internal controls to prevent and detect fraud.

The University expects its employees and those doing business with the institution to carry out their responsibilities ethically and to safeguard funds and property owned by, or in the care of, the University. Fraud, theft or misappropriation of University assets or resources will not be tolerated.

Employees are encouraged to report suspected instances of wrongdoing without fear of reprisal. It is the University's practice to protect those individuals who make good faith disclosures and to investigate objectively any alleged theft, fraud or other misappropriation of University assets or resources in accordance with the fraud protocol process and the procedures associated with this policy (refer to Appendix 1). Investigations performed under this policy will be in accordance with the procedures and provisions of any applicable Collective Agreement, legislation, and University policy.

6. Review By

This policy will be reviewed every five (5) years. There may be certain circumstances which prompt a review of the policy prior to that date, such as changes in legislation, a specific incident, or if there is a request made by the Executive Leadership Team or the Board of Governors to review the policy.

7. Appendices

Appendix 1: Fraud Risk Management Procedures

8. Cross References

- Whistleblower Safe Disclosure Policy and Procedures
- Research Integrity and the Responsible Conduct of Research Policy

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Appendix 1: Fraud Risk Management Procedures

These procedures support the Fraud Risk Management Policy.

1. **Categories of Fraud**

   For purposes of these procedures, fraud can be classified into four basic types:

   - Misappropriation of assets
   - Corruption
   - Fraudulent financial reports
   - Research misconduct (financial)

   Examples of fraudulent activities include, but are not limited to, the following:
   - Theft or misappropriation of University funds, supplies, inventory, equipment or other assets
   - Unauthorized use or sale of University assets for personal benefit
   - Intentional distortion or concealment of information
   - Forging or falsifying documents or signatures
   - Inappropriate use of University credit cards, including use for personal purchases
   - Authorization of payment to vendors for goods not received or services not performed
   - Creation of fictitious invoices and/or payments to fictitious vendors/suppliers
   - Fraudulent expense reporting such as overstated or fictitious expenses
   - Falsification of employment records related to salaries and benefits
   - Creation of ineligible, fictitious or ghost employees to receive payroll payments
   - Intentional misrepresentation or unauthorized alteration of financial reports/financial information
   - Acceptance of bribes, kickbacks or anything of material value from vendors or other business partners
   - False reports to University donors
   - Conflict of interest

2. **Fraud Risk Assessment**

   Fraud risk assessments are conducted as a preventive measure to help minimize fraud risk exposure. On an annual basis, the Fraud Risk Management Committee proactively identifies, assesses and reviews fraud risks across the University in accordance with the Fraud Risk Management Framework. Existing controls are mapped to fraud risks and where current controls are insufficient to prevent fraud risk, further risk response measures are identified and implemented to mitigate risk to an acceptable level.

3. **Training and Awareness**

   Training and awareness are effective tools in preventing and detecting fraud. On an annual basis, the Office of Internal Audit, in collaboration with the Office of the VP, People, Equity, and Inclusion, will provide employee fraud risk training, workshops, and communications to foster awareness and understanding of fraud risk management and its related policies and procedures. The training will provide guidance to employees on identifying fraud risks and managing internal controls to prevent and detect fraud. Training will further encourage confidential reporting of suspected wrongdoing and reinforce the University's commitment to protecting those who make good faith disclosures.

4. **Fraud Detection/Reporting**

   While the previously discussed prevention measures aim to help reduce the occurrence of fraud, detection measures must also be implemented to detect potentially fraudulent activities in a timely manner.

   As mentioned in the policy, it is the responsibility of all University employees to report in good faith when they have suspicions that fraud may have occurred or be occurring. Good faith reporting of potential fraud allegations may be made directly to the academic or administrative unit responsible for the area of concern, to

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VP, Finance & Operations   Fraud Risk Management Policy and Procedures   Page 3 of 6

an immediate Supervisor or reporting Vice-President. For individuals who are not comfortable disclosing through these channels, reports may be made through the University's Whistleblower reporting program (refer to the University's Whistleblower Safe Disclosure Policy for further details).

The University is committed to protecting employees who raise concerns in good faith. Members of the University community will not be subject to any discrimination, threats, reprisals, or disciplinary action as a consequence of reporting a suspected fraud and/or cooperating in an investigation in relation to an alleged fraud. Reprisals, threats of reprisal, or knowingly false reports will be subject to sanctions under the Whistleblower Safe Disclosure Policy, as circumstances require.

5. *Fraud Response*

Fraud response measures are designed to critically assess allegations of fraud, investigate the extent of any such fraud, take corrective actions where required and report to oversight bodies.

5.1 *Receipt of Allegation*

5.1.1 Following the receipt of an allegation of fraudulent activity, whether from Management or the whistleblower program, the University Internal Auditor will conduct an inquiry to establish whether the allegation is based upon reasonable grounds. The following points will be considered when assessing the reasonability of a report:

a) The allegation, if true, constitutes fraud or a substantial violation of University policy.
b) The allegation contains or points to evidence that gives the allegation credibility.
c) The information provided is specific enough to be investigated and the subject matter is within the University's authority to investigate.

If the above criteria are not met, the University may decline to review further. An alternative means of dealing with the allegation may be considered. The decision will be documented and communicated to the individual who made the allegation, if a mechanism for contacting the individual is available.

Allegations of financial research misconduct will be directed to the Office of the Vice-President, Research and Innovation to manage in accordance with the Research Integrity and Responsible Conduct of Research Policy (refer to Figure 1: Receipt of Allegations and Investigation Process). In cases of urgent events or high-risk situations, the normal protocol will be by-passed. Appropriate and immediate action will be taken to address the concern.

5.1.2 In matters deemed necessary for further review, the Internal Auditor will convene the Whistleblower Operational Committee, and an internal audit will be conducted to determine the potential loss associated with the incident. The audit will gather relevant information and details to determine if a fraud incident has occurred.

5.1.3 At the completion of the audit, an initial report will be prepared and shared with the Whistleblower Operational Committee. If the audit does not uncover irregularities the case will be closed. If irregularities are identified, the Whistleblower Operational Committee will decide upon the next course of action.

5.2 *Investigation*

5.2.1 If the internal audit identifies that the case is of a criminal nature, the University will report the incident to the Windsor Police Service for investigation by the appropriate unit/division.

5.2.2 If the case is determined to not be of a criminal nature, an internal investigation may be conducted using a cross-functional approach with Internal Audit, Special Constable Service, Human Resources, Academic Labour Relations (where applicable), the VPFO and other stakeholders as required. Investigations of financial research misconduct will be conducted in accordance with the procedures defined in the Windsor University Faculty Association (WUFA) collective agreement and the Research Integrity and Responsible Conduct of Research Policy.

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Deleted: The Grant Thornton CARE program provides a secure communication channel for reporting confidential and/or anonymous tips or suspicions of fraud. Reports received through the whistleblower reporting program will be referred to the University's Internal Auditor for triage and investigation, in consultation with the Whistleblower Operational Committee as required.¶

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The internal investigation team will interview the victim, suspects, witnesses and any other individual as deemed necessary to the investigation. Information obtained from these interviews will be documented and used to update the audit/investigation report. All investigations will be conducted in a fair, impartial and timely manner. Investigation protocols shall be respectful of individuals and their presumption of innocence and ensure that appropriate and acceptable evidence is obtained. Investigations will be conducted in strict confidentiality, informing only those individuals who are required to know for purposes of investigation or who require the information to discharge their duties and responsibilities.

5.2.3   Where irregularities involve a non-academic employee(s), Human Resources will be contacted. Where irregularities involve an academic employee(s), the Office of the Provost and Academic Labour Relations will be contacted. The employee(s) will be placed on suspension with pay during the investigation to ensure preservation of records and evidence. Relevant unions will be notified where applicable.

5.2.4   For investigations which require specialized expertise, the University may engage forensic accountants, technology experts, or other subject matter specialists.

5.2.5   For allegations involving potential non-financial misconduct related to research, violence and harassment, health and safety, or equity, diversity and inclusion the matter will be referred to the individuals responsible for managing these programs and/or the Vice President of the respective area for investigation in accordance with established policies.

5.2.6   Should a Vice-President, the President or other member of the Whistleblower Operational Committee be the subject of an investigation, then the Chair of the Audit Committee will assume responsibility for the investigation.
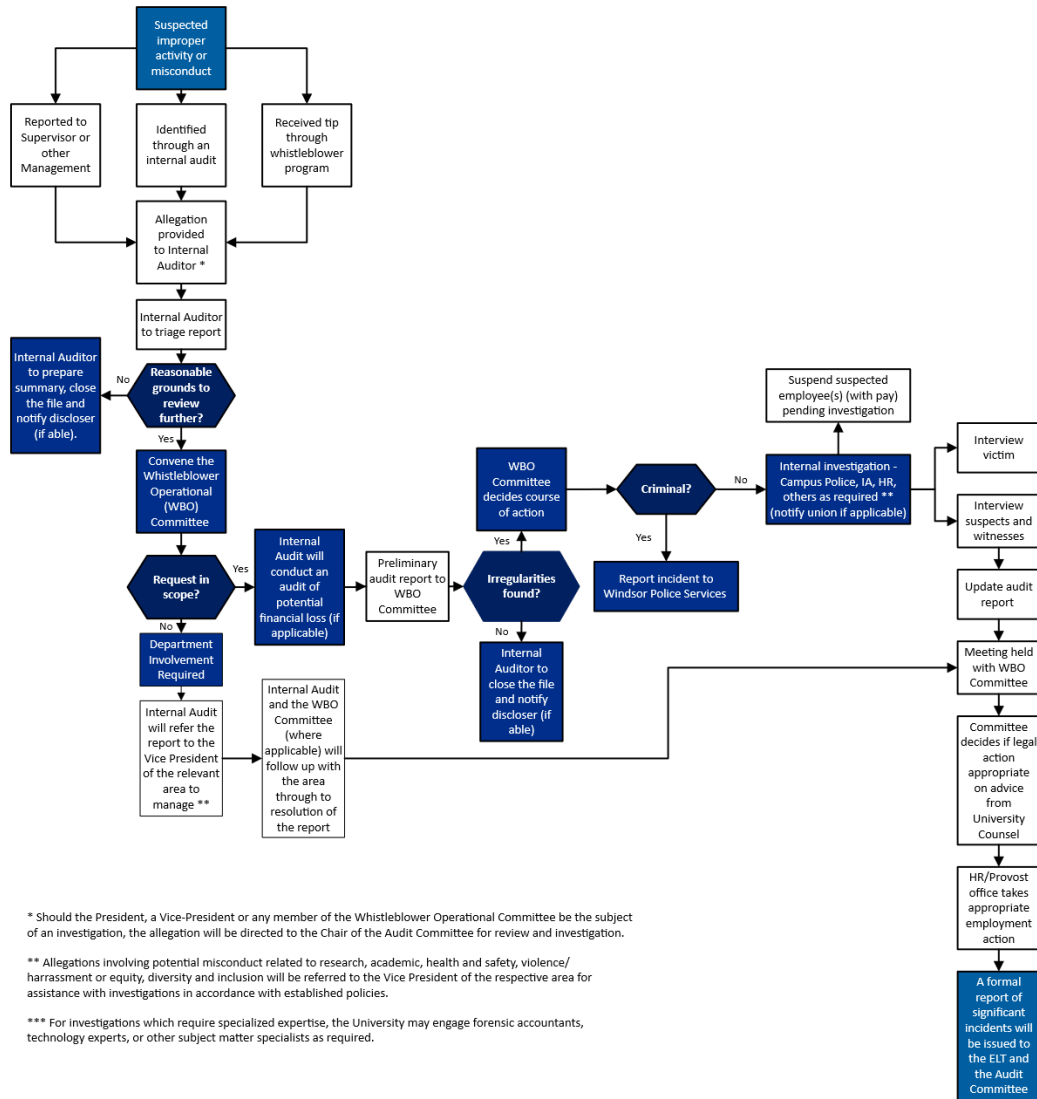
5.3 Remedial Action

At the conclusion of an investigation under this policy, a meeting will be held with the Whistleblower Operational Committee who, upon advice of University Counsel, will decide if legal action is appropriate. Human Resources and/or the Office of the Provost will take appropriate employment action and/or other disciplinary actions as required and recommended per the investigation. The Whistleblower Operational Committee will further assess the need for additional management actions, such as the amendment of policies, procedures, and/or internal controls to prevent future occurrences of fraud. Any action taken to remedy the impact from fraud incidents will be promptly performed to demonstrate the commitment to solve fraud related issues.

5.4 Reporting

A formal report of significant incidents of fraud and the corrective actions taken will be issued to the Executive Leadership Team and the Audit Committee, who will assess the adequacy of the actions taken.

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Figure 1: Receipt of Allegations and Investigation Process

Flowchart boxes and text:

- Suspected improper activity or misconduct
- Reported to Supervisor or other Management
- Identified through an internal audit
- Received tip through whistleblower program
- Allegation provided to Internal Auditor *
- Internal Auditor to triage report
- Reasonable grounds to review further?
  - No → Internal Auditor to prepare summary, close the file and notify discloser (if able).
  - Yes → Convene the Whistleblower Operational (WBO) Committee
- Request in scope?
  - Yes → Internal Audit will conduct an audit of potential financial loss (if applicable)
  - No → Department Involvement Required → Internal Audit will refer the report to the Vice President of the relevant area to manage **
- Internal Audit and the WBO Committee (where applicable) will follow up with the area through to resolution of the report
- Preliminary audit report to WBO Committee
- Irregularities found?
  - Yes → WBO Committee decides course of action
  - No → Internal Auditor to close the file and notify discloser (if able)
- Criminal?
  - Yes → Report incident to Windsor Police Services
  - No → Internal investigation - Campus Police, IA, HR, others as required ** (notify union if applicable)
- Suspend suspected employee(s) (with pay) pending investigation
- Interview victim
- Interview suspects and witnesses
- Update audit report
- Meeting held with WBO Committee
- Committee decides if legal action appropriate on advice from University Counsel
- HR/Provost office takes appropriate employment action
- A formal report of significant incidents will be issued to the ELT and the Audit Committee

* Should the President, a Vice-President or any member of the Whistleblower Operational Committee be the subject of an investigation, the allegation will be directed to the Chair of the Audit Committee for review and investigation.

** Allegations involving potential misconduct related to research, academic, health and safety, violence/ harrassment or equity, diversity and inclusion will be referred to the Vice President of the respective area for assistance with investigations in accordance with established policies.

*** For investigations which require specialized expertise, the University may engage forensic accountants, technology experts, or other subject matter specialists as required.

University of Windsor
Board of Governors

*4.2.3:   **Auditor General of Ontario 2-year Report Back**

Item for: **Information**

Forwarded by: **Board Audit Committee**

See attached.

Financial Management in Ontario Universities

A review by the Office of the Auditor General of Ontario (AGO)

Update on University of Windsor Action Plans

Board of Governors
February 25, 2025

University of Windsor

Update on Implementation of AGO's Recommendations

✓ In 2022, the AGO conducted a value-for-money audit on the financial management and governance in Ontario universities.

✓ The AGO's final audit report was published in November 2022 and included 25 recommendations for improvement across six major categories. The University prepared detailed action plans to address the recommendations with timelines ranging from one to three years.

✓ In March 2024, the AGO conducted a formal two year follow up review in which they assessed the University as having implemented 40% of their recommended actions, made progress in implementing an additional 12%, showed little or no progress in implementing 40%, and will not be implementing 8% of their recommendations.

✓ There were 11 actions due for completion by November 2024; 2 have been fully implemented (still to be validated by AGO), 2 will not be implemented and 7 have had timelines extended.

✓ Internal Audit will continue to follow up on the status of implementation of the 8 open recommendations through to completion.

✓ The status of completion for each recommendation is detailed on the following pages.

University of Windsor

Completion Status of Recommendations (per AGO Assessment)

Financial Sustainability

- 🟢 ✓ Establish a formal capital debt policy (November 2023)
- 🟢 ✓ Monitor and adhere to the debt limits outlined in the policy (November 2023)
- 🔴 ✓ Maintain separate bank accounts for externally restricted funds (Extended to April 2025)
- 🟢 ✓ Present projected cash flows from operations, financing and capital purchasing activities to the Board (November 2024)

International Students

- 🟠 ✓ Regularly complete financial sensitivity analysis of impact of loss of students from various regions (Extended to May 2025)
- 🟢 ✓ Develop and apply strategies to diversify recruitment from different geographic regions (November 2023)
- 🟢 ✓ Focus on recruiting students from priority countries identified in government of Canada's International Education Strategy (November 2023)
- 🟠 ✓ Collect relevant data on the location and careers of international alumni (Extended to November 2025)
- 🟠 ✓ Use international alumni data to better inform programming and recruitment decisions (November 2025)
- 🔴 ✓ Apply fee structure for international recruiters to target students with higher scholastic achievement (November 2024)

Profitability of Academic Programming

- 🔵 ✓ Complete an analysis of profitability at the academic program level (Extended to November 2025)
- 🟠 ✓ Determine whether there are programs which can be reduced/restructured to provide better financial contribution (Extended to November 2025)
- 🟠 ✓ Reduce or restructure program offerings based on results of program profitability analysis and academic need (Extended to November 2025)

🟢 Complete 🔵 In process of being implemented 🟠 Little or no progress 🔴 Will not be implemented

University of Windsor

Completion Status of Recommendations (per AGO Assessment)

Capital Planning
- 🟢 ✓ Business case for each capital project including financial feasibility assessment for decision making (November 2023)

Board Governance
- 🔴 ✓ Reduce and limit the size of the Board (November 2024)
- 🔴 ✓ Reduce the number of committees to limit the Board size (November 2024)
- 🟢 ✓ Develop and annually review and approve both permanent and emergency presidential succession plans (November 2024)
- 🟢 ✓ Prioritize and track Board competencies using competency matrices (November 2024)
- 🟢 ✓ Confirm the Board and committees possess demonstrably requisite competencies to fulfill their terms of reference (November 2024)
- 🟢 ✓ Strengthen university financial and accounting literacy among Board members (April 2024)
- 🔵 ✓ Implement oversight functions (i.e., risk management, compliance and internal audit); report regularly to Board (November 2024)
- 🟠 ✓ The Senate be provided with regular costing information on the financial contribution of individual program offerings (Extended to November 2025)

Academic Partnerships and Collaborations
- 🟢 ✓ Set goals for the type of relationships the University enters into such as revenue generating academic relationships (November 2024)
- 🔴 ✓ Have these arrangements approved by the Board and/or Senate (November 2024)
- 🟢 ✓ Consult national security agencies such as Canadian Security Intelligence for information, advice or support before engaging in international collaborations or partnerships (November 2024)

🟢 Complete 🔵 In process of being implemented 🟠 Little or no progress 🔴 Will not be implemented

University of Windsor

University of Windsor
Board of Governors

*4.5.1:   **Bill 166: Anti-Racism and Student Mental Health Plans**

Item for: **Information**

Forwarded by: **Board Human Resources Committee**

Purpose

As shared with the Board in Spring and Fall 2024, the Ministry of Colleges and Universities came out with a number of new bills and directives, including Bill 166, during calendar 2024, which called for a number of new policies and reports to be issued by the University. A number of the items are due to be published by January 31, 2025. The purpose of this memo is to articulate how the University has met those January 31, 2025 deadlines, including those relating to Bill 166.

Assessment of Compliance of January 31, 2025 Deadlines

Item Description	Bill or Directive	Web Link or Reference to Policy Name	Compliance Assessment by Admin
Textbook Cost Disclosure	Directive on Educational Costs (August 19, 2024)	https://www.uwindsor.ca/finance/788/fees-and-charges	Compliant
Anti Racism Directive	Bill 166	https://lawlibrary.uwindsor.ca/Presto/pl/OTdhY2QzODgtNjhlYi00ZWY0LTg2OTUtNmU5NjEzY2JkMWYxLjQ4Ng==	Compliant
Student Mental Health Directive	Bill 166	https://lawlibrary.uwindsor.ca/Presto/content/Detail.aspx?ctID=OTdhY2QzODgtNjhlYi00ZWY0LTg2OTUtNmU5NjEzY2JkMWYx&rID=NDg1	Compliant
Student Housing Policies	Student Housing Policy Requirements Memorandum (July 15, 2024)	https://www.uwindsor.ca/residence/1732/housing-policies	Compliant

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University of Windsor
Board of Governors

4.8.1:   **Strategic Mandate Agreement 4 (SMA4)**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: **That the Board approve the Strategic Mandate Agreement, subject to any final minor revisions required by the Ministry.**

Background:
- Ontario universities are required to sign strategic mandate agreements with the provincial government as accountability tools to receive funding. Such agreements are typically 5-years in duration. As with prior such agreements, SMA4 focuses on performance-based funding associated with the institution's differentiation envelope and enrolment corridor funding.
- Metrics and their assessments are largely the same as SMA3. For three of the eight metrics, the university has some limited choice; those being: Institutional Strength/Focus, Investment and innovation Related, Institution-Specific. The remaining five metrics are set by the province.
- Feedback from RAC and Senate has been incorporated, and the SMA4 is now being brought to the Board for feedback and approval.

See attached.

2025-30 Strategic Mandate Agreement (SMA4)

UNIVERSITY OF WINDSOR
401 SUNSET AVENUE
WINDSOR ON
N9B 3P4

Ministry of Colleges and Universities

2

Contents

1

Signing Page

2025-30 Strategic Mandate Agreement

Signed Between

University of Windsor

and

Ministry of Colleges and Universities

Signed for and on behalf of the Ministry of Colleges and Universities by:

Signed for and on behalf of University of Windsor by:

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Name
Title

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Name
Title

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Date

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Date

This agreement focuses on performance-based funding associated with the institution's differentiation envelope and enrolment corridor funding. Special purpose/other institutional grants are not included as part of this agreement.

The ministry will conduct a thorough review of the postsecondary funding model ahead of SMA4 Year 3 (2027-28).

The agreement may be amended in the event of substantive economic or policy changes that would significantly affect the SMA deliverables. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.

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Introduction

Preamble

Strategic Mandate Agreements (SMA) are bilateral agreements between the ministry and the province's publicly assisted colleges and universities.

This agreement is between the Ministry of Colleges and Universities and University of Windsor and is a key component of the Ontario government's accountability framework for the postsecondary education system.

This SMA is for the fiscal period from April 1, 2025, to March 31, 2030.

Ontario's Objectives

SMAs have been designed to advance three strategic objectives:

1) Improve education and economic outcomes of students,
2) Improve outcomes for communities, and
3) Support sector stability and accountability.

Building on the outcomes achieved through SMA1 to SMA3 and the postsecondary landscape, the 2025-30 Strategic Mandate Agreement (SMA4) process aims to:

- Emphasize Ontario's postsecondary institutions as centres of excellence,
- Maintain a high level of accountability and provide stewardship of the sector,
- Better align education outcomes with labour market needs,
- Streamline reporting and data collection, and
- Review the current funding model to the ensure long-term financial health of the sector.

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Institutional Profile

The ministry recognizes the importance of supporting a differentiated system and building on institutional strengths to enhance efficiencies in the postsecondary education sector.

The Institutional Profile is intended to describe how an institution's mission and strategic goals support the priority areas of the Ontario government, as identified in this agreement.

The University of Windsor (UWindsor) is a unique regional anchor institution - locally grounded with global impact and reach. As the only university in Southwestern Ontario serving the Tri-County area, UWindsor plays a critical role in supporting the region's transformation into a globally competitive hub. Situated at the Windsor-Detroit border, the university supports bilateral trade relations that generate prosperity and partnerships, requiring a versatile workforce. Evidence of our global impact includes ranking first in Canada for the greatest percentage of total research funding from international governments (Canada's Innovation Leaders 2024).

We are proud to educate graduates essential to the region's growth, including teachers, nurses, engineers, social workers, lawyers, artists, business owners, and healthcare providers as well as the talent needed for the up and downstream of supply chains across sectors. Approximately 17,000 students annually pursue their goals across a greater range of undergraduate, graduate, and professionally accredited programs than at comparable universities.

We are an institution committed to student access. The value is profound: access to world-class scholarship, creative activity, and expertise. Almost 80% of our domestic undergraduate new first-year students come from the Windsor- Essex region and 83% of our students identify financial pressures as obstacles to success. They work more and spend more time shouldering family-care (NSSE, 2023). For many, studying locally is a necessity, which we successfully transform into life-changing opportunities.

UWindsor is an engine of labour force stability, economic diversification, urban and regional vitality, and a catalyst for change, innovation, and entrepreneurship. We are a critical talent pipeline, aligning our programs with the evolving labour market needs of key industries such as advanced manufacturing, water and environment, automotive technology, health sciences, engineering, and agriculture.

Our strong connections to both urban and rural communities enable us to effectively address Windsor-Essex's unique economic challenges. Through a combination of teaching, work-

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integrated learning, and strategic industry and community partnerships, we meet current labour market needs while preparing a future-ready workforce. Our collaboration with NextStar Energy, where over half of the engineers at Windsor's new electric vehicle battery plant are UWindsor graduates, highlights our essential role in supporting the region's most significant economic projects. As a key driver of economic and social development, we strengthen both the region and the province, ensuring that Southwestern Ontario remains a leader in innovation and talent development.

Institutional Priorities

Following an extensive consultation process, UWindsor's 2023 *Aspire* Strategic Plan emphasizes:
- Bold and impactful research, scholarship, and creative activity
- The journey toward truth and reconciliation
- Becoming an equitable, diverse, inclusive, and just university
- High quality, relevant teaching, learning, and student experience for everyone
- Fostering an engaged, healthy, safe, and environmentally sustainable campus
- Generating local and global impact through partnership and community engagement

Weighting

UWindsor demonstrated exceptional success during the SMA3 period, consistently meeting every assigned metric across all years. As we transition to SMA4, we are building on this success through our proactive approach focusing on stable, predictable metrics where we can exert the greatest impact. While weightings are an important aspect of the framework, they do not capture the broader significance or value of an activity to our institution or its contributions to the Windsor-Essex region and beyond.

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SMA-Related Funding

Through SMAs, the ministry incentivizes stable domestic enrolment (through Enrolment Funding) and accountability for student and community outcomes (through the Differentiation Envelope, including Performance-Based Funding) and agrees to fund a particular enrolment level at the rate per enrolment unit indicated below. This results in the total "SMA-related funding" that is then broken down into the enrolment and differentiation envelopes.

"SMA-related funding" refers to the amount of operating funding available, prior to corridor recoveries or performance-related adjustments, based on existing midpoints and the weighted grant unit (WGU)/weighted funding unit (WFU) funding rate (i.e., per student funding).

See Appendix A for breakdown of SMA-related and other sources of funding.

Enrolment Funding and Corridor Midpoint

Institutions receive enrolment-related funding through the corridor mechanism. This provides equitable, predictable, and stable funding and allows for institutions and government to engage in enrollment planning.

Enrolment funding is allocated to institutions based on a specific level of eligible enrolment expressed in Weighted Grant Units (WGU) for universities. The grant for each eligible student is calculated using the same amount of funding, weighted by program.

For funding purposes 27,046 Weighted Grant Units (WGUs) will be the corridor midpoint value for 2025-26 and 2026-27 for University of Windsor. The ministry will review the corridor and performance-based funding model prior to SMA4 Year 3 (2027-28) which may result in changes to the corridor midpoint level in 2027-28. If no changes are communicated as part of that review, the corridor midpoint will be extended through to 2029-30.

Corridor Model	2025-26	2026-27	2027-28**	2028-29**	2029-30**
Ceiling	27,858	27,858	27,858	27,858	27,858
Midpoint	27,046	27,046	27,046	27,046	27,046
Floor	26,235	26,235	26,235	26,235	26,235

*Institutions with enrolment levels below the corridor floor, will see the corridor floor figure for 2025-26 adjusted by the amount of enrolment in science, technology, engineering, and mathematics (STEM) programs, while for 2026-27 the corridor floor will depend on their achievement of domestic enrolment targets as established during bilateral discussions.
**Corridor figures for SMA4 Years 3-5 are preliminary and subject to the Year 2 review.

Enrolment-related funding will be distributed consistent with this level of enrolment and subject to the funding framework set out in the Ontario University Funding Formula

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Reform Technical Manual. Funding eligible enrolments are defined by the Ontario Operating Funds Distribution Manual.

STEM Enrolment

[PLACEHOLDER - To be completed following engagements with the sector]

Performance-Based Funding

Performance targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

Performance-based funding is allocated as follows:

- Performance is assessed on a metric-by-metric basis.
- An institution will receive 100% of their funding for a metric for meeting or exceeding its target (and would receive partial funding in line with its actual performance if it does not meet the target).
- Funding available from underperformance is redistributed to institutions that met or exceeded their targets on that same metric.
- In every SMA year, each institution starts with its full allocation (i.e., losses due to underperformance in one year do not affect the allocation for the next year).

Any adjustments associated with an institution's annual performance and reporting accountability funding will occur in the following fiscal year such that performance in SMA4 Year 1 (2025-26) Annual Evaluation will have a funding impact in fiscal year 2026-27.

SMA4 retains most of the key features that were introduced under the 2020-25 Strategic Mandate Agreements (SMA3). Key design features include:

- Target-Setting: Institutions are measured against themselves, with targets based on the three most recent years of data.
- Differentiated Weighting: Institutions assign proportional weightings for each metric that is tied to performance-based funding.
- Performance Evaluation: Performance is evaluated using bands of tolerance and a continuous improvement factor.
- Stop-Loss Mechanism: Institutional funding losses are capped at 95% of target achievement across all metrics.

In order to distribute funding according to performance and reporting accountabilities, the ministry will conduct an Annual Evaluation process that begins in the fall of every year. Further details on the performance-based funding model are available in the SMA4 Performance-Based Funding Technical Manual.

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Priority Areas and Performance Metrics

SMA4 has eight core metrics aligned with two priority areas:

Student and Graduate Outcomes

Metric Name	Calculation Methodology
1. Graduate Employment Rate in a Related Field	Proportion of domestic graduates employed full-time in jobs related to skills acquired in their program of study, two years after graduation
2. Graduation Rate	Proportion of students who graduated within a certain period of time (domestic and international students)
3. Graduate Employment Earnings	Median employment earnings of domestic graduates using tax file data, two years after graduation
4. Experiential Learning	Proportion of domestic students who had experiential learning/work-integrated learning opportunities as part of their program of study

Community and Economic Outcomes

Metric Name	Calculation Methodology
5. Community/Local Impact	Proportion of domestic enrolment in the population of the city (cities)/town(s) in which the institution is located
6. Institutional Strength/Focus	Proportion of domestic enrolment in an institution's self-identified program area(s) of strength in the total institutional enrolment
7. Investment and Innovation-Related	To be determined pending sector engagements
8. Institution-Specific	To be determined pending sector engagements

These metrics are largely consistent with those used in SMA3, ensuring stability and predictability for the sector. They are also broad enough to recognize institutions' individual strengths and distinct mandates, as well as the role institutions play in their local communities and economies. Metrics were also selected from sources that allow for improvements in data quality and follow predictable and regular reporting schedules.

Allowable Performance Targets

For 2025-26, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual. For the remainder of the SMA4 cycle, allowable performance targets will be calculated annually using the most recent historical data available and included as part of the SMA4 Annual Evaluation process (see Appendix B for a breakdown of annual targets and metric performance).

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Metric Weightings

Institutions assign metric weightings to reflect their strengths and differentiated roles in the postsecondary education system. Metric weightings will impact the share of an institution's notional funding that can be received for successful performance related to a particular metric (see Appendix C for a breakdown of metric weightings).

Metric Narratives

This section focuses on institutional metric narratives by SMA4 priority area. Narratives are intended to describe how an institution's activities and initiatives support metric performance.

Student and Graduate Outcomes

Metric Name: Graduate Employment Rate in a Related Field

Metric Definition: Proportion of domestic graduates employed full-time in jobs related to skills acquired in their program of study, two years after graduation
Data Source: Ontario University Graduate Survey (OUGS)
Narrative

Introduction:

UWindsor equips students with the skills and experience needed for success through strong industry and community partnerships, expanded experiential learning, and aligned academic programs. This results in 94.5% of graduates employed full-time within two years, with nearly 90% in their field of study. High student engagement, with 82% participating in impactful practices like research, placements, and study abroad, contributes significantly to this success.

Our Career Centre offers resume workshops, mock interviews, employer panels, networking events, and job fairs to prepare students for the workforce and align them with their academic training.

Research and innovation offers entrepreneurship training, networking, and mentoring.

Strategic partnerships with industry and community leaders help connect students to emerging sectors, keeping our curricula responsive to technological advancements and market needs.

As part of Aspire, UWindsor's Strategic Plan, we are expanding interdisciplinary learning, integrating digital skills, and enhancing support for entrepreneurship and innovation. This ensures our graduates are competitive, adaptable, and ready to drive economic growth and innovation locally and beyond.

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Current Initiatives:

- Curricular and co-curricular experiential learning (VIP-CSL, Ignite Work-Study, Internships, Job Shadow) offer opportunities for career insight throughout their degree
- Merging entrepreneurship, innovation and partnership under one functional area to better support and serve the talent pipeline.
- Addition of 10 new co-op programs in the Faculty of Arts, Humanities & Social Sciences
- Odette's Bloomberg lab and John Simpson trading fund initiatives provide real-life investment opportunities for students

Next Steps:

- Explore new co-op offerings in new departments within the Faculty of Arts, Humanities & Social Sciences as well Economics and the Master of Management (MoM)
- MoM and MBA-PAS updating curriculum to ensure grads can immediately take CPA and CHRP exams to dramatically increase their job placement likelihood
- Scale up of entrepreneurship training for students
- Introduce new tracking mechanism of experiential learning in curricular and co-curricular settings

Weighting:

UWindsor values this metric as a reflection of our commitment to graduate success. Nearly 90% of graduates secure employment in related fields, though outcomes are influenced by regional economic shifts and survey response variability. A moderate weighting balances its importance with these challenges, as we expand co-op programs and career services to prepare graduates for evolving workforce demands.

Metric Name: Graduation Rate

Metric Definition: Proportion of domestic and international students who graduated within a certain period
Data Source: University Statistical Enrolment Report (USER)
Narrative
Introduction: Our students are diverse, including a significant proportion of first-generation learners. They have substantial financial pressures (83% of respondents, NSSE 2023) - 59% work while

pursuing their degrees - significantly higher than the 47% reported by Ontario's comprehensive peers (NSSE, 2023).

We have a history of successful graduation rates and a strong institutional commitment to enhancing retention and graduation. Through evidence-based, persistence-oriented programs, we prioritize student progression and success. Our student perseverance data reflects positive trends, while long-term graduation rates, which better account for small year-to-year variations, demonstrate consistently strong outcomes.

Current Initiatives:
- Development of the first Teaching and Learning Strategic Plan, focusing on student persistence
- Student Mental health strategy has been developed, implemented and is consistently being evaluated
- Expanded student engagement opportunities in leadership, co-curricular programming, and high-impact practices including research opportunities.
- International student success programming as an element of global engagement strategy development
- Faculty development on teaching, learning and course development
- Faculty-based initiatives including online and proactive advising, integrated mental health advising, faculty-specific student success programming, and co-curricular student-led cohort programs

Next Steps:
- Developing dashboards for data-driven retention and persistence planning
- Developing a student hub, One-Stop-Shop, with services located in one space to help facilitate access to registration, advising, financial services, and resources to support transition to the University
- Reimagining student advising, increasing access and streamlining processes
- Launching the next phase of our strategic partnership with the YMCA of Southwestern Ontario to provide additional transition to Canada support for international students
- Through the integrated academic and research strategy, enhancing opportunities for high quality learning experiences including undergraduate research

Weighting:
The students reflected in this year's data began their studies in Fall 2016, and the majority have graduated. Consequently, current efforts and initiatives are geared towards influencing graduation rates over the longer term, ensuring sustained improvement and continued success in student progression.

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Metric Name: Graduate Employment Earnings

Metric Definition: Median employment earnings of domestic graduates, two years after graduation

Data Source: T1 Family File tax data and Postsecondary Student Information System (PSIS) (linked via Statistics Canada's Education and Labour Market Longitudinal Platform (ELMLP))

Narrative

Introduction:

Ontario university graduates consistently demonstrate stronger earning potential compared to those with college credentials. Our UWindsor graduates meet or exceed provincial medians with undergraduate degree holders averaging earnings of $52,700 two years post-graduation compared to Ontario college averaging $35,300 for certificate holders and $42,400 for diploma holders. After 5 years, this gap widens, with UWindsor graduates earning $77,000 compared to $40,900 for college certificate holders and $47,600 for diploma holders (Statistics Canada, Table 37-10-0115-01). UWindsor professional degree graduates show stronger earning, $110,900 after five years. These results highlight UWindsor's role in preparing students for high-earning careers.

UWindsor's strong employment outcomes stem from robust co-op programs, global learning opportunities in destinations like Costa Rica and Iceland, and early access to state-of-the-art labs and research experiences. Strong employer ties and Career Centre support connect students to full-time, part-time, and summer jobs. Through work-integrated learning, industry and community partnerships, entrepreneurship, and innovative programs, UWindsor equips graduates with real-world skills, ensuring career success and highlighting the long-term value of a UWindsor degree in fostering economic mobility.

Current Initiatives:
- Faculty-specific career advisors conducted 1,791 one-on-one appointments and four unique job/career fairs attracting 95 different employers to recruit UWindsor student talent.
- Office of Experiential Learning and Alumni Affairs launched the HireUWindsor Alumni Awareness campaign, showcasing partnership opportunities, connecting employers with UWindsor's talent and highlighting the exceptional skills and expertise of graduates
- Added a LinkedIn photobooth in the Career Centre

Next Steps:
- Expanded regional end external marketing campaign to promote HireUWindsor
- See also 'Graduate Employment Rate in a related field' and 'Experiential Learning' narratives

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Weighting:

The median employment earnings metric, while important, can exhibit variability. As a smaller-to-medium-sized institution, we experience changes in size and composition of our graduating cohorts year-over-year that can amplify this variability, notably the fluctuations inherent to the labour market and regional economy. We have adopted a more conservative approach to weighting and will continue to monitor trends to better understand its long-term reliability and implications.

Metric Name: Experiential Learning

Metric Definition: Proportion of domestic students who had experiential learning/work-integrated learning opportunities as part of their program of study

Data Source: Institutional Data

Narrative

Introduction:

UWindsor prioritizes experiential learning (EL), equipping students with essential job ready skills like artificial intelligence proficiency. In the 2023 NSSE, 80% of final-year students engaged in high-impact practices (HIPS) such as internships, research, and study abroad, with 57% participating in two or more—exceeding comparator institutions (50%). In 2023-24 over 3,200 students take part in co-ops, internships, and course-based experiential learning annually. Our development plan emphasizes partnerships, integrating EL into curricula, promoting scalable teaching practices, increasing student participation, and systematically tracking progress to ensure impactful outcomes.

Current Initiatives:
- Enhanced the systematic collection of EL course data
- Hired contract staff in the GTA to expand and diversify employer and community partnerships
- Established a community of practice among faculty, increasing opportunities, removing obstacles, and developing best practices

Next Steps:
- Launching a campus-wide tool to catalogue all EL opportunities and build a comprehensive record of completed EL, detailing the skills and competencies gained, enhancing students' ability to articulate their skills during their post-graduate job search
- Expanding into regions outside Windsor and the GTA, including Ottawa, Calgary, and the US

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- Engaging with global opportunities like the WACE Global Challenge and Riipen
- Continuously updating our programs for the evolving job market, with a special focus on AI and other emerging technologies

Weighting:

The EL Metric highlights UWindsor's success in embedding practical, career-focused experiences into the undergraduate curriculum. By tracking the proportion of students graduating with at least one EL component, this metric reflects the University's commitment to providing opportunities that prepare students for success in the workforce.

UWindsor has worked hard to ensure courses with EL are identified and tracked, showcasing the depth and range of opportunities available. While the metric focuses on a single aspect of EL, it aligns closely with institutional goals and provides a meaningful measure of progress in this critical area.

Community and Economic Outcomes

Metric Name: Institutional Strength/Focus

Metric Definition: Proportion of domestic enrolment in an institution's self-identified program area(s) of strength to the total institutional domestic enrolment
Institutional Strength/Focus: law, psychology, electrical and electronics engineering, sport and fitness administration/management, biological and biomedical sciences, and mechatronics (mechatronics to launch in fall 2025).
Data Source: University Statistical Enrolment Report (USER)
Narrative

Selection Strategy:

In identifying program mix, we sought to integrate the priorities captured in UWindsor's Strategic Plan with the predictability and long-term enrolment manageability necessary to meet targets. Based on enrolment and academic data, campus consultations, consideration of provincial policy, and regional employment projections, a range of possible combinations were modelled and assessed using the following criteria:

- Alignment with provincial government priorities to address regional economic disparities
- Maintenance of program balance and academic breadth
- Responsiveness to regional priorities and labour market needs
- Assurance of enrolment stability and manageability
- Capacity for sustainable growth

- Addressing potential risk factors

The following six areas were selected:

- **Law**: Access to justice and regional legal needs

- **Psychology**: Demand for mental health expertise and research

- **Electrical and Electronics Engineering**: Preparation for high-demand technology sectors and respond to local talent needs.

- **Sport and Fitness Administration/Management**: Addressing the growth of sports management and wellness industries

- **Biological and Biomedical Sciences**: Aligning with life sciences innovation and regional sector needs including healthcare.

- **Mechatronics (launching Fall 2025)**: Addressing the intersection of robotics, AI, and manufacturing

This program cluster reflects our regionally responsive, globally oriented focus, capturing a stable and considerable proportion of enrolment across fields critical to the Windsor-Essex region. It highlights programs that emphasize community and partner engagement through experiential and work-integrated learning opportunities. The inclusion of mechatronics, set to launch in Fall 2025, demonstrates our commitment to support the local economic needs with the development and expansion of electronic manufacturing.

Next Steps:
- Leveraging the new Student Enrolment Management strategic plan to establish UWindsor as a national leader
- Marketing success of our students to regional and provincial high schools

Weighting:
This metric has a moderate weighting to reflect its alignment with institutional and regional priorities, contribution to enrolment stability, and potential for growth. This balanced approach ensures that the metric contributes to long-term sustainability while flexibly managing risks.

Metric Name: Community/Local Impact

Metric Definition: Proportion of domestic enrolment in the population of the city (cities)/town(s) in which the institution is located
Data Source: University Statistical Enrolment Report (USER)
Narrative
Introduction: As a comprehensive regional university, UWindsor plays a vital role as an anchor institution in the support of Windsor-Essex, Lambton, and Chatham-Kent, (approximately 80% of our full-

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time domestic undergraduate students), underscoring our commitment to local support and economic growth. It drives economic growth, fostering innovation, and enriching the community's social and cultural fabric. According to KPMG's Economic Impact Report, UWindsor generates $669 million in GDP annually, with $207 million in salaries fueling local businesses and creating a ripple effect of prosperity. Beyond economic contributions, UWindsor addresses regional challenges by preparing local talent, advancing impactful research, and fostering partnerships that strengthen the community's resilience and wellbeing. We play an important and reciprocal role in envisioning and implementing a thriving future in this cross-border region.

Current Initiatives:
- Strategic partnerships with local school boards and employers that provide students with experiential learning opportunities that address real-world challenges
- Community collaborations, such as WE-SPARK Health Institute and the Great Lakes Institute for Environmental Research, bridge academic innovation and local impact, tackling regional challenges in health, environment, and sustainability
- Transformative campus developments, including the Essex Centre of Research (CoRe) and downtown revitalization projects, bolstering the region's infrastructure, and shared spaces for learning, research, innovation, and engagement
- A leader in creating a vibrant community culture through partnerships with the Windsor International Film Festival (WIFF), Windsor Symphony Orchestra (WSO), and delivering academic programs through the Faculty of Arts, Humanities and Social Sciences that sees writers, composers, and artists flourish within the Windsor-Essex community

Next Steps:
- Expand scalable, inclusive, experiential, work-integrated and research-based learning opportunities that increase access and opportunity
- Collaborate with local school boards to inform students of the career opportunities within the local economy and how UWindsor's programming will prepare students to be job ready
- Enhancing pathways for St. Clair College students and graduates, as detailed in the Strategic Enrolment Management plan.

Weighting:
The Community/Local Impact Metric underscores UWindsor's dual role as an educational leader and regional partner. With strong alignment to institutional priorities, stable enrolment, and enduring partnerships, this metric represents a predictable and impactful measure of the University's contributions to Windsor-Essex.

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Metric Name: Investment and Innovation Related

Metric Definition: Amount of funding received by university from federal research granting agencies.

Data Source: Council of Ontario Finance Officers (COFO) Financial Report, Table 10: Federal Government Grants and Contracts (column I)

Narrative

Introduction:

Advancing bold and impactful research, scholarship, and creative activity is a core strategic value outlined in *Aspire*. UWindsor remains committed to pursuing locally and globally relevant research agenda that generates significant economic and community impact.

Our researchers are dedicated to fostering the exchange of knowledge, technology, and expertise across academia, industry, and the broader community. They actively engage with institutional, governmental, and industry stakeholders, building collaborations that drive the development, application, and impact of new insights, advanced methods, and innovative technologies both regionally and globally.

Key areas of local to global research strength with substantial community and economic impact include:
- Great Lakes and environmental ecosystems and economies
- Automotive and industrial manufacturing
- Materials science
- Cross-border issues
- Community-based research
- Health and healthcare research
- Agriculture and agri-technologies
- Multi-disciplinary creative practices

Significant partnerships with private and public sector organizations include the Great Lakes Institute for Environmental Research's $13 million INSPIRE program for pandemic preparedness, and the Centre for Hybrid Automotive Research and Clean Energy's $4.5 million collaboration with Magna International for electric vehicle motors.

Strategic Initiatives:
- Enhanced support for grant development
- Investments in knowledge mobilization and commercialization are driving innovation, with a focus on enhanced technology transfer and business support activities to bring research outcomes to market
- Identified priority areas of strength—environment, agriculture, automotive, and health research—where community and industry engagement are central

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- Leveraged multi-partner and multi-funding collaborations to amplify capacity to maximize Tri-Council funding.

Weighting:

Research success is a cornerstone of UWindsor's academic mission, driving economic prosperity and enhancing community well-being in Windsor-Essex and beyond. Securing Tri-Council research funding is a key priority, with resource allocations to strengthen research capacity. While this metric has been weighted with volatility in mind, it reflects the University's unwavering commitment to pursuing success in innovative, high-impact research.

Metric Name: Institution-Specific – Year 1 to Year 2 Retention

Metric Definition: Percentage of first-time, full-time domestic undergraduate university students who commenced their study in a given fall term and have continued to study at the same institution in the next fall.

Data Source: Consortium for Student Retention Data Exchange (CSRDE)

Narrative

Introduction:

Recognizing that first year is critical to academic success, we are expanding initiatives that prioritize student wellness, academic preparedness, and community connection. A key driver of retention is early engagement. UWindsor provides orientation, mentorship, and faculty-led initiatives to foster belonging and academic, as well as experiential learning vital to keeping students motivated and invested in their studies (see 'Experiential Learning').

UWindsor is also focused on reducing barriers by enhancing wraparound support services. This includes enhancing our mental health initiatives and resources, and streamlining access to tutoring and writing support. Our Student Success and Leadership Centre plays a pivotal role in monitoring student progress, identifying at-risk students, and providing timely support.

Current Initiatives:
- Our First-Year Experience (FYE) program provides tailored support
- A re-designed Welcome Week integrates lessons for virtual events during the pandemic to create new opportunities
- All first-entry undergraduates have access to formal peer mentorship programs at the faculty level
- Bounce Back provides empirically-proven training in study skills, resilience, and self-management for students at risk of non-completion
- Jump-start Program focuses on success skills such as time management (programs subscribed)

Efficiency, Accountability and Transparency

This priority area supports the government's goal of improving sustainability, and increasing accountability, efficiency and transparency in Ontario's postsecondary education system. Accountabilities will focus on timely reporting of key data and activities and attestation of key activities.

Five per cent of an institutions total operating grant will be linked to reporting accountabilities. If any element of the accountability requirements is not met, five per cent of total operating funding will be deducted.

During the SMA4 Annual Evaluation process, ministry will conduct an analysis of timely submissions of the reporting accountabilities and attestations to determine whether institutions missed any submission deadlines. The ministry will communicate any deductions to institutions by end of annual evaluation process in March. Deductions in funding for not meeting timelines or attestation requirements will occur in the following fiscal year.

The ministry will provide ample time to ensure that institutions have the appropriate supports to complete the requirements.

Reporting Accountabilities
University of Windsor will submit on time the following annual reports:
- Audited Enrolment Report by December 31 of each year

- Graduate Record File by January 15 of each year

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- University Financial Accountability Framework: Due dates for risk rating reporting requirements following ministry memo released each year in January-February. Depending on the risk rating, the timelines for the institutional response are:
  - No Action: No reporting requirement
  - Low Action: 4 weeks after the release of memo
  - Medium Action: 4 weeks after the release of memo
  - High Action: 2 weeks after the release of memo

Attestations

University of Windsor will attest annually that they:

- Supported research security principles and policies for research funded by Federal and Provincial governments, as applicable, and submitted the annual disclosure of institutional partnerships (language to be confirmed).
- Collaborated with the ministry on:
  - the development and reporting of standardized efficiency metrics during the SMA4 cycle, and
  - the development and administration of a standardized Skills and Competencies Assessment during the SMA4 cycle.
- The ministry and the sector will agree on attestation requirements through each Annual Evaluation cycle. The ministry will clearly lay out the milestones every spring ahead of the next fiscal year.[1]

Accountability requirements implementation will be monitored through Metric and Data Workbooks and will be confirmed by the institution during the SMA4 Annual Evaluation Process. Specific due dates, ministry contacts, extension procedures and other details for the above requirements are included in the Ontario's Postsecondary Education Performance-Based Funding Technical Manual.

If an institution anticipates delays in submitting any of the reporting items, the institution must request an extension with a reason for delay and the new submission date by emailing the ministry contacts as listed in the technical manual, in advance of the deadline. Ministry approval of extension is required.

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[1] E.g., in March 2025 the ministry will communicate attestation requirements for SMA4 Year 1 (2025-26) Annual Evaluation.

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Federated and Affiliated Institutions

SMAs are established with the colleges and universities in Ontario receiving direct operating funding support from the Ministry of Colleges and Universities.

For the purposes of these agreements the XXX federated/affiliated institutions in Ontario are considered part of the primary institution and will not have their own standalone agreement.

As part of this agreement, the ministry encourages all primary institutions to discuss the impacts of SMA4 and performance-based funding with federated and affiliated institutions.

The ministry is requesting that institutions confirm that they have discussed SMA4 with affiliated/federated institutions.

Attestation Signature

Information regarding the 2025-30 Strategic Mandate Agreement (SMA4) has been discussed with applicable affiliated or federated institutions:

- To be announced (list of affiliated or federated institutions for specific institution)

_____

Name
Title

_____

Date

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Appendix A – Financial Information – to be populated by the Ministry

Funding Envelope[2]	SMA3 Year 5 (2024-25)	SMA4 Year 1 (2025-26)	SMA4 Year 2 (2026-27)	SMA4 Year 3 (2027-28)	SMA4 Year 4 (2028-29)	SMA4 Year 5 (2029-30)
1. Enrolment Envelope	$	$ (% change)	$ (% change)	$ (% change)	$ (% change)	$ (% change)
2. Performance-Based Grant[3]	$	$ (% change)	$ (% change)	$ (% change)	$ (% change)	$ (% change)
3. Differentiation Envelope (Remainder)[4]	$	$ (% change)	$ (% change)	$ (% change)	$ (% change)	$ (% change)
Total SMA-Related Funding (1+2+3)	$	$ (% change)	$ (% change)	$ (% change)	$ (% change)	$ (% change)

Performance-Based Grant At Risk[5]	$	$ (% change)	$ (% change)	$ (% change)	$ (% change)	$ (% change)
Accountability Funding At Risk[6]	N/A	$	$ (% change)	$ (% change)	$ (% change)	$ (% change)

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[2]Further details on calculations are available in Ontario's Performance-Based Funding Technical Manual. Funding data presented for SMA4 Years 1-5 are estimates based on the 2024-25 final operating grant totals. This table will be updated on the Ontario.ca Open Data portal. Updates in Years 3-5 will be based on a broader funding review, decisions on performance-based funding proportions, and metric performance. As the SMA-related funding does not include SPGs, the ministry holds these figures constant, for modelling purposes, based on the latest final operating grant totals.

[3]The Performance-Based Grant has been capped at the system-average annual proportion of 25% in SMA4 Year 1 and Year 2, with potential increase by 5% each year up to 40% in Year 5, pending a broader funding review ahead of Year 3.

[4] The Differentiation Envelope (Total) has been kept at the system-average proportion of 60% of total operating funding in SMA4 Year 1 and Year 2 (proportion for Years 3 to 5 pending broader funding review ahead of Year 3). The Differentiation Envelope (Remainder) in this table reflects Differentiation Envelope without the Performance-based Funding Grant.

[5]The total amount of performance-based grant at risk is five per cent of the total performance-based grant due to the Stop-Loss Mechanism, which caps metric losses at five per cent.

[6] Five per cent of an institutions total operating funding would be clawed back if the institution does not meet all accountability requirements.

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In addition to "SMA-related funding" the ministry also provides funding via Special Purpose Grants (SPGs) and the Postsecondary Education Sustainability Fund (PSESF). In 2024-25, University of Windsor received xxx in SPGs. In Years 2024-25, 2025-26 and 2026-27, University of Windsor will receive through PSESF across-the-board funding at xxx, xxx and xxx respectively. (The PSESF top-up funding for 2024-25, will be included where applicable).

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Appendix B – Data, Targets, and Results – to be populated by ministry

Metric	2025-26 APT	2025-26 Actual	2026-27 APT	2026-27 Actual	2027-28 APT	2027-28 Actual	2028-29 APT	2028-29 Actual	2029-30 APT	2029-30 Actual
Graduate Employment Rate in a Related Field										
Graduation Rate										
Graduate Employment Earnings										
Experiential Learning										
Community/ Local Impact										
Institutional Strength/ Focus										
Investment and Innovation Related										
Institution-Specific										

Note: "2025-26 Actual" refers to the year in which the evaluation takes place and not (necessarily) the year of the data. This table is for illustrative purposes and will data include only 2025-26 APT only. Data for out-years will be updated on Ontario.ca and in the SMA4 Dashboard in Open SIMs every year after the completion of Annual Evaluation Process.

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Appendix C – Weighting Strategy – to be populated by the ministry and institution

Metric	2025-26 Weighting (Min xx%, Max xx%)	2025-26 Notional Allocation	2026-27 Weighting (Min xx%, Max xx%)	2026-27 Notional Allocation	2027-28 Weighting (Min xx%, Max xx%)	2027-28 Notional Allocation	2028-29 Weighting (Min xx%, Max xx%)	2028-29 Notional Allocation	2029-30 Weighting (Min xx%, Max xx%)	2029-30 Notional Allocation
Graduate Employment Rate in a Related Field	10%	$2,368,761	%	$	%	$	%	$	%	$
Graduation Rate	25%	$5,921,903	%	$	%	$	%	$	%	$
Graduate Employment Earnings	10%	$2,368,761	%	$	%	$	%	$	%	$
Experiential Learning	10%	$2,368,761	%	$	%	$	%	$	%	$
Community/Local Impact	25%	$5,921,903	%	$	%	$	%	$	%	$
Institutional Strength/ Focus	10%	$2,368,761	%	$	%	$	%	$	%	$

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Investment and Innovation Related	5%	$1,184,381	%	$	%	$	%	$	%	$
Institution-Specific	5%	$1,184,381	%	$	%	$	%	$	%	$

This table is for illustrative purposes and will include weightings and notional allocations for only 2025-26. Data for out-years will be updated on Ontario.ca every year after the completion of the Annual Evaluation Process.

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University of Windsor
Board of Governors

4.8.2:　　　　**2024-2025 Operating Budget 9-Month Review**

Item for:　　　**Information**

Forwarded by:　**Board Resource Allocation Committee**

Rationale:
- The process for ongoing monitoring of the Board-approved 2024-2025 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 2024-2025 operating budget but rather provides a projection to year end, the 9-month review is provided for information only.

See attached:
2024/25 Operating Budget 9-month Review Memo (BG250225-4.8.2a)
2024/25 Operating Budget 9-month Review Adjustment (BG250225-4.8.2b)

Department of Finance

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To: Members of the Board of Governors

From: Gillian Heisz, Vice President, Finance & Operations
          Andrew Kuntz, Director, University Budgets

Date: February 25, 2025

Subject: **2024/25 Operating Budget 9-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 second, our 9-month review, is completed after confirmation of Winter enrolment counts. Below are our findings and projections after nine months of operations.

Winter Tuition Update

At the 6-month review, enrolment in our international course-based masters' (ICBM) programs had declined beyond what was budgeted with all indicators pointing to a continuation of low ICBM enrolments into the Winter 2025 semester. Domestic results were measured up slightly against budget during the Fall semester, offsetting a portion of the downturn in international student enrolment. As a result, administration recommended a decrease of $13.9M in our 2024/25 tuition expectations, to $212.8M.

Actual Winter semester tuition results have proven to justify our forecasts. When we consider normal student attrition rates through the Winter semester, our tuition forecast to the end of the fiscal year is $212.3M, requiring only a small additional reduction to the tuition budget at the 9-month review of $500K.

Provincial Government Grants

During the 6-month review we recognized $10M in additional one-time government operating grant funding, including the following amounts:

- Postsecondary Education Sustainability Fund (PSESF) "across-the-board" component of $2.8M
- PSESF "Top-up funding" component of $6.5M
- Efficiency and Accountability Fund (EAF) investment of $500K
- Reduction in our International Student Recovery (ISR) obligation of $200K

These additional grant funds were directed towards balancing the operating budget deficit of $2.8M and closing a significant portion of the previously noted tuition shortfall. All other government operating grant funds are tracking in line with our original budget and no further adjustments are required at the 9-month review.

Other Revenues

Investment Income

Working capital balances and interest rates available to the University in short-term deposit products have resulted in returns higher this year than budgeted. A budget increase of $3.6M has been recommended at the 9-month review. This is in addition to the $463K increase taken at the 6-month budget review.

<u>Student Incidental Fees</u>
The annual budget for student late payment fines is $850K and has been decreasing in recent years. However, we are forecasting an increase in student late payment fines this year attributable to higher student volume in the past year and are adjusting the budget up by $500K to $1.35M at the 9-month review.

Expenditure Budget Adjustments
The most significant deviations on the expenditure side of the budget were recognized during the 6-month review as most of our forecasts continue to hold in accordance with actual spending. We are recommending the following three expenditure budget adjustments:
- Return $100K to the International Recruitment budget – this budget was adjusted down from $4M to $3.5M at the 6-month review, however, our 9-month forecasts of spending are now closer to $3.6M.
- Invest $400K into our post-retirement benefit budget to cover the cost of benefits that have been increasing as faculty and staff accept early contract termination packages. Work is underway between Finance and HR to review the University-funded retiree benefits to realize savings in the next fiscal year.
- Invest $140K to fund Municipal taxes – we receive annual provincial grant funding ($850K) to offset a portion of our tax obligation, however the City bill has grown to more than $1.23M in 2024/25.

Establish a Reserve for Faculty & Staff Displacement Costs
Our collective agreements require some one-time costs be incurred when we are displacing staff, including costs related to bumping language, wage protection, benefit continuance, etc. In addition, the University is forecasting some other one-time costs that will continue into the next fiscal year related to early retirement incentives and restructures. We are establishing a new one-time reserve fund in the amount of $3M from the investment income surplus to help address some of the costs we anticipate encumbering related to right sizing the institutional operating budget for 2025/26.

Centrally Controlled Reserve Fund Reconciliation – 2024/25
As a summary for RAC and Board members, here are the broad investments in, and withdrawals from, centrally controlled reserves during this current fiscal year. Further adjustments may occur as part of the year-end close.

Budgeted investments in central reserve funds, Budget 2024/25 (*April 2024*)	$4,200*
Less: Use of Enrolment Contingency Reserve at 6-month review (*Nov 2024*)	($2,000)
Less: Use of Extraordinary Enrolment Reserve Fund at 6-month review (*Nov 2024)*	($2,500)
Add: Faculty and Staff Displacement Reserve	$3,000
Net change in centrally controlled reserves during 2024/25 (projected)	**$2,700**

Does not include contributions to internally or externally restricted sinking funds, or funds held for utility overages and/or energy sustainability projects

Balanced Budget
These continue to be challenging financial times at the University of Windsor. The executive leadership team continues to closely monitor international enrolment risks. Administration has taken significant action to address international tuition revenue shortfalls in the current year and have applied the PSESF grant funds to balance the institutional operating budget. Extensive efficiency and cost-cutting planning is taking place to right-size our base operating budget ahead of the 2025/26 fiscal year with changes required on many fronts. As a result of these actions, we are forecasting a balanced operating budget for 2024/25.

UNIVERSITY OF WINDSOR
2024/25 Operating Budget
9-month Review Adjustment

	2024/25 APPROVED BASE BUDGET	6-month Review Adjustment	Proposed 9-month Review Adjustment	Total Adjustments	2024/25 PROJECTION
	($000s)	($000s)	($000s)	($000s)	($000s)
BASE OPERATING REVENUE					
Student Academic Fees	$ 226,721	$ (13,950)	$ (500)	$ (14,450)	$ 212,271
Less: Enrolment Contingency Reserve	(2,000)	4,000	-	4,000	2,000
Student Incidental Fees	9,158	-	500	500	9,658
Government Grant - Provincial	96,657	10,008	-	10,008	106,665
Government Grant - Federal	3,550	-	-	-	3,550
Investment Income	4,200	463	3,640	4,103	8,303
Other Revenue	3,528	-	-	-	3,528
TOTAL OPERATING REVENUE	$ 341,814	$ 521	$ 3,640	$ 4,161	$ 345,975
BASE OPERATING EXPENDITURES					
Faculty Expenditures	$ 171,848	$ (1,509)	$ -	$ (1,509)	$ 170,339
Research	7,356	293	-	293	7,649
Outreach & Communications	14,231	(500)	100	(400)	13,831
Academic & Student Services	29,771	-	-	-	29,771
Library	14,530	400	-	400	14,930
Scholarships	14,352	350	-	350	14,702
Administration	24,140	695	400	1,095	25,235
Information Technology	14,151	-	-	-	14,151
Facility Costs (including Utilities)	32,351	-	140	140	32,491
External Debt Costs	10,779	-	-	-	10,779
Subtotal Base Operating Expenditures	$ 333,509	$ (271)	$ 640	$ 369	$ 333,878
STRATEGIC INVESTMENT & RESERVE FUNDS					
Strategic Investment Funds	$ 5,098	$ 500	$ -	$ 500	$ 5,598
Reserve Funds	6,000	(2,500)	3,000	500	6,500
Subtotal Strategic Investment & Reserve Funds	$ 11,098	$ (2,000)	$ 3,000	$ 1,000	$ 12,098
TOTAL EXPENDITURES	$ 344,607	$ (2,271)	$ 3,640	$ 1,369	$ 345,976
BASE OPERATING POSITION (DEFICIT)	$ (2,792)	$ 2,792	$ -	$ 2,792	$ -