

NOTICE OF MEETING

There will be a meeting of the
Board of Governors
Tuesday, May 27, 2025
at 4:00 pm
Freed-Orman Commons, Assumption Hall

AGENDA

ITEM	DOCUMENT/ACTION
<i>Land Acknowledgement</i>	
<i>Declaration of conflict of interest</i>	
1 Approval of the Agenda	
2 Minutes of the meeting of April 22, 2025	Brown-Approval BG250422M
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
4.1.2.1 Annual Accessibility Report and Multi-Year Plan (2023-2024) (p. 3)	Gagnon-Information BG250527-4.1.2.1
*4.1.2.2 Annual Report on the Costs of Educational Materials (p. 42)	Kustra-Approval BG250527-4.1.2.2
4.1.3 Questions Arising from the Reports of the Vice-Presidents and Associate Vice-President, External (p. 44)	Vice-Presidents/AVPE-Information BG250527-4.1.3
4.2 Audit Committee	
*4.2.1 Whistleblower Safe Disclosure Policy – Revisions (p. 49)	Cowell-Approval BG250527-4.2.1
4.2.2 Emerging Risk Presentation: Artificial Intelligence	Cowell-Information
4.3 Executive Committee	
*4.3.1 Campus Safety and Security Policy – Revisions (p. 55)	Brown-Approval BG250527-4.3.1
*4.3.2 Annual Report on the University's Health and Safety Programs (p. 59)	Brown-Information BG250527-4.3.2

4.4 Governance Committee

4.5 Investment Committee

*4.5.1 Report of the Board Investment Committee (p. 60)

Ruthard-Information
BG250527-4.5.1

4.6 Pension Committee

4.7 Resource Allocation Committee

4.7.1 2025-2026 Ancillary Services Operations Budget (p. 61) *[including proposed Residence, Meal Plan, and Parking Fees]*

Sonego-Approval
BG250527-4.7.1

*4.7.2 Anti-Slavery Legislation Annual Report (p. 83)

Sonego-Approval
BG250527-4.7.2

*4.7.3 Hospitality, Travel and Procurement Policies – Revisions (p. 96)

Sonego-Approval
BG250527-4.7.3

4.7.3.1 Hospitality Policy (p. 100)

4.7.3.2 Travel Policy (p. 111)

4.7.3.3 Procurement Policy (p. 130)

4.7.4 Honorarium Policy (p. 149)

Sonego-Approval
BG250527-4.7.4

5 In Camera

6 Adjournment

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

Annual Accessibility Report and Multi-Year Plan 2023-2024



University
of Windsor



Accessibility Reports Electronic and Alternate Formats

The University of Windsor's past and current Accessibility Reports are available on the Office of Human Rights, Conflict Resolution and Mediation [\(OHRCRM\) website](#).

Please contact OHRCRM to request an alternative format of this plan:

- By written request to Office of Human Rights, Conflict Resolution and Mediation, University of Windsor, 401 Sunset Avenue, Windsor ON, N9B 3P4;
- By telephone at (519) 253-3000, extension 3400;
- By e-mail request at HRCRM@uwindsor.ca

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Introduction and Background



The University of Windsor is situated on the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomi. As we make this land acknowledgment, it is also important that we continue to do the work to address systemic and historic injustices.



The University has a rich tradition of offering comprehensive, student-focused, post-secondary education in Southwestern Ontario. Assumption College, the predecessor of the University of Windsor, first welcomed students in 1857¹. On December 19, 1962, the University of Windsor was incorporated by the Ontario Legislature. In the more than 160+ years that have since passed, the small, liberal arts college has grown into today's non-denominational, comprehensive, teaching, and learning university, welcoming over 15,000 students each academic year and boasting alumni of over 160,000.



During the 2023-2024 academic year, the University of Windsor continued to advance the strong tradition of academic excellence while enhancing an inclusive, accessible work and study environment. This report captures highlights between September 1, 2023 and August 31, 2024 along with the Accessibility Multi-Year Plan update, which includes short and long-term goals toward achieving a barrier-free campus.



Planning for the Future: Office of Human Rights, Conflict Resolution and Mediation

To ensure the University of Windsor's long-term sustainability and to prepare for the inaugural People, Equity, and Inclusion Strategy, changes were made within the People, Equity, and Inclusion (PE&I) portfolio in late 2024. The fundamental goal remains to support our people to achieve our vision of becoming a more equitable, inclusive, and just place to learn, live, and work. Services and resources formerly provided by the Office of Human Rights, Equity and Accessibility (OHREA) have transitioned to the new Office of Human Rights, Conflict Resolution and Mediation (OHRCRM) within the PE&I office.

Please note that this report contains information during the 2023-24 academic year under OHREA's purview. However, the report was released after the transition to the new office, OHRCRM.

¹ <https://www.uwindsor.ca/47/our-history>

University of Windsor's Mission and Vision

In 2023, the University of Windsor's Board of Governors and Senate approved the institution's next strategic plan - [Aspire: Together for Tomorrow](#). This 5-year plan will guide decision-making, allowing the University to capitalize on opportunities to grow and thrive.



Mission Statement: To empower positive change through regionally and globally engaged inquiry, learning, scholarship, creative activity, and research.

Vision Statement: As a locally engaged, globally connected institution, the University of Windsor will enable people to transform their circumstances. As partners, leaders, and learners, we will engage in impactful research, relevant teaching, creative endeavours, and inclusive relationship building to foster positive change.

Values: Values are the underlying beliefs that guide our decisions and actions. They articulate what the institution stands for and how we intend to conduct ourselves. Our values are listed alphabetically.

- Academic Excellence
- Action on Indigenization, Truth, and Reconciliation
- Community Impact
- Engagement with Students
- Environmental Sustainability
- Equity, Diversity, and Inclusion
- Openness to Change
- Prioritizing People
- Trustworthiness

The University of Windsor's Commitment to Accessibility

The University of Windsor remains committed to providing everyone with disabilities an inclusive environment in which to study, work, and engage in co-curricular and social activities. This commitment is reflected in our [Accessibility Policy](#). The vision of accessibility is for members of the greater campus community to work together to prevent, identify, and remove barriers for persons with disabilities and attain the goal of a fully inclusive University that strives to exceed, wherever possible, legislative requirements. Initiatives to support accessibility align with the overall institutional goals as outlined in the Aspire strategic plan.

Accessibility Feedback at the University of Windsor

Feedback is essential to help the University identify and remove barriers and achieve our goal of full participation at the University of Windsor. Members of our campus community are

encouraged to provide suggestions to improve accessibility and inclusion, to share their experiences of how inclusion and accessibility at our university have made a difference, or to identify an accessibility barrier through the streamlined web form. To complete an “Accessibility Feedback Form”, please visit [Accessibility Feedback \(Reporting a Barrier\)](#). Alternatively, members of our community can provide feedback to the Accessibility Specialist in the Office of Human Rights, Conflict Resolution and Mediation at 519-253-3000, ext. 3400, or by email at hrcrm@uwindsor.ca.

Inquiry and Complaint Resolution: Office of Human Rights, Conflict Resolution and Mediation

As part of the facilitation and resolution functions within the Office of Human Rights, Conflict Resolution and Mediation (OHRCRM), staff members in OHRCRM respond to campus accessibility and human rights issues. Ongoing in 2023-2024, team members fielded numerous telephone calls, virtual meetings, and email inquiries. From an accessibility perspective, inquiries included items such as workplace accommodations, academic accommodations, accessible parking requirements, and accessibility questions/concerns in the built environment. Resolutions were facilitated or escalated for further discussion as appropriate.

Student Accessibility Services

Student Accessibility Services (SAS) staff provide numerous supports for a variety of student accessibility needs such as accommodations, referrals, resources, advocacy, and education throughout the University community. Reporting to the Office of Student Experience, the staff share their professional expertise with teaching and research staff and promote student autonomy, privacy, and independence. The staff members also provide education about the shared responsibility of all members of the campus community to provide equal access and opportunities to higher education for qualified students with disabilities. SAS is a valuable resource to the University community and an integral partner to the OHRCRM team and others on campus.

The Legislative Framework

The **Ontario Human Rights Code** (the “Code”) and the **Accessibility for Ontarians with Disabilities Act** (AODA) work together. They both promote equality and accessibility, use the same definition of disability, and are provincial laws. The Code promotes equal rights where everyone is respected, can fully participate, and is free from discrimination. Also, the Code



From OHRC: Working Together. YouTube:
<https://www.youtube.com/watch?v=EOicdh2C8A0&t=2s>

requires that organizations accommodate individual needs due to disability. The AODA complements the Code by setting accessibility standards that organizations must meet. Where there is a conflict between the AODA and the Code, the Code has primacy.

As defined by the AODA, the University of Windsor is a large, designated public-sector organization. As such, the University is required to establish, maintain, and document a multi-year accessibility plan. The plan is reviewed and reported annually, allowing for reflection on how well the organization is meeting requirements, along with identifying opportunities to exceed legislative expectations.

The [Accessibility for Ontarians with Disabilities Act \(AODA\)](#) was enacted by the province in 2005. The purpose of the AODA is to benefit all Ontarians by developing, implementing, and enforcing standards to achieve an inclusive and accessible society for Ontarians with disabilities by 2025. These standards apply to the private and public sectors. By achieving these standards, people with disabilities will have better access to the community, workplaces, and the economy. **The AODA framework shifts the primary emphasis from individuals with disabilities requesting accommodations to requiring organizations, businesses, and institutions to provide services that are barrier-free from conception.**



Image from Accessibility Services Canada. <https://accessibilitycanada.ca/aoda/>

There are five [Integrated Accessibility Standards](#) (IAS) that outline specific measures and implementation timelines to which organizations must comply. The current standards include: 1) Information and Communications; 2) Employment; 3) Transportation (not applicable to the University); 4) Design of Public Spaces, and; 5) Customer Service. The provincial government will add [three additional standards](#): 1) Accessible Education K-12; 2) Accessible Postsecondary Education; and 3) Accessible Healthcare. Recommendations for the new standards have received public feedback and are currently in the final report stage, which will help legislators draft new legal standards. Follow the link to view the [Postsecondary Final Report](#).

AODA Compliance Reporting

Filing an AODA Compliance Report is a legal obligation. As a designated public sector organization, the University is required to submit a report every two years. The University submitted the Report to the Ministry for Seniors and Accessibility in December 2023 indicating compliance with requirements.

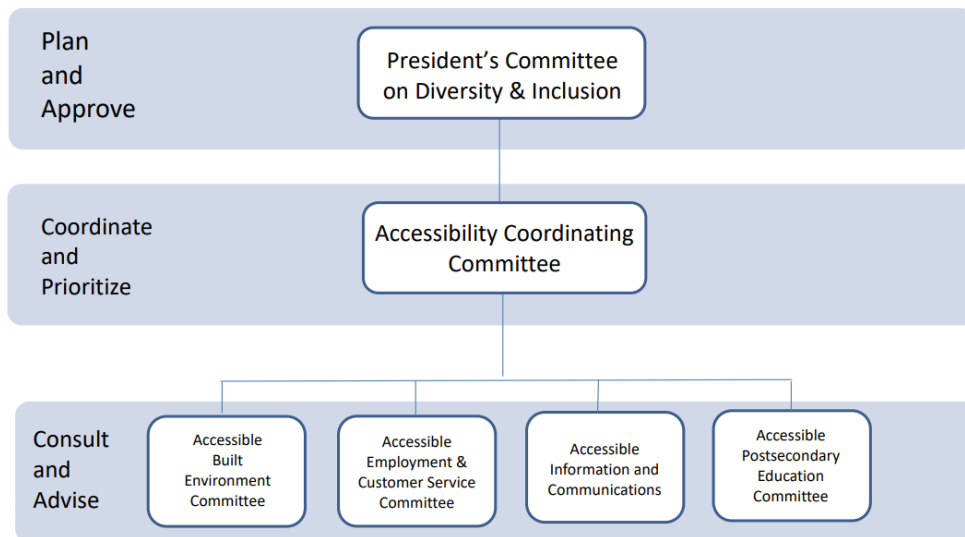
The University of Windsor's Accessibility Committees

The University of Windsor had developed a committee structure to support campus-wide efforts to promote and improve accessibility. This structure has evolved over the years to reflect the vision of the University, the response from employees and students, the progression of initiatives, and the current legislation.

The membership of these committees is comprised of representatives from OHRCRM and students, staff, and faculty from various departments and units from across campus. Employees and students with lived experience are encouraged to participate. This model facilitates education, contributing to purposeful change/action, information sharing, coordination of initiatives, and improved communication. Representatives on these committees also bring back knowledge gained from participating in these committees to their respective departments/units. The model that was in effect during the 2023-2024 academic year is described below:

- Four (4) AODA Standards-based committees:
 - Accessible Built Environment Committee (ABEC)
 - Accessible Employment and Customer Service Committee (AECSC)
 - Accessible Information and Communications Committee (AICC)
 - Accessible Postsecondary Education Committee (APEC)
- The Accessibility Coordinating Committee (ACC)
- The President's Committee for Diversity and Inclusion (PCDI)

The University of Windsor Accessibility Reporting Structure



The four standards-based committees (ABEC, AECSC, AICC, APEC) are responsible for reviewing the relevant portions of the AODA standards and their application to the University environment. The committees also work to surpass the requirements of the standards. Work includes identifying and removing barriers, developing inclusive practices, input to programs and policies, and educating the campus community about accessibility and inclusion.

ABEC Membership 2023-24

Dan Castellan (Chair)	Manager, Facility Planning, Renovations & Construction (Facility Services)
Cherie Gagnon (Vice Chair)	Accessibility Manager (OHREA)
Dave Andrews	Faculty (Kinesiology)
Nicole Canzoneri	Student Representative
Nadia Harduar	Sustainability Officer (Facility Services)
Lisa Kiritsis	Occupational Health & Safety Manager (Human Resources)
Bianca Lenarduzzi	Student Representative
Vicki Jay Leung	Reference Librarian (Law Library)
Veronika Mogyorody	Architect, Professor Emeritus (Centre for Teaching and Learning)
Charlie Simpkins	Director, Strategic Initiatives and Business Enterprise (OVPFO)
David Soderlund	Student Development Specialist (Student Accessibility Services)
Randi Lussier	Recording Secretary (OHREA)

AECSC Membership 2023-24

Diane Rawlings (Chair)	Department Head - Residence Services (Residence Services)
Cherie Gagnon (Vice Chair)	Accessibility Manager (OHREA)
Marcela Ciampa	Director, Organizational and Leadership Development (OVP-PE&I)
Audrey Moadus	Director – Staff and Labour Relations (Human Resources)
Lisa Milne	Access Services Administrator (Law Library)
Corinthia Natyshak	Academic Labour Relations Advisor (Office of the Provost)
Sandra Ondracka	Lancer Recreation Coordinator (Campus Recreation)
John Regier	Director - Facility Operations (Facility Services)
Nadia Rodwyn	Student Representative
Kari Scott	Advisor (Student Accessibility Services)
Nicole Vignone-Kiborn	Career Advisor (Career Development and Experiential Learning)
Randi Lussier	Recording Secretary (OHREA)

AICC Membership 2023-24

Mike Fisher (Chair)	Manager - Web Services and Systems Support (ITS - Web Support Services)
Cherie Gagnon (Vice Chair)	Accessibility Manager (OHREA)
Rob Aitkens	Web Development Team Leader (ITS - Web Support Services)

Meris Bray	Librarian (Law Library)
Linda Coltman	Student Representative
Anthony Gomez	Accessibility Advisor and Assistive Technologist (Student Accessibility Services)
Shelby Johnson	Multi-Media Coordinator (Public Affairs and Communications)
Mark Lubrick	Learning Specialist (Office of Open Learning)
Art Rhyno	Librarian (Leddy Library)
Randi Lussier	Recording Secretary (OHREA)

APEC Membership 2023-24

Nick Baker (Co-Chair)	Director (Open Learning)
Jessica Raffoul (Co-Chair)	Interim Director - Centre for Teaching & Learning (CTL)
Cherie Gagnon (Vice Chair)	Accessibility Manager (OHREA)
Jacqueline Brathwaite	Manager - Student Financial Aid (Student Awards and Financial Aid)
Jess Dixon	Head, Department of Kinesiology
Shetina Jones	Associate Vice-President, Student Experience (OSE)
Joyceln Lorito	Student Development Specialist - Learning Strategist (Student Accessibility Services)
Marcin Pulcer	Interim Executive Director, Information Technology Services (ITS)
Renée Wintermute	University Secretary (University Secretariat)
Randi Lussier	Recording Secretary (OHREA)

The Accessibility Coordinating Committee (ACC) ensures a coherent, coordinated approach to accessibility throughout the University community. The ACC reviews, coordinates, and prioritizes the activities of the three accessibility standards committees.

ACC Membership 2023-24:

Kaye Johnson (Chair)	Executive Director - Human Rights, Equity and Accessibility (OHREA)
Cherie Gagnon (Vice Chair)	Accessibility Manager (OHREA)
Nick Baker	Director, Open Learning (OOL)
Dan Castellan	Manager, Facility Planning, Renovations & Construction (Facility Services)
Mike Fisher	Manager - Web Services and Systems Support (ITS - Web Support Services)
Mike Houston	Director - International Student Centre (ISC)
Laverne Jacobs	Faculty (Faculty of Law)
Sukanya Pillay	Executive Director, Office of Student Rights and Responsibilities

Karen Pillon	Associate University Librarian (Leddy Library)
Jessica Raffoul	Interim Director – Centre for Teaching and Learning (CTL)
Diane Rawlings	Department Head - Residence Services (Residence Services)
Stephen Temesy	Student Alumni
Magdalena Ciunajko	Recording Secretary (OHREA)

The President’s Committee on Diversity and Inclusion (PCDI) brings together senior university leaders to discuss matters related to diversity and inclusion. PCDI receives updates and recommendations from the coordinating committees and subcommittees regarding the University’s compliance with relevant legislation and regulations regarding human rights, accessibility, and employment equity.

PCDI Membership 2023-24:

Robert Gordon (Chair)	President
Robert Aguirre	Provost and Vice-President Academic
Jhoan Baluyot	Acting Executive Director – Public Affairs and Communications
Clinton Beckford	Vice-President, People, Equity, and Inclusion
Jody Fraser	Associate Vice-President, Human Resources
Cherie Gagnon	Accessibility Manager (OHREA)
Gillian Heisz	Vice-President, Finance & Operations
Chris Houser	Interim Vice-President, Research and Innovation
Beverly Jacobs	Senior Advisor to The President on Indigenous Relations and Outreach
Kaye Johnson	Executive Director - Human Rights, Equity and Accessibility
Shanthi Johnson	Vice-President, Research and Innovation
Shetina Jones	Associate Vice-President, Office of Student Experience
Erika Kustra	Acting Associate Vice-President Academic
Diane Luu-Hoang	Employment Equity Manager (OHREA)
Heather Pratt	Executive Director – Research and Innovation Services
Renée Tromblay	Executive Director - Public Affairs and Communications
Patti Weir	Acting Provost and Vice-President Academic
Magdalena Ciunajko	Recording Secretary OHREA

Annual Accessibility Report 2023-2024 Achievement Highlights

Accessible Built Environment Highlights

Between September 1, 2023 and August 31, 2024, the University of Windsor completed several renovations and new builds that considered accessibility in the design. Key highlights are featured in this section.

a) Accessibility Upgrades (small to mid-size)



Small to mid-size accessibility upgrades are prioritized yearly by the Accessible Built Environment Committee (ABEC). The funds to complete these projects are available through an annual budget that is co-managed by Facility Services and OHRCRM. Upgrades assist with making buildings more accessible for everyone, including people who have mobility

limitations, are blind or partially sighted, Deaf or hard of hearing, of varying statures, have cognitive disabilities, and/or may have limited stamina or dexterity.

ABEC aims to uphold the principles of Universal Design and accessibility standards that exceed the Ontario Building Code as outlined in the [University of Toronto FADS](#). Universal Design means that all spaces and buildings are created so that the greatest number of people can access them to the greatest extent possible, regardless of age, stature, ability, or disability. This is intended to support access for all. ABEC also considers recommendations from the [Proposed Accessible Postsecondary Education Standards final report](#) (see page 8) to ensure the University is ready for new legislation when it is enacted. The committee recognizes that the recommendations have been developed by experts in the field and, therefore, are regarded as leading, inclusive practices. The accessible upgrade projects identified by ABEC in 2023-24 included the following:

Visual Alarms in Washrooms

Visual alarms help alert people who are hard of hearing/Deaf when there is a fire. Additional alarms were installed in the following locations:

- Biology Building – all washrooms (6)
- Chrysler Hall Tower – lower level universal washroom (1)
- Lambton Tower – lower level washrooms (2)



Jackman Dramatic Art Centre

Accessible Washroom Upgrade

- Addition of an automatic door opener and emergency call button



Additional Automatic Door Opener

- The addition was made to the hallway leading to accessible changerooms/washrooms



Biology Building

Installation of colour-contrasting stair stripping and tactile surfaces

- This will improve accessibility for individuals who have low vision and will add overall safety for all users.



Before Renovations



After Renovations

An automatic door opener was added to the accessible washroom on the 3rd floor.



b) Classroom Upgrades

Classroom renovations are led by Facility Services in consultation with various campus stakeholders. Accessibility is part of the decision-making criteria. ABEC often provides consultation on renovation plans.

General Furniture Upgrades:

Several classrooms received updated furniture and layout which included height-adjustable tables/desks. Some examples include: Odette School of Business – 210, Erie Hall – 2130, and office space in Education - 2221.

Education 2223

Renovations included:

- Multimodal classroom – multiple types of furniture, including standard single seats, bar height tables, and one height-adjustable table/desk
- Double monitors +/- 80" each for ease of viewing
- Extra acoustic panels to eliminate echo or background noise

Education 1121

Renovations included:

- Two projection screens on either side of the room for ease of viewing
- Accessible seating (addition of height-adjustable table in progress)
- Extra acoustic panels to eliminate echo or background noise
- Automatic door opener
- Height-adjustable computer console



Erie Hall 2125

Renovations included:

- Expanded space by combining Erie Hall 2125 and 2126
- Height-adjustable table/desk
- Two projection screens on either side of the room for ease of viewing
- Extra acoustic panels to eliminate echo or background noise



c) Human Kinetics Building - Accessible Entrance

As part of creating an inclusive campus, an entirely new, fully accessible entrance was built at the front of the Human Kinetics building on College Ave. This project was made possible in part by the EnAbling Accessibility Fund through Employment and Social Development Canada (ESCD). OHREA, HK Faculty, the Accessible Built Environment Committee, and Facility Services worked collaboratively for the successful grant application through which the University received \$722,800 towards the project. The University gratefully acknowledges the financial contribution from the federal government.



Before image of the HK Building

Construction began in the spring of 2023. The grand opening was held in July 2024 to acknowledge the great contributions of all parties who helped bring this long-awaited project to fruition. The University worked closely on the design and construction with local partners, JP Thomson Architects and TCI Titan Contracting.

The design of the new entrance reflects the principles of Universal Design so that virtually all people can enter the building through the same front door for meaningful, dignified, and equitable access.



Completed Accessible Entrance at the HK Building

The entrance includes the following features:

- 6 ft. wide path of travel at a 1:20 ratio. (Note: With over 8 ft. in height from the ground level to the patio, the ramp is long, but the gentle slope ensures a safer and more manageable rise for people using mobility devices.)
- Resting areas at each end
- Snow-melting system
- Directional, tactile surfaces
- Colour-contrast stair strips
- Enhanced lighting
- Handrails
- Wider front doors (38")
- Automatic door openers
- Ramp base located near the pick-up/drop-off zone, pedestrian crosswalk, and accessible parking in the north lot
- Biophilic design integrates landscaping elements that can promote a sense of well-being



Ribbon Cutting Ceremony to Celebrate the Completion of the new Accessible Entrance.

d) Design Review for Campus Upgrade Projects and New Builds

Accessibility and inclusion continued to be a priority as the University re-designed and upgraded spaces on campus during the 2023-2024 academic year. In addition to the projects mentioned above, members from the ABEC Committee participated in the review of accessible upgrades to the CAWSC, new signage, and several other proposed upgrades that are still under consideration.

Accessible Employment and Customer Service Highlights

Accessible customer service initiatives aim to provide equal opportunity to obtain, use, and benefit from the goods, services, and facilities that the University provides. Customer service must be delivered in a way that accommodates a person's disability while respecting dignity and independence. In the same way, accessible employment initiatives strive to remove barriers to provide equal opportunities for people with disabilities.



a) Identifying Opportunities to Improve Accessibility

The Accessible Employment and Customer Service Committee (AECSC) has broad representation and identifies opportunities for improvement related to accessibility across campus. This feedback could be related to the built environment, processes, policies, guidelines, and technologies. During the 2023-24 academic year, the committee reviewed the following:

- University of Windsor Service Animals on Campus policy and related forms for implementation in 2025
- AODA Accessible Postsecondary Education Recommendations related to customer service and employment
- Accessibility Multi-Year Plan

b) Employee Accommodation Fund

OHREA continued to utilize funds made available by the University of Windsor's Strategic Priority Fund to support the Employee Accommodation Fund (EAF). The EAF is an additional source of financial assistance for units and departments to provide disability-related accommodations in the workplace for our employees. Over 30 applications have been approved since 2014.

In conjunction with the Employee Accommodation Fund, the Accessible Equipment Short-Term Loan Program continued to be coordinated by OHRCRM. Items are available for trial and/or to bridge the gap from the time of ordering a product to delivery, as well as to continue to use things no longer needed by another person. Items available to loan include products like a sit-stand tabletop desk adjuster and a ClearView screen magnifier.

c) If You See It, Report It

An awareness campaign was continued to support an accessible campus by calling on members of the community to report conditions that may present barriers, such as out-of-service elevators, non-functioning door actuators, or bicycles locked to wheelchair ramps. The campaign reminds the campus that it is a collective

responsibility to notify Facility Services when items need attention. With hundreds of automatic door openers in over 50 buildings, it takes everyone working together to help keep our environments accessible for all.

IF YOU SEE IT... REPORT IT!

With over 50 elevators and hundreds of automatic door openers on campus, identifying when equipment is out of service is very important. Help reduce the "out of service" time and keep our campus accessible for all! If you do not see a sign informing you of a service disruption, please contact:

Facility Services immediately at:
519-253-3000 Ext. 2850 or email repair@uwindsor.ca



d) Classroom Database – Accessibility Features

The University maintains a database of “bookable” classrooms on campus. A working group created a list of accessibility features to be audited in each of these rooms (approximately 150 classrooms in total). The list was based on accessibility standards that exceed current building codes. This information will be added to the database to assist with planning for faculty and students who have a disability. The audit was completed by trained students during the 2023-24 academic year. The next steps include updating the database and communicating to the campus community.

e) Employee Mental Health Strategy (EMHS)

The EMHS, led by the Office of the Vice-President – People, Equity & Inclusion, was officially launched in November 2023. Throughout the year, 22 key actions were identified for a successful implementation. The strategy engaged with the community by inviting volunteers to become Mental Health Champions. A coordinator was hired to ensure the strategy was delivered. To bolster the University’s commitment to employee well-being, the University became a signatory of the Okanagan Charter. Select the link to learn more about the progress of the [University of Windsor’s EMHS](#).



Accessible Education, Training, and Awareness Highlights

a) 11th Annual Accessibility Awareness Day (AAD)

Led by OHREA, the University of Windsor has hosted this annual, free event since 2013 to highlight and celebrate accessibility. The 2023 event started with virtual, 30-minute mini-workshops held on the first three Tuesdays in March from 11:30 am – noon and concluded with a hybrid event in the final week.

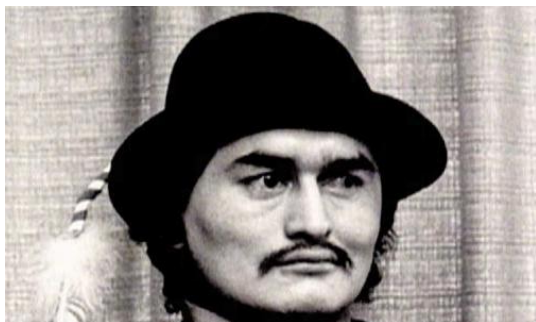


The three virtual sessions included:

- Student Changemakers
- Service Animals in Ontario
- The Proposed Postsecondary Education Standard of the AODA

All sessions were recorded, and the [AAD 2024 playlist](#) can be viewed on the University of Windsor's YouTube Channel.

In-Person Event:



Everett Soop – Indigenous cartoonist, journalist, and activist

Film Screening of “Soop on Wheels” and Panel Discussion
In partnership with Turtle Island Aboriginal Education Centre, AAD hosted a screening of Dr. Sandy Greer’s documentary, Soop on Wheels. This is a truth-telling and moving story of a First Nations man, Everett Soop, living with a disability and being an authentically Indigenous man in the late 80s and early 90s. His work as a cartoonist, journalist, and activist has since been widely recognized. The screening was followed by a panel discussion.

b) IDeA Competition

Inspired by the goal of the AODA to make Ontario the most accessible province by 2025, the University of Windsor held its annual Innovative Designs for Accessibility (IDeA) competition in February 2024. Since 2015, this initiative has provided an opportunity for students across campus to design original innovative solutions to address organizational/systemic, architectural/physical, information and communications, technology, or attitudinal barriers.

2024 IDeA Competition Winners

Many thanks to all the students who participated in the competition! The ideas were creative and innovative. Congratulations to the 2024 Winners!

- **First Place** – Femi Soluade, “Subtitles”
- **Second Place** – Laila Albalkhi, Dana Sleiman, “Educate²”
- **Fourth Place** – Shivani Sharma Ramesh Kumar, “WinSor – A Smart Sensor to Inclusive Living”



Political Science student, Femi Soluade, placed 1st in the 2024 IDeA Competition.

c) Additional training opportunities

Accessibility-related training and educational opportunities were provided by several departments across campus including the Centre for Teaching and Learning (CTL), Human Resources, Information Technology Services (ITS), Office of Human Rights, Equity and Accessibility (OHREA), Office of Open Learning (OOL), Office of Student Rights and Responsibilities (OSRR), and Student Accessibility Services (SAS). The training covered a variety of topics, including creating accessible documents, accessible in-person and online presentations, accessible websites and digital content, accessibility in the classroom, human rights & accommodations, and digital tools (Panorama, Read & Write, EquatIO).

Accessible Information and Communication Highlights

Many initiatives have been undertaken to ensure that information and communication are accessible to people with a range of abilities. This domain focuses on preventing and removing barriers in web development, digital tools, public affairs and communications, and policy development.

a) Digital Accessibility Feedback

The Accessible Information and Communication Committee (AICC) regularly identifies opportunities to improve digital accessibility and other matters related to information technology. Examples of items explored by this committee include:

- Improved accessibility for multi-factor authentication (MFA)
- Members of AICC participated in a provincial community of practice related to creating accessible PDFs and tools available. This will continue to be an important area to

develop as the new AODA Accessible Postsecondary recommendations call for institutions to ensure PDFs are accessible.

- Accessibility “Hub” review

b) Web Governance Solution



The University initially engaged Monsido as its web governance solution, which was later acquired by Acquia and rebranded as “Acquia Optimize.” A key advantage of this software is that Acquia also owns the Drupal

platform used for the University’s main website. This ownership is expected to enhance the integration of these products.

Acquia Optimize automatically scans the University’s centralized website to identify accessibility deficiencies. The software creates reports and provides content editors with tutorials on how to remediate errors. The software was fully implemented in the fall of 2023 at which time content editors across campus began training.

The University is required to ensure the institution’s website meets an established standard under the AODA. Currently, that standard is WCAG 2.0, level AA. With Acquia Optimize, the University can adjust settings to specifically test the central website content to that standard, supporting compliance with the AODA. It should be noted that current and new standards are under review, and requirements will likely change in the future. Tools such as Acquia Optimize will be a key resource to meet legislative standards.

Proposed Accessible Postsecondary Education Standard AODA



In June 2021, the Ministry for Seniors and Accessibility (MSAA) released recommendations for two new standards under the AODA that will impact the University. These new standards are the Accessible Postsecondary Education (PSE) Standards and the Accessible K-12 Education Standards. Recommendations have been developed by an expert panel called the [Standards Development Committee \(SDC\)](#). These

recommendations cover a range of areas such as attitudes, finances, instruction, organizational barriers, training, physical barriers, campus life, and transition to post-secondary education. After public consultations, the SDC released the [final report](#) in April 2022.

The new Accessible PSE standard is not law yet, however, the recommended implementation timelines are fairly short, and, therefore, postsecondary education institutions are encouraged

to begin the work. To start preparing the University for these upcoming legislative changes, the Accessible Postsecondary Education Committee (APEC) was added to the University's Accessibility Reporting structure.

a) Consultations

Members of the committee participated in consultations led by the Ministry of Colleges and Universities, which were attended by the Ministry for Seniors and Accessibility and the Council of Ontario Universities. Other committee members participated in discussions with communities of practice around the province. This committee, along with others across the sector, is considering what resources will be needed to achieve the recommendations, identify what is currently in place, and how stakeholders could work together to achieve the goals of the proposed standards.



b) Communication

This committee has served as a source of information for the campus on the proposed standard. Two members participated in a learning event sponsored by the Employment Equity Coordinating Committee in Winter 2024. In addition, the co-chairs and vice-chair have responded to requests from various departments and units that have started looking at how the recommendations could be implemented ahead of mandated timelines.

c) Data Review

The APEC committee reviewed data released during the 2023-34 academic year, including results from the Canadian Survey on Disability and the HEQCO Report on Accessibility Services. The committee is also identifying other data needed to better understand the experience of students with disabilities to inform strategic direction on approaching the AODA PSE Recommendations.

Multi-Year Accessibility Plan Update

2022-2027

The multi-year plan identifies actions to support improvement in accessibility across several domains. In identifying action items and timelines, the accessibility committees kept the overarching goals from the Aspire strategic plan at the forefront. Key elements from the strategic plan were codified to make the alignment clear.

As outlined earlier in the report, the Ontario Government released the final recommendations from the Standards Development Committee for a proposed Accessible Postsecondary Education Standard under the AODA. While the accessibility committees are mindful of the report and the expert recommendations, official legislation may influence the prioritization of actions and programming as outlined in the plan.

Our Mission	
To empower positive change through regionally and globally engaged inquiry, learning, scholarship, creation, and research.	
Our Vision	
As a locally engaged, globally connected institution, the University of Windsor will enable people to transform their circumstances. As partners, leaders, and learners, we will engage in impactful research, relevant teaching, creative endeavours, and inclusive relationship building to foster positive change.	
Our Values	
1. Academic Excellence	V1
2. Action on Indigenization, Truth, and Reconciliation	V2
3. Community Impact	V3
4. Engagement with Students	V4
5. Environmental Sustainability	V5
6. Equity, Diversity, and Inclusion	V6
7. Openness to Change	V7
8. Prioritizing People	V8
9. Trustworthiness	V9
Our Foundational Commitments	
1. Establishing and Implementing an Institutional Data Strategy	F1
2. Foster Resilience and Institutional Learning through Connection, Reconnection and Collaboration	F2
3. Continue to Foster and Build Welcoming, Inclusive and Engaging Physical and Virtual Spaces	F3
4. Telling Our Stories and Sharing Our Knowledge	F4

5. Ensuring that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement	F5
6. Improving Institutional Processes and Coordination of Services	F6
Our Strategic Priorities	
1. Advancing Bold, Impactful Research, Scholarship, and Creative Activity	P1
2. Advancing the Journey toward Truth and Reconciliation	P2
3. Becoming an Increasingly Equitable, Diverse, Inclusive and Just University	P3
4. Ensuring High Quality, Relevant, and Just Teaching, Learning, and Student Experience for Everyone	P4
5. Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus	P5
6. Generating Local and Global Impact through Partnership and Community Engagement	P6

A. Built Environment

Action Item	Timeline	Comments	Aspire Objectives
Identify and prioritize addressing existing barriers in the built environment annually. University to commit to upgrade funds annually to address barriers.	Ongoing	The Accessible Built Environment Committee (ABEC) develops priority upgrade lists based on campus feedback and an accessibility audit completed in 2020 on 15 buildings. Upgrades are small to mid-sized. The budget is provided through annual funds co-managed by Facility Services and HRCRM as per the Accessibility Policy.	V6, V8, F3, P3, P5
Complete accessibility audit on additional buildings	2020-ongoing	ABEC to identify additional buildings to undergo an accessibility audit. In 2023, ABEC recommended an audit on 300 Ouellette (Computer Science) as it was a newly acquired building. Data to inform future renovations. The audit was presented to ABEC in Fall 2024.	V6, V8, F3, P3, P5
Complete addition of an accessible entrance to the Human Kinetics Building	2021-2024 Completed.	In July 2021, an application was made to the EnAbling Accessibility Fund: Mid-Sized Project grant. In 2022, the University was notified that it was one of the few successful applicants and was awarded \$722,000 toward the project. Construction began in spring 2023 with completion in early 2024.	V6, V8, F3, P3, P5
Identify dedicated accessible drop-off/pick-up points	2019-2025	Additional safe and accessible dedicated sites were identified for students and employees who are provided transportation to and from the University. Seven (7) locations have been identified (2023). Locations are to be added to the campus map. Additional potential sites were noted. Signage or curb cuts may be required. ABEC is to be consulted.	V6, V8, F3, P3, P5

Action Item	Timeline	Comments	Aspire Objectives
Key2Access – navigational app	Installed in 2017, expanded in 2021-2022 2023-2025	OHREA selected the Key2Access App to assist with outdoor wayfinding. It was implemented on the main campus in 2017. This included modules in 5 doors in the CAW Student Centre which enabled users to open doors with their mobile devices. Additional hardware was purchased in 2021 was installed in 15 additional locations in 2022. The use of the remote entry to be included in the CampusGo app.	V6, V8, F3, P3, P5
Wayfinding App	2020- 2024 Ongoing	Facility Services engaged Mapsted to develop an app, CampusGo, for exterior and interior navigation. Facility Services consulted with the accessibility committees to ensure that the app met accessibility standards. Phase 2 – interior mapping (2023-25).	V6, V8, F3, P3, P5
Annual Classroom Upgrades	Ongoing	The classroom prioritization committee identifies classrooms to be updated during the summer for construction in the following year. Accessibility is part of the evaluation criteria and accessibility considerations are to be included in the re-design.	V1, V6, V8, F3, P3, P4, P5
Develop plans to support sustainability through collaboration with the Sustainability Office (Facility Services), OHRCRM, and ABEC.	2024-2026	Involving ABEC in the planning will contribute to sustainability by considering the life-cycle costs, which include “the social and economic benefits of inclusion and well-being (or the societal costs of exclusion)” ² . Projects must take into consideration the broad uses of the space and the range mobility of the users. This reduces the likelihood that renovations will be required or that	V5, V6, V8, F3, F6, P3, P5

² University of Waterloo (2023). [Inclusive Physical Space Framework](#).

Action Item	Timeline	Comments	Aspire Objectives
		<p>alternative entry points will need to be constructed in the future, thus creating something that can stand the test of time.</p> <p>The University of Windsor released its Sustainability Framework (2024-2029) and the first Sustainability Report 2024. Both documents consider the importance of embedding accessibility into planning and the development of future initiatives.</p>	

B. Customer Service/Employment

Action Item	Timeline	Comments	Aspire Objectives
Provide training to the University community on organizing an accessible in-person and online meeting or event.	2023-2026	<p>Workshop offered during Accessibility Awareness Days 2023 event.</p> <p>Accessible Employment and Customer Service Committee to update Accessible Event Checklist to include online accessibility. Updated list to be communicated campus-wide.</p> <p>Additional training is to be provided on campus via workshops.</p>	V1, V4, V6, V8, F3, F5, P3, P5
Review and update the Policy on Service Animals on Campus and develop a communication plan regarding the policy.	2022-2025	<p>Presentation delivered to Managers' Forum (2023)</p> <p>Update policy to complement the new non-service animal policy overseen by with Campus Emergency and Preparedness Department.</p> <p>Develop forms for service animal registration with OHRCRM, SAS, HR, and ALR to assist with the accommodation process.</p>	V6, F3, F6, P3

Action Item	Timeline	Comments	Aspire Objectives
		Communicate updates to campus via information sessions and the DailyNews	
Update Mandatory Accessible Customer Service training.	2023-2027	Updates to current training to reflect current language and images. Note: A full review of training will be required based on the proposed AODA Accessible Postsecondary Standard	V1, V4, V6, V8, F3, F5, P3, P5
Provide funding assistance to departments/units for employee accommodations via the Employee Accommodation Fund.	Ongoing	Accessible Employment and Customer Service Committee reviews applications and provides recommendations to the Executive Director of the Office of Human Rights, Equity and Accessibility. Funds are transferred to the applicable department.	V6, V8, F5, P3
Update individual workplace emergency response information documents and processes.	2024-2026	OHRCRM, HR, Health & Safety, Campus Emergency and Preparedness Department, SAS, and Residence Services to work together to update individualized workplace emergency response information and processes for employees who have a disability. Revisions will reflect changes to the workplace, such as flexible work arrangements, and also consider the transient work environment common in PSE settings.	V8, F6, P5
Rec Buddies	2018-2019 Ongoing	Rec Buddies is a program that helps with keeping up with an exercise routine. This program has been presented to the BUILD program so that students who may have a learning disability or ADHD can have the support of a buddy to access fitness opportunities at the LSRC.	V4, V6, V8, F3, P3
Prescription to Get Active (PRxTGA)	2023 - Ongoing	The University of Windsor is participating in RxTGA which is a program that is a proven, evidence-based solution to assist physicians and counsellors in helping students become more physically active and improve overall health outcomes. This is delivered in collaboration between the Student Wellness Centre and the Lancer Recreation Program.	V4, V8, F6, P5

Action Item	Timeline	Comments	Aspire Objectives
Increase accessibility in Residence	2023-2027	Several rooms provide basic accessibility amenities in current residences. A fully accessible suite is available in Cartier Hall. The new residence, Rodzik Hall, will be built in partnership with Tilbury Capital and will include 68 barrier-free rooms (completion date Fall 2025). ABEC to provide accessibility-related feedback on future developments.	V4, V6, V8, F3, P3, P5
Add accessibility features within each classroom to the Classroom Database	2023-2025	Features were identified by a committee and an IGNITE student will conduct the audit and provide data to ITS. (2023) ITS to add information to the database. (2024-25) Communication will be sent to the campus to notify the availability of information. (2025) This will help students, staff, and faculty plan when there are accessibility-related needs.	V1, V4, V6, V8, F3, P3, P4, P5
Create an Accessible Equipment and Furniture Bank	2022-2026; ongoing	Bank to house accessible equipment for short-term use. Items to include height-adjustable tables/desks, chairs, sit/stand desk tops, magnifier, voice amplifier, etc... May assist employees with temporary or permanent disabilities to try out equipment before purchasing and to support implementing accommodations in the classroom for students and faculty on a per-semester basis.	V1, V4, V6, V8, F3, P3, P5
Develop recommendations to enhance the accessible procurement processes	2024-2026	Accessibility Committees to review current AODA legislation, proposed AODA Accessible PSE Standard, and COU Accessible Procurement Guide. Recommendations will outline accessibility considerations when purchasing goods, services and facilities.	V1, V6, V8, F3, F6, P3, P5
Update Accessibility Policy	2024-2026	OHRCRM to update existing Accessibility Policy and Customer Service Guidelines. Policy to be reviewed by the appropriate accessibility committees and obtain necessary approvals.	V1, V6, F3, F6, P3

C. Education, Training, and Awareness

Action Item	Timeline	Comments	Aspire Objectives
Develop and implement an awareness campaign(s) about accessibility. This includes: <ul style="list-style-type: none"> DailyNews Articles Workshops Other learning events 	2014-ongoing	Starting in 2019, each of the three accessibility standards-based committees will provide review and input under the new committee model of areas to advance awareness under their terms of reference. The new APEC Committee was added to this effort in Fall 2022.	V1, V6, V8, F3, P3
Hold an annual Accessibility Awareness Days (AAD) event to increase awareness about accessibility on campus and in the community.	Established in 2013 and ongoing annually	Events have been held every March since 2013. Since 2021, the event format generally consists of 30-minute virtual sessions every Tuesday of the month with an in-person session on the final Tuesday or enhanced virtual sessions.	V1, V4, V6, V8, F2, F3, F4, F5, P3, P5
Providing (1) Accessible Customer Service, and (2) AODA and Human Rights training to all employees, volunteers, and 3 rd party service providers.	Developed in 2015 and ongoing	Customer Service training is provided to all new hires. AODA & Human Rights training was launched in 2015 and is ongoing. This is mandatory training as per the AODA. Updates to the training will be required under the new Accessible PSE Standard (AODA)	V1, V6, V8, F3, F5, P3, P5
AODA Training to Educators	2022 - 2027	Ongoing training is available through the Centre of Teaching and Learning and the Office of Open Learning.	V1, V6, V8, F3, F5, P3, P5

Action Item	Timeline	Comments	Aspire Objectives
		The University applied for an eCampus grant to develop an online training program and was awarded funds. In partnership with 9 other universities and colleges in Ontario. An online course entitled UDL for IDEA (Inclusion, Diversity, Equity and Accessibility) available in eCampus Ontario Open Library. This course is to be developed as a microcredential course for the University of Windsor campus. To be offered through the Learning Management System.	
Host annual OHREA Awards to celebrate achievements in human rights, social justice, employment equity, mental health (since 2017), and accessibility.	Established in December 2015. Awards concluded in 2024	OHREA Awards were held annually in December, close to December 10 th (U.N. Human Rights Day). OHREA Awards were a virtual event in 2022 and 2023 with announcements through the University of Windsor social media accounts.	V1, V6, V8, F4, P3
Equity, Diversity, Inclusion and Decolonization (EDID) Awards to honour and celebrate those who have made contributions toward building a more diverse, equitable and inclusive campus and community.	2023 – ongoing	EDID Awards is administered by the Office of the Vice-President of People, Equity and Inclusion.	V1, V6, V8, F4, P3
Student Mental Health Strategy Implementation	2018-2023	This is a campus-wide initiative with representatives from numerous faculties and departments working together to develop a strategic framework for student mental health on Campus. Strategy revealed in October 2018 and recommendations prioritized for the following five (5) years.	V1, V4, V6, V8, F3, F4, F6, P3, P4, P5

Action Item	Timeline	Comments	Aspire Objectives
Employee Mental Health Strategy (EMHS)	2022-2026; ongoing	Development of EMHS 2022-23. Implementation to begin in 2024 The development of this strategy is one of the key actions emerging from the Employee Engagement Survey results and is a Foundational Commitment of the Aspire Together for Tomorrow Strategic Plan	V6, V8, F3, F4, F5 F6, P3, P5
IDeA Competition	Established in 2016, ongoing annually	This is a campus-wide student competition that provides an opportunity for students to submit their ideas to improve accessibility and remove barriers.	V1, V4, V6, F3, F4, P1
Increase understanding, respect, and inclusion for people who identify as neurodivergent	2022-2023;	The ADHDe Project , a student-led initiative, received Provincial funding through the Provincial Government's EnAbling Change Fund to develop resources, presentations, and social media campaigns to promote the goals of the project. This campaign is a permanent resource on UWindsor's website and available for free on eCampus Ontario's website . A campaign can be relaunched in subsequent years by interested students.	V1, V4, V6, V8, F3, F4, F5, P3, P4, P5

D. Information and Communications

Action Item	Timeline	Comments	Aspire Objectives
Implement a Web Governance Solution to promote website accessibility	2021-2025; ongoing	The University engaged Acquia Optimize (formerly Monsido) as the organizational web governance solution. This software automatically scans the University's centralized website to identify accessibility deficiencies. The software creates reports and provides content editors with tutorials on how to remediate errors. The software was implemented mid-2023 with content editor training beginning in Fall 2023. Training and updates will be ongoing.	V6, V8, F3, F6, P3, P4
As per the AODA, all internet websites and web content under the management of the University must conform with WCAG 2.0 Level AA, other than success criteria 1.2.4 Captions (Live) and success criteria 1.2.5 Audio Descriptions (Pre-recorded).	2021-2023	Using the newly acquired Acquia Optimize software, the scan showed the centralized website was able to meet this AODA Standard to a 93-95% compliance rate. The University also maintains infrastructure, templates, policies, procedures, and training in alignment with AODA standards. The University developed a website compliance plan with the Ministry of Seniors and Accessibility in 2022 and reported compliance in December 2023.	V1, V6, V8, F3, F6, P3, P4
Development of strategies to ensure all videos and audio content added to the University websites are closed-captioned, including videos and audio used for e-learning.	2019-2020; Ongoing 2020-2021	Educational resources and workshops have been made available that demonstrate how to caption using publicly available software/platforms, along with software available to the University campus. Microsoft Teams, the platform used by the University for virtual meetings, is equipped with live captioning. The Office of Open Learning supports the YuJa Enterprise Video Platform, which is integrated with the LMS. Videos created with	V6, V8, F3, F6, P3, P4

Action Item	Timeline	Comments	Aspire Objectives
		the YuJa software capture or uploaded to YuJa are automatically captioned.	
Create an electronic form for Student's Perception of Teaching	2023-2024	The Office of the Provost led this initiative and requested consultation from an accessibility advisory group.	V1, V4, V6, V7, V8, F3, F6, P3, P4
Acquire inclusive software to support students and employees who: 1) have literacy support needs, or; 2) will benefit from the digitization of scientific formulas and mathematical equations	2020-2025 2024-2025	Read & Write and EquatIO software licenses have been purchased for 5 years for the entire campus. The launch of the software was announced in the summer of 2020 through the DailyNews. Online training and in-person training began in the Fall of 2020. Ongoing training on this software has been provided by the Office of Open Learning and Student Accessibility Services. Software and usage are to be evaluated to determine contract renewal and potential funding sources if approved.	V1, V6, V8, F3, F5, P3, P4
Promote awareness of creating accessible documents and digital content. Workshops and training on the topic are provided to campus.	2019-2020 and ongoing	Accessible Content Cards were launched through the DailyNews and posted on OHREA's website. Creating Accessible Documents (led by OHRCRM & SAS) and Creating Accessible Online Content (led by ITS & OOL) workshops are offered through Human Resources PD training and will be offered on an ongoing basis. Additional training on accessible formats is regularly offered through CTL/OOL.	V1, V6, V8, F3, F5, P3, P4
Accessible Signage	2019-2020 and ongoing	The Accessibility Audit (2020) report identified opportunities to improve signage. Accessible Content Quick cards were a first step in informing the campus on how to create accessible documents, such as signage.	V6, V8, F3, F6, P3, P5

Action Item	Timeline	Comments	Aspire Objectives
	2020-2021	Summer students from the VABE program researched best practices, laws, and regulations related to accessible signage. A report was created with guidelines and recommendations for the campus to use on new builds or renovations.	
	2023-TBD	University to develop new outdoor and wayfinding signage. Indoor signage to follow.	
	TBD	Updated signage policy led by Facility Services to include accessibility standards.	
Accessibility Hub	2022-2025; ongoing	<p>The Accessibility Hub will act as a landing page with links to accessible resources on campus and the local community. It is intended to reduce barriers to locating important accessibility information.</p> <p>Phase 1 (2022-23) – Development of content and structure</p> <p>Phase 2 (2024) – Launch and collect feedback on content and revise.</p> <p>Phase 3 (2025) – Complete updates and maintain ongoing</p>	V6, V8, F3, P3

E. Accessible Postsecondary Education

Action Item	Timeline	Comments	Aspire Objectives
Review 185+ recommendations from the Standards Development Committee for the new PSE Standard	2022-2027; Ongoing	APEC to lead the review of recommendations that will inform legislation and communicate to leadership and affected units/departments.	V1, V6, V7, V8, F1, F2, F3, F4, F5, F6, P1, P3, P4, P5

Action Item	Timeline	Comments	Aspire Objectives
Prepare for new AODA PSE legislation through high-level planning	2022-2027	APEC Committee to provide high-level recommendations that could inform an institutional strategic plan for the implementation of recommendations and, eventually, legislation once enacted.	V1, V6, V7, V8, F1, F2, F3, F4, F5, F6, P1, P3, P4, P5
Prepare for new AODA PSE legislation through specific learning events that promote the goals or objectives of the recommendations.	2024-2027	Develop a learning event for faculty General information to be included in AAD events Additional workshops are to be made available through CTL, OOL, OHRCRM, and other on-campus and community partners.	V1, V4, V6, V7, V8, F2, F3, F5, V6, P1, P3, P4
Develop a strategic plan to prioritize the implementation of new resources to promote accessible teaching practices based on AODA Accessible PSE Recommendations / Standard (when enacted into law)	2023 - Ongoing	CTL and OOL with the support of OHRCRM, APEC, and other stakeholders.	V1, V4, V6, V7, V8, F2, F3, F5, V6, P1, P3, P4

Closing Comments

The highlights in this report and the commitments outlined in the multi-year plan underscore the dedicated efforts of numerous campus community partners to prioritize accessibility. Collaboration has become increasingly vital to achieve the best possible outcomes. This synergy drives our progress forward. By preventing, removing, and reducing barriers, we open the possibilities to full participation in our learning, working, and social environments.

As detailed in this report, many staff, students, faculty, retirees, and alumni have actively participated in the accessibility committees and supported the work between meetings. Their time, expertise, and dedication are deeply appreciated. Additionally, numerous individuals not formally connected to the accessibility committee structure contribute daily to making the campus a welcoming environment for everyone. While there is still work to be done, these collective efforts reinforce our ongoing commitment to fostering a culture of inclusion. Many thanks to all!

**University of Windsor
Board of Governors**

***4.1.2.2: Annual Report on the Costs of Educational Materials**

Item for: **Approval**

Context

The Ministry of Colleges and Universities (MCU), now renamed Ministry of Colleges, Universities, Research Excellence and Security (MCURES), issued a directive on August 16, 2024 ([revised on December 20, 2024](#)) to ensure that students are informed of the costs of textbooks and other educational materials. According to the Ministry [Bill 166](#), subsection 21(2) of the Strengthening Accountability and Student Supports Act, 2024, universities and colleges must include all costs associated with textbooks and other learning materials, both mandatory and optional. The directive took effect January 1, 2025 with the requirement for 100% compliance by Fall 2025. Universities must report annually to the Board of Governors and then to the Ministry within 10 working days following Board approval.

Method of Communicating Costs of Educational Materials to Students

The University of Windsor has chosen to communicate the general costs of educational materials through the website, and the specific course costs of educational materials through the course syllabus, as the syllabus is the only consistent method for communication with students that is specific to each course. Each instructor was contacted by email and submitted a testimonial for compliance through a Qualtrics survey.

Summary of Current Communications

General Website:

- [Fees and Charges website](#): the website was updated and includes information about costs of educational materials, and also Ancillary fees as approved by the board of governors or governing body per current requirements in the [Tuition and Ancillary Fees Minister's Binding Policy Directive](#) for colleges and the Tuition Fee Framework Implementation Guidelines for Publicly Assisted Universities, the Ontario Operating Funds Distribution Manual.

Specific Course Syllabi:

- Information was shared through meetings with the the Executive Leadership Team, the Deans Council, the Provost's Leadership Team, the Provost's Council, and the Heads Council
- Created [resources and FAQs](#) to help with the transition
- Communication by email to the campus community December 2024
- Communication by email to all Heads and instructors January 2025
- Reminded instructors by email to update course syllabi to reflect the costs of all textbooks and other learning materials that are mandatory and optional

% of Compliant Courses

86% of courses were compliant in the Winter 2025 term. There were 886 courses that included the educational costs of the 1028 courses that began in January 2025.

Plans for 100% Compliance by Fall 2025

In order to reach compliance by Fall 2025, a number of strategies will be organized through the Office of the Provost:

- *Communication*: We will continue regular communication with Deans, Heads and instructors, and discuss with the Deans additional communications that may be beneficial. The Provost's Office will follow up with the Deans

to discuss compliance rates.

- *Education:* Several instructors contacted the Office of the Provost to indicate that they did not include the costs in their syllabi because they did not use any textbooks, or because they used free alternatives such as Online Educational Resources (OER). We are including more education to instructors so that they know to explicitly include in the syllabus that there is no cost.
- *Templates:* The University of Windsor does not have an institutional course syllabi template, and some Faculties have a required template, but others do not. Not all the templates included a section on educational material costs. We will engage with the Deans to have a Faculty-specific templates that include a mandatory section on educational material costs.
- *Software:* The University of Windsor does not have a software for a centralized course syllabi database, which would facilitate sharing templates with mandatory sections, as well as pulling reports on completion of mandatory files in a centralized fashion. We are currently exploring the feasibility of software given the current fiscal context.

Submitted to the Board of Governors May 27, 2025.

**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 Interim Provost and Vice-President, Academic
Cheryl Collier

1. Academic Sustainability

Alice Grgicak-Mannion, (Learning Specialist in School of the Environment), was appointed Special Advisor on Sustainability in September 2024, for a two-year term. Since her appointment, she has helped establish a Sustainability Academic Working Group, consisting of faculty, staff, and students from diverse Faculties and knowledge backgrounds, as well as community stakeholders from local high schools, ERCA, and Wayne State University.

Over the spring and summer of 2025, the working group will be completing the first ever undergraduate course inventory on sustainability using the UN Sustainable Development Goals (SDGs) as a framework. The inventory will inform the course gaps, needs, and planning for future program development, detailed in a plan to be submitted to Senate in the Fall. Some proposed elements include:

- Defining sustainability from curriculum and academic lenses within a higher education institution;
- Reviewing the state of sustainability within the current curriculum at the University of Windsor;
- Identifying and developing sustainability-based learning pathways that are accessible to all students regardless of degree program (e.g., general sustainability course, minor in sustainability, new program development) through transdisciplinary approaches;
- Encouraging the revitalization and development of new sustainability programs; and,
- Strengthening community research and skill-based partnerships through undergraduate capstones, internships, and theses that focus on sustainability and community need.

2. Deans Search Update

Renewal processes for the University Librarian, Dean of Engineering, Dean of Human Kinetics, and Dean of Graduate Studies continue. Updates will be provided as they are available.

3. Academic Plan Update

The Academic planning process has been paused during the term of the Interim Provost. The Research Plan will continue under the guidance of the VPRI. Once a permanent Provost is in place, the academic planning process will be re-engaged. Our office will focus our attention on foundational commitments germane to the academic mission of the University under the Aspire Strategic Plan during this interim period.

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

1. University of Windsor's Accessibility Report and Multi-Year Plan for 2023-24

- This document highlights accessibility achievements in the built environment, employment, customer service, education, training, and information communication.
- It also provides updates on the multi-year plan, focusing on both short and long-term goals to enhance inclusivity and accessibility for everyone.
- While there is still work to be done, these collective efforts underscore our ongoing commitment to fostering a culture of inclusion.

2. UWinsite People

- In partnership with the Office of the Vice-President, Research and Innovation, the team is working to standardize and streamline the hiring process for research and grant funded positions on campus. An implementation strategy, including communications, is forthcoming.
- In partnership with the Provost's Office, the team is configuring and testing the recruitment process for academic related positions. The anticipated launch is July 1, 2025.
- Phase 2 of UWinsite People is moving forward with the focus on Learning and Health & Safety.

3. Recruitment and Employee Engagement

- The Division of People, Equity, and Inclusion will be launching a shared employee recognition event in Fall 2025.
- The Years of Service event, typically hosted in the spring, has been shifted to November 2025 due to Phase 2 of UWinsite People.
- The Recruitment team is currently supporting the HR Business Partners with layoffs and bumping. All vacant positions have been posted internally.
- External hiring will follow the same criteria identified in Fall 2024.

4. Benefits, and Workforce Planning

- GreenShield has been announced as the new EAP provider to support both faculty and staff.
- Standard Operating Procedures are being revised and reviewed given the implementation with UWinsite People.

Report of the Vice-President, Finance and Operations

Gillian Heisz

Summer Construction Projects

As we head into the summer months we are looking forward to the completion of a few Board-approved capital projects. First, Rodzik Hall is progressing very well; the most recent updates suggest that the residence will reach substantial completion in late July or early August. Planning has started on the ribbon cutting celebrations, which we hope to hold towards the end of August. The University's contractor has been deployed within the Food Hall space and, at this point, the planned open date of end of August is achievable. Downtown, the work is progressing very well on the basement and first floors of 300 Ouellette for the YMCA lease. The project remains on budget and on schedule. We look forward to the cutting of the ribbon at that site in the Fall.

Restructures within the Division

I am pleased to report that Shelby Askin-Hager has accepted the position as University General Counsel for the University. In her capacity as General Counsel, Shelby will report formally to the Board of Governors, and administratively to my office. There are several critical institutional priorities facing the legal services unit and I look forward to supporting Shelby in her new role.

In addition, as we transition towards a modernized Student Services Hub model, the office of Student Awards and Financial Aid has transitioned out of the Finance Department and into the Office of the Registrar. This will allow all front-line student facing staff working on key student matters including admission, registration, OSAP, awards and bursaries, and student payments to report into a single leader. The advanced financial processing, accounting and reporting functions associated with student accounts remain in Finance under the direction of the Controller. We look forward to the opening of the brand-new Hub space in Rodzik Hall, which will offer students "one stop shopping" for all of their transactional needs.

Cross-Institutional Business Continuity Plans Updated

Under the leadership of Sherri Lynne Menard and Charlie Simpkins and their Committee, departments across the institution have updated their business continuity plans. This project was proposed based on recent business continuity risks and matters including the cyber incident in 2022 and is a key component of our emergency response planning. The plans have all been peer reviewed and are in the process of being endorsed by the reporting ELT member. Departments with heightened risk around business continuity will move towards conducting tabletop exercises in the coming weeks.

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.

Office of Research and Integrity Services

Preliminary year-end data shows that over the course of the 2023–2024 fiscal year, UWindsor researchers submitted **636 new funding proposals**, including **430 external applications** — **81 more than last year**, representing a **15% increase** in grants supported by the Office of Research and Innovation Services (ORIS). These submissions have so far resulted in **\$26.4 million in external funding**, including **\$8.7 million awarded by the Tri-Agencies**. Of particular note, **64 awards** included a community or industry partner, representing **\$4.3 million** in funding, up from **\$3.76 million** the previous year.

In **April alone**, ORIS supported the development and submission of **13 grant applications**. That same month, **30 new external grants** were awarded, valued at **\$5.1 million**, with **\$4.3 million from Tri-Agency sources**.

Submissions included:

- **1 Canada Foundation for Innovation – John R. Evans Leaders Fund (CFI-JELF)** application by **Dr. Swati Mehta**, valued at **\$122,324**.
- **5 New Frontiers in Research Fund – Transformation Grant** Notices of Intent, which are for \$24M grants awarded biennially. The University will learn in **March 2026** if these submissions are invited to the full application stage.

Awards announced in April also included **6 successful Ontario Research Fund (ORF) applications** submitted earlier in the year. These projects, developed with ORIS support, represent a **100% provincial match to earlier CFI awards**, totaling **\$540,208**. These awards were made to researchers from Civil and Environmental Engineering, Electrical and Computer Engineering, Mechanical, Automotive and Materials Engineering, Integrative Biology, and Kinesiology.

Principal Investigator	Agency	Program	Requested Amount (Cash)	Awarded Amount (Cash)
Oyeyi Grace	MCURES	Ontario Research Fund - Research Infrastructure (Small Infrastructure)	75,001	75,001
Ahamed Jalal	MCURES	Ontario Research Fund - Research Infrastructure (Small Infrastructure)	165,045	165,045
Ter Hofstede Hannah	MCURES	Ontario Research Fund - Research Infrastructure (Small Infrastructure)	75,001	75,001
Bain Anthony	MCURES	Ontario Research Fund - Research Infrastructure (Small Infrastructure)	75,159	75,159
Adesina Adeyemi	MCURES	Ontario Research Fund - Research Infrastructure (Small Infrastructure)	75,001	75,001
Castro Diniz Viana Caniggia	MCURES	Ontario Research Fund - Research Infrastructure (Small Infrastructure)	75,001	75,001
				540,208

Office of Innovation, Partnerships & Entrepreneurship (IPE)

The IPE team hosted the **Assistant Deputy Minister from Agriculture and Agri-Food Canada**, who toured the GLIER and Engineering facilities to explore opportunities for collaborative research supporting farmers, growers, and national food security.

IPE is also leading a **regional engagement with Northguide** — in collaboration with the **City of Windsor** and **WEtech Alliance** — to explore the development of a **Downtown Technology and Innovation Hub**. Northguide will conduct stakeholder consultations and propose a model best suited to the Windsor-Essex region.

Additionally, the IPE team:

- Hosted a booth at the **Ontario Centres of Innovation – DiscoveryX** conference, where dozens of new contacts expressed interest in research partnerships with UWindsor.
- Celebrated **Anthea**, UWindsor's first affiliated spinoff company, which was selected to pitch to investors at the conference.
- Presented a **reimagined entrepreneurship strategy** to Associate Deans, Research and Deans. This strategy emphasizes grassroots culture-building and integrated programming to benefit students and faculty. Presentations to the **Executive Leadership Team** are planned as next steps.

Report of the Associate Vice-President, External

Judy Bornais

Building Stability Through Structural Changes

- The Advancement and Alumni Office is progressing with the centralization of operations. Recruitment is ongoing for a Planned Coordinator and a Donor Stewardship and Recognition Coordinator.
- Public Affairs and Communication centralization is progressing with half of the positions now filled.
- The Events Hub will fall under the AVP External Portfolio with its natural synergies between PAC and Advancement & Alumni.

Engaging with Alumni and Donors

- The Alumni & Friends Golf Tournament will be taking place on Monday, July 21, at Beach Grove Golf Club.

Data Enhancement, Hygiene, and Monitoring

- The Advancement and Alumni Office is placing a focus on data integrity and performance monitoring. New metrics and reporting frameworks are being developed that will track key activities, such as donor touchpoints, alumni engagement, solicitation opportunities, and stewardship efforts.

Telling our Stories and Enhancing Our Communication to Internal and External Stakeholders

- As part of centralization, PAC reviewed external newsletter communications and found significant opportunities for efficiencies, brand strengthening, and cost savings.
- To improve clarity and efficiency, PAC will distinguish internal and external communication strategies to include intranets for employees and students using the existing SharePoint platform.
- Externally, the Daily News will be reimagined as University News—an e-newsletter that drives key stakeholders to cultivate and grow the brand reputation.

Governmental Communication and Advocacy

- The provincial budget announced on Thursday, May 15th contained funding for a few areas where we have been working with the government to secure as part of our Prebudget submission: Teacher's Education and STEM funding. We have also been told there will be funding for expanding nursing seats. Details are pending.
- We are working with a few government departments on upcoming tours to the University after the spring session of the House concludes.

Generating Local and Global Impact through Partnership and Community Engagement

- We signed an MOU with the Municipality of Chatham-Kent this past fall which focused on the development of experiential learning opportunities and research and innovation partnerships.
- May 20th, we signed our second MOU with the Municipality of Lakeshore which includes building portals for efficient knowledge sharing and leveraging of opportunities to develop and enhance education-based learning as well as research and innovation activities in Lakeshore. One specific initiative is a collaboration with UWindsor's Centre for Cities ("C4C") to foster innovative solutions and enhance local development, community engagement, economic growth, and talent attraction and retention in the region.
- A third MOU with the Municipality of Kingsville is set to be signed on May 26th.
- To foster better community engagement with our local neighbours, we are collaborating with them to schedule a neighbourhood consultation and sharing meeting mid-June.

**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 Board of Governors approve the proposed revisions to the Whistleblower Safe Disclosure Policy.

Rationale:

Academic Labour Relations has been working with WUFA to resolve concerns related to the University's whistleblower program and the collective agreement. In an attempt to resolve the matter, Internal Audit and Academic Labour Relations are proposing modifications to the Whistleblower Safe Disclosure Policy and Procedures to address identified concerns, as follows:

- a. Definition of Improper Activity is unclear and should more specifically state that that the improper activity is financial in nature; and
- b. Option for individuals to make anonymous allegations should consider Article 27:04 of the WUFA collective agreement, which does not allow anonymous material to be submitted as evidence in an action or proceeding against a member.

The proposed policy modifications do not change the existing whistleblower process, they simply further clarify the way the policy has already been operating. The policy modifications have been reviewed and agreed to by the Whistleblower Operational Committee prior to submission to the Board through the Audit Committee.

See attached revisions in track changes.

PROPOSED REVISIONS



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, [May 27, 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 of a pecuniary nature;
- b. A violation of a legal or regulatory requirement of a pecuniary nature;
- c. Research misconduct (financial); 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.
- 4.3.** The University Internal Auditor is responsible for receiving, triaging and prioritizing whistleblower reports based on consistent criteria
- 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, [specifically clause 27:04 of the Windsor University Faculty Association collective agreement](#).

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.

**University of Windsor
Board of Governors**

*4.3.1: **Campus Safety and Security Policy – Revisions**

Item for: **Approval**

Forwarded by: **Board Executive Committee**

MOTION: That the proposed revisions to the Campus Safety and Security Policy be approved.

Rationale:

- The updates are required to align with the new Police Services Act, which affect the title of the office from Campus Community Police to Special Constable Services and the internal office and title changes within the department.
- The updates to the policy also clarify jurisdiction and roles.

See attached.

The current policy can be view at:

<https://lawlibrary.uwindsor.ca/Presto/content/GetDoc.axd?ctID=OTdhY2QzODgtNjhYi00ZWY0LTg2OTUtNmU5NjEzY2JkMWYx&rID=MTE0&pID=MjMy&attchmnt=False&uSesDM=False&rldx=MTE0&rCFU=>

PROPOSED REVISIONS



Policy Title: Campus Safety and Security Policy

Date Established: January 28, 2003

Revision Date: May 27, 2025

Office with Administrative Responsibility: Campus Safety & Emergency Planning

Approver: Board of Governors

Policy Statement

The University of Windsor places a high priority on the public safety of the campus community. To that end, the University is determined to ensure that adequate services are provided to ensure that our campus remains as safe and secure as possible.

The University of Windsor is committed to maintaining an environment where faculty, staff, students and visitors can pursue their respective work, study and business peacefully and confident in their safety and security.

The Office of Campus Safety & Emergency Planning (CSEP) is responsible for public safety on campus. This policy will specifically outline the mandate and objectives of the Special Constable Service of the CSEP department pertinent to this critical operation.

Special Constable Service Departmental Mandate

The University of Windsor's Special Constable Service supports the mission of the University by striving to create a safe, secure and equitable environment for all members of the community. Special Constable Service works in partnership with the University community in providing a service delivery model that places emphasis on customer service and uses a prevention-oriented approach:

- A highly visible security presence on campus;
- Security for all University buildings and property;
- Security for special events in special circumstances;
- A reliable 24-hour response to both routine and emergency calls for assistance and addressing violations of University safety, security and conduct policies as well as University bylaws;
- Law enforcement services where permitted and when required in respect of violations of the Criminal Code and other relevant legislation;
- The promotion of security, crime prevention, and safety awareness;
- Community service and referrals to social and support services.

Windsor Police Services Approved Mandate to the University of Windsor

The Windsor Police Services Board is responsible for the provision of police services and law enforcement in the City of Windsor. The University of Windsor, through its Memorandum of Understanding with the Windsor Police Services Board *Regarding the Appointment of University of Windsor Campus Security Officers as Special Constables* (the MOU), maintains its own campus safety program to perform security functions on the University of Windsor campuses. The appointment of University employees as Special Constables is made by the Windsor Police Services Board and the privilege that the University and its Special Constable employees enjoy is subject to the discretion of the Windsor Police Services Board.

Special Constable Service Objectives

The objectives of the University of Windsor Special Constable Service as it relates to security and public safety are to:

- Provide the University of Windsor with security services that respond to the needs and requirements of the faculty, staff, students and visitors;
- Be accountable to the University of Windsor community;
- Respond to emergencies and provide assistance to faculty, students, staff, visitors, and any other victims of crime or persons in need of aid on campus;
- Protect persons and property by developing proactive programs that promote safety and security by managing, broadly communicating and delivering these programs to the community;
- Prevent crime, maintain the peace, resolve conflicts, and promote good order;
- Investigate suspected criminal activity and apprehend accused offenders in cooperation with the Windsor Police Service and any other body having jurisdiction;
- Deliver equitable and inclusive programs to all members of the University of Windsor community while respecting the dignity of each person;
- Support and enforce University regulatory policies where applicable;
- Enforce the Criminal Code and other applicable legislation including provincial statutes and municipal by-laws
- Where possible and appropriate, assess, de-escalate, and divert eligible issues involving University policies to internal informal resolution processes;
- Effectively provide security for University of Windsor physical assets, including equipment, building, and grounds ;
- Coordinate, maintain and monitor internal security and surveillance systems.

Special Constable Service Values

The University of Windsor Special Constable Service is accountable to its community and is guided by the following principles and values:

- Respect for the dignity, privacy, worth and identity of all persons;
- Fair, unbiased, and impartial treatment of all individuals;
- Equality of access to service and protection of individual Charter rights and freedoms ;
- Reliability, competence, accountability, teamwork and open communication;
- An approach to campus safety and security that welcomes and encourages community involvement and promotes safety and security as a responsibility of all members of the community.

Responsibilities

Vice-President, Finance & Operations

- accountable for determining the organizational structure and resourcing of the CSEP Office, including any subsidiary departments;
- serves as delegate to the President & Vice-Chancellor and is ultimately accountable for all administrative functions established by in the MOU.

Director, Campus Safety & Emergency Planning

- accountable to ensure that the University is compliant at all times with the MOU.

Associate Vice-President, Human Resources (or delegate)

- accountable for departmental hiring practices. University of Windsor Special Constable Service will follow the stringent recruitment processes established by both the University of Windsor and the MOU.

Superintendent, Special Constable Service

- under the guidance of the Director, Campus Safety & Emergency Planning shall be responsible for the development and implementation of the strategic direction of the department;

- responsible for the daily operations and administration of Special Constable Service;
- Within the resources provided, will strive to deploy an adequate complement of staff at all times;
- Is responsible to ensure that the Service will follow a proactive community-based approach, working in close partnership with the community in the development and execution of the programs. This includes the establishment of appropriate community advisory boards and committees with broad representation from the community to provide advice/input and accountability on service programs;
- Is responsible to provide an ongoing training program in compliance with the Policing Act which ensures that skills and knowledge are current, relevant, and convey the principles and values of the University and espoused in the MOU;
- Is responsible to ensure that the appropriate equipment is provided to the employees;
- Is responsible for developing and maintaining official policies and procedures that comply with relevant “Standards for Campus Law Enforcement Security and Public Safety Agencies” prepared and published by the International Association of Campus Law Enforcement Administrators, and for ensuring that the official policies and procedures are incorporated into a system of documents and maintained as a Directives Manual.

Special Constables

- Responsible to comply with all rules, policies, procedure, directives, and instructions given by the Superintendent, Special Constable Service;
- Are expected to govern themselves to the highest standards as representatives of both the University and the Windsor Police Services;
- Will comply in all respects with the terms and conditions of the MOU including reporting any occurrence, situation, or circumstance that may affect their Special Constable designation as soon as is practicable;
- Will complete all necessary training as required to maintain competence and designation.

Directives

Directives of the Service shall require approval by the Vice President of Finance & Operations or the Director, Campus Safety & Emergency Planning or designate before being promulgated.

Directives of the Service and any subsequent modifications or revisions to policy and procedures shall be forwarded to the Chief of Police of the Windsor Police Service pursuant to the MOU.

Complaints Process

All complaints received from a member of the general public or the University community concerning the conduct of a member of Special Constable Service, or any allegation that Special Constable Service failed to provide adequate service, shall be reported to and investigated by the Superintendent, Special Constable Service and copies of such reports and investigations will be forwarded to the Vice President of Finance & Operations, the Director, Campus Safety & Emergency Planning and the University and the Chief of the Windsor Police Service pursuant to the MOU.

Reporting

University of Windsor Special Constable Service will complete an annual report available to management, faculty and staff that shall include crime statistics. The Annual Report shall be posted to the University of Windsor Special Constable Service website.

Employee Safety & Wellness

by the numbers



**University of Windsor
Board of Governors**

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

Item for: **Information**

Forwarded by: **Board Investment Committee**

Report of the Board Investment Committee

The Board Investment Committee met on May 13, 2025 and reviewed performance results for the pension plan fund, the endowment fund, and the working capital fund as at March 31, 2025. The Committee reaffirms that all three funds include appropriate asset mixes to weather market fluctuations and has no recommendation for changes to the portfolios or managers at this time. The Committee will continue to regularly assess manager performance and to ensure that there is the right mix of management styles, based on the institution's risk appetite, to offset market fluctuations and maximize returns.

As per the responsible investing policy, members received details of managers' proxy voting record for the last two quarters and did not note any concerns with the positions taken. Changes to UN PRI reporting and sustainable/ethical pool fund options were discussed. The Committee elected to defer the sustainable/ethical pooled fund investment on the workplan for 2025 to a future date. The University's credit ratings were reviewed for 2025.

**University of Windsor
Board of Governors**

4.7.1: **2025-2026 Ancillary Services Operations Budget**
[including proposed Residence, Meal Plan, and Parking Fees]

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve the proposed 2025-2026 Residence, Meal Plan, and Parking Fees.

Rationale:

- The budgets for the ancillaries are presented to the Board of Governors for information. However, embedded in these budgets are the proposed residence, meal plan, and parking fees which require approval.
- See attached.

2025-2026

Ancillary Services Operations Budget



University
of Windsor

2025/26 Ancillary Services Operations Budget

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I. EXECUTIVE SUMMARY

The University of Windsor (UWindsor or the University) is now recognizing the rewards of the transition plan enacted during the 2022/23 and 2023/24 fiscal years when several strategies – transforming business models, increasing on-campus services, and internal policy changes – were implemented to improve the short-term profitability and long-term financial sustainability of all Ancillary operations (Housing and Residence Life, Bookstore, Printshop, Food Services, and Parking Services).

This marks another landmark year for Ancillary operations at UWindsor as a brand-new residence facility (Rodzik Hall) complete with new student dining hall, will open for the Fall 2025 term. Changes are also being implemented in Food Services with the introduction of an *“all-you-care-to-eat”* meal plan to be served at the aforementioned dining facility in Rodzik Hall. Parking Services is continuing to implement recommendations from the Traff Mobility report (2023) with the intention of improving the parking experience on campus while the Campus Bookstore will continue to expand its pilot digital student textbook project started last year.

With the transition plan now demonstrating many positive results, we are confident UWindsor will continue to see favourable growth in these transformed areas and are pleased to present an aggregate net profit budget for the combined Ancillary operations of almost \$1M for the 2025/26 fiscal year (refer to Appendix A for full details). Profits earned by the Ancillary departments are used to repay past deficits, held for future investment in capital renewal, and/or are used to infuse funding into the University’s operating budget, supporting key initiatives including scholarships and bursaries.

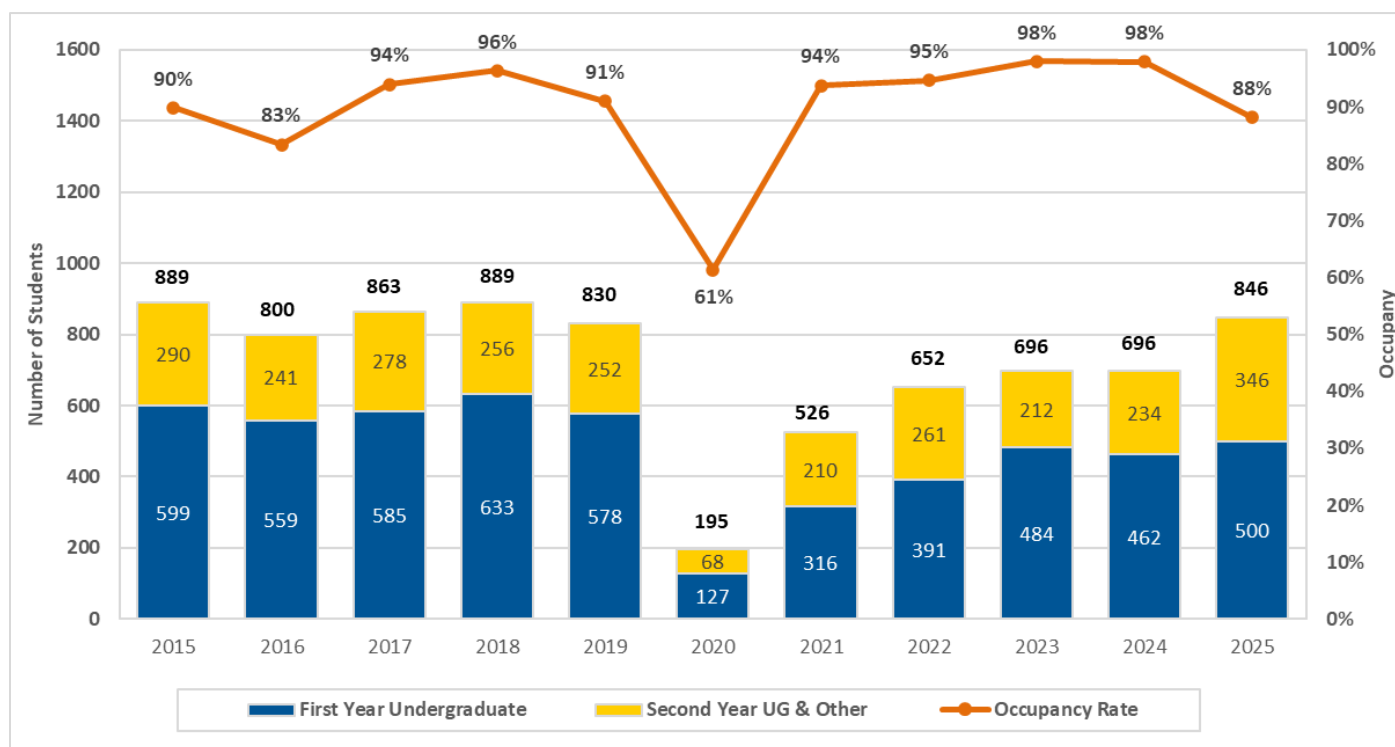
II. HOUSING AND RESIDENCE LIFE

The Department of Housing and Residence Life (formerly Residence Services) welcomes a new name ahead of the 2025/26 budget year to better reflect the work and focus of the department.

This marks a significant year for Housing and Residence Life at UWindsor as we welcome the opening of Rodzik Hall – a public-private partnership (P3) with Tilbury Capital Inc. – in time for occupancy during the Fall 2025 term. This brand-new residence building is located immediately across from Alumni Hall and will feature 450 single occupancy rooms, one Residence Life Coordinator suite, and a new state-of-the-art dining hall.

Housing and Residence Life has configured a combination of single and double occupancy rooms with a marketable capacity of 960 bed spaces within Alumni, Cartier, Laurier, and Rodzik Halls during the 2025/26 academic year. When we factor in rooms used for student staff, emergency beds, accessibility needs, and tour rooms, our full capacity rises to 1,005 bed spaces. If demand exceeds our marketable capacity, some of these additional spaces could be converted into marketable spaces. Marketable capacity is increasing by 35% this year due to the opening of Rodzik Hall. We are planning for occupancy of approximately 88% of our marketable capacity across all the buildings. The table below provides a 10-year history of occupancy rates in our residence buildings.

Chart 1: Housing and Residence Life Historical Occupancy



1. HOUSING AND RESIDENCE LIFE LONG-TERM SUSTAINABILITY STRATEGY

In February 2021, UWindsor proposed a long-term sustainability strategy for Residence Services. Key elements of this strategy included:

Table 1: Housing and Residence Life – Key Strategy Elements

Strategy	Progress Update
Transition towards a hybrid delivery model and rightsized owned inventory (partially UWindsor owned assets/partially private partner owned assets).	<ul style="list-style-type: none"> ✓ Tilbury Capital Inc. is reporting that construction is progressing on time with the goal of obtaining building occupancy permits by late summer 2025. ✓ Regular meetings have been occurring with Campus Living Centres, the company contracted by Tilbury Capital Inc. to oversee facilities, to ensure a seamless experience for all students. ✓ Due to demand for a lower cost option, Laurier Hall will remain open in a reconfiguration of all single rooms for 2025/26 with a review of future use taking place in Fall 2025. ✓ Cartier Hall has been configured to include both single and double occupancy room options and final configurations will be determined after the residence guarantee date.
Aggressively address deferred maintenance in Alumni and Cartier Halls such that these buildings can operate for the long-term and enhance the student experience.	<ul style="list-style-type: none"> ✓ \$5M “pay as you go” style deferred maintenance strategy introduced in the 2022/23 budget year, plans to continue to contribute to this fund beyond the initial \$5M to help ensure funding for future projects. ✓ Projects continue in Summer 2024 with approximately \$3.6M spent or committed to date. ✓ Smaller projects directly related to enhancing the student experience including office relocation to Alumni Hall, furniture updates and cosmetic upgrades (i.e., painting) will continue in summer 2025. ✓ Future larger-scale projects will continue to focus on renewal in Alumni and Cartier Halls.

2. RESIDENCE FEE RATES

Housing and Residence Life considers local market conditions, demand for lower cost on-campus housing options, rates for Rodzik Hall (preferred by Tilbury), and planned increases at similar style residences across the province when determining residence fee rates. This year we took a deeper look at comparable residence operations across the province and are highlighting the planned increases and rates for the most comparable style of rooms and, wherever possible, from a university of comparable size and/or location. The planned increases and rates for similar style residences are provided in the tables below.

Feedback from former and current residents included requests for lower cost options for students who wished to return to residence as well as for exchange students. Through focus groups, residents

identified their willingness to choose Laurier Hall as a low-cost option despite having fewer private amenities and updates.

Due to increased interest in single rooms and the increased supply of beds through the opening of Rodzik Hall, we are planning to convert some double spaces within Cartier Hall into single spaces. In previous years, the only single occupancy rooms in Cartier Hall were allocated to student staff who paid a special staff rate. This helps to better understand the significant increase (16%) observed to move this fee in line with single rates in our other residence buildings.

Table 2: Fee Increase Market Scan – Traditional Style Room (similar to Laurier Hall)

University	2025/26 Increase*	2025/26 Single Rate
Western	4%	\$10,290
Trent – Peterborough Campus	5%	\$10,036
Brock	4%	\$9,740
UWindsor (Laurier Hall)	1%	\$8,800
Wilfred Laurier – Waterloo Campus	3%	\$8,751

**Preliminary rate changes for 2025/26 have been provided by peer institutions and are subject to final approval by their respective Board of Governors.*

Table 3: Fee Increase Market Scan – Suite Style Room (similar to Alumni Hall)

University	2025/26 Increase*	2025/26 Single Rate
McMaster	new build	\$11,328
Carleton	9%	\$10,500
UWindsor (Alumni Hall)	5%	\$10,500

**Preliminary rate changes for 2025/26 have been provided by peer institutions and are subject to final approval by their respective Board of Governors.*

Table 4: Fee Increase Market Scan – Shared Bedroom Style [single and double] (similar to Rodzik and Cartier Halls)

University	2025/26 Increase*	2025/26 Single	2025/26 Double
Toronto – Mississauga Campus	7%	\$14,490	n/a
UWindsor (Rodzik Hall)	new build	\$11,525	n/a
UWindsor (Cartier Hall)**	Single – 16% Double – 3%	\$10,500	\$9,500
Brock	4%	\$10,320	n/a
Wilfred Laurier – Waterloo Campus	3%	\$9,744	\$7,791

**Preliminary rate changes for 2025/26 have been provided by peer institutions and are subject to final approval by their respective Board of Governors.*

***Cartier Hall singles were previously only assigned to Residence Assistants at special staff rates.*

Table 5: UWindsor 2025/26 Proposed Residence Fees

Room Type	2024/25 Fee	Proposed 2025/26 Fee	Fee Increase	% Increase	2024/25 Fee/Mth	Proposed 2025/26 Fee/Mth	Increase /Month
Laurier Single	\$8,744	\$8,800	\$56	1%	\$1,093	\$1,100	\$7
Laurier Double*	\$7,087	\$7,087	\$0	0%	\$886	\$886	\$0
Cartier Single**	\$9,054	\$10,500	\$1,446	16%	\$1,132	\$1,313	\$181
Cartier Double	\$9,192	\$9,500	\$308	3%	\$1,149	\$1,188	\$39
Alumni Hall	\$9,997	\$10,500	\$503	5%	\$1,250	\$1,313	\$63
Rodzik Hall***	n/a	\$11,525	n/a	n/a	n/a	\$1,441	n/a

*Laurier Hall has been converted to single rooms for 2025/26. We are including a double room rate for approval in case there is a need to reconfigure the building.

**Cartier Hall singles were previously only assigned to Housing & Residence Life student staff at special rates.

***Rodzik Hall rate was proposed as part of the initial agreement with Tilbury Capital Inc.

3. DEFERRED MAINTENANCE STRATEGY

To date, \$3.6M has been spent or committed from the pay-as-you-go deferred maintenance funding, leaving \$1.4M for future projects.

For Summer 2025, to ensure that Alumni Hall remains open and available for conferences or on campus events, no major projects are scheduled to occur, however necessary updates including painting and repairs continue. Projects under consideration by Housing and Residence Life for the medium term include replacement and upgrades to millwork, updated plumbing fixtures and electrical outlets in kitchenettes and bathrooms on the South side of Alumni Hall, and roof and air handling replacement for Alumni Hall.

4. HOUSING AND RESIDENCE LIFE BUDGET

This is the first year Housing and Residence Life is operating under our partnership with Tilbury Capital Inc. The revenue model agreed upon within the ground lease sees Tilbury Capital Inc. receive rental fees from Rodzik Hall residence rooms. Housing and Residence Life receive the greater of \$100K (indexed every 5 years to CPI) or 3% of gross room revenue for rooms in the occupancy guarantee and 12% of room revenue for rooms occupied beyond the guarantee. In addition, Housing and Residence Life receives cost recoveries for residence life programming and student staff wages. The UWindsor operating budget also received a variety of cost recoveries related to activities (i.e. for fee collection, building security, landscaping, snow removal services, etc.) provided for Rodzik Hall by UWindsor operating departments.

While overall occupancy is projected to increase by 150 students to 875 in 2025/26 (including student resident assistants), we must remember that our agreement with Tilbury Capital Inc. requires at least 405 students to be placed in Rodzik Hall. Therefore, we are budgeting for a decrease in room rental revenues for UWindsor compared to the previous year as the projected occupancy of UWindsor

residence buildings drops from 696 students in 2024/25 to 476 students this coming year. All told, we are budgeting \$5.9M in total revenue for Housing and Residence Life in 2025/26.

Table 6: 2025/26 Residence Occupancy Projections

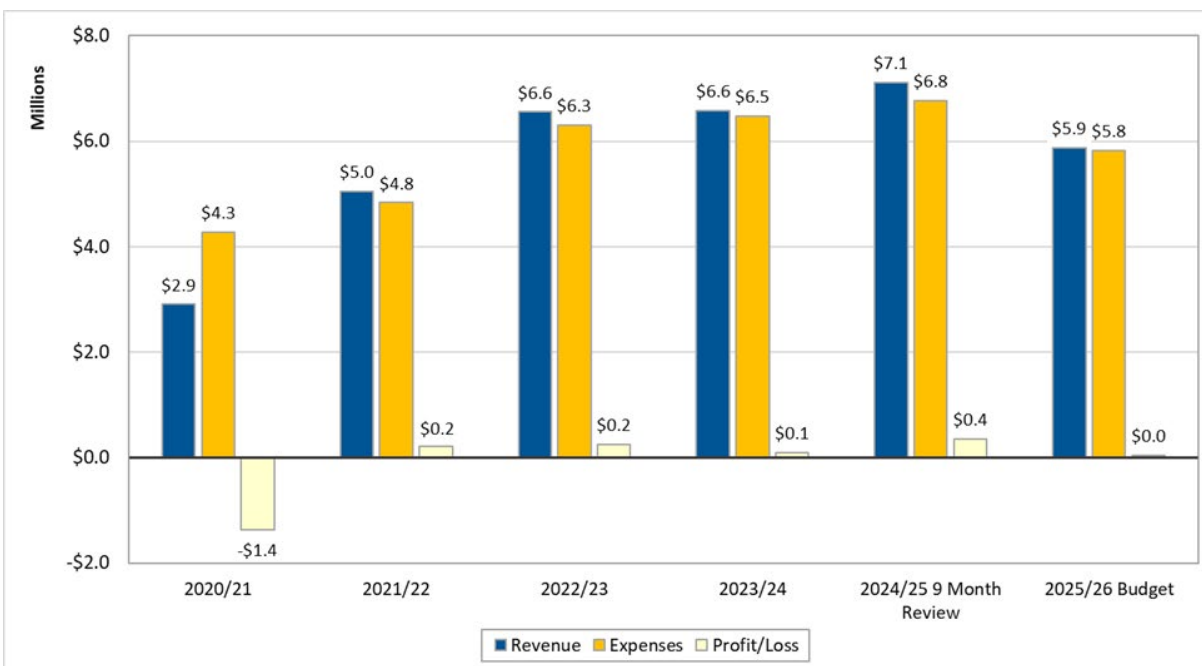
Residence Building	Marketable Capacity	Projected Occupancy	Occupancy Rate
Alumni Hall	284	275	97%
Cartier Hall	92	72	78%
Laurier Hall	145	100	69%
UWindsor (Residence Assistant rooms)*	<u>23</u>	<u>18</u>	<u>78%</u>
Subtotal of UWindsor buildings	<u>545</u>	<u>476</u>	<u>87%</u>
Rodzic Hall	438	399	91%
Rodzic Hall (Residence Assistant Rooms)	11	11	100%
Total (including Residence Assistants)	<u>994</u>	<u>875</u>	<u>88%</u>
Less: Residence Assistants	(34)	(29)	n/a
Total (without Residence Assistants)	<u>960</u>	<u>846</u>	<u>88%</u>

* The final number of student Residence Assistants will fluctuate depending upon total student occupancy.

Housing and Residence Life's largest operating expenditures are the cost of external debt required to support infrastructure and past enhancements, staff salaries and benefits in support of student residence life, custodial services, maintenance, and other facility-related costs such as utilities. A comprehensive review of all expenditure items was conducted for the 2025/26 budget with required changes implemented because of transitioning to the new model that includes a P3 residence building. We will continue to assess spending throughout this first year with Rodzik Hall to ensure Housing and Residence Life is well positioned for long-term financial sustainability.

We are projecting a profit of \$45K for 2025/26 which will be used for future capital investments and to establish reserves for future years.

Chart 2: Housing and Residence Life Budget Retrospective and Forecast (in \$M)



Housing and Residence Life Budget Highlights:

- Rodzik Hall, our new P3 building, will open to receive students in time for the Fall 2025 term.
- Total occupancy is forecast to increase to 875 (including residence assistants), with occupancy in UWindsor residence buildings forecast at 476.
- Total revenues are budgeted at \$5.9M, down \$1.2M (-17.5%) from last year as student occupancy shifts into Rodzik Hall, where the University earns commission fees.
- Budgeting profit for Housing and Residence Life of \$45K.

5. HOUSING AND RESIDENCE LIFE RISK ASSESSMENT

Managing Deferred Maintenance

Total deferred maintenance identified across long-term assets was estimated at \$18M during a March 2022 study. The investment of \$5M between 2023 and 2025 has addressed some major issues but continued investment is required to ensure residence conditions are maintained. Laurier Hall represents a significant portion of total Residence building deferred maintenance. A full assessment of deferred maintenance costs along with occupancy needs will be conducted prior to opening applications for the 2026/27 academic year. The 2025/26 budget has limited room for additional investment in deferred maintenance spending. A new plan to continue addressing on-going and deferred maintenance is under development with a funding strategy to be introduced during the 2025/26 fiscal year.

Managing Occupancy Changes

Total student resident capacity is increasing with the opening of Rodzik Hall, however the number of beds where Housing and Residence Life collects full revenues has decreased. We have assessed our current room inventory and made changes to better meet student demand, which has revised our overall marketable capacity as outlined in the tables above. Housing and Residence Life has taken many actions to drive occupancy given the increase in capacity, including a new marketing campaign (Room to Be You!), opened applications six months earlier with no deposit required for returning residents, offered the ability to select your own room for returning students, developed new Living Learning Communities for Law, Education and 2SLGBTQIA+ students, issued multi-layered email campaigns, utilized google ads and targeted social media ad campaigns, and participated in several in-person fairs. If we are unable to meet our targeted occupancy numbers in 2025/26, a comprehensive assessment of building use and a long-term residence plan will be conducted prior to opening applications for 2026/27.

III. CAMPUS BOOKSTORE & PRINTSHOP

Follett Higher Education (Follett) has been successfully operating the UWindsor Campus Bookstore since July 1, 2022. Follett commission revenues to UWindsor are expected to result in profit for the 2025/26 fiscal year. The University also continues to provide printing services to the campus community from an in-house printshop. We are expecting a small profit from the Printshop in 2025/26.

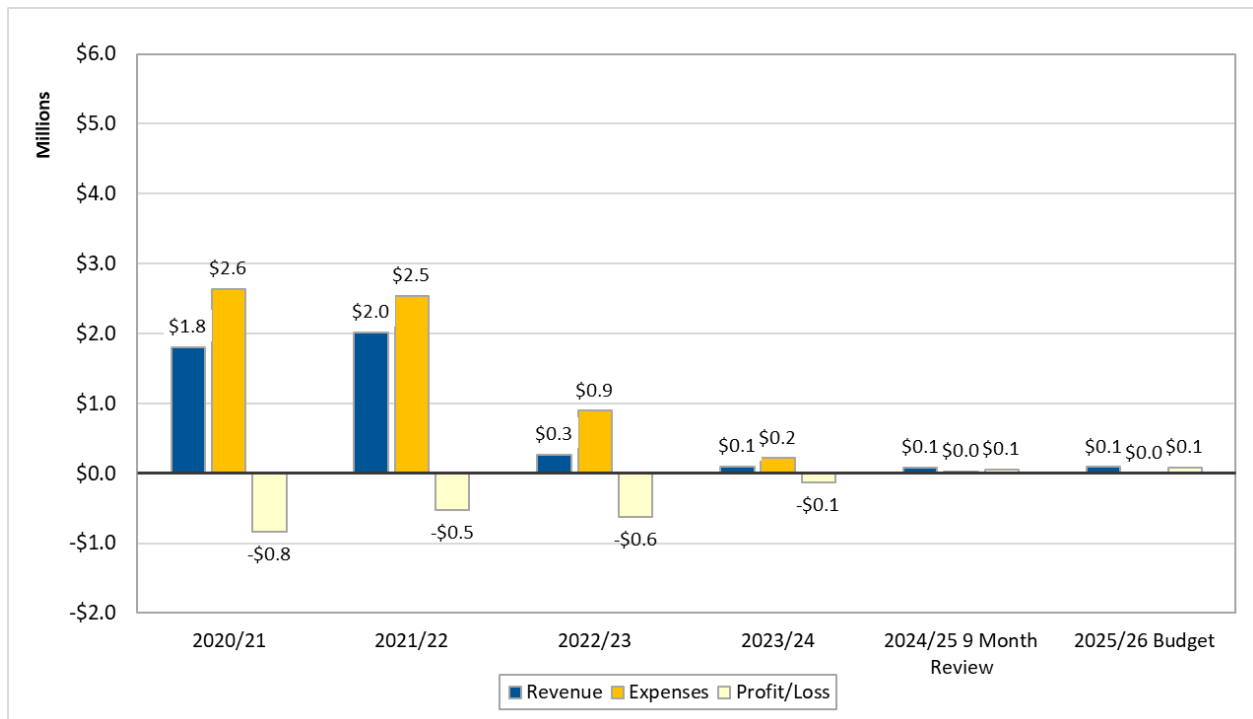
1. BOOKSTORE LONG-TERM SUSTAINABILITY STRATEGY

Under the third-party provider model, UWindsor receives a percentage of Campus Bookstore sales generated by Follett as commission revenue and provides space at no cost. In response to student requests, UWindsor, with Follett, continues to pilot a student digital textbook program that began in September 2024. Students receive their textbooks electronically through our learning management system on day one of classes for a set fee depending on the selected materials by their professor. Given the success of this pilot, we have re-negotiated the commission rate to include this program as it continues to be evaluated, resulting in an increase in commission revenues for 2025/26.

2. BOOKSTORE OPERATING BUDGET

Bookstore revenue, comprised of commission fees paid by Follett, has been budgeted at \$90,000 in 2025/26. The only expenditure UWindsor will recognize for the Bookstore is a small contribution to cover Campus Services' administrative costs.

Chart 3: Bookstore Budget Retrospective and Forecast (in \$M)



Bookstore Budget Highlights:

- Follett has been operating the UWindsor Bookstore since July 1, 2022.
- Bookstore revenue is comprised 100% of commissions from Follett.
- Very minimal costs for the Bookstore results in profit anticipated for 2025/26.
- Follett continuing pilot of new student digital textbook access program in 2025/26.

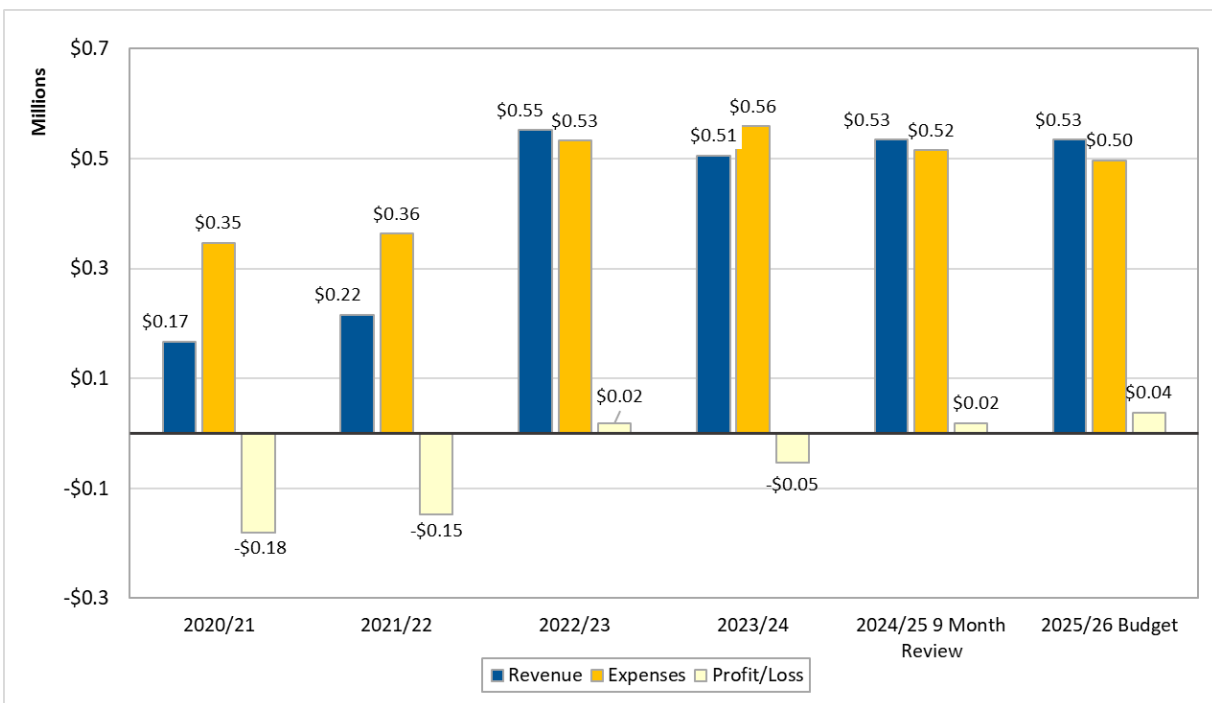
3. BOOKSTORE DEFICIT REPAYMENT PLAN

Following several years of financial losses, culminating with significant losses during the COVID-19 pandemic, the accumulated financial position for the Campus Bookstore is projected as a deficit of approximately -\$5M as of April 30, 2025. All profits generated from the Follett commissions will be applied annually to reduce this deficit position. In addition, profitability from other Ancillary departments will need to be redirected in support of reducing the Bookstore's accumulated deficit position. Operating funds may be available to match Ancillary department contributions as every effort will be made to remedy this situation within the next 5 to 10 fiscal years.

4. PRINTSHOP OPERATING BUDGET

The University Printshop is budgeting a profit of \$38K for 2025/26 based on recent equipment upgrades, including a new printing machine that will keep all signage work on campus, and continuation of an internal policy to price match external vendor quotes to encourage insourcing of all campus community print work.

Chart 4: Printshop Budget Retrospective and Forecast (in \$M)



Printshop Budget Highlights:

- Continuation of internal policy aimed at increasing transaction volumes.
- Total sales revenues estimated at \$534K in 2025/26.
- Printshop staff composed of three full-time and one part-time staff members.
- Projecting profit of \$38K for 2025/26.

IV. FOOD SERVICES (INCLUDING CONFERENCE SERVICES)

The University entered into a management agreement with Sodexo Canada (Sodexo) to provide food services on campus (including catering) effective January 1, 2023. The management agreement with Sodexo is a ten-year agreement, with one option to renew for five additional years. Most of the University's Food Services revenues under the agreement will be generated from commission payments made on meal plan, retail, and catering sales.

Starting Fall 2025, with the opening of Rodzik Hall residence building, a new meal plan delivery model will be implemented. All students living in residence will access the meal plan through the *all-you-care-to-eat* offerings at the dining hall in Rodzik Hall, with expanded food stations and hours of operations. The University is budgeting profit of approximately \$317K on the strength of Sodexo commission fees plus other minor revenues from vending machines.

1. FOOD SERVICES LONG-TERM SUSTAINABILITY STRATEGY

The University is now in its third year of contract with Sodexo, our partner delivering food services on campus. We have been collaborating with Sodexo to launch the new *all-you-care-to-eat* meal plan and dining hall in conjunction with the opening of the Rodzik Hall residence in Fall 2025. This meal plan program provides residence students with unlimited access to the University's new Dining Hall, offering a wide variety of freshly prepared meals throughout the day. Students will be able to enjoy an extensive selection of breakfast, lunch, dinner, and snack options without worrying about counting meals or running out of dining dollars. Designed for convenience, flexibility, and community-building, the plan ensures students have easy access to nutritious, diverse meals that accommodate a range of dietary needs and preferences, all included as part of their residence experience. In addition, the *all-you-care-to-eat* program will be available to non-residence students, faculty, and staff, who can access the dining halls by paying a gate charge fee at the Dining Hall entrance.

2. MEAL PLAN FEES

Under the Sodexo management services agreement, the University receives a percentage share of gross meal plan revenues, along with a percentage of catering and retail gross revenues. The approval of meal plan fees continues to be a Board of Governors decision with Sodexo responsible for proposing revised meal plan fees to administration. While not covered by the University's procurement rules, Sodexo is currently shifting from sourcing US products to Canadian products considering the geopolitical climate.

Sodexo and the University have benchmarked meal plan options and fees with universities across the province, focusing on schools with all access (*all-you-care-to-eat*) meal plan programs. The budget in 2025/26 reflects this change as well as a shift in commission rates under the new model.

UWindsor administration is supportive of Sodexo's proposal to set the new meal plan prices at \$7,325 for All Access 7-day plans and \$7,025 for All Access 5-day plans in 2025/26. The 5-day plan does not

include access to the dining hall on the weekend days, designed for students who travel home or eat off campus most weekends. Per-meal rates are always available at the dining hall for residence and non-residence students. The tables below provide a complete breakdown of proposed rates and a comparison of UWindsor fees with peer institutions.

Table 7: Proposed UWindsor Meal Plan Rates (2025/26)

Plan	2024/25 Rate	Proposed 2025/26 Rate	All Access Portion	Flex Portion
7-day All Access	n/a	\$7,325	\$7,125	\$200
5-day All Access	n/a	\$7,025	\$6,825	\$200

Table 8: Meal Plan Market Scan – Ontario Universities offering All-You-Care-to-Eat Plans (7-day)

University	7-day All Access Plan*
Wilfred Laurier University	\$7,565
Ontario Tech University	\$7,557
University of Ottawa	\$7,500
University of Windsor	\$7,325
Carleton University	\$6,892
Brock University	\$6,400

* Preliminary rates for 2025/26 provided by peer institutions and are subject to final approval by their respective Board of Governors.

3. DEFERRED MAINTENANCE STRATEGY

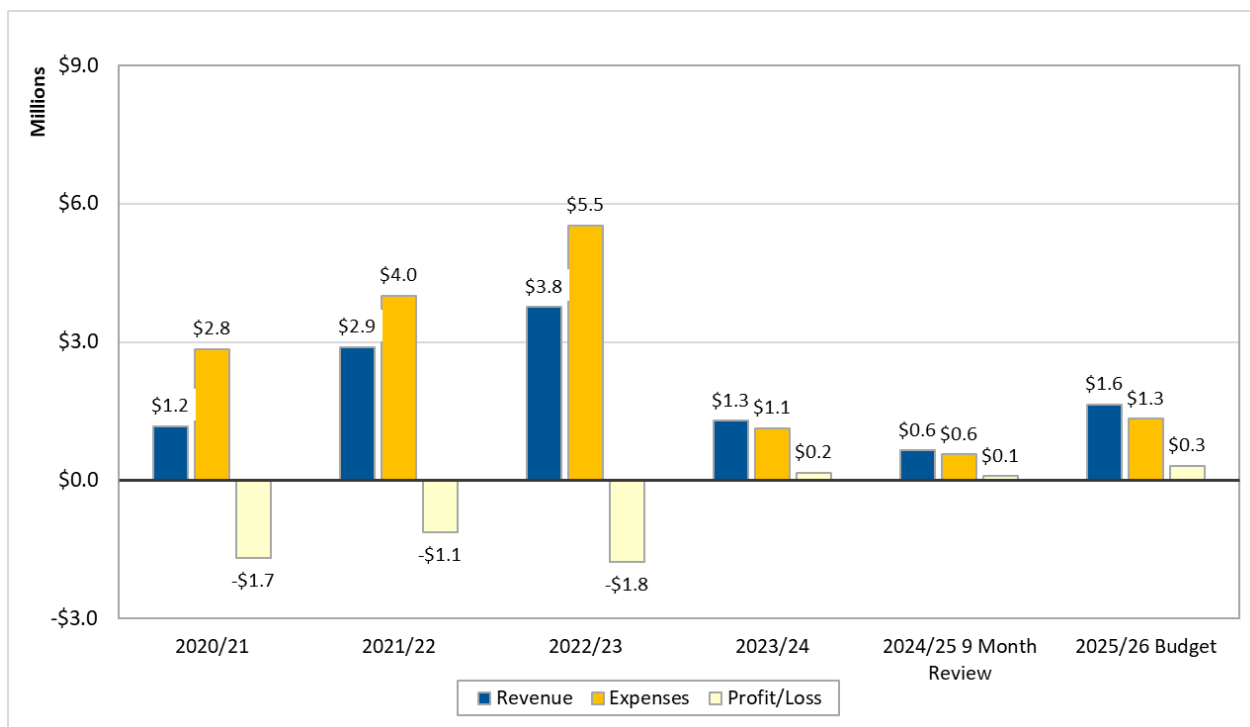
Deferred maintenance continues to be carried out by Sodexo as our service provider. During 2024/25, the strategy focused on aging equipment in the existing kitchens, including fridge and freezer maintenance. The ongoing investments are fully funded through the provision of capital investments by Sodexo prescribed within the management agreement.

4. FOOD SERVICES OPERATING BUDGET

Under the management agreement with Sodexo, the Food Services expenditure budget will only include certain overhead-type costs including limited salaries & benefits (primarily for conference services staff), custodial services, maintenance & repairs, and utilities. Grandfathered Food Services management staff, now only one remaining team member, continue to be employed by the University, with Sodexo providing cost recovery payments for their service.

The opening of the Rodzik residence dining facility will result in a higher commission rate under the new *all-you-care-to-eat* meal plan, however, administration has been conservative in budgeting for commissions given the pressure on Food Services operations, particularly the lower-than-pre-COVID retail (non-meal plan) sales trends that we have observed in recent years.

Chart 5: Food Services Budget Retrospective and Forecast (in \$M)



Food Services Budget Highlights:

- Sodexo assumed food service operations effective January 1, 2023, significantly changing the financial structure of the area.
- Recommending a completely new meal plan delivery model (*all-you-care-to-eat*) with a new rate to coincide with the opening of the new dining facility in Rodzik Hall.
- Food Services contributions to the operating fund restored in 2025/26 and budgeted at \$325K.
- Budgeting \$317K profit to be applied against prior accumulated deficits.

5. FOOD SERVICES DEFICIT REPAYMENT PLAN

Following severe losses incurred during the COVID-19 pandemic, the projected accumulated financial position for Food Services as of April 30, 2025, is a deficit of approximately -\$4.7M. The University is intent on applying all profits from operations of Food Services under the third-party operating agreement against this deficit position.

V. PARKING SERVICES

Parking Services recognized permit sales volumes like pre-pandemic levels in 2024/25 and is forecasting these sales volumes to continue at 3,500 parking permits sold in 2025/26. Parking Services successfully launched a new License Plate Recognition (LPR) software system in 2024 to diversify service offerings through technological enhancements to grow revenues and improve the student, employee, and guest experience. This new software has allowed Parking Services to collect accurate occupancy data, be nimbler in response to campus needs, and improve the patron experience.

1. PARKING LONG-TERM SUSTAINABILITY STRATEGY

UWindsor traditionally has a large commuter population, meaning parking is in demand, thus making it one of the more financially sustainable Ancillary operations. Parking Services continues to implement recommendations from the Traff Mobility report (2023) on campus parking supply and demand, pricing and parking offerings, and the overall delivery model for parking services. Parking Services has been successful implementing primary recommendations to strengthen our data collection through LPR. Moving forward, we plan to provide real-time data and parking availability to our patrons.

Parking lot deferred maintenance continues to be a focus of Parking Services with capital improvements to the Union and Leddy lots completed in 2024. Planning is currently underway for summer 2025 renovations to the Alumni Hall parking lot.

2. PARKING FEES

In years where a change is proposed, employee parking fee increases are presented to the Parking Advisory committee for feedback. The committee is advisory to the Vice-President, Finance and Operations, who recommends parking rates to the Board of Governors. Given there is no employee parking fee increase being proposed this year, committee members have been advised that no meeting will be held and were invited to provide feedback related to future planning activities of Parking Services.

We are recommending an increase of 5% for student surface lot permits and no change to the student garage permit rate. The long-term strategy for parking fees has always been to remain at or below the median rate for all Ontario universities. Based on the fees proposed, Employee and Student Permits are 24% and 30% below the median rate, respectively. The tables below provide proposed parking rates for 2025/26 with comparison to rates at peer institutions in Ontario.

Parking in the downtown core is facilitated through agreements with the City of Windsor and private partners.

Table 9: Parking Fees Market Scan (non-GTHA, Ottawa, or Northern Universities)

University	Annual Rate* Employee Reserved	University	8-month Student Rate*
Guelph	\$1,920	Brock	\$1,028
Queen's	\$1,844	Queen's	\$940
Western	\$1,798	Guelph	\$744
Trent	\$1,348	Western	\$613
Brock	\$1,254	UWindsor	\$513
UWindsor	\$1,152	Waterloo	\$471
Waterloo	\$718	Trent	\$451
Laurier	\$650	Laurier	\$433

*2024/25 rates (inclusive of HST) provided for comparative purposes.

Table 10: Proposed 2025/26 Parking Rates

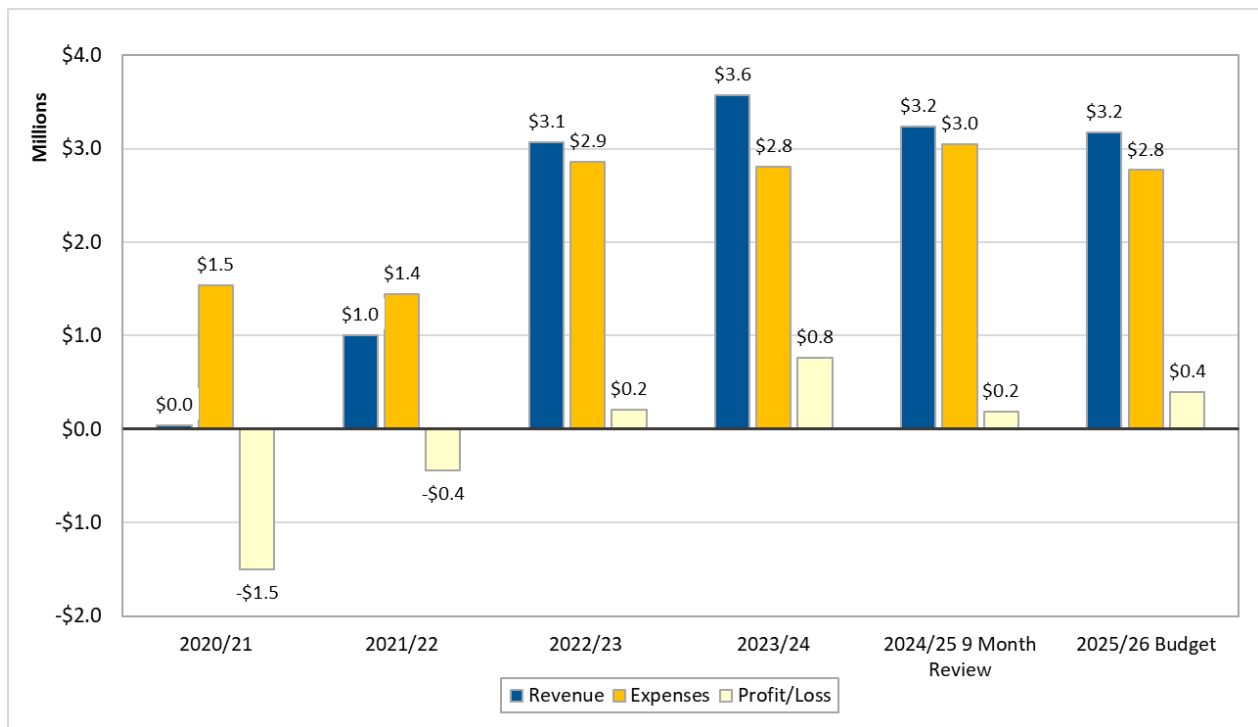
Permit Type	2024/25	Proposed 2025/26	% Increase	\$ Increase	Monthly Increase
Employee Rate	\$1,020	\$1,020	0%	\$0	\$0.00
Student 8-month Surface	\$454	\$476	5%	\$22	\$2.84
Student 12-month Surface	\$533	\$560	5%	\$27	\$2.25
Student 8-month Garage	\$681	\$681	0%	\$0	\$0.00

3. PARKING SERVICES OPERATING BUDGET

Total Parking Services revenue is budgeted at almost \$3.2M in 2025/26, with most revenues received from permit holders (employees and students). Student parking permits were completely sold-out during Fall and Winter terms this past year and the expectation will be to sell out these permits again in 2025/26. To help address this demand, administration actively assesses existing inventory for alternatives to increase student parking in designated campus lots. Parking tickets, lot rentals, and visitor parking represent smaller components of revenue.

The largest expenditures for Parking Services are the annual debt payment related to the parking garage (at \$898K annually), contribution to the University operating fund, and employee salaries & benefits. Parking Services continues to invest in deferred maintenance with \$250K earmarked during 2025/26 for surface lot improvements. Overall, Parking Services is budgeting a surplus of \$401K in 2025/26 with all profits applied against deficits generated during the COVID-19 pandemic years.

Chart 6: Parking Services Budget Retrospective and Forecast (in \$M)



Parking Services Budget Highlights:

- Parking Services successfully implemented LPR system in Summer 2024.
- Forecasting to sell out all Fall/Winter student parking permits again in 2025/26.
- Budgeting a \$401K profit to be applied against prior accumulated deficits.

VI. ANCILLARY SERVICES: CONSOLIDATED BUDGET

Ancillary operations focus on providing a well-rounded campus life experience for UWindsor students. During the COVID-19 pandemic, academic programming moved online, with on-campus activities practically eliminated. The financial results were devastating for the Ancillary departments, highlighting a growing need to revolutionize our business models, leading to the development of a two-year transition plan focused on reducing financial risk, generating departmental profitability, and securing long-term financial sustainability through reliable revenue streams.

Given revenue and profit predictability has improved for the Ancillary departments, effective for the 2025/26 fiscal year, UWindsor administration is implementing a standardized approach to calculating Ancillary department contributions to the UWindsor Operating Fund. This enhances transparency and certainty for Ancillary managers related to planning future cost obligations. Under this new methodology, each Ancillary department will contribute 3% of gross revenues in excess of \$2M and 60% of net profit (before contributions) greater than \$100K. The table below provides details of the Ancillary contribution to operating calculations for 2025/26. These contributions are used to support key student initiatives, including scholarships and bursaries.

Table 11: 2025/26 Ancillary Department Budgeted Contributions to the Operating Fund (in \$000s)

Department	Gross Revenue	Net Profit (before contributions)	3% of Gross Revenue over \$2M	60% of Net Profit over \$100K	2025/26 Contributions to Operating
Bookstore	\$90	\$88	-	-	-
Campus Card	\$512	\$80	-	-	-
Food Services	\$1,647	\$642	-	\$325	\$325
Parking Services	\$3,171	\$940	\$35	\$504	\$539
Printshop	\$534	\$37	-	-	-
Residence	\$5,874	\$252	\$116	\$91	\$208
TOTAL	<u>\$11,827</u>	<u>\$2,039</u>	<u>\$151</u>	<u>\$921</u>	<u>\$1,072</u>

With the transition plan now executed, the University is recognizing significant positive results from the changes. Every Ancillary operations department is budgeting profitability in 2025/26, with total aggregate profit forecasted near \$1M, up \$280K (or 40%) from last year. Additionally, much of the financial risk has been shifted to third-party providers and future profitability is now more reliable than ever before. This instills confidence that UWindsor Ancillary operations will continue to see favourable growth into the future.

APPENDIX A: 2025/26 PROPOSED ANCILLARY SERVICES BUDGET

	RESIDENCE SERVICES	FOOD, CATERING & CONFERENCE SERVICES	PARKING SERVICES	CAMPUS BOOKSTORE	PRINTSHOP	CENTRAL CAMPUS SERVICES	CAMPUS CARD	TOTAL ANCILLARY SERVICES BUDGET
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
REVENUE								
Sales Revenue	\$ 5,123	\$ 75	\$ 3,171	\$ -	\$ 534	\$ -	\$ 457	\$ 9,359
Cost of Sales	8	-	-	-	103	-	-	111
Gross Margin	\$ 5,115	\$ 75	\$ 3,171	\$ -	\$ 432	\$ -	\$ 457	\$ 9,249
Commissions from Partners	140	1,486	-	90	-	-	-	1,716
Other Revenues	611	85	-	-	-	352	55	1,104
Total Revenue (net of COS)	\$ 5,866	\$ 1,647	\$ 3,171	\$ 90	\$ 432	\$ 352	\$ 512	\$ 12,069
EXPENDITURES								
Salaries, Wages & Benefits	\$ 1,377	\$ 328	\$ 291	\$ -	\$ 311	\$ 156	\$ 185	\$ 2,648
Cost of Debt	1,476	-	898	-	-	-	-	2,374
Contribution to Operating	208	325	539	-	-	-	-	1,072
All Other Expenses	2,760	677	1,042	2	83	196	247	5,008
Total Expenditures	\$ 5,821	\$ 1,330	\$ 2,770	\$ 2	\$ 394	\$ 352	\$ 432	\$ 11,101
NET PROFIT (LOSS)	\$ 45	\$ 317	\$ 401	\$ 88	\$ 38	\$ -	\$ 80	\$ 968

University of Windsor
Board of Governors

*4.7.2: **Anti-Slavery Legislation Annual Report**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve the Anti-Slavery Legislation Annual Report.

Rationale:

- The approval of the annual report is required under the Fighting Against Forced Labour and Child Labour in Supply Chains Act.

See attached.



Fighting Against Forced Labour and Child Labour in Supply Chains Act Public Safety Canada Report

May 7, 2025

Prepared by the Office of The
Vice-President, Finance And Operations



University
of Windsor

Corporation Profile

Reporting entity’s legal name: University of Windsor

Financial reporting year: May 1, 2024, to April 30, 2025

Identification of a revised report: N/A

Business number(s): 10816 2611

Identification of a joint report: N/A

Identification of reporting obligations in other jurisdictions: N/A

Entity categorization according to the Act: Entity (University)

Sector/industry: Public Sector / Higher Education

Location: Windsor, Ontario, Canada

Reporting Entity and Governance Structure

Created by the University of Windsor Act of 1962-63, the University of Windsor operates on a bicameral system of governance. The Board of Governors is responsible for the oversight of all operational aspects of the University. The Senate is responsible for oversight of academic matters. Both governing bodies have bylaws and policies that guide their activities.



About the University of Windsor

The University of Windsor welcomes over 16,000 students to a range of comprehensive and research-intensive graduate and undergraduate programs across nine faculties and professional schools. With an annual operating budget of over \$335 million, the University of Windsor is one of the largest employers in the region, with approximately 2,500 faculty and staff members stationed across academic, administrative, and student service areas.

As an anchor institution in Windsor-Essex, the University embraces its role in fostering regional growth through education, research, and community partnerships. It brings global perspectives and emerging knowledge to bear on local challenges, collaborating with government and industry on critical areas such as automobility, autonomous and electric vehicles, greenhouse and agricultural innovation, healthy Great Lakes, cross-border issues, and the development of safe, resilient communities.

UWindsor researchers are advancing technologies and policies that protect the environment and strengthen the social, cultural, and economic fabric of the region. Their work also extends to research of national and international importance. In 2023–24, the University's research revenue increased by 25%, surpassing \$40 million. In the 2024 edition of Canada's Innovation Leaders, published by Research Infosource Inc., UWindsor ranked first among Canadian universities for the share of research funding from international government sources, and second for the proportion of publications related to artificial intelligence.

The University of Windsor continues to gain recognition globally. It ranks in the top 26 percent of institutions worldwide in the Times Higher Education (THE) 2025 World University Rankings and has improved its position among the top 400 sustainable universities. The QS World University Rankings (June 2024) named UWindsor the most improved Canadian institution, rising nearly 100 places since 2021 to rank 547th of over 5,600 universities evaluated.

Our Mission

To empower positive change through regionally and globally engaged inquiry, learning, scholarship, creative activity, and research.

Our Vision

As a locally engaged, globally connected institution, the University of Windsor will enable people to transform their circumstances. As partners, leaders, and learners, we will engage in impactful research, relevant teaching, creative endeavours, and inclusive relationship building to foster positive change.

Institutional Values

The University of Windsor strategic plan's value set is robust, with the institutional values of trustworthiness and equity, diversity and inclusion along with trustworthiness being directly aligned with the spirit of the S-211 legislation:

Trustworthiness

We believe that there is value in everything that we put out to the world, and we do everything with a lot of passion.

Equity, Diversity, and Inclusion

Decolonizing the University, ensuring justice, and embedding anti-oppression and anti-racism in our institution requires long-term care and commitment. An equity focus must be engrained in all our decision-making in order to address the policies and practices that have oppressed and stigmatized community members for too long.

Excerpt from Aspire Strategic Plan on EDI

The University of Windsor is committed to tackling all forms of discrimination as we work toward a meaningfully inclusive, equitable, and just campus. Over the next five years, the University will broaden and deepen its efforts to dismantle systemic barriers to equity, inclusion, and justice. The University will advance efforts to be a university that consistently combats and addresses systemic barriers and discrimination on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, disability, or any other distinguishing characteristic or trait.

This work will commit to decolonization, anti-racism, and anti-oppression, and to deeply and sustainably ingrain these changes in all aspects of campus culture and practice. It will solidify the position of the University of Windsor as a leader in truly inclusive practice. It is important to acknowledge and honour the strength, courage, and commitment of people from historically marginalized communities who often must take on this work, and to recognize the efforts of those who take on leadership roles in these efforts.

The University will act on our commitment of equity-focused approaches and create and support opportunities for transformative leadership locally and nationally.



As addressed in this report, The University of Windsor has a role in supporting ethical practices in the supply chain as per Bill S-211, Fighting Against Forced Labour and Child Labour in Supply Chains Act.

Purchasing and Supply Chain: Scope

The University of Windsor has an active supply chain which supports the delivery of our academic mission. The University of Windsor's spend for fiscal reporting year May 1, 2024, to April 30, 2025, is approximately \$66.5M of which an estimated 97% Canadian Vendors, and 3% International Vendors. Prioritizing the use of Canadian vendors and where possible, Ontario vendors, with supply chains located in Canada is a key risk mitigation strategy for the University of Windsor when it comes to reducing the risk of forced or child labour within the supply chain.

For ancillary operations such as the sale of books, courseware, spirit wear, along with food and drink, the university has outsourced these functions (including the required supply chain and inventory management) to arms length third parties. The contracts in place between the University of Windsor and these third-party vendors establish standards for goods purchased, including but not limited to prioritization of fair trade food, and establishment of environmental sustainability standards.

The University of Windsor is a participant in Ontario Education Collaborative Marketplace (OECM), which operates as an independent third party to negotiate contracts directly with vendors that can be used by UWindsor along with many other public sector entities across the province of Ontario. From time to time, UWindsor also engages in collaborative Vendor of Record (VOR) arrangements with other Ontario universities in situations of shared items of interest to leverage purchasing power, particularly in examples in the area of software and information technology services.





University of Windsor Procurement & Supply Chain Policies

The University of Windsor's policies and procedures govern our activities in procurement. The policies include, but are not limited, to the Ontario Broader Public Sector (BPS) Directive, the BPS Supply Chain Code of Ethics, the Canadian Free Trade Agreement, the Comprehensive Economic and Trade Agreement, the Ontario-Quebec Trade and Cooperation Agreement, the Freedom of Information and Protection of Privacy Act, the Accessibility of Ontarians with Disabilities Act, and the University of Windsor Procurement Policy. Our procedures are also reflected in our standard request for expression of interest, request for proposal and request for quote templates.

The primary purpose of the University of Windsor Procurement Policy is to ensure that the acquisition of goods and services is undertaken in an open, fair, transparent, efficient, ethical and cost-effective manner while obtaining the best value for money for the University.

BPS entities, including the University of Windsor, are required to use the following strategies, wherever feasible:

- Procure goods and services from Ontario businesses and businesses of Ontario's trading partners,
- Apply weighted domestic criteria in procurement evaluations (e.g. vendors to demonstrate how they meet Ontario's environmental and labour standards), and
- For procurements with an estimated value of \$50 million or more, include an Industrial Regional and Technology Benefit (IRTB) requirement for vendors. The IRTB requires vendors bidding on large procurements to detail how their proposals would provide local economic benefits for the province

Highlights of the policies and procedures listed above and their engagement with S-211 are provided in the sections of this report that follow.

Policies and Procedures: Supply Chain Code of Ethics

In accordance with the Broader Public Sector (BPS) Procurement Directive, effective April 1, 2011, and as amended from time to time, the University of Windsor formally adopts the Ontario BPS Supply Code of Ethics, as follows:

Goal: To ensure an ethical, professional, and accountable procurement program at the University of Windsor.

Personal Integrity and Professionalism:

All individuals involved in purchasing or other supply chain-related activities must act, and be seen to act, with integrity and professionalism. Honesty, care, and due diligence must be integral to all supply chain activities within and between BPS organizations, suppliers and other stakeholders. Respect must be demonstrated for each other and for the environment. Confidential and personal information must be safeguarded. Participants must not engage in any activity that may create, or appear to create a conflict of interest, such as accepting gifts or favours, providing preferential treatment, or publicly endorsing suppliers or products.

Accountability & Transparency:

Supply chain activities must be open and accountable. In particular, tendering, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for public money. All participants must ensure that public sector resources are used in a responsible, efficient, and effective manner.

Compliance & Continuous Improvement:

All BPS supply chain participants must comply with this Code of Ethics and the laws of Canada and Ontario. Participants should continuously work to improve supply chain policies and procedures, to improve supply chain knowledge and skill levels, and to share leading practices.

Policies and Procedures: Procurement Code of Ethics

The University of Windsor further requires that all individuals involved in purchasing or other supply chain- related activities must adhere to the principles and standards promulgated by the University's Procurement Code of Ethics below, to ensure ethical, professional, and accountable supply chain activities.

The UWindsor's Procurement Code of Ethics has been established, in accordance with the Ontario BPS Supply Chain Code of Ethics ("Code") to supplement other regulations, policies and guidelines related to duty of transparency and ethics that is owed to all public institutions. This Code applies to all members of the University community who are involved in the procurement process of goods and services.

The Code of Ethics is comprised of 3 elements:

1. Personal Integrity
2. Professionalism, Accountability, Transparency
3. Compliance and Continuous Improvement

It is the responsibility of each member of the University to promote the institution as one that deals fairly and equitably with all suppliers to create and maintain business relationships. This can be accomplished by:

- Maintaining fair and transparent competition among suppliers
- Being honest and truthful in all inferences and statements
- Treating all communication with vendors as confidential
- Allowing vendors a full and courteous hearing
- Never benefiting from the errors of suppliers



Policies and Procedures: Request for Information/Tender/Quote Documents and Supplier Portal

As of the current fiscal year (ending April 30, 2025), the University of Windsor has implemented mandatory compliance requirements within its standard procurement templates and updates are underway to the online supplier registration portal to include a mandatory section confirming that as an Ontario Public Sector entity, the University of Windsor is required to comply with the Fighting Against Forced Labour and Child Labour in Supply Chains Act (S-211).

Draft Attestation Language

As an Ontario Public Sector Entity, the University of Windsor is ethically and morally responsible to comply with The Fight Against Forced and Child Labour under Supply Chain Act. This act is to protect vulnerable populations from human rights abuses, and exploitation. Any organization that enters into a contract with University of Windsor will ensure that they are compliant to this Act and hereby attests that the goods and services that the University of Windsor procures from them are not produced with forced or child labour, in alignment with the International Labour Organization Standards.

As per the Building Ontario Businesses Initiative Act (BOBI Act), the supplier must attest that they are an Ontario Business. “Ontario Business” is defined as any supplier, manufacturer or distributor who conducts their activities on a permanent basis in Ontario and, at the time of the procurement, either has headquarters or main office in Ontario or has a minimum 250 full-time employees in Ontario).



Training and Education

University of Windsor employees with purchasing responsibilities, including management, have been informed of the requirements under Bill S-211, Fighting Against Forced Labour and Child Labour in Supply Chains Act. Training and supporting resources have been shared to ensure those involved in procurement activities understand their responsibilities in upholding ethical sourcing and human rights standards. This training will continue to be offered on an annual basis to reinforce awareness and maintain compliance across the institution.

To further support awareness and accountability, dedicated educational materials have been made available on the University's Procurement website. These resources provide an overview of the University's obligations under Bill S-211 and offer guidance for both internal stakeholders and prospective suppliers engaging with the University. This reflects our ongoing commitment to ethical procurement and keeping our campus community informed and engaged.



Risk Mitigation and Measurement of Effectiveness of Policies and Controls

The University of Windsor has implemented strengthened procurement measures in alignment with both federal and provincial legislation, including the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Bill S-211) and the recently introduced Procurement Restriction Policy implemented by Supply Ontario and the Ministry of Public and Business Service Delivery and Procurement (MPBSDP) on April 4, 2025. As of 2025, the University has enforced new requirements that prohibit the purchase of goods originating from the United States, except under prescribed circumstances, in accordance with provincial direction. While this restriction limits U.S.-based sourcing, the University recognizes that diversifying into other offshore suppliers introduces new risks, requiring continued vigilance in our procurement practices.

To support these efforts, the University has adopted flexible policies that enable effective management of supplier relationships while maintaining compliance with all legislative obligations. Our procurement strategy continues to prioritize Ontarian and Canadian vendors, reducing reliance on foreign supply chains where risks of forced or child labour may exist within direct or indirect sources.

To further support our ethical sourcing objectives, the University has incorporated a requirement into the Procurement Policy requiring compliance with the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Bill S-211). This reinforces our expectations that all suppliers uphold responsible labour practices and comply with applicable legislation, including Bill S-211, ensuring that goods and services procured by the University are free from forced or child labour.

The University's active vendor database includes over 14,100 suppliers, with approximately 2,000 new vendor profiles added each year. In the 2025/26 fiscal year, a formal due diligence process will be incorporated through supplier selection, requiring foreign vendors to provide attestation of compliance with Bill S-211.

Also as part of our continuous auditing program, the University is conducting annual reviews of vendors identified as high risk for non-compliance with this legislation and the University's procurement policy. These reviews, alongside our updated procurement controls, reflect the University of Windsor's commitment to ethical sourcing, transparency, and ongoing improvement in supply chain accountability.

Approval and Attestation

In accordance with the requirements of the Fighting Against Forced Labour and Child Labour in Supply Chains Act (the “Act”), and in particular Section 11 thereof, I, the attestor named below, hereby attest that I have reviewed the information contained in this report and based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above. Pursuant to Section 11 (4)(a) of the Act, I approve this report on behalf of the University of Windsor Board of Governors.

Carolyn Brown

Chair, Board of Governors

University of Windsor

Gillian Heisz

Vice-President, Finance and Operations

University of Windsor

Date

Date



**University of Windsor
Board of Governors**

*4.7.3: **Hospitality, Travel and Procurement Policies – Revisions**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION 1: That the Board of Governors approve the revised Hospitality Policy.

MOTION 2: That the Board of Governors approve the revised Travel Policy.

MOTION 3: That the Board of Governors approve the revised Procurement Policy.

Rationale:

- See attached memo titled “Procurement, Hospitality and Travel Policies – Proposed Updates” and documents BG250527-4.7.3.1, BG250527-4.7.3.2, and BG250527-4.7.3.3 where revisions are in track changes.

To: Board of Governors
From: Rachel McRae, Controller, Finance
Date: May 27, 2025
Subject: Procurement, Hospitality and Travel Policies – Proposed Updates

Purpose and Background:

The University has recently completed a review of the following Board of Governors' approved policies:

- University Procurement Policy
- University Travel Policy
- University Hospitality Policy

The purpose of this memo is to provide a high-level overview of the summary of changes for each of the above-mentioned policies.

Process and Rationale:

As part of its regular policy review cycle and in alignment with the Ontario Broader Public Sector (BPS) Procurement Directive, the University conducted a detailed update of the Procurement Policy. This review was driven by regulatory compliance requirements, operational improvements, and evolving best practices in public sector procurement.

Consultation and feedback from internal stakeholders informed the revisions, which aim to improve transparency, accountability, and financial sustainability. The policy now reflects a stronger emphasis on stewardship of University resources, value for money, and ethical procurement practices.

Summary of Changes by Policy:

University Procurement Policy

Scope (Pg. 1):

- Introduced a new requirement for individuals involved in procurement-related activities to complete annual training on the Procurement, Travel and Hospitality Policies with an annual attestation to the Procurement Code of Ethics.

Roles and responsibilities (Pg. 2 - 3):

- Clarified the roles and responsibilities for both Procurement Services and the Requisitioner with an emphasis on achieving best value for money, promoting accountability, and ensuring responsible stewardship of University resources to support long-term financial sustainability.

Procurement Software, End-user Computing Devices, IT Infrastructure and Cloud Computing Services (Pg. 5 - 6):

- All procurement of software, end-user computing devices, IT infrastructure, and cloud services for University-owned devices must be approved by the AVP, ITS, in accordance with the new Table 4: Competitive Procurement Authority for Software, which outlines required oversight, consultation, and approval levels.
- Updated the policy to require departments to prioritize centrally-supported technology solutions, purchase through authorized vendors, and avoid redundant or unapproved IT acquisitions. Non-

compliance may result in procurement delays, denial of reimbursement, or removal of unsupported systems. These changes are intended to promote fiscal responsibility, ensure security and compliance, and support institutional standardization.

Procurement Code of Ethics (Pg. 7):

- Enhanced the Procurement Code of Ethics to reinforce ethical, transparent, and accountable practices, with a greater focus on value for money, stewardship, fair treatment of suppliers, and traceable decision-making.

Procurement Code of Ethics (Pg. 7):

- Introduced a new section outlining compliance obligations for both the University and its suppliers under the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Bill S-211), reaffirming the University's commitment to ethical, socially responsible procurement practices.

University Travel Policy and Procedures

Scope (Pg. 1)

- Non-travel-related expenses should be reviewed and processed in accordance with the University's Procurement Policy or Hospitality Policy, as appropriate.

Pre-approval of Travel Expense Authorization (Pg. 3):

- All travel with a duration exceeding six months must receive pre-approval to ensure compliance with applicable tax regulations and to support accurate financial reporting.

Approval of Travel Expense Authorization (Pg. 4):

- Finance may deny reimbursement for claims that result in financial penalties to the University due to policy non-compliance, late cancellations, or improper booking. Claimants are responsible for adhering to booking procedures to avoid unnecessary costs.

Appendix 1: Travel Guidelines and Procedures

- **Accommodations (Pg. 7)**
 - A new provision was added to clarify that, in the normal course of business, overnight accommodation expenses will not be reimbursed if incurred near the Claimant's home. To be eligible for reimbursement of an overnight stay, the traveller must be **at least 100 kilometres** from their home.
- **Travel within the City of Windsor and Surrounding Area - Meals (Pg. 15)**
 - Existing procedures allow travellers to claim reasonable meal expenses when away from their normal workplace during mealtimes, provided claims are supported by original itemized receipts and include justification for the absence. A new provision clarifies that reimbursement beyond the allowable per diem amounts will not be permitted.
- **Incidentals and Miscellaneous Travel Expenses (Pg. 13-14)**
 - Previous Section 8.4 and 8.5 were amalgamated into Section 8.4 "Incidentals and Miscellaneous Travel Expenses" which states Incidental expenses must be supported by an original, itemized receipt in order to be eligible for reimbursement.
 - A maximum of \$17.00 per day may be claimed for incidental expenses, inclusive of all allowable items.
- **Travel Expense Reimbursement Rates (Pg. 19)**
 - Blanket per diem claims for incidental expenses will no longer be permitted and have been removed from this section and moved to Section 8.4 Incidentals.
 - Based on a review of other University and public sector per diem rates, rates have been established for the medium term.

Gift Cards (Pg. 6)

- A new provision was added to establish clear guidelines for the limited and pre-approved use of gift cards as tokens of appreciation (not compensation). The policy outlines approved use cases, such as for research participation or volunteer recognition, and explicitly prohibits the use of gift cards for compensating employees. It introduces requirements for pre-approval, appropriate funding alignment, and detailed documentation for audit and reporting purposes.

Appendix 1: Hospitality Expense Guidelines and Procedures

- **Issuance and Management of Gift Cards (Pg. 10 – 11)**
 - A new section was added to define the proper issuance and use of gift cards as tokens of appreciation in limited, pre-approved situations.
 - The procedures outline eligibility criteria, required pre-approvals, purchasing methods for gift cards, tracking and reconciliation requirements, and audit compliance expectations.
 - The use of gift cards as compensation or for personal gifting (e.g., birthdays, holidays) is strictly prohibited.



BG250527-4.7.3.1

Policy Title: Hospitality Policy

Policy Number: To Be Determined

Approved by: Board of Governors

Approval Date: October 27, 2009

Revision Dates: October 18, 2023, [May 7, 2025](#)

Position Responsible for Maintaining and Administering the Policy: Controller

Contact: Rachel McRae, Controller

1. Policy Statement and Purpose

The University recognizes that expenditures for hospitality, or business entertainment, may be incurred in carrying out University educational, research, and other activities. The University will cover the cost of reasonable and necessary hospitality expenses incurred by members of faculty and staff in support of the University's mission, provided the expenses are appropriate, reasonable, authorized, and adequately documented. Hospitality expenses must relate directly to activities that arise from the performance of duties and responsibilities of the employee. A "reasonable expense" is deemed to be based on sound judgment and moderation. Any expenses that do not meet the test of legal, ethical, or public perception of appropriateness will be denied and/or the University will seek reimbursement from personal funds. As employees of a public institution which aims to use its resources as effectively as possible, members of faculty and staff must exercise care in incurring hospitality expenses.

Moved (insertion) [1]

This policy is to establish guidelines to facilitate hospitality in support of the University's mission while maintaining controls of accountability. As a Broader Public Sector (BPS) institution, the University is guided by the [Ontario BPS Expenses Directive](#). As such, the University is accountable for effective and efficient stewardship of its resources and for ensuring that these resources are deployed or leveraged in a responsible manner.

Moved up [1]: Hospitality expenses must relate directly to activities that arise from the performance of duties and responsibilities of the employee.

Deleted: Any expenses that do not meet the test of legal, ethical, or public perception of appropriateness will be denied. ¶

2. Application and Scope

This policy applies to all University entertainment, **regardless of the source of funding**, unless specifically indicated otherwise by the funding source. Please note that claims funded by a third party (e.g., under a research grant or contract) will be governed by the policies and regulations of the funding agency. Where funding regulations are different from University policies, the more restrictive policy will take precedence.

If a circumstance arises that is not specifically covered in this policy or the procedures below, the Claimant or Authorized Approving Officer must consult the Finance department for further guidance. For research-related hospitality expenditures please contact the Research Finance department.

3. Definitions

Authorized Approving Officer: The person with the authority to make approvals under this policy and must have authorization over the account(s) being charged, when approving reimbursement requests, and cannot be the individual seeking reimbursement. They also must not be asked to approve the travel, entertainment, or non-travel business expenditures for an individual to whom they report. The Authorized Approving Officer is typically the one-up approver, the manager or supervisor of the claimant. However, if the Authorized Approving Officer is not also the

claimants one-up approver, then an additional approval is required by the Authorized Approving Officer for the general ledger account being charged.

In the case of research accounts, the Authorized Approving Officer must have a one-up reporting relationship to the Claimant, and the claim must always be approved by the Principal Investigator (PI) or their delegate.

Claim: means the non-travel expense claims, submitted by the claimant for reimbursement of University business related hospitality expenditures.

Claimant: is defined as any employee, faculty, staff member, Board member or other approved individual who is being reimbursed for hospitality expenditures, under the terms of this policy, by the University of Windsor. This includes research grant hospitality expenditures.

Claimant Delegate: Employees who can prepare expense reports on behalf of the Claimant.

Delegate Authorized Approver: Employees who can approve expense reports on behalf of the Authorized Approving Officer.

Employee: means any person who directly or indirectly receives wages from the University in return for supply of services. For certainty, this definition includes all unionized and non-unionized academic and support staff as well as those whose salary is paid through sources other than the University's operating funds, such as, but not limited to, grants, research grants and external contracts.

Principal Investigator: an individual eligible to hold a research account based on their job requirements and who has been awarded research funding from an external or internal source in support of specific research activity.

Reasonable Expense: An expense is reasonable if it is deemed to be based on sound judgment and moderation. Any expenses that do not meet the test of legal, ethical, or public perception of appropriateness will be denied and/or the University will seek reimbursement from personal funds. As employees of a public institution which aims to use its resources as effectively as possible, members of faculty and staff must exercise care in incurring hospitality expenses.

4. Roles and Responsibilities

Below is a summary of the roles and responsibilities of University employees, [including contract employees](#), as it pertains to hospitality expenditures, claims, approvals and reimbursements:

The **University of Windsor** is responsible for maintaining an appropriate internal control environment as part of its accountability framework.

- The **Claimant** is responsible for:
 - Ensuring that any contemplated hospitality expenditures are necessary, appropriate, allowable and that there is an eligible source of funding.
 - Requesting authorization from the Authorized Approving Officer, for any planned hospitality expenditures, before committing any funds for the hospitality expenditures or for other reimbursable expenditures. The Authorized Approving Officer has the right to reject claims for reimbursement for hospitality expenditures that they did not approve in advance and/or do not believe was related to business purposes.
 - Ensuring all expenditures have been incurred in compliance with University policies and guidelines, and have been adequately documented in accordance with this policy.
 - Ensuring all expenditures are valid, necessary, appropriate, allowable under granting agency policies, guidelines, and agreements, if applicable and that sufficient funding is available to cover the expenditures.
 - Incurring reasonable expenses and to claim for reimbursement only actual out-of-pocket expenses for legitimate university business hospitality.
 - Submitting a claim through the UWinsite Finance system within fifteen (15) working days from the

completion of the event, and no later than twelve (12) months thereafter.

- Ensuring all claims are authorized electronically by the proper Authorized Approving Officer(s) (through UWinsite Finance).
- Repaying any overpayment of reimbursement back to the University, should there be a situation that arises where an overpayment of a claim was issued. This overpayment would be considered a debt owing to the University, by the Claimant and must be repaid by the Claimant within a month after the overpayment has been identified and made known to the Claimant.

- The **Authorized Approving Officer** is responsible for approving claims and ensuring that claims are:
 - valid, necessary and appropriate,
 - within the conditions of this policy and procedures,
 - for legitimate University related activities or relevant research-related activity,
 - being charged to an appropriate general ledger account, and
 - supported by original detailed receipts as required, for each expenditure item included in the claim.

For claims to be reimbursed from research grants, the Authorized Approving Officer is responsible for ensuring that funding is available and that expenses conform to those allowable under the guidelines of the sponsor.

- The **Accounts Payable Department** is responsible for:
 - Developing and maintaining administrative processes relating to hospitality, processing hospitality reimbursements in a timely manner, and ensuring that claims for reimbursement follow this policy and Procedures.

5. Authorization and Approvals

5.1 Pre-approval of Hospitality Expenditures

Faculty and staff should request authorization from the Authorized Approving Officer on the general ledger account being charged before committing any funds towards hospitality expenditures. The Authorized Approving Officer is typically the person, on one-up basis, to whom a claimant directly reports. However, if the Authorized Approving Officer is not also the claimant's one-up approver, then an additional approval is required by the Authorized Approving Officer, for the general ledger account being charged.

5.2 Approval of Hospitality Expense Claims

All submitted hospitality expense claims from University funds, whether operating, restricted, capital or ancillary funds, require approval by an Authorized Approving Officer on the general ledger account being charged, which is typically the person, on one-up basis, to whom a claimant directly reports. However, if the Authorized Approving Officer is not also the claimants one-up approver, then an additional approval is required by the Authorized Approving Officer on the general ledger account being charged.

The Authorized Approving Officer is responsible for ensuring that claims for expenses are for University purposes only and in accordance with this policy. If the account to be charged is a research account, the Office of Research Finance will also be required to verify that the expenses are in compliance with the funding agency regulations.

When two or more employees attend the same event:

- all hospitality expenses must be submitted by the claimant who incurred the expense; and
- the expense claim must be approved by a minimum of one level of authorization above the individual with the highest authority, who is included in the claim for hospitality expenses incurred.

Expense claims shall be approved in accordance with the **Table 1** below.

Table 1: Authorized Approving Officers for Hospitality Expense Claim Reimbursement

Claimant	Authorization Required
President	Chair of the Board of Governors or their designate.
Vice-President	President or acting designate.

Associate Vice-President	President (or acting designate) or reporting Vice-President (or acting designate), as applicable.
Dean	Provost & Vice-President Academic or designate
Department Head, Associate Dean	Reporting Dean, or designate
Employee/Faculty charging research accounts	<ul style="list-style-type: none"> When the Principal Investigator (PI) is the claimant, the Authorized Approving Officer must be a minimum one level of authorization above the claimant (i.e., for faculty members, this would be the Department Head or her/his delegate). When a Department Head is the grantee or where next level in the hierarchy (Dean, Vice President, Academic, or President) is required. If necessary, the Vice President, Research and Innovation may be called upon to assist in resolving differences between the grantee and the Department Head.
Employee/Faculty charging non-research accounts	The Authorized Approving Officer must have account signing authority and must be a minimum one level of authorization above the claimant.

5.3 Delegation of Authority

Authorized Approving Officers can appoint a Delegate Approver, to exercise the authority of the Authorized Approving Officer, on a permanent basis, or when absent for any reason, including vacation. They can do this by indicating the period during which absence or permanent delegation is effective (beginning and end date) using the delegation function in UWinsite Finance. Appointments should ideally be in a position at the same level or higher than the Authorized Approving Officer, on the University Organization Chart. Authorized Approving Officers who choose to delegate authority acknowledge and accept that they are fully accountable for decisions made on their behalf by their delegate.

5.4 Conflict of Interest

Claimant shall not request, nor shall an Authorized Approving Officer authorize an expense reimbursement if there is a conflict of interest situation, being one that would or could appear to interfere with rendering of an unbiased decision on the Claimant's request or that could appear to prevent the Claimant or Authorized Approving Officer from acting in the University's best interest. In such cases the Claimant or Authorized Approving Officer should take the proposed expense reimbursement to the Authorized Approving Officer's supervisor for approval. If in doubt, the matter should be brought to the attention of Accounts Payable.

6. Hospitality Expenditures

University hospitality expenditures are any activity that supports the educational, research or other activities of institution. Hospitality or business entertainment expenses incurred for University purposes may include food, alcoholic beverages, and/or the cost of participating in social or recreational activities. Hospitality expenditures are only considered acceptable when they involve a University guest, visitor, current or prospective donor, or benefactor. Hospitality cannot be offered solely for the benefit of University employees. [Please refer the Finance website for preferred hotel accommodations for guests visiting the University of Windsor.](#)

The University will cover the cost of reasonable hospitality expenses incurred by members of faculty and staff in support of the University's mission, provided the expenses are appropriate and at a reasonable cost, consistent with the status or rank of the guest(s), the number of persons attending, and the specific circumstances. The determination of what constitutes reasonable expenses for entertainment is the responsibility of the administrative head of unit. In all situations, appropriate venues and costs must be considered when entertaining.

6.1 Hospitality Expenses Involving Spouses, Partners, and Dependents

Entertainment extended to the spouse, partner, or dependent of a person officially attending a function must be restricted to situations where the presence of that individual enhances the purpose of the function and must be approved in advance by the Claimant’s Authorized Approving Officer. Hospitality cannot be offered solely for the benefit of University employees and their spouses, partners and/or dependents.

6.2 Hospitality Expenses for Faculty Recruitment

Expenses incurred related to faculty recruitment should follow the Hotel/Travel Guidelines located at www.uwindsor.ca/facultyrecruitment/.

6.3 Entertainment of Faculty and Staff

Hospitality expenses must not be charged to the University unless they are incurred for the bona fide entertainment of external University guests and directly support University business objectives, as outlined in Section 6 above. The number of faculty and staff should be reasonable and limited to those essential for the business objective and the presence of a single external guest does not automatically justify hospitality expenses. Events primarily for the benefit of internal staff, including luncheons, breakfasts, dinners, parties, and receptions, are not permitted and will not be reimbursed, regardless of whether an external guest is in attendance.

There are allowable circumstances when a meal or refreshments may be served to faculty and staff as long as the purpose of the event is specifically related to university business and is scheduled for an extended period of time (typically greater than two (2) hours in duration) and surpasses a time typically given to faculty and staff as a lunch hour or break. Generally, these are events at which only university employees will be in attendance but there may also be occasions when a visitor(s) participates in these sessions in an advisory or consultative role. Such hospitality should be restricted to occasions of a formal nature such as group training, workshops, or seminars, the cost per individual is reasonable, and where all or majority of the staff in a department/faculty are in attendance. Alcohol is not a permitted reimbursable expense in this category.

Provision of meals, coffee, or other refreshments at these educational sessions must be pre-approved at the department/faculty level in accordance with regular departmental/faculty operations.

6.4 Gifts and Items of Appreciation

Gifts, flowers, memorials, and donations are personal expenses and are not to be charged against University funds. These gifts include thank you, memorial, holiday, birthday, condolence/sympathy, celebratory, and retirement gifts.

Reimbursement will be made for modest gifts given to external individuals or students as token of appreciation for speaking or presenting at University events such as conferences, workshops, panels or guest lectures, or to individuals in countries where it is a cultural norm to do so, provided that ethical business practices are not compromised. The cost for these modest gifts should not exceed \$50 per individual. Gifts to University employees are not permitted expenditures.

6.5 Gift Cards

The University does not generally encourage the use of gift cards as a form of appreciation or compensation. However, under limited and pre-approved circumstances, gift cards may be provided as a token of appreciation (not as compensation) for participation in research studies, special events, or volunteer contributions and should be limited to a maximum denomination of \$50 per card.

- All gift card purchases must be pre-approved by the appropriate signing authority and must align with the purpose and funding source of the associated account being charged.
- Gift cards may not be used to recognize employees for services rendered (as this may be considered a taxable benefit).
- Detailed documentation must be maintained, including the purpose of the gift card, recipient name (if applicable), and distribution method, in accordance with audit and financial reporting requirements. Please

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[see Section 5: Issuance and Management of Gift Cards, under Appendix 1: Hospitality Expense Guidelines and Procedures.](#)

- [Gift card purchases are subject to applicable University financial policies, including limits on hospitality and non-monetary gifts.](#)
- [Gift cards should never be used as a substitute for compensation or payroll. Where payment is due for services or employment, the University's accounts payable or payroll processes must be used respectively.](#)

6.6 Contractors, Consultants and Third-Party Hospitality Expenses

Expense reimbursement of hospitality expenses incurred by third parties are not considered allowable as per this policy and cannot be claimed and reimbursed by the University. Third party could include, but is not limited to, contractors and consultants.

6.7 Hospitality for Government Officials

Hospitality shall only be extended to government officials pursuant to the Broader Public Sector Expenses Directive.

6.8 Expenditures for Alcoholic Beverages

Alcoholic beverages will be permitted expenditures at University functions where there is a visitor or guest of the University, and the visitor/guests' attendance is the prime justification for the hospitality expense. Consumption should be limited to a nominal or moderate amount and faculty and staff are required to exercise sound judgement in this regard. [Alcohol is not reimbursable from research grant funds.](#)

7. Ineligible Expenditures

Expenses incurred in relation to the following are considered ineligible expense under this policy and are the responsibility of the individuals participating or the employee(s) hosting the event:

- non-business related or personal expenses;
- celebrations of birthdays, weddings, births, or other functions deemed to be personal in nature; and
- expressions of sympathy for bereavements (including gifts, donations, flowers, cards, etc.).

7.1 Recovery of Ineligible Expenses

Any hospitality expenditures that are determined to be ineligible will not be reimbursed and should these expenditures have been charged directly to the University, the University will recover these costs from the employee(s) who incurred the expense.

8. Consistency and Contradictions

Where there may be apparent contradictions between this policy and other legal requirements to which the University is subject, every effort should be made to interpret both this policy and the other requirement in a consistent and harmonious manner.

If any provision of this policy is found to be inconsistent with the provisions of a collective agreement, the collective agreement will prevail, unless the policy provision is required by law, in which case the policy provision will prevail.

Where funding for hospitality is provided by a funding/external agency, and where those agency guidelines/requirements are different from University requirements, the more stringent requirements will take precedence.

9. Monitoring and Compliance

The policy will be reviewed at a minimum every five (5) years. However, under the following circumstances the policy may be reviewed before the five (5) year term:

- Changes in legislation that affect the policy.
- Specific incident(s) triggers a review of the policy.

- There is a request made by the President and/or Vice-Presidents or the Board of Governors to review the policy.

The University might issue temporary amendments to topics within this policy, that will overwrite this policy for a defined period of time.

10. Appendices

- Appendix 1 – Hospitality Expense Guidelines and Procedures

11. Related policies, guidelines, and procedures

- University of Windsor Procurement Policy
- University of Windsor Travel Policy and Procedures
- [University Honarium Policy](#)

Appendix 1: Hospitality Expense Guidelines and Procedures

The following procedures have been prepared by the Finance department, to provide additional guidance around the application of the University of Windsor Hospitality Policy. Questions surrounding the interpretation or application of the Hospitality Policy and associated procedures should be directed to the Controller within the Finance department.

1. Reimbursement

Hospitality expenses can be reimbursed only by submitting a properly completed and approved UWinsite Non-Travel expense claim, accompanied by original receipts.

If hospitality expenses are incurred while travelling, they should be included in the UWinsite Travel Expense Claim used by the claimant to claim all travel related expenses.

Should a claimant receive an overpayment of a reimbursement, the claimant is responsible to repay any overpayment of reimbursement back to the University, as this is considered a debt owing. Further, if a claimant is ceasing employment with the University, all claims for expenses must be submitted before leaving.

1.1. UWinsite Finance Non-Travel Expense Claims

1.2. Expense Reporting

- Hospitality expenses will be reimbursed providing they are reasonable in nature and amounts, are properly supported with documentation as described further in **Section 1.3 - Receipts** below and have been appropriately approved as described in the University Hospitality Policy, **Section 5 – Authorization and Approvals**
- To claim hospitality expenses, the Claimant must submit a UWinsite Non-Travel Expense Claim within fifteen (15) working days from the completion of the event, as per **Section 1 – Reimbursement**, above.
 - The expense claim should be submitted for reimbursement within fifteen (15) working days from the completion of the event, and no later than twelve (12) months thereafter. In the event that a claim is submitted after twelve (12) months from the completion of the event, approval for the expense reimbursement must be obtained from the Vice-President of the respective area [and the Controller](#), in order for the reimbursement to be authorized and issued.
- Claims must be substantiated by sufficient detail to identify the business purpose of the meeting/event, including but not limited to:
 - the date and place of the entertainment,
 - the names of attendees (including guests, donors and non-University employees), and
 - the business relationship of the persons entertained.

1.3. Receipts

- Original receipts are required for reimbursement of all expenses with the exception of gratuitous accommodations.
- Where a receipt is required, an original itemized document on company letterhead acknowledging receipt of payment is needed.
- Neither credit card statements, nor credit card slips, are acceptable substitutes for original itemized receipts unless approved by the Authorized Approving Officer and allowed by the granting agency.
- In instances where an original receipt is not issued or has been lost, please submit a copy of the credit card statement or credit card slip together with a [Lost Receipt Form](#) available on the Finance website.

1.4. Foreign Exchange and Expense Claims

- All expense claims will be converted into and paid in Canadian dollars.
- When completing an expense claim for transactions in a foreign currency, the claimant can select the

correct foreign currency for each expense item added to the expense report.

- For US dollar expense items, the system will automatically convert the expense item to Canadian dollars. The expense item is converted to Canadian dollars by the system based on the date assigned to each expense item. Therefore, when adding the expense items to the expense claim, it is important to assign the exact date each expense item occurred. This will ensure you receive the most accurate foreign exchange rate based on the date of travel.
- For expenses incurred outside of Canada and the US, the system will still automatically convert the expense item to Canadian dollars. However, UWinsite Finance is not currently programmed with exchange rates, other than the US foreign exchange rate. Therefore, when entering an expense item in a currency other than Canadian or US dollars, the system will require the claimant to manually enter the foreign exchange rate for each expense item added.
- The University currently uses the Scotiabank foreign exchange rates found on the [Scotiabank Foreign Exchange Website](#).
- Once the appropriate exchange rate is entered, the expense item is converted to Canadian dollars. Since each expense item is entered separately, a different exchange rate can be selected for each expense item, based on the date the expense item occurred.
- Alternatively, the claimant can convert all expense items into Canadian dollars before completing the expense claim, and then complete the expense report in Canadian dollars. If this option is exercised, the claimant should use the foreign exchange rate as noted on the [Scotiabank Foreign Exchange Rate Website](#) to convert expenses to Canadian. The rate used should be noted on the claimant's expense claim, for audit purposes.
- If the expense claim includes both Canadian and US currency, there is no need to complete two separate expense claims. Both Canadian and US expenses can be claimed on one expense claim, by simply applying the proper currency for each expense item added to your report.

2. Processing of Claims

All UWinsite Finance expense claims will be reviewed and audited by Accounts Payable, within the Finance Department. Reimbursement to the employee shall be by direct deposit. If the expense claim also charges a project account, then the expense claim will also be audited by the Office of Research Finance, prior to payment.

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3. Incomplete Claims

Expense claims which have not been properly prepared, authorized or supported by documentation shall be returned to the claimant by the Finance Department, with reasons given for not processing the claim. Ineligible expenses incurred, identified through an audit of the expense claim by the Finance department, shall be reimbursed to the University by the claimant.

4. Payment Methods

Hospitality expenses should be paid using the following options:

- University of Windsor Scotiabank Travel Credit Card
- Direct billing by the vendor to the University of Windsor
- Personal Credit or Debit Card

The University of Windsor Purchasing Credit Card must **not** be used for payment of any hospitality expenses, with the exception Food Services and Catering charges through Sodexo, where Purchasing Card is permitted for University events.

5. Issuance and Management of Gift Cards

5.1. Eligibility and Approved Uses

Gift cards may only be provided in the following approved circumstances:

- As a token of appreciation for participation in **research studies**
- As an incentive for **student engagement or surveys**
- As a thank-you for **volunteer service** at approved University events

For limited **non-employee recognition** (e.g., guest speakers, external partners) Gift cards **must not** be used as:

- A substitute for compensation or wages
- A form of payment to employees or students for services rendered
- Gifts for birthdays, holidays, retirement, or similar occasions

5.2. Request and Approval Process

A formal request must be submitted to the appropriate departmental Authorized Approving Officer prior to purchase, including:

- Purpose of the gift card(s)
- Number and value of gift cards
- Anticipated recipient group (no names required at request stage)
- All requests must be **approved in advance** by an Authorized Approving Officer and must be in alignment with donor, grant, or operating fund restrictions.

5.3. Purchasing Gift Cards

- Once approved, gift cards must be purchased through the University's Procurement Process (e.g. Purchasing Card, expense reimbursement or approved supplier).
- A record of all purchased gift cards must be maintained, including:
 - Number and value of gift cards
 - Date of purchase
 - Purchase Receipt

5.4. Distribution and Tracking

- A Gift Card Log must be completed and retained for audit purposes. It must include:
 - Recipient name (where appropriate and permitted)
 - Purpose of distribution
 - Date of distribution
 - Signature or confirmation of receipt (or anonymous tracking method for research participants, if ethics approved)
- Gift cards should be distributed within a reasonable time frame following purchase and stored securely prior to distribution.

5.5. Reconciliation and Record Retention

- Departments are responsible for ensuring gift cards are:
 - Properly tracked and accounted for in full (no lost or untracked cards)
 - Supported with documentation for both internal and external audit

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5.6. Gift Card Management Compliance and Oversight

- The Finance Department may review gift card records at any time to ensure compliance.
- Any unapproved or undocumented use of gift cards will result in the denial of reimbursement or further administrative follow-up.
- Departments are encouraged to consult with Finance prior to initiating a gift card program for guidance on proper Gift Card administration practices.

Policy Title: Travel Policy

Policy Number: TBD

Approved by: Board of Governors

Approval Date: October 27, 2009

Revision Dates: October 18, 2023, [May 27, 2025](#)

Position Responsible for Maintaining and Administering the Policy: Controller

Contact: Rachel McRae, Controller

1. Policy Statement and Purpose

The University shall reimburse its travellers for reasonable and necessary expenses incurred by them in the course of carrying out their University responsibilities. A "reasonable expense" is deemed to be based on sound judgment and moderation. Any expenses that do not meet the test of legal, ethical, or public perception of appropriateness will be denied and/or the University will seek reimbursement from personal funds. As employees of a public institution which aims to use its resources as effectively as possible, members of faculty and staff must exercise care in incurring travel expenses.

For the purpose of this policy, travel does not refer to an employee's commute from their home to their on-campus work environment. Expenses related to an employee's commute from their home to their on-campus work environment are not reimbursable.

This policy establishes the guiding rules and principles for the reimbursement of travel expenses. It provides a framework of accountability to define and allow for reimbursement of reasonable costs incurred by University travellers for business related travel expenses. This policy is designed to rely on the goodwill and discretion of the employee and supervisor, while at the same time allowing the University to meet its stewardship obligations as a public institution. The individual should neither gain nor lose personal funds as a result of travel assignments.

The University will reimburse out-of-pocket business travel related expenses that are legitimate, reasonable, and appropriate for the business activity undertaken, and that meet the terms and conditions of this policy, as well as conditions imposed by the funding source (i.e. research agencies, where applicable). The expense must have been personally incurred by the Claimant (i.e. the Claimant may not request reimbursement on behalf of another individual). Original receipts from suppliers must support all expense reimbursement claim items, except for per diem claims where applicable.

2. Scope

This policy applies to all University related travel, including research grant travel, **regardless of the ultimate source of funding, unless** specifically indicated otherwise by the funding source. Please note that travel claims funded by a third party (e.g., under a research grant or contract) will be governed by the policies and regulations of the funding agency. Where funding regulations are different from University policies, the more stringent policy will take precedence.

If a circumstance arises that is not specifically covered in this policy or the procedures below, the traveller or Authorized Approving Officer must consult the Finance department for further guidance. For research-related travel please contact the Research Finance department. [Non-travel-related expenses should be reviewed and processed in accordance with the University's Procurement Policy or Hospitality Policy, as appropriate.](#)

3. Definitions

Authorized Approving Officer: The Authorized Approving Officer must have authorization over the account(s) being charged when approving reimbursement requests and cannot be the individual seeking reimbursement. They also must not be asked to approve the travel, entertainment, or non-travel business expenditures for an individual to whom they report. The Authorized Approving Officer is typically the one-up approver, the manager or supervisor of the claimant. However, if the Authorized Approving Officer is not also the Claimants one-up approver, then an additional approval is required by the Authorized Approving Officer for the general ledger account being charged.

In the case of research accounts, the Authorized Approving Officer must have a one-up reporting relationship to the Traveller, and reimbursement claims must always be approved by the Principal Investigator (PI) or their delegate.

Claim: means the travel expense claim submitted by the claimant for reimbursement of University business travel related expenditures.

Claimant: is defined as any employee, faculty, staff member, Board member or other approved individual who is being reimbursed for travel-related expenditures, under the terms of this policy, by the University of Windsor. This includes research grant travel expenditures.

Claimant Delegate: Employees who can prepare expense reports on behalf of the Claimant.

Delegate Authorized Approver: Employees who can approve expense reports on behalf of the Authorized Approving Officer.

Employee: means any person who directly or indirectly receives wages from the University in return for supply of services. For certainty, this definition includes all unionized and non-unionized academic and support staff as well as those whose salary is paid through sources other than the University's operating funds, such as, but not limited to, grants, research grants and external contracts.

Principal Investigator: an individual eligible to hold a research account based on their job requirements and who has been awarded research funding from an external or internal source in support of specific research activity.

Reasonable Expense: an expense is reasonable if it is deemed to be based on sound judgment and moderation. Any expenses that do not meet the test of legal, ethical, or public perception of appropriateness will be denied and/or the University will seek reimbursement from personal funds. As employees of a public institution which aims to use its resources as effectively as possible, members of faculty and staff must exercise care in incurring travel expenses.

Traveller: means the employee who is travelling for University business related purposes and who will be submitting a travel expense claim for reimbursement.

4. Roles and Responsibilities

Below is a summary of the roles and responsibilities of University employees as it pertains to travel expenditures, claims, approvals and reimbursements:

- **The University of Windsor** is responsible for maintaining an appropriate internal controls environment as part of its accountability framework.
- The **Claimant** is responsible for:
 - Ensuring that any contemplated travel (or other expense) is necessary, appropriate, allowable and that there is an eligible source of funding.
 - Requesting authorization from the Authorized Approving Officer, for any planned travel, before committing any funds for the travel or for other reimbursable expenditures. The Authorized Approving Officer has the

right to reject claims for reimbursement for travel that they did not approve in advance and/or do not believe was related to business purposes.

- Ensuring all expenditures have been incurred in compliance with University policies and guidelines, [including University Procurement Policies](#), and have been adequately documented in accordance with this policy, including expenses for which any prepayments related to the travel have been issued.
 - Ensuring all expenditures are valid, necessary, appropriate, allowable under granting agency policies, guidelines, and agreements, if applicable and that sufficient funding is available to cover the expenditures.
 - Incurring reasonable expenses and to claim for reimbursement only actual out-of-pocket expenses for legitimate university business related travel.
 - Submitting a claim through the UWinsite Finance system within fifteen (15) working days from the completion of the trip, and no later than twelve (12) months thereafter.
 - Ensuring all claims are authorized electronically by the proper Authorized Approving Officer(s) (through UWinsite Finance).
 - Repaying any overpayment of reimbursement back to the University, should there be a situation that arises where an overpayment of a claim was issued. This overpayment would be considered a debt owing to the University, by the Claimant and must be repaid by the Claimant within a month after the overpayment has been identified and made known to the Claimant.
 - Submitting all claims for expenses before leaving the University if a traveller is ceasing employment with the University.
- The **Authorized Approving Officer** is responsible for approving claims and ensuring that claims are:
 - valid, necessary and appropriate,
 - within the conditions of this policy and procedures,
 - for legitimate University related activities or relevant research-related activity,
 - being charged to an appropriate general ledger account, and
 - supported by original detailed receipts as required, for each expenditure item included in the claim.

For claims to be reimbursed from research grants, the Authorized Approving Officer is responsible for ensuring that funding is available and that expenses conform to those allowable under the guidelines of the sponsor.

- The **Accounts Payable Department** is responsible for:
 - Developing and maintaining administrative processes relating to travel, processing travel reimbursements in a timely manner, and ensuring that claims for reimbursement follow this policy and procedures.

5. Travel

For the purpose of this policy, travel does not refer to a person's commute from their home to their on-campus work environment. Expenses related to a person's regular commute are not reimbursable. Also, travel costs of another individual (e.g. family member) are not reimbursable.

6. Travel Expense Authorization

6.1. Pre-approval of Travel Expense Authorization

Faculty and staff should request authorization from the Authorized Approving Officer on the general ledger account being charged before committing any funds towards travel expenditures. The Authorized Approving Officer is typically the person, on one-up basis, to whom a Claimant directly reports. However, if the Authorized Approving Officer is not also the Claimant's one-up approver, then an additional approval is required by the Authorized Approving Officer, for the general ledger account being charged.

[All travel with a duration exceeding six months must receive pre-approval to ensure compliance with applicable tax regulations and to support accurate financial reporting.](#)

6.2. Approval of Travel Expense Claims

All submitted travel expense claims from University funds, whether operating, restricted, capital or ancillary funds, must be approved by an Authorized Approving Officer for the general ledger account being charged. This is typically the person, on one-up basis, to whom a Claimant directly reports. However, if the Authorized Approving Officer is not also the Claimants one-up approver, then an additional approval is required by the Authorized Approving Officer on the general ledger account being charged.

When two or more persons are travelling together:

- All travel expenses must be submitted by the traveller who incurred the expense; and
- The claim must be approved by a minimum of one level of authorization above the individual with the highest authority who is included in the expenses incurred.

The Authorized Approving Officer is responsible for ensuring that claims for expenses are for University purposes only and in accordance with this policy. If the account to be charged is a research account, the Office of Research Finance will also be required to verify that the expenses are in compliance with the funding agency regulations.

Expense claims shall be approved in accordance with the **Table 1** below.

Finance reserves the right to deny reimbursement for any travel or expense claims that result in a financial penalty to the University due to non-compliance with policy, late cancellations, or failure to follow established booking procedures. Claimants are responsible for ensuring that travel arrangements are made in accordance with University policies to avoid unnecessary costs.

Table 1: Authorized Approving Officers for Travel Expense Claim Reimbursement

Traveller/ Claimant	Authorization Required
President	Chair of the Board of Governors or their designate.
Vice-President	President or acting designate.
Associate Vice- President	President (or acting designate) or reporting Vice-President (or acting designate), as applicable.
Dean	Provost & Vice-President Academic or designate
Department Head, Associate Dean	Reporting Dean, or designate
Travellers charging research accounts	<ul style="list-style-type: none">• When the Principal Investigator is the Claimant, the authorized approving officer must be a minimum one level of authorization above the Claimant (i.e., for faculty members, this would be the Department Head or her/his delegate).• When a Department Head is the grantee or where next level in the hierarchy (Dean, Vice President, Academic, or President) is required.• If necessary, the Vice President, Research and Innovation may be called upon to assist in resolving differences between the grantee and the Department Head.
Travellers charging non-research accounts	The Authorized Approving Officer must have account signing authority and must be a minimum one level of authorization above the Claimant.

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6.3. Delegation of Authority

Authorized Approving Officers can appoint a Delegate Authorized Approver, to exercise the authority of the Authorized Approving Officer, on a permanent basis, or when absent for any reason, including vacation. They can do this by indicating the period during which absence or permanent delegation is effective (beginning and end date) using the delegation function in UWinsite Finance. Appointments should ideally be in a position at the same level or higher than the Authorized Approving Officer, on the University Organization Chart. Authorized Approving Officers who choose to delegate authority acknowledge and accept that they are fully accountable for decisions made on their behalf by their delegate.

6.4. Conflict of Interest

Claimant shall not request, nor shall an Authorized Approving Officer authorize an expense reimbursement if there is a conflict of interest situation, being one that would or could appear to interfere with rendering of an unbiased decision on the Claimant's request or that could appear to prevent the Claimant or Authorized Approving Officer from acting in the University's best interest. In such cases the Claimant or Authorized Approving Officer should take the proposed expense reimbursement to the Authorized Approving Officer's supervisor for approval. If in doubt, the matter should be brought to the attention of Accounts Payable.

7. Consistency and Contradictions

Where there may be apparent contradictions between this policy and other legal requirements to which the University is subject, every effort should be made to interpret both this policy and the other requirement in a consistent and harmonious manner.

If any provision of this policy is found to be inconsistent with the provisions of a collective agreement, the collective agreement will prevail, unless the policy provision is required by law, in which case the policy provision will prevail.

Where funding for travel is provided by a funding/external agency, and where those agency guidelines/requirements are different from University requirements, the more stringent requirements will take precedence.

8. Policy Exceptions

At times, special circumstances may arise that may warrant exceptions such as deviations from the list of ineligible expenses and therefore Claimants may seek a policy exception. For all exceptions to this policy, pre-approval of the exception is required from the traveller's respective Vice- President or his/her delegate in writing (or e-mail) and the Associate Vice-President, Finance, or his/her delegate. This written pre-approval must accompany the Expense Form. Exceptions are to be considered on a case-by-case basis, without prejudice. The traveller's respective Vice President (or delegate), and the Associate Vice-President, Finance must approve a Policy exception, while maintaining compliance with this Policy and collective agreements without establishing University Practice or extending University Policy in any other situation.

The approver of the exception should consider whether:

- The request is able to stand up to scrutiny by the auditors and members of the public.
- The request is explained and documented with the filed reimbursement claim.
- The Claimant acknowledges and accepts in writing any applicable tax treatment (e.g. taxable benefit implications)

As noted previously, travel claims funded by a third party (e.g., under a research grant or contract) will be governed by the policies and regulations of the funding agency. Where funding regulations are different from University policies,

the more stringent policy will take precedence.

9. Appendices

- Appendix 1 - Travel Guidelines and Procedures

10. Cross References and Procedures

- University of Windsor Hospitality Policy
- University of Windsor Policy on Conflict of Interest of Commitment
- University of Windsor Gift Acceptance Policy
- University of Windsor Purchasing Card Program
- University of Windsor Travel Card Program

Appendix 1: University of Windsor Travel Guidelines and Procedures

The purpose of the University Travel Guidelines and Procedures is to assist approvers and claimants to determine the reasonableness and appropriateness of travel expenses by describing the standards for several commonly incurred travel and other reimbursable expenses.

The following procedures have been prepared by the Finance department to provide additional guidance around the application of the University of Windsor Travel Policy. Questions surrounding the interpretation or application of the Travel Policy and associated procedures should be directed to the Controller within the Finance department.

1. General Travel Procedures

1.1. Travel

- Travel should be through the most economical and practical route possible utilizing the following modes:
 - Commercial Passenger Air travel
 - Train/rail
 - Automobile (rental, vehicle, public transportation, etc.)
- Employees are encouraged to make their own travel arrangements in accordance with the Travel Policy. Finance is available to assist with the selection of travel services and preferred travel vendors. A listing of preferred travel vendors can be found on the [Finance website](#).
- There are some positions where frequent travel is a requirement. On hiring (or promotion into such a position), the Authorized Approving Officers should ensure new employees are aware of the Policy and how it will affect their jobs. In these situations, Authorized Approving Officers should meet with the Claimant to discuss appropriate strategies (e.g. pre-approval for frequent or regular travel, when meals can be reimbursed, use of personal or rental vehicles, etc.).
- When planning any travel, consider business continuity (e.g., deciding whether all University people should travel together).
- When combining University business with personal travel, eligible expenses (e.g. travel, accommodation, meals) are limited to what would be applicable had the personal travel not occurred.
- If there is a change in your itinerary, you should report any changes to your Authorized Approving Officer as soon as possible.
- As significant savings can be realized by making reservation in advance, all travellers are recommended to plan their travel at least 14 days prior to departure.

1.2. Unused Travel Tickets

It is the responsibility of the traveller to pursue credit for any unused refundable tickets, or any portion thereof and ensure:

- The credit is issued to the University, or
- The credit is used for University related travel, or
- The credit is personally refunded to the University if the credit is used for personal purposes.

2. Eligible Travel Expenses

2.1. Accommodations

- In the normal conduct of business, reimbursement for overnight accommodation in the area of the Claimant's home is located will not be authorized or approved. [Travelers must be at least 100 kms from their home or work to qualify for reimbursement of an overnight stay. Exceptions to this requirement must be approved by the Vice-President of the applicable reporting area.](#)
- Reimbursement of reasonable accommodation expenses is limited to a single room rate per traveler. There will be no reimbursement for hotel suites, executive floors or concierge levels when traveling.
 - The lowest rate and/or Government/ Canadian Association of University Business Officers (CAUBO) rates should be requested. Please refer to the CAUBO website for eligible discounted hotel rates at [CAUBO Travel Guidelines](#).

o [For Travel involving guests visiting the University please see the Hospitality policy for additional guidance. One-up approval is required for guests who choose not to stay at the preferred University hotels outlined on the Finance website.](#)

- Surcharges for individuals who accompany the employee and who are not on University business, will not be reimbursed. Where the employee shares a room with a family member the single rate should be shown on the invoice and only that amount claimed.
- If accommodation reservations must be cancelled, it is the responsibility of the traveller to ensure that cancellation is made in sufficient time to avoid financial penalty.

2.1.1. Gratuitous Accommodations

- The University recognizes that gratuitous accommodation assists the traveller and the University in maintaining low travel expenses.
- The intent of this allowance is to reduce hotel costs by encouraging the traveller to lodge with family or friends when possible.
- The maximum reimbursable rate, when travelling on approved University business, is found in **Appendix 2**. Receipts are not required. This allowance is payable to the traveller only, not to the lodging host.

2.1.2. Long-Term Accommodations

- If an employee is required to spend more than one continuous month in a single location, appropriate arrangements for suitable rental, board, or lodging accommodation at weekly or monthly rates should be made prior to or as soon as possible after the start of the travel period.

3. Transportation

3.1. Commercial Passenger Air Travel

- Air travel is permitted if it is a practical and economical way to travel.
- Reimbursement of travel costs will not normally exceed fares within economy class, including standard fees for advanced seat selection and baggage, if required.
- Travellers must use best efforts to obtain the lowest available fare.
- Requests for Business Class are permitted only for trip segments over 6 hours in length, or if related to the provision of reasonable accommodation (e.g., a medical certificate/note). Therefore, Claims for First Class and Business Class travel will be reimbursed at the economy rate unless they meet these specific requirements. Travellers claiming for the costs of air travel in a class of travel higher than economy must obtain the pre- approval of their respective Authorized Approving Officer.
 - Please note that some granting agencies, including NSERC, SSHRC and CIHR, specifically limit air and rail travel to economy / coach fares. Research Finance should be consulted for questions regarding booking airfare arrangements using funding received from a granting agency, to ensure compliance with all funding agreements/requirements.
- Travel should be via the most direct route, but indirect routing can be approved if the cost does not exceed that for the direct route. The traveler requesting reimbursement for indirect routing must be able to provide evidence of the variable costs as part of the travel expense claim.
- To be reimbursed for airfare costs, the traveler must attach the electronic ticket(s), accompanied by boarding passes, and/or other proof of completed travel to the Expense Form. Digital boarding passes are acceptable.
- Financial penalties which apply to changes and cancellations, or non-refundable tickets may be reimbursed if the change is made for University business, rather than for personal reasons or if special circumstances so warrant.

3.1.1. Frequent Flyer Points

- A traveller may choose to enrol in a frequent flyer program. Enrolment fees are not reimbursable and therefore are the responsibility of the traveller.
- Frequent flyer status is not to be a determining factor in the selection of the carrier. The choice of carrier must always be based on the most economical fare.
- Travellers are not permitted to seek and will not receive cash reimbursement for airline tickets purchased on frequent flyer points.

3.2. Train

- Travel by train is permitted if it is a practical and economical way to travel.
- VIA business class for day travel is permitted.
- Standard lower berth or roomette accommodation for overnight travel is acceptable for travelling by train.
- Standard fees for advanced seat selection and baggage are acceptable, if required.

3.3. Vehicle Transportation

3.3.1. Rental Vehicle

- Car rental bookings can be made by the traveller or with the assistance of a travel agency.
- When making car rental bookings, the traveller is encouraged to obtain the most cost-effective, practical vehicle and to take advantage of corporate and other discounts.
 - Please refer to the Canadian Association of University Business (CAUBO) website for eligible discounted car rentals at [CAUBO Travel Guidelines](#)
- If renting a vehicle, the Claimant cannot claim the kilometre allowance through a travel expense claim.
- All original receipts for car rental expenses must be submitted with the claim for approval.
- The University of Windsor Business Travel Account (BTA) Card cannot be used to book a rental vehicle for insurance purposes.
- When you are renting a vehicle for University purposes, you must:
 - Name the University of Windsor as the “renter” of the vehicle
 - Add the name of department/faculty, and
 - List yourself and any other drivers on the rental contract.

3.3.2. Privately Owned Vehicles

- The University accepts no liability for any loss, damage, or injury that may result from the utilization of a private (personally) owned vehicle for business purposes, and will not be responsible for any increases for personal auto insurance or other premiums.
- If you use your personal vehicle while on University business, the following conditions apply:
 - The individual claiming for use of a personally owned vehicle must have a current valid driver's license.
 - The vehicle must be insured for personal motor vehicle liability, at the vehicle owner's expense.
 - It is the driver/owner's responsibility to ensure that the motor vehicle insurance includes coverage for business use of the vehicle.
 - The University will not reimburse the costs of insurance coverage, including, but not limited to business use, physical damage or liability nor will it be responsible for any premium increases caused by accidents or convictions that occurred while using the vehicle for University business.
 - The University is not responsible for reimbursing deductible amounts related to insurance

- coverage.
- In the event of an accident, you will not be permitted to make a claim to the University for any resulting damages.

3.3.2.1. Kilometer Allowance

- The University assumes no financial responsibility for personal vehicles, other than paying the kilometer rate.
- When a privately owned vehicle is used on University business, the kilometre allowance is designed to cover vehicle operating costs, including gasoline, insurance, repairs, and maintenance.
- The University will only pay the kilometer reimbursement rate if you are using your own vehicle for University purposes.
- The reimbursement for kilometre allowance may not exceed the cost of comparable 30-day advance purchase airfare rates. When completing the travel expense claim, dates, kilometres, and destination must be included.
- When travelling in a group, only one person may claim mileage on any one business trip. The names of the passengers must be shown on the travel expense claim. Passengers may not claim mileage or equivalent costs.
- The current kilometre allowance rate is published on the [Finance website](#) and can also be found in **Appendix 2** below.
- Kilometer reimbursement for mileage between University owned, or leased facilities, within the same city are not eligible for reimbursement.
- Kilometer reimbursement for mileage between an employee's approved work from home location and their on-campus workspace are not eligible for reimbursement.

3.3.3. Reporting an Accident

- All accidents must be reported immediately to local law enforcement authorities, your immediate supervisor, and the University of Windsor Insurance and Risk Management department at Lisa.Ambedian@uwindsor.ca. In addition:
 - If you are using a rental vehicle, advise the rental car agency and contact the purchasing card insurance provider to initiate a claim.
 - If you are using a personal vehicle, advise your own insurer.

Deleted: jlaforet@uwindsor.ca.

3.3.4. Parking Fees and Tolls

- Reimbursement is provided for necessary and reasonable expenditures on parking, as well as tolls for bridges, ferries and highways, when driving for University purposes.
- Parking costs incurred at campuses as part of a regular commute to work will not be reimbursed.
- There is no reimbursement for traffic or parking violations.
- Receipts must be obtained for reimbursement purposes where possible.

3.4. Public Transportation (Buses, Taxis, Ubers, etc.)

- Local public transportation including hotel/airport shuttles should be used wherever possible.
- Taxi, Uber, or bus transit may be used where this represents an economical means of transportation, and are recommended for transportation to and from airports, where airport shuttles are not available.
- Receipts should be obtained for reimbursement purposes.

4. Meals

- Individuals will be reimbursed for reasonable amounts incurred for meals when travelling on University

business. For defining a reasonable amount and for reimbursement rate for meal and kilometer allowances, the University refers to the [Canada Revenue Agency](#).

- Reimbursement is for restaurant or prepared food only. Reimbursement for groceries must have prior approval and a written rationale must be submitted with the claim.
- Daily per diem meal allowance rates apply.
- Reimbursement will not be provided for meals consumed at home or included in the cost of transportation, accommodation, seminars, or conferences.
- A traveller beginning or ending travel midway through a day should not claim the full day's allowance.
- When using personal funds to purchase a meal the claimant may claim reimbursement for meals with **itemized receipts**, or **without receipts** (using the University approved per diem amounts).

4.1. With Itemized Receipts

- Individuals will be reimbursed for reasonable amounts incurred for meals when travelling on University business. The claimant may claim reimbursement for meals with original itemized receipts. A credit or debit card receipt without itemized details is **not acceptable**.
- Meals claimed on a receipt basis must exclude any charges for alcoholic beverages and for claim amounts significantly over the approved per diem rates, an explanation is required.
- Daily per diem meal allowance rates apply. **Reimbursement of meal expenditures, above and beyond the allowable per diem amounts will not be permitted.**

4.2. Without Receipts (per diem)

- The claimant may claim reimbursement for meals using the University approved per diem daily amounts as outlined in **Appendix A**.
- Per diem reimbursement is advantageous in circumstances where an individual's actual expenses are difficult to separate from those of a group sharing costs (i.e. group meals) or when the record keeping involved in actual reimbursement would be unusually burdensome.
- To simplify processing of expense claims using per diem rates, no receipts are required when claiming per diem meal allowances.
- The per diem should be claimed only when meal costs are incurred.
- Please note that if travelling in the United States and/or abroad, then per diem rates noted in **Appendix A** can be claimed in US dollars.

4.3. Alcohol Charges

- Expenses involving consumption of alcohol cannot be claimed and will not be reimbursed as part of a travel or meal expense. There are no exceptions to this rule.

5. Insurance:

5.1. Medical and Health Insurance

- Eligible employees are covered under the University's health insurance plans in the event of illness or injury. The cost of additional private medical and health insurance will not be reimbursed unless approved by Human Resources before any arrangements are made.
- Employees can find information on existing insurance coverage on the Human Resources' website.

5.2. Travel Accident Insurance

- Eligible employees have basic insurance for accidental injury or accidental death. Extra insurance may be arranged at the traveler's expense – it will not be reimbursed.

5.3. Rental Vehicle Insurance

- The University Travel Card benefits include insurance for the cardholder of the rental vehicle that covers the cost of repairing the damage to approved vehicle types rented using the card.
- In order for the rental vehicle to be eligible for the insurance coverage through the University Travel Card, the cardholder must be the sole driver for the coverage to apply.
 - For additional information regarding the University purchasing card insurance coverage benefits please go to the [Procurement website](#).
- If you do not have a University Travel Card, or you rent a vehicle that is not eligible for coverage under the card, you should purchase the collision damage waiver coverage offered by the rental company. The insurance costs can be claimed as a travel expense.
- In cases of accidents, please notify **Insurance & Risk Management at extension 2080** as soon as possible. Please refer to the [Insurance & Risk Management website](#) for additional information.

5.3.1. Insurance for Rental Vehicles - In Ontario

- When renting a vehicle in Ontario and using your University Travel Card, a cardholder may decline the Rental Agency's collision damage waiver (CDW) if you strictly adhere to the following:
 - Your Travel Card must be in good standing;
 - You must initiate and complete the entire rental transaction with your University Travel Card (the full cost of the rental must be charged to your Travel Card);
 - Coverage is limited to one rental vehicle at a time;
 - The length of time that you rent the same vehicle or vehicles must not exceed 48 consecutive days;
 - Coverage is limited to loss/damage to, or theft of a rental vehicle only up to the rental vehicle's actual cash value plus valid Loss of Use charges;
 - This coverage does not apply to specialty or expensive/ exotic vehicles (see Scotiabank Visa Cardholder Information Package).
 - Claims must be reported within 48 hours of the loss/ damage occurring by calling (800) 847-2911 (in Canada or United States) or you can call collect at (410) 581-9994.

5.3.2. Insurance for Rental Vehicles - Outside Ontario

- When renting a vehicle outside of Ontario, you must purchase the collision and damage coverage and liability insurance offered through the Rental Agency, regardless of whether you are using a personal credit card or a University Travel Card.
- You should always inform the rental agency if you intend to have additional drivers or will be crossing a provincial or international border.

5.4. Flight Cancellation Insurance

- Flight cancellation insurance is an allowable expense and will be reimbursed.

6. Conference Registrations

- Registrations fees should be charged against the traveller's University's Travel Card, whenever possible. A copy of the full conference registration must be included with the travel expense claim.

7. Out-of-Country Travel

- Persons travelling outside of Canada will be reimbursed for expenses if they were specifically incurred and necessary for their travel. Such expenses include, but are not limited to, the costs of:
 - travel visas
 - currency exchange conversion or surcharge fees

- airport/departure taxes
- immunizations
- Receipts are required for reimbursement. Please see **14.3 Foreign Exchange and Travel Claims** for more details on foreign exchange transactions.

8. Other Eligible Travel Expenses

8.1. Dependent Care

- For the purposes of this Policy, a dependent is a person who resides with the traveler on a full-time basis and relies on the traveler for care (e.g., a child or parent).
- Whenever an employee is required by the University to travel for purposes related to the performance of their duties and they incur expenses for the care of a dependent as a direct result of such travel, such expenses shall be accepted under the travel submissions submitted by the employee, subject to the following conditions.
 - There has been approval in advance by the Authorized Approving Officer that such expenses may be charged;
 - Submissions for dependent care expenses should be receipted and attached to the travel expense claim. The original receipt must contain the name, address, and phone number of the caregiver; the dates care was provided; the amount paid to the caregiver; and the signature of the caregiver acknowledging receipt of funds.
 - Such expenses were incurred directly because of the requirement for the employee to travel on University business (regular ongoing dependent care is not reimbursable).
 - Amounts paid to a spouse or partner may not be claimed.
- Please note that travel claims funded by a third party (e.g., under a research grant or contract) will be governed by the policies and regulations of the funding agency. Employees are urged to determine from the funding agency and prior to incurring expenses for dependent care the extent of the coverage which may be available.

8.2. Telecommunications

- Wherever possible, you are expected to use the least expensive means of communication. If using a mobile device outside of Canada for phone, data, or text messages, consider the purchase of a travel plan if more economical and use WIFI wherever possible in lieu of cellular connectivity.
- Using your University-owned device out of country is at the discretion of the Authorized Approving Officer. Costs incurred without using the most economical method (ie. travel plan) and/or without prior approval will be the liability of the University-device user.
- Use audio or video conferencing (via Microsoft Teams) whenever possible, as an alternative to travel. If you are away for University purposes, reimbursement will be made for:
 - reasonable, necessary personal calls home for each night away; and
 - additional business expenses, such as:
 - Calls for University purposes
 - Emergency calls from air or rail phones
 - Internet connections and computer access charges
 - Facsimile transmissions
 - Word processing and photocopying services
 - Rental and transportation of necessary office equipment

8.3. Excess Baggage Fees

- Excess baggage fees are reimbursable up to a maximum of \$100. Every effort should be made to minimize these costs.

8.4. Incidentals and Miscellaneous Travel Expenses

- Incidental expenses refer to minor, necessary expenditures incurred while traveling on University business that are not otherwise covered under other expense categories. Examples of incidental expenses include reasonable charges for gratuities (e.g., hotel staff, taxi drivers) or baggage handling, internet fees, reasonable laundry/dry cleaning, etc.
- Incidental expenses must be supported by an original, itemized receipt in order to be eligible for reimbursement. Blanket per diem claims for incidental expenses are not permitted.
- Claims for incidental expenses submitted without a valid receipt will not be reimbursed. For incidentals in which a receipt is not available (i.e. gratuity for a taxi driver), a Lost Receipt Form may be submitted as supporting documentation for the expense.
- A maximum of \$17.00 per day may be claimed for incidental expenses, inclusive of all allowable items.

9. Ineligible Travel Expenses

Inclusive but not limited to:

- Any expenses related to accompanying travel companions
- Gifts
- Pet care expenses
- Non-business or personal related expenses
- Parking fines and other traffic fines
- Library fines
- Personal travel insurance
- Insurance coverage for privately owned vehicles
- Expenses for the repairs of privately owned vehicles
- Expenses related to damages to uninsured rental cars and privately owned vehicles
- Interest charges or other fees levied on overdue invoices or credit card statements
- Unnecessary stopovers
- Lost or stolen items
- Meals included in another reimbursable item (e.g., conference fee, transportation charge, accommodation)
- Alcohol
- Cannabis and derived substances
- Passports
- Toiletry articles
- Movie rental or mini bar

10. Group Travel

- Accounts Payable requires a list of the individuals comprising the group. The individual overseeing the entire trip is responsible for obtaining and submitting all original receipts.

11. Third Party Travel

- Reimbursement for allowable expenses for a third party (i.e., contractor, consultant, etc) can only be claimed and reimbursed where the contract with the third party and the University specifically provides for it. All noted rules, guidelines and rates within this Policy are applicable to all third-party travel related expenses.
- Further, under no circumstances can any hospitality, incidental or food expenses be considered as allowable expenses for third party individuals and cannot be included in contract with the University.

Deleted: <#>Tips/Gratuities¶

A traveller may be reimbursed for reasonable gratuities for porters, hotel room services,

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<#>Transaction fees levied by travel agency¶
Any travel expenses related to physical/medical disabilities of the traveller¶
Conference activities published in the conference program, if pre-approved

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Any travel expenses related to physical/medical disabilities of the traveller¶
Conference activities published in the conference program, if pre-approved

12. Travel within the City of Windsor and Surrounding Area

- It is the responsibility of the University of Windsor to reimburse its business travellers for reasonable and necessary expenses incurred by the employee while carrying out their University responsibilities within the City of Windsor and surrounding area. Such travel must be above and beyond the commute distance from the employee's home to their workspace on-campus.
- The traveller must request pre-authorization from the Authorized Approving Officer before committing any funds for the trip or for other reimbursable expenses when traveling within the City of Windsor or surrounding area. Travel from the main campus to downtown campus is not reimbursable.

12.1. Kilometer Allowance

- The University will reimburse a traveller a minimum distance of 15 kilometres round trip at the University's current allowable kilometer allowance as outlined in **Appendix A**.

12.2. Meals

- When the traveller is required to be away from their normal workplace during normal mealtimes, they may claim reasonable expenses for meals. These claims must be supported by original detailed receipts. The claim should also provide an explanation of why the traveler was away from the normal workplace and for how long.
- [Reimbursement of meal expenditures, above and beyond the allowable per diem amounts will not be permitted.](#)

13. Benefits Derived from Business Travel

- Any benefit derived or received while on University Travel with a value of \$200.00 or greater should be disclosed as required under the Gift Acceptance Policy, Hospitality Policy, and other benefits Policy.

14. UWinsite Finance Travel Expense Claims

14.1. Expense Reporting

- Travel expenses will be reimbursed providing they are reasonable in nature and amounts, are properly supported with documentation as described further in **14.2 Receipts** below and have been appropriately approved as described in the University Travel Policy, Section 6 – Travel Expense Approvals.
- To claim travel expenses, the traveller must submit a UWinsite Travel Expense Claim within fifteen (15) working days from the completion of the trip. Claims for expenses that are older than twelve months will not be reimbursed.
 - The expense claim should be submitted for reimbursement within fifteen (15) working days from the completion of the trip, and no later than twelve (12) months thereafter. In the event that a claim is submitted after twelve (12) months from the completion of the trip, approval for the expense reimbursement must be obtained from the Vice-President of the respective area, in order for the reimbursement to be authorized and issued.
- The claim must fully detail the purpose of the trip, the dates, and destination. For travel associated with a conference, the conference brochure must accompany the claim. For non-conference travel, relevant evidence of the purpose of the trip should be included with the Expense Form (*i.e.*, meeting agenda, invitation to speak at a conference or other institution, research collaboration).
- Notification of all planned travel should be given to your Authorized Approving Officer prior to travel arrangements being completed. The Authorized Approving Officer has the right to reject claims for reimbursement for travel that they did not approve in advance and/or do not believe was related to business purposes.

- A full accounting of the entire trip should be reported on the Travel Expense Claim, including any pre-travel reimbursement for expenses should be attached and marked prepaid.

14.2. Receipts

- Original receipts are required for reimbursement of all expenses *with the exception* of the per diems and gratuitous accommodation.
- Where a receipt is required, an original itemized document on company letterhead acknowledging receipt of payment is needed.
- Neither credit card statements nor credit card slips are acceptable substitutes for original itemized receipts unless approved by the Authorized Approving Officer and allowed by the granting agency.
- Boarding passes must also be included with the expense claim.
- In instances where an original receipt is not issued or has been lost, please submit a copy of the credit card statement or credit card slip together with a [Lost Receipt Form](#) available on the Finance website.
- When tickets are purchased electronically and no actual ticket is issued, the traveller must submit a copy of the confirmation of purchase obtained at the time the transaction occurred. Please be sure to include the printout indicating the method of payment.
- When a receipt for meals or incidental expenses is unavailable, a per diem may be claimed. Current per diem rates can be found in **Appendix 2**.

14.3. Foreign Exchange and Travel Claims

- All expense claims will be converted into and paid in Canadian dollars.
- When completing an expense claim for travel in the United States and/or abroad, a claimant can select the correct foreign currency for each expense item added to the expense report.
- For US travel expense items, the system will automatically convert the expense item to Canadian dollars. The expense item is converted to Canadian dollars by the system based on the travel date assigned to each expense item. Therefore, when adding the expense items to the expense claim, it is important to assign the exact date each travel expense item occurred. This will ensure you receive the most accurate foreign exchange rate based on the date of travel.
- For travel outside of Canada and the US, the system will still automatically convert the expense item to Canadian dollars. However, UWinsite Finance is not currently programmed with exchange rates, other than the US foreign exchange rate. Therefore, when entering an expense item in a currency other than Canadian or US dollars, the system will require the claimant to manually enter the foreign exchange rate for each expense item added.
- The University currently uses the Scotiabank foreign exchange rates found on the [Scotiabank Foreign Exchange Website](#).
- Once the appropriate exchange rate is entered, the expense item is converted to Canadian dollars. Since each expense item is entered separately, a different exchange rate can be selected for each expense item, based on the date the expense item occurred.
- Alternatively, the claimant can convert all expense items into Canadian dollars before completing the expense claim, and then complete the expense report in Canadian dollars. If this option is exercised, the claimant should use the foreign exchange rate as noted on the [Scotiabank Foreign Exchange Rate Website](#) to convert expenses to Canadian. The rate used should be noted on the claimant's expense claim, for audit purposes.
- If travel includes both Canadian and US travel, there is no need to complete two separate expense claims. Both Canadian and US expenses can be claimed on one expense claim, by simply applying the proper currency for each expense item added to your report.

14.4. Processing of Claims

All UWinsite Finance expense claims will be reviewed and audited by the Accounts Payable, within the Finance Department. Reimbursement to the employee shall be by direct deposit. If the expense claim also

charges a project account, then the expense claim will also be audited by the Office of Research Finance, prior to payment.

14.5. Incomplete Claims

Expense claims which have not been properly prepared, authorized or supported by documentation shall be returned to the Claimant by the Finance department, with reasons given for not processing the claim. Ineligible expenses incurred, identified through an audit of the expense claim by the Finance department, shall be reimbursed to the University by the claimant.

14.6. Methods of Payment

- Travel expenses should be paid using the following options, in order of preference:
 - University of Windsor Corporate Travel Credit Card (Corporate Travel Card)
 - Personal credit card or debit card

14.6.1. University of Windsor Travel Credit Card

- The preferred method of payment for full-time employees who travel regularly is the University Travel Card. The University participates in a corporate travel credit card program for University business travel related expenditures.
- The University recommends the University Travel Card should be used for all of your University related travel-associated costs, including airfare, hotels, car rentals, meals, etc.
- Personal charges are not to be made using this card. Cards are issued to individuals in their name and payment to the credit card company is the responsibility of the cardholder.
- Further details on the University Travel Card Program can be found in the University Travel Cardholder Guidelines on the [Procurement website](#).

14.6.2. University of Windsor Business Travel Account (BTA) Card

- To accommodate circumstances where the University is required to pay travel costs for a 3rd party, the University has a Business Travel Account "BTA" agreement with the corporate credit card program.
- No physical credit card exists and expenses on this card are billed directly to and paid for by the University. A BTA number is issued in the name of a University department and the costs will be charged to each department as the account is utilized.
- Usage is appropriate only when a physical card does not have to be produced i.e., when booking a flight online. Please note you cannot use the BTA card to book a rental vehicle.
- Further details on the University BTA Card Program can be found in the University BTA Cardholder Guidelines on the [Procurement website](#).

14.6.3. Personal Credit Card/Debit Card

- Personal credit cards can be used to pay for travel-related expenses.
- Reimbursement of eligible costs can be requested as soon as the travel has occurred through the completion of a travel expense claim. Travel advances will not be approved or paid for travel costs booked using a personal debit or credit card.

14.7. Travel Advances

- Travel advances (reimbursement of travel costs, prior to travel occurring) may only be received when travel is booked using a [University of Windsor Travel Card](#).
- Travel advances will not be approved or paid for travel costs booked through any other payment methods.

Appendix A – Travel Expense Reimbursement Rates

- **Kilometre Allowance:** The current allowable rate is \$0.55 per kilometre.
- **Gratuitous Accommodations:** The maximum reimbursable rate is:
 - \$25.00 CDN per night.
- **Meals: without receipts** Maximum per diem rates (based on fiscal year ending April 30th):

	<u>2024/2025</u>	<u>2025/2026</u>	<u>2026/2027 and thereafter*</u>
Breakfast	\$17.00	<u>\$17.00</u>	\$17.00
Lunch	\$22.00	\$22.00	\$22.00
Dinner	\$43.00	<u>\$43.00</u>	\$43.00
Totals	\$82.00	<u>\$82.00</u>	<u>\$82.00</u>

Deleted: Incidentals

... [11]

**rates in 2027/28 and beyond should be presumed to be the same as those set by this chart unless this policy has been updated.*



BG250527-4.7.3.3

Policy Title: Procurement Policy

Policy Number: FIN-PUR-1008-001

Established: November 25, 1998

Approved by: Board of Governors

Approval Date: October 18, 2023

Revision Dates: February 27, 2024, [May 27, 2025](#)

Position Responsible for Maintaining and Administering the Policy: Procurement Manager

Contact: Ana Jain, Procurement Manager

1. Policy Statement

The University has adopted [this](#) Procurement Policy to govern all University Procurement [activities](#). This policy is governed by directives and legislation that may be introduced from time to time, and include:

- Ontario Broader Public Sector (BPS) Procurement Directive
- Canadian Free Trade Agreement (CFTA)
- Comprehensive Economic and Trade Agreement (CETA)
- Ontario-Quebec Trade and Cooperation Agreement (OQTCA)
- Freedom of Information and Protection of Privacy Act (FIPPA)
- Accessibility for Ontarians with Disabilities Act (AODA)

The University is committed to obtaining the best value for the total acquisition cost of all goods and services purchased, to facilitate and encourage the timely purchase of goods and services through a competitive process whenever practical, and to ensure commitment to accountability, transparency, efficiency, and equity.

2. Purpose

The primary purpose of the Procurement Policy is to ensure that the acquisition of goods and services is undertaken in an open, fair, transparent, efficient, ethical, and cost-effective manner while obtaining the best value for money for the University. Furthermore, the purpose of the policy is:

- [To](#) define the roles and responsibilities, means of Procurement, and approval thresholds applicable in the purchase of goods and services.
- To ensure that current legislative requirements with respect to public entity purchases are met, including mandatory requirements of the governing directives or trade agreements.
- To ensure that all University employees involved in the purchase of goods or services are aware of the applicable governing legislation, [regulations](#) and the Ontario BPS Supply Chain Code of Ethics as outlined in **Appendix C - Ontario Broader Public Sector (BPS) Supply Chain Code of Ethics**.
- To ensure an appropriate level of internal control and accountability with respect to supply chain related activities.
- To establish guidelines for purchasing goods and services for all University units, including procurement planning and risk mitigation considerations, as well as to outline the University's accountability in using public funds for the purchase of those goods and services.
- To ensure University vendors are permitted to participate in fair competition for the supply contracts awarded by the University, in accordance with their qualifications.

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3. Scope

This policy applies to the acquisition of goods and services, including but not limited to, construction and renovation work, consulting services, and information technology, **regardless of the source of funding**, unless specifically indicated otherwise by the funding source. This policy applies to all University employees, whether contract or permanent, of the University.

4. Roles and Responsibilities

- I. All individuals involved in purchasing or other supply chain related activities must adhere to the principles and standards promulgated by the University's Procurement Code of Ethics (Section 10) to ensure an ethical, professional, and accountable supply chain. These employees are required to complete annual training on the Procurement, Travel and Hospitality Policies, including an attestation to compliance with the Procurement Code of Ethics.
- II. Employees with purchasing approval authority shall ensure that the University policy requirements are followed in the procurement of goods and services.
- III. No person shall commit the University to agreements, licenses, contracts, leases, or other legally enforceable obligations unless authorized by the Board of Governors.
- IV. Procurement Services is responsible for and shall have the authority, on behalf of the University, to:
 - Enter into binding agreements for the supply of goods and services, including purchase orders, equipment leases and other contracts, funded through operating, capital, or research budgets.
 - Manage the acquisition and disposal of goods and services, including issuing, amending or cancelling purchase orders. Procurement Services is the sole department authorized to perform these functions.
 - Provide guidance and oversight on procurement policies and procedures, including advising on the structure, format and general content of bid solicitations; review proposed bid solicitations to ensure clarity, fairness, reasonableness and quality; and recommending improvements to support compliance and operational excellence.
 - Develop and maintain standardized terms and conditions for bid solicitations, purchase orders, contracts, and other documents required to manage supply chain related activities, including call, receive, open, and review bids.
 - Oversee and ensure the integrity of all procurement processes, ensuring open, fair, and impartial purchasing processes in accordance with public sector procurement standards and applicable trade agreements.
 - Facilitate negotiations with preferred vendor agreements in collaboration with requesting departments, while also exploring and leveraging collaborative purchasing opportunities with other public sector institutions where feasible.
 - Promote the standardization of goods and services, where such standardization is beneficial to the University's operations and supports strategic objectives such as cost reduction, improved service, and sustainability.
 - Incorporate where appropriate, accessibility criteria and features when procuring goods, services, or facilities to create and maintain an accessible university community as required under the Accessibility for Ontarians with Disabilities Act (the "AODA").
 - Ensure procurement decisions are made with a focus on achieving the best overall value to the University, balancing cost, quality, service, sustainability, and other relevant factors to support responsible stewardship of institutional resources.
 - Support financial accountability and risk management through the establishment of appropriate procurement controls, approvals, documentation, and auditability.
 - Monitor compliance with this Policy and advise the Vice-President, Finance and Operations through the Associate Vice-President, Finance when there has been non-compliance. The Vice-President, Finance and Operations will determine and implement appropriate corrective actions to address any non-compliance.
- V. It is the responsibility of the end user department (requisitioners) to:
 - Identify the need for a product or service and provide the specifications to Procurement Services.

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- Approve a purchasing transaction. An employee with purchasing approval authority must ensure that:
 - Authorized Approving Officer has delegated authority over account(s) to which a charge is being made.
 - Transaction is within dollar value limits of the individual's delegation of authority.
 - Purpose of transaction aligns with the intended use, and any restrictions applicable to the account(s) being charged.
 - Transaction is compliant with this Policy and other contract terms.
 - Transaction does not personally benefit themselves or their supervisor(s), and that transaction approval does not create a conflict or perceived conflict of interest.
 - Ensuring that all goods and services purchased have been received and recording receipt has been captured in the form prescribed by Procurement Services.
 - Where practical, purchases of goods or services (such as IT equipment, devices, or research related items) that could be utilized by multiple departments or research projects are coordinated and shared in an effort to minimize duplication and reduce overall University expenditures.

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5. Procurement Thresholds and Competitive Procurement Requirements

The determination of the method of competitive procurement required for goods, non-consulting services, and construction purchases will be done in conjunction with Procurement Services in accordance with requirements in **Table 1** below.

- **Consulting Services:** Competitive bidding requirements for “Consulting Services” are discussed further in **Section 7 - Procurement of Consulting Services**.
- **Software:** Competitive bidding requirements for “Software” are discussed further in **Section 8 – Procurement of Software including Cloud Computing**.

Table 1: Competitive Bidding and Procurement Methodology

Total Procurement Value (in CDN, excluding taxes)	Method of Purchase	Competitive Procurement Requirement	Procurement Services Consultation Requirement
Up to \$5,000	UW Purchasing Card; Invoice; or Purchase Order <i>(Only if required)</i>	None required <i>(End user can place order directly with supplier)</i>	Not required
\$5,000 to \$15,000	Purchase Order	Minimum of one (1) written competitive quote required. Two (2) additional quotes may be required by Procurement Services to ensure best value.	Required
\$15,001 to \$121,200	Purchase Order	Minimum of three (3) written competitive quotes – Procurement Services to advise on process and obtain quotes.	Required
Over \$121,200	Purchase Order	Public competitive bid process required (i.e. MERX) via Procurement Services	Required

All orders **between \$5,000 to \$15,000** will require a minimum of one (1) written quote from the proposed supplier (unless otherwise specified for a research grant, where the more stringent purchasing requirements will take

precedence). This written quote can be obtained by either Procurement Services or the end user. [Procurement Services](#), at its discretion, may require two (2) additional quotes to ensure best value is obtained.

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All orders **between \$15,001 and \$121,200** will require a structured invitational procurement process to be followed unless it is an allowable exception to this policy or sole source supplier claim is submitted for approval (see **Appendix B – Procurement Policy Exemptions: Limited Tendering and Non-Application Provisions**). This process will ensure the University gains the best possible value within the context of legal and purchasing directives and that it is practicing an open and fair business policy. In the case of a sole source procurement, Procurement Services will obtain a formal quotation from the requested supplier.

All orders **above \$121,200** will require public competitive procurement process. Procurement services must be consulted and will facilitate the formal competitive procurement process.

Reducing the overall value of procurement by dividing a single procurement into multiple procurements (splitting transactions) to circumvent competitive procurement thresholds is not acceptable and does not comply with this Policy.

6. Procurement Approval Authorities

This policy establishes different levels of authorized spending, as well as the associated competitive procurement method required for goods or services. These levels of authorization are designed to limit the exposure of the University to major expenditure commitments without appropriate due diligence.

The Total Procurement Value referred to below is calculated based on the net value of the purchase in Canadian dollars (or a total purchase, within a single contract, over a set time period) before taxes and freight are considered.

As the procurement for all consulting services must be competitively bid, irrespective of the Total Procurement Value, [and the procurement of software, end-user computing devices, or cloud computing services must be approved by the AVP, Information Technology Services or delegate](#), the following Procurement Approval Authority Schedule is divided into three separate sections, for clarity purposes:

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- Goods, Non-Consulting Services and Construction (**Table 2**).
- Consulting Services (**Table 3**)
- [Software, End-user Computing Devices, IT Infrastructure, and Cloud Computing \(Table 4\)](#)

All expenditures or commitments to expend must be authorized by an Authorized Approving Officer or an employee with the delegated purchasing approval authority.

6.1 Delegation of Authority

Authorized Approving Officers can appoint a Delegate Authorized Approver, to exercise the authority of the Authorized Approving Officer, on a permanent basis, or when absent for any reason, including vacation. They can do this by indicating the period during which absence or permanent delegation is effective (beginning and end date) using the delegation function in UWinsite Finance. [Appointees](#) should ideally be in a position at the same level or higher than the Authorized Approving Officer, on the University Organization Chart. Authorized Approving Officers who choose to delegate authority acknowledge and accept that they are fully accountable for decisions made on their behalf by their delegate.

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Table 2: Competitive Procurement Authority – Goods, Non-Consulting Services and Construction

Total Procurement Value (in CDN, excluding taxes)	Procurement Services Consultation Requirement	Competitive Procurement Method	Approval Authority
Up to \$5,000	None	Not required	Authorized Approving Officer for budget in relevant business unit

\$5,001 to \$15,000	Buyer	Invitational Competitive	Authorized Approving Officer for budget in relevant business unit
\$15,001 to \$121,199	Buyer	Invitational Competitive	Authorized Approving Officer for budget in relevant business unit
\$121,200 to \$499,999	Procurement Manager, and Associate Vice-President, Finance	Open Competitive	Authorized Approving Officer for budget in relevant business unit; and Vice-President of respective department
Over \$500,000	Procurement Manager, and Associate Vice-President, Finance	Open Competitive	Authorized Approving Officer for budget in relevant business unit; Vice-President of respective department; and President

7. Procurement of Consulting Services

Procurement for all consulting services must be competitively bid, irrespective of the Total Procurement Value. [Where appropriate, the use of pre-negotiated agreements such as Ontario Vendor of Record \(VOR\) arrangements, OEM contracts, or other approved cooperative purchasing vehicles is encouraged to streamline the process and ensure compliance.](#)

Prior to commencement, any procurement of consulting services must be approved in accordance with the **Table 3 - Procurement Approval Authority Schedule for Consulting Services**.

Procurement Services will assist in the determination as to whether the service is [considered](#) consulting or non-consulting, as well as determination of the type of competitive procurement method required, in accordance with the requirements outlined in table below:

Table 3: Competitive Procurement Authority – Consulting Services

Total Procurement Value (in CDN, excluding taxes)	Procurement Services Consultation Requirement	Competitive Procurement Method	Approval Authority
Up to \$121,199	Buyer	Invitational Competitive (minimum three quotes)	Authorized Approving Officer for budget in relevant business unit;
\$121,200 to \$499,999	Procurement Manager, and Associate Vice-President, Finance	Open Competitive	Authorized Approving Officer for budget in relevant business unit; and Vice-President of the respective department
Over \$500,000	Procurement Manager, and Associate Vice-President, Finance	Open Competitive	Authorized Approving Officer for budget in relevant business unit; Vice-President of the respective department; and President

8. Procurement of Software, End-user Computing Devices, IT Infrastructure and Cloud Computing Services
[The Associate Vice-President, ITS is responsible for ensuring that any IT purchases align with our cybersecurity plan and do not duplicate existing tools and technologies. Procurement of Software, End-user Computing Devices, IT](#)

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Infrastructure and Cloud Computing Services, must be reviewed and approved by the Associate Vice-President, Information Technology Services, or their delegate in accordance with Table 4 below. The Total Procurement Value referred to below is calculated based on the net value of the purchase in Canadian dollars (or a total purchase, within a single contract, over a set time period) before taxes are considered.

All expenditures or financial commitments must be authorized by an Authorized Approving Officer or an employee with the delegated purchasing approval authority as per the Table 4 below.

Table 4: Competitive Procurement Authority – Software, End-user Computing Devices, IT Infrastructure and Cloud Computing Services

Total Procurement Value (in CDN, excluding taxes)	Procurement Services Consultation Requirement	Competitive Procurement Method	Approval Authority
Up to \$5,000	None	Not required	Authorized Approving Officer for budget in relevant business unit.
\$5,001 to \$15,000	Buyer	Invitational Competitive	Authorized Approving Officer for budget in relevant business unit; and Associate Vice-President, Information Technology Services or their delegate
\$15,001 to \$121,199	Buyer	Invitational Competitive	Authorized Approving Officer for budget in relevant business unit; and Associate Vice-President, Information Technology Services or their delegate
\$121,200 to \$499,999	Procurement Manager, Associate Vice-President, Information Technology Services and Associate Vice-President, Finance	Open Competitive	Authorized Approving Officer for budget in relevant business unit; Associate Vice-President, Information Technology Services and Vice-President of respective department
Over \$500,000	Procurement Manager, Associate Vice-President, Information Technology Services and Associate Vice-President, Finance	Open Competitive	Authorized Approving Officer for budget in relevant business unit; Associate Vice-President, Information Technology Services, Vice-President of respective department; and President

To ensure fiscal responsibility, standardization, and alignment with institutional priorities, all technology-related purchases—including hardware, software, cloud-based services, and licenses—must also comply with the following requirements:

- **Use of Centrally Available Solutions:** Before initiating any purchase or subscription, departments must first verify whether a centrally-supported or licensed university solution is available. Preference must be given to institutional offerings, even if they do not meet all desired features, unless a business case is approved through IT Services or respective Vice President.
- **Procurement Through Authorized Channels:** All purchases for defined commodities must be made through the University's punchout catalogue or approved vendors to ensure negotiated pricing, asset tracking, and licensing compliance. Exemptions will be made on business need and not preference.

- Avoidance of Redundant or Shadow IT: Departments are not permitted to purchase technology solutions—particularly cloud-based software or SaaS products—outside of centrally coordinated processes. Unapproved acquisitions that duplicate enterprise-level functionality or introduce security/compliance risks will be subject to cancellation or decommissioning.

Non-compliance may result in delayed procurement, denied reimbursement, or removal of unsupported systems.

9. Non-Competitive Procurement

The University will utilize an open competitive procurement process as required, to increase the possibility of achieving the greatest value for money. However, in specific circumstances, a competitive procurement process may not be reasonable and exceptions to competitive procurement may be required, through sole sourcing, single sourcing and limited tendering. Please refer to **Appendix B - Procurement Policy Exemptions: Limited Tendering and Non-Application Provisions for further details.**

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Circumstances in which exceptions may be considered must be justified and documented in advance, by the requisitioner, on the **Procurement Policy Exemptions: Limited Tendering and Non-Application Justification Form.**

10. Consistency and Contradictions

Where there may be apparent contradictions between this policy and other legal requirements to which the University is subject, every effort should be made to interpret both this policy and the other requirement in a consistent and harmonious manner.

If any provision of this policy is found to be inconsistent with the provisions of a collective agreement, the collective agreement will prevail, unless the policy provision is required by law, in which case the policy provision will prevail.

Where funding for a purchase is provided by a funding/external agency, and where those purchasing requirements (i.e. dollar limit thresholds, number of quotes required, approvals, etc.) are different from University requirements, the more stringent requirements will take precedence.

11. Procurement Code of Ethics

The University further requires that all individuals involved in purchasing or other supply chain- related activities must adhere to the principles and standards promulgated by the University's Procurement Code of Ethics below, to ensure ethical, professional, and accountable supply chain activities.

The University's Procurement Code of Ethics has been established, in accordance with the Ontario BPS Supply Chain Code of Ethics ("Code") to supplement other regulations, policies and guidelines related to duty of transparency and ethics that is owed to all public institutions. This Code applies to all members of the University community who are involved in the procurement process of goods and services.

The Code of Ethics is comprised of 3 elements:

1. Personal Integrity
2. Professionalism, Accountability, Transparency
3. Compliance and Continuous Improvement

It is the responsibility of each member of the University to promote the institution as one that deals fairly and equitably with all suppliers to create and maintain business relationships. This can be accomplished by:

- Maintaining fair and transparent competition amongst suppliers
- Being honest and truthful in all inferences and statements
- Treating all communication with vendors and submissions as confidential
- Allowing vendors a full and courteous hearing
- Never benefiting of supplier errors

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- [Documenting decisions and actions to ensure traceability and auditability](#)

In addition to the above principles, the University expects all individuals involved in procurement to:

- [Act as stewards of University resources, ensuring all expenditures contribute to the institution's mission and strategic priorities.](#)
- [Prioritize value for money by considering total cost of ownership, quality, service, and sustainability.](#)
- [Use University funds conservatively and responsibly, recognizing the importance of long-term financial sustainability.](#)
- [Champion ethical purchasing decisions that reflect the public nature of the University and its obligation to act in the best interests of the broader campus community.](#)

[12. Fighting Against Forced and Child Labour in Supply Chains Act](#)

The University of Windsor is committed to conducting its business affairs in a socially responsible and ethical manner that aligns with its educational, research, and service missions, while also supporting the protection and preservation of the global environment. All suppliers, subcontractors, and licensees engaged with the University of Windsor shall comply with the following standards:

1. [There shall be no new use of child labour and all current child labour shall be subject to Section III.B.4.ii. The term "child" means any person less than 15 \(or 14 if local law sets minimum employment age at 14 consistent with developing country exemptions under the ILO Minimum Age Convention 16\), unless local laws stipulate a higher age for work or mandatory schooling, in which case the higher age shall apply.](#)
2. [There shall not be any use of forced prison labour, indentured labour, bonded labour or other forced labour.](#)

13. Conflict of Interest

University employees must maintain a fair and impartial relationship when dealing with suppliers. End users and Procurement Services staff are responsible for ensuring that any potential conflict of interest or non-arm's length transactions in dealing with suppliers are declared [in accordance with](#) the **University Conflict of Interest or Commitment Policy**.

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This Policy further requires disclosure where a contract for goods or services may be awarded to a person or firm in which a University employee has a material interest. Declaration of any conflict of interest must be made using the University **Conflict of Interest Disclosure Statement form**.

14. Environmental Sustainability

The University is committed to promoting the values of environmental sustainability and social responsibility. [Where](#) possible, the University shall incorporate environmental sustainability standards into its procurement practices and give favourable consideration in its evaluation process to those goods and services which reflect this commitment to environmental sustainability or broader social responsibility.

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15. Accessibility for Ontarians with Disabilities Act

The University of Windsor is also committed to meet accessibility obligations in procurement related activities under the Ontario Human Rights Code, 1990 and the Accessibility of Ontarians with Disabilities Act, 2005 (AODA).

In accordance with section 5 of the AODA, Integrated Accessibility Standards Regulation, the University of Windsor is committed to incorporating accessibility criteria or features when procuring or acquiring goods, services, or facilities, except where it is not practicable to do so. Therefore, when procuring or acquiring goods, services, or facilities, the person responsible for the purchasing documents is also responsible for enquiring about the accessibility features of the products. Considerations should be made to ensure that the item(s) being purchased do not pose a barrier for persons with disabilities. If the purchaser determines that it is not practicable to incorporate accessibility criteria and features into the purchase, the purchaser shall keep a written explanation.

16. Confidentiality

Any and all confidential information shall be the sole and exclusive property of the University and shall be held by all employees in trust for the benefit of the University only. Confidential information shall not be disclosed by University employees to outside parties except in the necessary course of business. University employees privy to confidential information shall be prohibited from communicating the confidential information to anyone, including other University employees, except in the necessary course of business. Efforts will be made to limit access to confidential information to only those in a need-to-know position.

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All University employees shall take all reasonable actions that the University deems necessary or appropriate to handle, store and maintain supplier confidential information to prevent the unauthorized use or disclosure.

17. Monitoring and Compliance

The policy will be reviewed every five (5) years. Certain circumstances may trigger a review of this policy prior to that date: changes in legislation that affect the policy; a specific incident triggers a review of the policy; there is a request made by Senior Management or the Board of Governors to review the policy.

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18. Appendices and Addendums

- Appendix A - Definitions
- Appendix B - Procurement Policy Exemptions: Limited Tendering and Non-Application Provisions
- Appendix C - Ontario Broader Public Sector (BPS) Supply Chain Code of Ethics
- Addendum – Procurement Restriction Policy

19. Cross References and Procedures

- University of Windsor Travel Policy
- University of Windsor Hospitality Policy
- Policy on Conflict of Interest of Commitment
- Gift Acceptance Policy
- Purchasing Card Program
- Travel Card Program
- Mobile Phone Procurement and Subscription Policy and Procedure

Appendix A - Definitions

Authorized Approving Officer: The Authorized Approving Officer must have authorization over the account(s) being charged when approving purchase requisitions. They also must not be asked to approve purchase requisitions for an individual to whom they report. The Authorized Approving Officer is typically the one-up approver, the manager or supervisor of the requisitioner. However, if the Authorized Approving Officer is not also the claimant's one-up approver, then an additional approval is required by the Authorized Approving Officer for the general ledger account being charged.

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In the case of research accounts, the Authorized Approving Officer must have a one-up reporting relationship to the requisitioner, and purchase requisitions must always be approved by the Principal Investigator (PI) or their delegate.

Cloud Computing: the practice of using a network of remote servers hosted on the internet to store, manage, and process data, rather than a local server or a personal computer

Competitive procurement: means a set of procedures for developing a procurement contract through a bidding or proposal process. The intent is to solicit fair, impartial, competitive bids. Competitive Procurement can be done through open or invitational process.

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Construction: means construction, reconstruction, demolition, repair or renovation of a building, structure, or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional consulting services related to the construction contract unless they are included in the procurement.

Consultant: means a person or entity that under an agreement, other than an employment agreement, provides expert or strategic advice and related services for consideration and decision-making.

Consulting Services: means the provision of expertise or strategic advice presented for consideration and decision-making. Examples: IT Consulting, such as developing technology strategy; Technical Consulting, such as engineering, health, social sciences, employment, and actuarial; and Management Consulting.

Delegate Authorized Approver: Employees who can approve purchase requisitions on behalf of the Authorized Approving Officer.

Employee: means any person who directly or indirectly receives wages from the University in return for supply of services. For certainty, this definition includes all unionized and non-unionized academic and support staff as well as those whose salary is paid through sources other than the University's operating funds, such as, but not limited to, grants, research grants and external contracts.

Invitational Competitive Procurement: means a form of competitive procurement conducted by inviting three or more qualified suppliers to submit written proposals, to supply goods or services, in response to the defined requirements outlined by the procuring organization.

Limited Tendering: means a procurement method whereby the procuring entity contacts a supplier or suppliers of its choice, provided that it does not use this provision for the purpose of avoiding competition among suppliers or in a manner that discriminates against suppliers of any other Party or protects its own suppliers. A procuring entity may use limited tendering under any of the circumstances described in **Appendix B - Procurement Policy Exemptions: Limited Tendering and Non-Application Provisions, Table 5**

Non-Application Provision under CFTA, CETA, OQTCA: are provisions that exempt a given procurement from the application of the government procurement chapter obligations of the applicable agreement (CFTA, CETA or OQTCA).

These are described in **Appendix B - Procurement Policy Exemptions: Limited Tendering and Non-Application Provisions, Table 6**

Non-consulting Service Provider: an individual/company who contracts to provide services, other than consulting services to another individual or business. Examples may include “consultants” such as property brokers, head-hunters or trainers.

Open Competitive Procurement - a form of competitive procurement conducted by inviting, through an electronic tendering system, any qualified supplier to submit a written proposal to supply goods or services in response to the defined requirements outlined by the procuring organization.

Procurement Value: means the total cost of the contract, from the date of first supply through to the expiry date of the contract, in Canadian dollars, excluding applicable taxes and including all applicable charges such as extension options, warranties, maintenance, training, currency exchange, and freight.

Purchase Order: a written offer made by a purchaser to a supplier formally stating the terms and conditions of a proposed transaction.

Request for Proposal (RFP): a document used to request suppliers to supply solutions for the delivery of complex products or services or to provide alternative options or solutions. It is a process that uses predefined evaluation criteria in which price is not the only factor.

Request for Quotation (RFQ): a document similar to an RFP where an organization describes exactly what needs to be purchased and the evaluation is based solely on price and delivery.

Quotation: means a submission from a supplier in response to a Request to Quotation (RFQ).

Service: an intangible product that does not have a physical presence. No transfer of possession or ownership takes place when services are sold and they 1) cannot be stored or transported, 2) are instantly perishable, and 3) come into existence at the time they are bought or consumed.

Single Source: A non-competitive procurement of goods or services from a particular supplier in situations where there may be more than one supplier capable of delivering these goods or services.

Software: [includes software applications, end-user computing devices, IT infrastructure, and cloud computing services.](#)

Sole Source: means the use of a non-competitive procurement process to acquire goods or services where there is only one available supplier for the source of the goods or services.

Supply Managed Contract (SMC): a contract established by the University with pre-negotiated suppliers for the procurement of low value, highly repetitive goods, or services. The benefits of the program include improved pricing, simplified ordering process, monthly invoicing and electronic payment processes.

Tender: means a submission from a supplier in a response to a tender notice (open competitive procurement)

Total Procurement Value: means calculated based on the net value of the purchase (or a total purchase, within a single contract, over a set time period) before taxes and freight and valued in Canadian dollars.

Appendix B - Procurement Policy Exemptions: Limited Tendering and Non-Application Provisions

There may be circumstances where neither invitational nor open competitive procurement can be used as the procurement method. A Procurement Policy Exemption may be permitted provided it meets the criteria in a **Limited Tendering (including Sole or Single Source) Exception or Non-Application Provision** of the CFTA, CETA, OQTC or other regulations applicable to the University as introduced from time to time. These provisions are defined and listed on the Limited Tendering Exception or Non-Application Provision tables 6 and 7 below and included on the **Procurement Policy Exemptions: Limited Tendering and Non-Application Justification Form (Justification Form)**.

The Justification Form must be completed with the necessary authorizations before an award is made to any Supplier. Once authorized, this Justification Form must be submitted to Procurement Services for compliance vetting, tracking, and reporting purposes where required by applicable trade agreements, before any procurement contracts are finalized.

Limited Tendering Exception or Non-Application Provision Authority:

Prior to commencement, any Limited Tendering or Exception procurement must be approved in accordance with the Procurement Approval Authority Schedule for Limited Tendering as outlined in **Table 4** below.

Table 4: Procurement Approval Authority Schedule for Limited Tendering and Non-Application Provisions: Goods, Non-Consulting Services and Construction

Procurement Value	Procurement Services Consultation Requirement	Approval Authority
\$0 to \$121,199	Buyer	Authorized Approving Officer for budget in relevant business unit
\$121,200 to \$499,999	Buyer and Procurement Manager	Authorized Approving Officer for budget in relevant business unit; and Vice-President of the respective department
\$500,000 or more	Buyer, Procurement Manager, and Associate Vice-President, Finance	Authorized Approving Officer for budget in relevant business unit; Vice-President of the respective department; and President

Table 5: Procurement Approval Authority Schedule for Limited Tendering and Non-Application Provisions: Consulting Services

Procurement Value	Procurement Services Consultation Requirement	Approval Authority
\$0 to \$121,199	Buyer	Authorized Approving Officer for budget in relevant business unit
\$121,200 to \$999,999	Buyer, Procurement Manager, and Associate Vice-President, Finance	Authorized Approving Officer for budget in relevant business unit; Vice-President of the respective department; and President
\$1,000,000 or more	Buyer, Procurement Manager, Associate Vice-President, Finance, and Vice-President, Finance and Operations	Authorized Approving Officer for budget in relevant business unit; Vice-President of the respective department; and President and Board of Governors

Public Disclosure Requirements:

Trade Agreements require that when a Limited Tendering exception or Non-Application provision is used, the conditions and circumstances that justified its use be published and reported as follows:

- Contract award and value be published on the Procurement Services web site within 72 days of contract signing; and
- Contract awards and values be reported to the Province of Ontario on an annual basis. This report will be prepared by Procurement Services on behalf of the University.

Table 6: Limited Tendering Exception (Single Source and Sole Source)

Exception code	Description
A-i <input type="checkbox"/>	Note that in any of the cases under exemption code A, the exception is only available provided that the requirements of the tender documentation are not substantially modified. If no tenders or quotations were submitted or no suppliers requested participation;
A-ii <input type="checkbox"/>	If no tenders or quotations that conform to the essential requirements of the tender or quotation documentation were submitted;
A-iii <input type="checkbox"/>	If no suppliers satisfied the conditions for participation (Note: Contact Procurement Services for guidance); or
A-iv <input type="checkbox"/>	If the submitted tenders were collusive (Note: Contact Procurement Services for guidance);
B-i <input type="checkbox"/>	If the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons: - the requirement is for a work of art;
B-ii <input type="checkbox"/>	the protection of patents, copyrights, or other exclusive rights;
B-iii <input type="checkbox"/>	due to an absence of competition for technical reasons;
B-iv <input type="checkbox"/>	the supply of goods or services is controlled by a supplier that is a statutory monopoly (Note: This is not available under CETA or the OQTCA. Contact Procurement Services for guidance);
B-v <input type="checkbox"/>	to ensure compatibility with existing goods or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative (Note: This is not available under CETA or the OQTCA. Contact Procurement Services for guidance);
B-vi <input type="checkbox"/>	work is to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original (Note: This is not available under CETA or the OQTCA. Contact Procurement Services for guidance);
B-vii <input type="checkbox"/>	work is to be performed on a leased building or related property, or portions thereof, that may be performed only by the lessor (Note: This is not available under CETA or the OQTCA. Contact Procurement Services for guidance);

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Exception code	Description
B-viii <input type="checkbox"/>	the procurement is for subscriptions to newspapers, magazines, or other periodicals (Note: This is not available under CETA or the OQTCA. Contact Procurement Services for guidance);
C <input type="checkbox"/>	For additional deliveries by the original supplier of goods or services that were not included in the initial procurement, if a change of supplier for such additional goods or services: (i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, software, services, or installations procured under the initial procurement; and (ii) would cause significant inconvenience or substantial duplication of costs for the procuring entity (Note: Both (i) and (ii) must apply);
D <input type="checkbox"/>	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering (Note: a failure to plan and allow sufficient time for a competitive procurement does not constitute an unforeseeable situation or urgency);
E <input type="checkbox"/>	For goods purchased on a commodity market;
F <input type="checkbox"/>	If a procuring entity procures a prototype or a first good or service that is developed in the course of, and for, a particular contract for research, experiment, study, or original development. Original development of a first good or service may include limited production or supply in order to incorporate the results of field testing and to demonstrate that the good or service is suitable for production or supply in quantity to acceptable quality standards, but does not include quantity production or supply to establish commercial viability or to recover research and development costs;
G <input type="checkbox"/>	For purchases made under exceptionally advantageous conditions that only arise in the very short term in the case of unusual disposals such as those arising from liquidation, receivership, or bankruptcy, but not for routine purchases from regular suppliers;
H <input type="checkbox"/>	If a contract is awarded to a winner of a design contest provided that: (i) the contest has been organized in a manner that is consistent with the principles of this Chapter, in particular relating to the publication of a tender notice; and (ii) the participants are judged by an independent jury with a view to a design contract being awarded to a winner (Note: Contact Procurement Services for guidance); and
I <input type="checkbox"/>	If goods or consulting services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise government confidentiality, result in the waiver of privilege, cause economic disruption, or otherwise be contrary to the public interest (Note: This is not available under CETA. It is a non-application provision under OQTCA. Contact Procurement Services for guidance).

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Table 7: Non-Application Provisions

Provision code	Description
A <input type="checkbox"/>	Public employment contracts (Note: Contact Human Resources for guidance);
B <input type="checkbox"/>	Non-legally binding agreements (Note: Contact Procurement Services for guidance);
C <input type="checkbox"/>	Any form of assistance such as grants, loans, equity infusions, guarantees, and fiscal incentives (Note: "grants" refers to the granting of money by University of Windsor. It does not refer to the spending of granting money - i.e. research grants);
D <input type="checkbox"/>	A contract awarded under a cooperation agreement between a Party and an international cooperation organization if the procurement is financed, in whole or in part, by the organization, only to the extent that the agreement includes rules for awarding contracts that differ from the obligations of this Chapter (Note: This is not available under CETA or OQTCA. Contact Procurement Services for guidance);
E <input type="checkbox"/>	Acquisition or rental of land, existing buildings, or other immovable property, or the rights thereon;
F <input type="checkbox"/>	Measures necessary to protect intellectual property, provided that the measures are not applied in a manner that would constitute a means of arbitrary or unjustifiable discrimination between the Parties where the same conditions prevail or are a disguised restriction on trade;
G-i <input type="checkbox"/>	Procurement or acquisition of: Fiscal agency or depository services (Note: Not applicable for University of Windsor);
G-ii <input type="checkbox"/>	Liquidation and management services for regulated financial institutions (Note: Not applicable for University of Windsor);
G-iii <input type="checkbox"/>	Services related to the sale, redemption, and distribution of public debt, including loans and government bonds, notes and other securities (Note: Not applicable for University of Windsor);
H-i <input type="checkbox"/>	Procurement of: financial services respecting the management of government financial assets and liabilities (i.e., treasury operations), including ancillary advisory and information services, whether or not delivered by a financial institution (Note: "financial service" means any service or product of a financial nature and a service incidental or auxiliary to a service of financial nature, and includes: deposit taking; loan and investment services; insurance; estate, trust and agency services; securities; and all forms of financial or market intermediation including the distribution of financial products);
H-ii <input type="checkbox"/>	health services (Note: Contact Procurement Services for guidance) or social services (Note: "social services" generally includes the following services to the extent that they are established or maintained for a public purpose: income security or insurance; social security or insurance; social welfare; public education; public training, health, and childcare);

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Provision code	Description
H-iii <input type="checkbox"/>	services that may, under applicable law, only be provided by licensed lawyers or notaries; or
H-iv <input type="checkbox"/>	services of expert witnesses or factual witnesses used in court or legal proceedings (Note: this is not available under OQTCA. Contact Procurement Services for guidance);
I-i <input type="checkbox"/>	Procurement of goods or services: Financed primarily from donations that require the procurement to be conducted in a manner inconsistent with Chapter 5 of CFTA (Note: This is not available under CETA. Contact Procurement Services for guidance);
I-ii <input type="checkbox"/>	by a procuring entity on behalf of an entity not covered by Chapter 5 of CFTA/Chapter 19 of CETA/Chapter 9 of OQTCA (Note: Contact Procurement Services for guidance);
I-iii <input type="checkbox"/>	between enterprises that are controlled by or affiliated with the same enterprise, or between one government body or enterprise and another government body or enterprise;
I-iv <input type="checkbox"/>	by non-governmental bodies that exercise governmental authority delegated to them;
I-v <input type="checkbox"/>	from philanthropic institutions, non-profit organizations, prison labour, or natural persons with disabilities (Note: This is not available under CETA. Contact Procurement Services for guidance);
I-vi <input type="checkbox"/>	under a commercial agreement between a procuring entity which operates sporting or convention facilities and an entity not covered by Chapter 5 of CFTA that contains provisions inconsistent with Chapter 5 of CFTA (Note: this is not available under CETA or OQTCA. Contact Procurement Services for guidance);
I-vii <input type="checkbox"/>	conducted for the specific purpose of providing international assistance, including development aid, provided that the procuring entity does not discriminate on the basis of origin or location within Canada of goods, services, or suppliers; or
I-viii <input type="checkbox"/>	Conducted under the particular procedure or condition of an international agreement relating to the stationing of troops or relating to the joint implementation by the signatory countries of a project;
I-ix <input type="checkbox"/>	Conducted under the particular procedure or condition of an international organization, or funded by international grants, loans, or other assistance, if the procedure or condition would be inconsistent with Chapter 5 of CFTA;
J <input type="checkbox"/>	Procurement with respect to Aboriginal peoples.

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Appendix C – Ontario Broader Public Sector (BPS) Supply Chain Code of Ethics

In accordance with the Broader Public Sector (BPS) Procurement Directive, effective April 1, 2011, and as amended from time to time, the University of Windsor formally adopts the Ontario BPS Supply Code of Ethics, as follows:

Goal: To ensure an ethical, professional, and accountable procurement program at the University of Windsor

Personal Integrity and Professionalism

All individuals involved in purchasing or other supply chain-related activities must act, and be seen to act, with integrity and professionalism. Honesty, care, and due diligence must be integral to all supply chain activities within and between BPS organizations, suppliers and other stakeholders. Respect must be demonstrated for each other and for the environment. Confidential and personal information must be safeguarded. Participants must not engage in any activity that may create, or appear to create a conflict of interest, such as accepting gifts or favours, providing preferential treatment, or publicly endorsing suppliers or products.

Accountability & Transparency

Supply chain activities must be open and accountable. In particular, tendering, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for public money. All participants must ensure that public sector resources are used in a responsible, efficient, and effective manner.

Compliance & Continuous Improvement

All BPS supply chain participants must comply with this Code of Ethics and the laws of Canada and Ontario. Participants should continuously work to improve supply chain policies and procedures, to improve supply chain knowledge and skill levels, and to share leading practices.



Procurement Policy Addendum: Procurement Restriction Policy - U.S. Businesses

Applicable Policy Number: FIN-PUR-1008 001 **Established:** April

4, 2025

Approved by: Board of Governors

Approval Date: April 22, 2025

20. Purpose

This addendum outlines the University's obligations under the Province of Ontario's Procurement Restriction Policy, issued by the Management Board of Cabinet, and applicable to all designated Broader Public Sector (BPS) organizations. This Policy restricts the procurement of goods and services from U.S. businesses, except under strictly defined circumstances.

More information on the Procurement Restriction Policy can be found on the Ministry's website: <https://www.ontario.ca/page/procurement-restriction-policy>.

21. Scope

This addendum applies to all University procurement activities involving goods or services, regardless of value or procurement method (e.g., open competitive, invitational, non-competitive), that are initiated on or after April 4, 2025.

22. Policy Requirements

In accordance with the Procurement Restriction Policy:

- The University must exclude U.S. businesses from participating in all new procurement opportunities.
- A U.S. business is defined as a supplier, manufacturer, or distributor that:
 - Has its headquarters or main office located in the United States; and
 - Employs fewer than 250 full-time employees in Canada at the time of the procurement.
 - This also includes Canadian subsidiaries controlled by U.S.-based parent companies.

23. Procurement Thresholds and Competitive Procurement Requirements with US Restrictions

<u>Total Procurement Value (in CDN, excluding taxes)</u>	<u>Method of Purchase</u>	<u>Application of U.S. Procurement Restriction Policy</u>
<u>Up to \$5,000</u>	<u>UW Purchasing Card; Invoice; or Purchase Order (Only if required)</u>	<u>Purchasers must exclude vendors that meet the U.S. business definition, even when competitive quotes are not required.</u>

\$5,000 to \$15,000	Purchase Order	At least one written quote required. Suppliers must self-declare eligibility; Procurement must exclude U.S. vendors from quote requests.
Total Procurement Value (in CDN, excluding taxes)	Method of Purchase	Application of U.S. Procurement Restriction Policy
\$15,001 to \$121,200	Purchase Order	Minimum of three written competitive quotes required. U.S. businesses must not be invited. Bidders must declare their eligibility.
Over \$121,200	Purchase Order	Open competitive process. Bidders must declare non-U.S. business status. U.S. businesses must be disqualified per the Policy.

[24. Exemptions](#)

Procurement from a U.S. business is **only permitted** if both of the following conditions are met:

- [1. The U.S. business is the **only viable source**, and](#)
- [2. The procurement **cannot be delayed** \(e.g., due to health, safety, or business continuity risks\).](#)

All exceptions require:

- [Submission of a **Procurement Rationale Report Form \(PRRF\)**](#)
- [Business case with rationale and market validation](#)
- [Written approval from the Vice-President, Finance & Operations, or their delegate.](#)
 - [All required approval thresholds outlined in the University's Procurement Policy remain in effect; however, any exception to the U.S. Procurement Restriction Policy must also receive additional approval from the Vice-President, Finance & Operations.](#)
- [Notification to Supply Ontario of the final decision](#)

[25. Policy Precedence](#)

[In the event of any conflict between the Procurement Restriction Policy and the University's existing purchasing policy or procedures, the Provincial Policy prevails to the extent of the conflict.](#)

[26. Policy Rescission](#)

[In the event that the Provincial Policy is rescinded, this Procurement Restriction Policy shall be automatically rescinded on the next business day following the University's receipt of notice. Administration shall be empowered to establish any necessary transition procedures to address same.](#)

University of Windsor
Board of Governors

4.7.4: **Honorarium Policy**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve the Honorarium Policy.

Rationale:

- See attached memo and proposed policy.

Finance

401 Sunset Avenue, Windsor
Ontario, Canada N9B 3P4
www.uwindsor.ca/finance

BG250527-4.7.4

To: Board of Governors
From: Rachel McRae, Controller, Finance
Jenifer Gritke, Director, Financial Reporting
Date: May 20, 2025
Subject: **Proposed Honorarium Policy and Procedures**

Purpose:

The Honorarium policy provides a clear and consistent framework for issuing honorarium payments in recognition of voluntary contributions to the University, such as guest speaking, external examiners, and community participants in research or ceremonial activities. It supports compliance with Canada Revenue Agency (CRA) requirements and ensures that such payments are made in accordance with applicable legal, tax, and employment standards.

By defining eligibility criteria and standardizing payment processes, the policy promotes responsible financial stewardship, enhances institutional accountability, and reduces the risk of non-compliance. It also strengthens internal controls and oversight for payments made from both operating and research funds.

Consultation:

The policy was developed in consultation with key internal stakeholders to ensure alignment with operational and institutional priorities. Feedback was gathered from Human Resources, the Faculty of Law, the Office of the Provost, and the Office of Research and Innovation Services. Their input helped address considerations related to employment classification, academic practices, research compliance, and administrative implementation. External tax advisors were also consulted to confirm the policy's alignment with CRA regulations, including tax reporting and withholding requirements. In addition, a review of honorarium policies at peer Ontario universities helped ensure consistency with sector-wide standards and best practices.

This policy represents an important step in formalizing and governing the use of honorarium payments at the University. Its implementation will enhance consistency across departments, reduce administrative and financial risk, and ensure alignment with both regulatory requirements and institutional values.

Policy Title: Honorarium Policy

Policy Number: TBD

Date Established: [original date of approval]

Offices with Administrative Responsibility: Associate Vice-President, Finance

Approved by: Board of Governors

Revision Date(s): n/a

POLICY STATEMENT

An honorarium is a one-time, nominal payment offered as a gesture of appreciation to an individual for voluntary services provided to the University, where no contractual obligation or expectation of payment exists. It is intended to recognize contributions made on a goodwill basis, such as guest lectures, external examiners, or community participation in research or ceremonial roles, and is not considered compensation for services rendered under a fee-for-service arrangement.

Honorariums are not to be used in place of formal compensation for professional speakers, consultants, or individuals engaged as independent contractors. Any engagement involving pre-negotiated services, deliverables, or compensation must be processed through the University's standard procurement or payroll procedures in accordance with employment and tax regulations.

All honorarium payments must adhere to the University's financial policies and procedures as outlined below, including appropriate documentation, approval, and reporting requirements, and must be aligned with funding eligibility criteria. The University reserves the right to deny or recover payments that do not meet these standards.

PURPOSE

This policy provides a clear and consistent definition of honorariums and outlines the appropriate circumstances for issuing honorarium payments across the University. It is intended to ensure fairness, regulatory compliance, and sound financial stewardship when recognizing voluntary contributions that support the University's academic, research, or community mission.

SCOPE

This policy applies to all honorarium payments issued by the University of Windsor, regardless of the funding source, including but not limited to operating, research, ancillary, and externally restricted funds.

It governs honoraria provided to individuals who are not employees of the University and who offer voluntary services without a contractual obligation or expectation of compensation. Such services may include, but are not limited to, guest lectures, participation in academic panels, ceremonial roles, or community engagement activities.

Improper use of honorariums, such as providing them for services that should be paid through procurement or for employment income that should be processed through payroll, can lead to significant consequences. These include non-compliance with tax laws, violations of the Employment Standards Act, breaches of procurement policies, and potential tax liabilities for both the University and the recipient. Misclassification also exposes the University to

reputational risk, particularly during audits or external reviews. To prevent these issues, all honorarium payments must fully comply with the criteria set out in this policy and be processed in accordance with the honorarium procedures.

DEFINITIONS

For the purposes of this policy, an **honorarium (plural: honoraria)** is defined as a modest, one-time payment or gift provided to an **individual** in recognition of voluntary contributions to the University. An honorarium meets some or all of the following criteria:

- The value is nominal, \$500 or less in a calendar year.
- It is offered for voluntary services where no fee is legally or traditionally required or expected, and the amount is not reflective of the value of the work performed.
- It serves as a non-routine, discretionary gesture of appreciation rather than a contractual obligation.
- It is not intended as compensation for services rendered or tied to a pre-arranged agreement.
- It is provided without prior expectation of payment by the recipient.
- It is not used to settle claims, contractual obligations, or outstanding liabilities.

Honorariums must align with the criteria above and be issued in accordance with this policy and its supporting procedures.

IMPROPER USE OF HONORARIUM

The following circumstances **do not qualify** for honorarium payments:

- Services involving pre-arranged fees or contracts, which must be processed through procurement.
- Compensation for University employees performing additional duties, these must be processed through payroll and are subject to statutory deductions.
- Engagements with consultants, freelancers, or independent contractors, which are subject to procurement policies.
- As a substitute for compensation that would normally fall under the employment or contractor relationship.

Departments attempting to circumvent these requirements may expose the University to CRA penalties and audit risk. The issuing department will be responsible for any resulting liabilities or penalties that occur as a result of non-compliance.

EXCEPTIONS TO POLICY

Exceptions must pre-approved by the reporting Vice-President, and also the Associate Vice-President, Finance. Payments exceeding \$500 would be considered an exception to this policy.

MONITORING AND COMPLIANCE

The policy will be reviewed every five years, or earlier if:

- Legislation changes affect the policy.
- A specific incident necessitates a review.
- Requested by Senior Management or the Board of Governors.

APPENDICIES

- Appendix 1: Honorarium Guidelines and Procedures

CROSS REFERENCES

[Honorarium Payments to Indigenous Elders Guidelines](#)

[Hospitality Expense Policy](#)

[Procurement Policy](#)

Appendix 1: University of Windsor Honorarium Guidelines and Procedures

The purpose of the University Honorarium Guidelines and Procedures is to assist departments and approvers in determining the eligibility, appropriateness, and processing of honorarium payments by outlining the standards and conditions under which honoraria may be issued.

The following procedures have been prepared by the Finance department to provide additional guidance on the application of the University of Windsor Honorarium Policy. Questions regarding the interpretation or application of the Honorarium Policy and associated procedures should be directed to the Controller within the Finance department.

ROLES AND RESPONSIBILITIES

To ensure proper oversight and compliance with this policy, the following roles and responsibilities apply to all honorarium payments:

Departmental Units and Administrative Areas

- Departments are responsible for ensuring all honorarium payments meet the criteria outlined in this policy and follow the required procedures before any funds are committed or disbursed.
- All honorarium requests must be approved by the Authorized Approving Officer for the general ledger account being charged prior to payment. This ensures that expenses are reviewed by an individual with appropriate budget authority and accountability.
- Departments must retain clear and complete documentation supporting the honorarium, including the purpose of the payment, a description of the voluntary service provided, the amount issued, and evidence of receipt by the recipient. These records must be maintained in accordance with institutional retention and audit requirements.

Principal Investigators (PIs) and Delegates

- PIs and their authorized delegates are responsible for confirming that honorarium expenditures charged to research accounts comply with both this policy and the terms of the funding agreement.
- Specifically, they must ensure that:
 - The expenditure is eligible under the granting agency's guidelines.
 - Adequate funds are available in the account being charged.
 - The payment is reasonable and consistent with the purpose of the research.
 - Documentation includes the name of the recipient, the amount paid, and confirmation of receipt.
- If recipient names cannot be disclosed due to confidentiality (e.g., anonymized research participants), the PI must contact Research Finance to determine an appropriate method of anonymized tracking and documentation.

Accounts Payable (Finance Department)

- Accounts Payable is responsible for processing honorarium payments in accordance with University financial procedures.
- Prior to issuing payment, Accounts Payable must verify that:
 - The expense has been approved by the Authorized Approving Officer for the GL account being charged.
 - All supporting documentation is complete and accurate.
 - The payment falls within the definition and limits of an honorarium.
 - The honorarium is not being used in lieu of payroll or contracted service payments.
 - Where applicable, the payment is properly recorded and reported to the CRA (e.g., issuance of a T4A slip for amounts exceeding \$500 in a calendar year).
- Finance reserves the right to reject any honorarium payment that does not comply with this policy or meet the eligibility requirements to be considered an honorarium payment.

PAYMENT PROCESS AND TAX TREATMENT

All honorarium payments must be processed through Accounts Payable using a payment request in the UWinsite Purchasing module. Individuals receiving an honorarium must be registered in the system as suppliers with the "T4A" designation.

Honorariums must not be paid through:

- Purchasing cards (PCard)
- Expense claims
- Any other informal reimbursement methods

Tax Reporting Requirements

- **Residents of Canada:** Honorariums paid to Canadian residents who are not employees are not subject to source deductions. However, they are considered taxable income under the Income Tax Act. A T4A slip will be issued for the total amount received in a calendar year, and recipients are responsible for reporting this income on their personal tax returns.
- **Non-Residents of Canada:** If the service is performed in Canada, the honorarium is subject to a 15% income tax withholding and must be reported on a T4A-NR slip. If the service is performed outside of Canada, no withholding or reporting is required.

HONORARIUMS CHARGED TO RESEARCH GRANTS

Honorariums, gifts, or incentives charged to research grants must meet both University policy and tri-agency funding requirements, and must:

- Relate directly to approved research activities.
- Be cost-effective and not result in personal gain for grant holders or team members.
- Be supported with clear documentation and, if necessary, comply with REB confidentiality protocols.

RECOMMENDED HONORARIUM RATES

To ensure consistency across the University, the following maximum honorarium amounts are recommended:

Type of Contribution	Maximum Amount
Half Day (up to 3 hours)	\$250
Full Day (up to 7 hours)	\$500
Special Event / Ceremony (with prep time)	\$500

Any amount exceeding these thresholds must receive prior written approval from the reporting Vice-President and the Associate Vice-President, Finance.

When is an honorarium appropriate?

The following scenarios are considered acceptable for an honorarium payment:

- Guest lecturers or seminar leaders.
- Guest speakers at educational events or outreach programs.
- Volunteers assisting with special event setup or activities.
- External examiners engaged on a one-time or infrequent basis.
- Research participants.

When is an honorarium NOT appropriate?

A payment is not considered an honorarium in the following scenarios:

- When a fee is arranged prior to the services, creating a contractual obligation.

- For professional speakers, consultants, or freelancers providing specialized services.
- To compensate employees for additional work beyond their job requirements.
- As a workaround to procurement or payroll regulations.

If an individual is paid an honorarium when they are really an independent contractor, both the University and the recipient may be subject to financial penalties arising from the Income Tax Act.