

NOTICE OF MEETING

There will be a meeting of the
Board of Governors
Tuesday, October 21, 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 May 27, 2025	Brown-Approval BG250527M
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 (p. 3)	McMurtry-Information BG251021-4.1.2
4.1.3 Questions Arising from the Reports of the Vice-Presidents and Associate Vice-President, External (p. 4)	Vice-Presidents/AVPE-Information BG251021-4.1.3
4.2 Audit Committee	
4.2.1 Audited Financial Statements for the year-ended April 30, 2025 (p. 12)	Cowell-Approval BG251021-4.2.1
*4.2.2 External Auditor's Findings Report for the year-ended April 30, 2025 (p. 45)	Cowell-Information BG251021-4.2.2
*4.2.3 Appointment of External Auditors for 2025-2026 (p. 46)	Cowell-Approval BG251021-4.2.3
4.2.4 Data Strategy (p. 47)	Cowell-Information BG251021-4.2.4

4.3 Executive Committee

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|---------------|---|--|
| 4.3.1 | Policy on Sessional Instructor and Letter VII Appointments for Internal Non-Teaching Employees (p. 75) | Brown-Information
BG251021-4.3.1 |
| 4.3.2 | Revisions to Vacation Policy and Disconnect from Work Policy (p. 80) | Brown-Information
BG251021-4.3.2 |
| *4.3.3 | Report on Faculty and Staff Hiring Trends and Employment Equity Data Comparisons with Other Universities (p. 90) | Brown-Information
BG251021-4.3.3 |
| *4.3.4 | Overview of Types of Academic Appointments and Renewal, Tenure, and Promotion Process (p. 94) | Brown-Information
BG251021-4.3.4 |

4.4 Governance Committee

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| 4.4.1 | Board Member Onboarding, Education, and Training (p. 96) | Tucker-Information
BG251021-4.4.1 |
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4.5 Investment Committee

4.6 Pension Committee

4.7 Resource Allocation Committee

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|---------------|---|---|
| 4.7.1 | Capital Debt Policy – Revisions (p. 99) | Sonego-Approval
BG251021-4.7.1 |
| *4.7.2 | Capital Projects Quarterly Report Dashboard (as of August 31, 2025) (p. 105) | Sonego-Information
BG251021-4.7.2 |

5 In Camera

6 Adjournment

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

**University of Windsor
Board of Governors**

4.1.2: Report of the President

Item for: **Information**

Forwarded by: **Dr. J.J. McMurtry**

1. Campus Events

Since starting my term as President and Vice-Chancellor on September 1, I have had the opportunity to attend several events on and off campus, including Residence Move-In Day, Welcome Week, a ceremonial kick-off at Lancer Football's Home Opener, Schulich School of Medicine and Dentistry – Windsor Campus Meet and Greet, campus BBQs, Ontario Universities Fair, Orange Shirt Day, People, Equity and Inclusion Awards Celebration, Rodzik Hall Ribbon Cutting, and Fulbright MOU Signing. It has been great getting to know the culture, people, and nuances that make this campus unique. I look forward to attending more events in the months ahead.

2. Meetings with Mayors and MPPs

Since September 1, I have had the pleasure of meeting with Windsor Mayor Drew Dilkens, Leamington Mayor and County of Essex Warden Hilda MacDonald, Lakeshore Mayor Tracey Bailey, Chatham-Kent Mayor Darrin Canniff, Chatham-Kent-Leamington MPP Trevor Jones, and Windsor-Tecumseh MPP Andrew Dowie. Additional meetings are being scheduled this fall, and I look forward to collaborating with these and other officials on shared priorities for the region.

3. Labour Negotiations

Following months of labour negotiations, I am pleased that the University was able to reach collective agreements with CUPE 1393, Unifor 2458 Operating Engineers, Unifor 444 Special Constables, Windsor University Faculty Association (WUFA), and Unifor 2458 Part- and Full-Time Office and Clerical Staff. The only outstanding collective agreement currently under negotiation this year is with CUPE 4580 Graduate and Teaching Assistants.

4. Upcoming Initiatives

Finalization of the University's first Indigenous Strategic Plan is underway. We are currently planning for a Winter 2026 launch of the Indigenous Strategic Plan, after meeting with local First Nations communities and organizations, and seeking approvals from the Indigenous Education Council, Board of Governors, and Senate. More to come.

5. Early Strategic Priorities

Looking ahead, in collaboration with the relevant unit leads, I intend to prioritize strategic enrolment growth – both domestic and international – alongside initiatives focused on student retention and curriculum development. Additionally, I aim to establish ambitious yet attainable goals in advancement and fundraising to further support the University's long-term success.

**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. Renewal Appointment University Librarian

I am pleased to announce that Dr. Selinda Berg has been renewed for a second term commencing July 1, 2026. Additionally, her position title will be changed from University Librarian to *University Librarian and Dean of the Leddy Library*.

The University of Windsor's chief librarian currently holds the title *University Librarian*, reporting to the Provost and serving on Deans' Council and Senate. This role functions as a senior academic administrator equivalent to a faculty Dean, with broad responsibilities spanning research, teaching, and university-wide initiatives.

In line with trends across Canadian academic libraries, where titles such as *Dean of Libraries* or *University Librarian* and Dean have become more common, the position will be retitled **University Librarian and Dean of Leddy Library**.

This change reflects the academic and administrative scope of the role, improves internal and external recognition, and aligns Windsor with peer institutions. The change is in title only, with no impact on responsibilities, classification, compensation, or reporting lines.

This is a trend with other Canadian academic libraries with a majority currently or recently moving to this title or a similar title. Many of the institutions that retain the title of University Librarian are those where librarians are not faculty members or where the UL either is not termed or has unlimited terms. Some of these institutions may consider title and process changes following leadership transitions, particularly to remain competitive with institutions in the US, which widely use the title of Dean.

The title change to *University Librarian and Dean of Leddy Library* affirms the Library's central academic leadership role and aligns the University of Windsor with national and international norms. It communicates the University's commitment to a strong, visible, and integrated library presence within the academy.

2. Status update – Renewals for Deans of Engineering, Human Kinetics, Law and Search for Dean of the Faculty of Graduate Studies

- Dean of Engineering review process continues,
- Dean of Human Kinetics review process continues,
- Dean of the Faculty of Law review process commenced, and
- Dean of Graduate Studies search process commenced.

Updates will be provided as they are available.

3. Appointment of Special Advisor, Domestic Recruitment – Dr. Gregg French

Dr. Gregg French, faculty member in the Department of History, has been appointed Special Advisor, Domestic Recruitment for a two-year term.

Reporting to Dr. Cheryl Collier, Interim Provost and Vice-President, Academic, Dr. French will collaborate with Dr. Chris Busch, Associate Vice-President, Enrolment Management, and Ray Darling, University Registrar. Dr. French's

efforts will be focused on a more coordinated and centralized approach to faculty involvement in student recruitment and helping to break down departmental silos and foster a more unified effort across campus.

Dr. French brings valuable experience to the domestic recruitment portfolio. Over the past two years he has led successful recruitment and retention initiatives in the Department of History, which have significantly increased enrolment.

4. Appointment of Acting Director, Academic Labour Relations – Shae Harasym

Shae Harasym (BA 2010, JD 2013) has accepted a one-year appointment as Acting Director, Academic Labour Relations, effective July 23, 2025. In her new role, Harasym will lead the University's academic labour relations portfolio, supporting the Provost in advancing the institution's academic mission while upholding fair and constructive labour practices through the provision of professional advice and quality service to members of the University community.

Harasym is a lawyer with a strong background in labour and employment law, along with a deep commitment to collaborative, strategic, and solutions-focused labour relations. She brings over a decade of experience working on campus in leadership roles within Ancillary Operations and External Relations where she developed a deep understanding of university operations and a strong commitment to the campus community. Her approach has always been grounded in fostering respectful, productive relationships with campus partners.

5. Infosilem

We are commencing the full implementation of Infosilem scheduling tools within the Registrar's Office: exam scheduling, academic timetabling, and campus room booking. Infosilem is a powerful tool that allows campuses to optimize space utilization and create better schedules. When implemented properly, it also creates efficiencies for staff involved in classroom scheduling while considering faculty preferences through the use of constraints. The need for this software was identified and recommended in the [University of Windsor's External Review of the Registrar's Office Report 2022](#).

The first module to be deployed will be exam scheduling, followed by academic timetabling and room booking. To support the successful rollout of this initiative, a Steering Committee is being formed, comprising faculty representatives and key campus stakeholders. This committee will provide strategic guidance, oversight, and ensure alignment with institutional priorities throughout the project lifecycle.

The full implementation of the exam scheduling module is expected for the winter 2026. The remaining academic and campus modules will follow shortly thereafter with anticipated implementation by summer 2027.

6. Deans Retreat

A Dean's Retreat is being planned for Fall 2025. This event will serve as a strategic forum to share academic priorities, foster alignment across the Decanal team, and lay the groundwork for the forthcoming academic strategic plan.

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

Clinton Beckford

EDID Updates

EDID Modules

- In addition to the [current modules on Anti-Semitism and Islamophobia](#), we will be bringing on stream several additional EDID-themed modules in the next few weeks. Additional information will be shared when available.

EDID Resources

- We have launched an [identity-based discrimination resources webpage](#) that provides diverse perspectives on a number of issues. This resource page provides another opportunity for self-based learning for students, faculty, and staff and the broader campus community.

Employment Equity Survey

- An update about the [Employment Equity Self Identification Survey](#) for faculty and staff employees was communicated in September with information about how to complete the survey in UWinsite People. This campus-wide questionnaire collects employment equity data on its workforce to identify the scope of the University's diversity. The information assists the University in developing and delivering initiatives to promote equity, diversity, and inclusion as well as to inform requirements for specific employment equity programs.

Organizational Effectiveness and Leadership Development

- The UWindsor Leader Series launched for the period September 2025 to April 2026 and is grounded on the Leadership Competency Framework. Additional leadership development opportunities will be launched in the coming months.
- We are continuing the development of Human Resources-related policies as per the Administrative Policy Completeness Benchmarking (September 2024).
- The implementation matrix for the People, Equity, and Inclusion Strategy has been completed and will be posted. The evaluation framework will be completed by the end of year.

UWinsite People HRIS System

- The development and system implementation of Phase 2 in UWinsite People has concluded. A campus wide communication and training plan will be launched in November to introduce the Health & Safety module as well as academic and research hiring.

Employee Engagement and Recognition

- We look forward to celebrating the launch of a shared employee recognition event "People, Equity, and Inclusion Awards Celebration 2025" on October 2, 2025.
- The Years of Service event, hosted in the Spring in past years, has been shifted to the Fall with a tentative date of November 19th 2025. More information and invitations will be sent out to the campus community once plans are finalized.

Employee Labour Relations – Collective Agreements

- The University and Union partners have ratified collective agreements with Unifor 444 Special Constable Service, Unifor 2458 Operating Engineers, and CUPE 1393. All parties are working through implementation of the agreements and look forward to collaborative working relationships over the life of these agreements.

Report of the Vice-President, Finance and Operations

Gillian Heisz

Ancillary Updates for Fall 2025

It has been an exciting Fall for Ancillary Operations. Parking is once again sold out for student passes and efforts continue to explore additional inventory. Food Services has successfully transitioned to an 'all you care to eat' model and is serving over 1,000 students on meal plans this year, the highest figure we have seen in many years. As the dining hall fit out is not scheduled to be completed until November, students have been enjoying service in Vanier Hall in the revamped Winclare Lounge. Student feedback overall about the new food model has been very positive, though both staff and students alike are looking forward to the Rodzik Dining Hall opening soon. On the UWIN Card side, the mobile payments vendor has run into some technological challenges requiring existing systems to first be upgraded, so after much deliberation, UWindsor administration elected to push out the implementation of the digital card into the next fiscal year.

Construction and Real Estate Projects: Summer Updates

The Facility Services and Real Estate teams were busy with several construction and other real estate projects across the campus over the summer months.

On the construction side, progress has been made on some of our student-facing projects approved in the Capital Budgets, including the renovation of the Leddy Library West First Floor, the HVAC controls in the CAW Student Centre, the new Master of Medical Biotechnology lab in Essex Hall and the Cricket Pitch at the TLC. Planning is ongoing to transform the Essex Hall Theatre into a large lecture classroom; as of the current design, it is expected that there will be more than 270 seats, making it the third largest classroom on campus. The 3D printed residence project is also proceeding very well, with printing commencing in October. We were delighted to host The Honourable Evan Solomon (MP), Minister responsible for the Federal Economic Development Agency for Southern Ontario on campus to announce funding in August.

On the real estate and alternative revenues projects side, the Gordon Commons (formerly Res West) agreements (land lease and limited partnership agreement) have been signed, thus entering due diligence with our equity partner, with a targeted construction start period of Q1 2026. In June, administration received a notice of appeal from Imperial Oil on the accepted purchase price for the 2585 Wyandotte St W. property and is proceeding with the appropriate legal steps to resolve. Finally, construction was completed in September on the YMCA's units in 300 Ouellette, and the Y took possession and began operations on September 9. The YMCA is bringing over 400 visitors a day to this critical corner, breathing new life into the building and garnering positive acclaim for the University's efforts to strengthen the downtown core.

Campus Signage and Wayfinding and Campus Gateway Project

In the next few weeks, campus community members and visitors will see new signage and wayfinding installed across campus. A campus gateway sign along with landscaping improvements are also planned for the campus gateway point at Huron Church Road and College Ave (target Spring 2026). This project was thoughtfully designed using environmentally sustainable materials and utilizing printing techniques that will allow our Print Shop to update the signage themselves as names or places shift. As you encounter the wayfinding signs this Fall, please take some time to review the meaningful messages on each of the wayfinding signs, each speaking to a different element of our historical and cultural significance as a campus. The team is very grateful for the contributions of PAC, the History Department, the Special Advisor on Indigenous Relations, and the People, Equity, and Inclusion Office for preparing the content.

Report of the Vice-President, Research, and Innovation

Shanthi Johnson

Research, scholarship, creative activity, and innovation are central to the University's academic mission and to its impact, influence, and reputation locally and globally. A strong research and innovation ecosystem directly impacts our ability to pursue bold and impactful scholarship, recruit and retain students, offer high quality learning experiences, and strengthen career/professional competencies. The Office of the Vice-President, Research and Innovation (OVPRI) advances this mission in alignment with *Aspire: Together for Tomorrow* through inclusive research and innovation, collaboration, and engagement. The following section highlights recent initiatives and priorities.

The Office of the Vice-President, Research and Innovation (OVPRI) encompasses several functional areas: Research and Integrity Services (including pre- and post-award grant management, animal care, research ethics, and research safety); Research Innovation, Partnerships, and Entrepreneurship; Senate-approved University research centres and institutes (GLIER, BSI, CBI, and WE-SPARK); and strategic institutional research and innovation initiative. The OVPRI supports approximately 600 faculty members across campus in pursuing bold and impactful research and innovation, scholarship, and creative activity.

Strengthening the University's Internal Research and Innovation Ecosystem

The OVPRI holds regular meetings with Faculty Associate Deans of Research (monthly), Deans (bi-monthly), and the new Senate Research and Innovation Advisory Committee (quarterly) to ensure effective and efficient coordination of activities and priorities as we work together to advance research and innovation at the University of Windsor. As a team, we are working through opportunities and persistent structural challenges in creating a more inclusive, interdisciplinary, and sustainable research and innovation ecosystem. Themes that have emerged during the discussions include: interdisciplinary research and innovation, celebrating research achievements, sustainable

research infrastructure (core facilities and equipment maintenance), leveraging existing institutional and external capacity/opportunities, undergraduate student engagement in research, and ongoing structural and operational challenges.

- Review of the Senate Policy on the Establishment, Management and Renewal of University Research Centres and Institutes (Senate-approved: April 14, 2004; amended May 11, 2012; Formerly Senate Bylaw 43, Adopted Dec 1981). -- Co-leads: Dr. Drouillard, Science/GLIER and Dr. Willet, FAHSS.
- Reimagining Celebration of Excellence – Ideas: research week, yearly event with our partners, ... Next Celebration of Excellence in Research and Innovation – Nov/Dec 2025.
- Strategic Research Plan – review and approval this Fall.

Research and Integrity Services led by Amy Taylor and the team

- From May to August alone, we supported the development and submission of 137 funding applications by 95 researchers to 54 agencies with a total value of \$11,300,000, including \$7,500,000 to Tri-Agency and other federal funding sources.
- Larger scale applications included 2 Ontario Community Environment Fund proposals valued at \$1,224,270 and 3 New Frontiers in Research Fund – Transformation stream leaders of intent with future applications valued at \$24,000,000.
- During this period, 78 University of Windsor researchers were awarded \$4,900,000 in funding from 28 agencies, including \$3,400,000 from Tri-Agency and other federal funding sources.
- To better position the University and our researchers to take advantage of and leverage international exchange and funding opportunities, we have added capacity through a Research Coordinator – Global Research Engagement through external funding (Federal Gov Incremental Project Grant submission). Focus will be on initiatives such as the Fulbright, Horizon Europe, DAAD and others ..
 - Oct 8 –Fulbright Canada MOU announcement with Michael Hawes (President and CEO of Fulbright Canada) on campus.
 - Vida Cross – our Fulbright Scholar hosted by Leddy and BSI and supported by VPRI, VPA/Provost, VP-PEI, FAHSS, and Leddy.
- Research integrity teams are working well – process improvement underway for research ethics
 - REBs and committee members survey
 - Ask me anything event with Dr. Rachel Zand (interim REB Chair)
 - Policy suite coming up for approval
- 7 CRC and 1 CERC searches are underway –
 - Tier 1 CRC in Aquatic One Health/One Water-One Health (Science, external)
 - Tier 1 CRC in Innovations in Automobility: Advancing Sustainable and Secure Transportation (Engineering)
 - Tier 2 CRC in Indigenous Law and Policy in Canada: Governance, Rights, and Global Advocacy (Law, external)
 - Tier 2 CRC in Advanced Materials Science (Science)
 - Tier 2 CRC in Quantum Innovations and Experimental or Theoretical Physics (Science)
 - Tier 2 CRC in Green Materials, Chemistry, and Infrastructure (Engineering)
 - Tier 2 CRC in Decent Work and Economic Growth (Business)
 - CERC – Canada Excellence Research Chair on Healthy and Sustainable Waterways (underway)
- New Suite of Internal funding program (in progress, Jan 2026 launch – 3 year plan)
 - Review (2019-2024) and environmental scan (other selected universities)
 - Consultations with ADRs, Deans, and ELT members
 - Goals: strategic and focussed seed investment to leverage external opportunities.
- ERSO – Fit Gap work to begin soon. Funding from Provost Budget Committee, spl call.
- Heartiest congrats to Dr. Natasha Wiebe (research facilitator for SSHRC) for service excellence award and Dr. Nick Vukotic for impact innovation award. Celebration of Excellence led by VP-PEI.

Innovation, Partnership and Entrepreneurship Team led by Tom Schnekenburger and team.

- Reimagined entrepreneurship strategy – FUSION -- Integrated, sustainable, and impactful
 - *Academic and whole of campus integration* -- Academic leads: Dr. Shanthi Senthe (Law - Sabbatical), Dr. Nick Vukotic (Science) and Dr. Kevin Milne (Kinesiology).

- In class presentations (750+ undergrads in September and October) on the principles of entrepreneurial thinking; active course integration and work-integrated learning programs designed to foster entrepreneurial thinking and actions.
- *Partners Engagement – Windsor-Essex Focus* – Lead: Tom Schenkenburger
 - working with the City of Windsor, Invest Windsor-Essex, Chamber of Commerce, WEtech Alliance and strategic advisors Northguide to continue building a regional innovation and entrepreneurship ecosystem.
- Knowledge Mobilization via technology transfer
 - 3 major commercialization activities – University affiliated startup
 - Exploring additional commercialization models that could improve IP strategy
 - Students IP policy – in progress
 - Education and learning opportunities – summer series, and forth coming.
- Partnership and strategic initiatives – **Spotlight on AgUWin** Academic co-leads: Dr. Isabelle Barrette-Ng and Rupp Carriveau
 - **Research and Innovation Growth:** Over \$1M in greenhouse technology projects are underway through the Greenhouse Technology Network, in collaboration with industry leaders such as TELUS and JEM Farms. Researchers are from multiple disciplines, including engineering, environmental science, biology, chemistry, policy, art, and community engagement. Recent NSERC CREATE application (\$6million interdisciplinary faculty leads and multiple universities participating-- Trent University, Toronto Metropolitan University, University of Manitoba, University of Lethbridge, Dalhousie University, Laval University, University of Regina, University of Calgary, and Kwantlen Polytechnic University. include industry leaders and agencies, including JEM R&D, Fruit and Vegetable Growers of Canada (FGVC), Biophii, Ontario Ministry of Agriculture, Food and Agribusiness (OMAFRA), Ontario Greenhouse Vegetable Growers, Vivent, Landscapes, GrowLiv Biologicals.
 - **Partnerships:** MOUs with Horteca (now JEM R&D), the Fruit and Vegetable Growers of Canada, and Bioenterprise are expanding UWindsor's footprint provincially and nationally. UWindsor also works with a network of 40+ industry and community partners—including the Municipality of Leamington, the Ontario Fruit and Vegetable Growers, and Agriculture and Agri-Food Canada (AAFC)—to support research projects and knowledge mobilization.
 - **Innovation Ecosystem:** New university affiliated startups (SparkForm, Anthea) signaling strong commercialization capacity.
 - **Government Engagement:** Since 2023, we have hosted OMAFRA and AAFC leadership, positioning UWindsor for strategic influence on policy and funding directions. Pres McMurtry meeting with the new minister, Trevor Jones.
 - **Students Experience and Career:** Over two dozen student employment and experiential learning opportunities at partner organizations initiated local partners. Kayes Abu Reza – AgUWin's First Full MASc Grad secured a position of "Manager of Research and Innovation" at AgUWin Partner Under Sun Acres.

While narratives are often framed as either/or in our society, we can experience both. Over the summer, we were saddened to say goodbye to valued staff and grateful to welcome new team members. Even amid significant fiscal and other pressures, we can both streamline and grow, demonstrating our resilience and commitment to progress.

Report of the Associate Vice-President, External

Judy Bornais

Centralization & Service to Campus Community

- PAC completed its marketing and communications centralized model in August supporting faculties, units, and departments. A couple open positions should be filled this fall during the next round of bumping and following a maternity leave posting.
- In May, Advancement and Alumni centralized operations, and we are working towards stabilization with a few open positions and some movement in our frontline fundraising team due to recent staff bumping and collective bargaining.

- The events hub became fully operational this summer with all staff hired and trained. The hub consists of one manager, one CUPE staff and 2.5 UNIFOR staff.

Increasing Engagement, Telling our Stories, and Building UWindsor's Brand and Reputation

- Since June 2025, the events hub has been involved (at various service levels) in executing 30 events. These events consisted of community events, fundraising events, welcome week initiatives, government visits, retreats, and events that promoted equity, diversity and inclusion and advanced our commitments to Indigenization, Truth and Reconciliation.
- PAC launched an updated [news webpage](#) that highlights the accomplishments of faculty, researchers, students, and staff. It showcases stories of impact — from student experience and alumni success to academic excellence, research innovation, and community partnerships. Featured stories are seeing increased open rates and engagement.
- Introduced a weekly e-newsletter, available [by subscription](#) to both internal and external audiences. Delivered every Wednesday, it curates the University's top public-facing stories in one place.
- Launched two new SharePoint intranets for employees and students, [Campus Life – People](#) and [Campus Life – Students](#), in collaboration with the Division of Student Affairs and the Office of the Vice-President, People, Equity, and Inclusion.
- Launched @uwincampuslife social media for Division of Student Affairs to increase student engagement and we are seeing exponential growth in followers.
- These platforms put our most important stories front and center — reaching more people, more strategically, and more effectively, and are part of a strategic change to focus communications on telling stories that reflect our collective impact. This approach is grounded in *Aspire*, which emphasizes storytelling and knowledge-sharing as foundational commitments. Rather than issuing formal institutional statements recognizing international days, global conflicts, or anniversaries, we are concentrating on sharing experiences and stories that are occurring on our campus to engage readers more meaningfully.

Engaging with Alumni and Donors

- Alumni Golf Tournament raised over \$35,000 in support of the MJ Haddad Leadership Fund. More than 135 alumni and friends came together for this long-standing tradition.
- Advancement & Alumni executed a successful Alumni week at the end of September, key highlights were the annual Grab 'n Go for students, 2nd annual Chancellor's Brunch with alumni, donors, prospects, and campus leaders, the Alumni Tailgate Tent, and the Alumni Association support for Black Alumni Weekend.
- Together with Advancement & Alumni, Athletics, and PAC we supported the 2nd annual Lancer Day of Giving that raised nearly \$150K, almost tripling last year's results with over 400 donations.
- Advancement & Alumni continues to strengthen fund development across university faculties and departments through a centralized model, while introducing annual faculty-specific plans and case for supports that build a more strategic, coordinated, and sustainable approach to long-term relationship building and philanthropic impact.

Data Enhancement, Hygiene, and Monitoring

- PAC, in collaboration with ITS, has begun community consultation on the migration to Drupal 11 for uwindsor.ca.
- In collaboration with Campus Safety and Facilities, we implemented a Signage Policy to ensure AODA compliance and brand consistency.
- The Advancement & Alumni team recently implemented a new Prospect Insights feature in our CRM (Raiser's Edge) system. This enhancement helps our frontline fundraising team analyze and prioritize current and potential donors by identifying appropriate major gift, leadership giving, and planned giving levels, strengthening our overall prospecting, pipelining, and solicitation strategy.

Generating Local and Global Impact through Partnership and Community Engagement

- May 26th, we signed an MOU with the Town of Kingsville. This is our third MOU with local municipalities. The focus is on providing students with opportunities to work on local challenges, and the township with fresh thinking into how they can grow as a sustainable, inclusive, and opportunity-rich community. The Town will also provide support for student placements and community engagement initiatives. The MOU reflects the University

of Windsor's mission to empower positive change through regionally engaged research, learning, and innovation that creates lasting impact across communities.

- In August, we signed a collaborative partnership agreement with GreenShield Canada which included research funding to advance mental health needs in the region and exploring a new community-informed model to expand access to primary care as well as a gift naming of the Windsor Hall, formerly the Windsor Star building, to GreenShield Hall.

Governmental Communication and Advocacy

- The government expanded funding to increase seats in education and nursing.
- Ongoing discussions and advocacy have occurred with numerous departments within the provincial government this past summer and fall. This included an in-person meeting with Minister Quinn and his Chief of Staff and Chief of Policy in late July.
- The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) is undergoing a funding formula review, and we have been engaged in numerous discussions and continue to provide feedback. A formal submission is being developed and will be submitted later this month.

**University of Windsor
Board of Governors**

4.2.1: Draft Audited Financial Statements for the year-ended April 30, 2025

Item for: **Approval**

Forwarded by: **Board Audit Committee**

MOTION: That the Board of Governors approve the audited financial statements of the University of Windsor for the year-ended April 30, 2025.

Rationale:

- See 'Statement of Administrative Responsibility'

See attached:

- Financial Highlights (BG251021-4.2.1a)
- Audited Financial Statements (BG251021-4.2.1b)

Board Audit Committee Report:

The Audit Committee reviewed the Audited Financial Statements of the University of Windsor for the year-ended April 30, 2025 at its September 25, 2025 meeting. The audited financial statements were also presented for information to the Resource Allocation Committee at its meeting of October 8, 2025. Both the Audit Committee and the Resource Allocation Committee noted that KPMG is prepared to issue a clean audit opinion, subject to Board approval of the audited financial statements.

The Audit Committee also reviewed progress relating to the cybersecurity workplan, HRIS implementation, and internal audits, in addition to the other items listed separately on the Board's October 21, 2025 meeting agenda.

ANNUAL FINANCIAL HIGHLIGHTS REPORT

FOR THE YEAR ENDED APRIL 30, 2025

2024/25 FINANCIAL HIGHLIGHTS

The audited financial statements indicate that the University of Windsor maintains a steady balance sheet, with strengths including in cash flow and liquidity management. However, operating results reflect a deficit for the year, consistent with the broader financial pressures stemming from declining enrolment, tuition restrictions, and ongoing funding challenges across Ontario's university sector.

The University continued to make significant capital investments aligned with its long-term sustainability objectives and commitment to enhancing the student experience. Highlights included the substantial completion of the \$8.1M ECC Chiller installation, which will improve energy efficiency and reduce the University's carbon footprint, and \$2.8M in Alumni Stadium upgrades for energy-efficient lighting and track resurfacing. The University also launched Phase 1 of UWinsite People, an extension of the institution's ERP platform, marking a major milestone in modernizing HR and Payroll processes. In addition, the fit-out of leased space at 300 Ouellette was initiated to support a new partnership with the YMCA, repurposing the site as a revenue-generating asset while fostering student and community engagement. Other key investments included \$1.4M in research equipment and the commencement of construction on the Rodzik Dining Hall in the new residence building, a modern dining facility designed to elevate the student experience and strengthen campus life.

Financial performance in the University's investment portfolios was strong. The maturity of last year's GIC investments increased cash holdings while reducing investments, and the working capital fund achieved an average return of 8% (2024 – 5.6%), demonstrating the strength of its asset mix. The Endowment returned 8.5% (net of fees), enabling the spending policy for 2024/25 to be increased to \$9M. Offsetting these gains, the swaps on TD loans were "out of the money" in 2024/25, generating a \$4.3M loss and reducing the swap asset to \$1.7M.

The most notable changes in liabilities were related to deferred revenue and Employee Future Benefits. Deferred revenue decreased by \$6.6M, largely due to a reduction in international tuition deposits, consistent with anticipated declines in international student enrollment. The University filed an actuarial valuation for the Employees' Plan as of July 1, 2024, which confirmed the plan is in a surplus position on a going-concern basis. Both the Employees' and Faculty Plans remain in good health, with the next actuarial valuations required as of July 1, 2027, and July 1, 2026, respectively. Other Post Employment Benefits also recorded a \$6.2M actuarial gain, driven primarily by changes in assumptions for future claims.

The 2024/25 statement of operations reflects a \$9.9M loss, highlighting the impact of reduced enrollment and ongoing tuition freezes. Tuition revenues declined by 11% (\$29M) compared to the prior year, driven by a \$33M decrease in international tuition partially offset by a \$4M increase in domestic undergraduate tuition. These losses were tempered by an \$18M increase in grant and contract revenue, including \$15M in additional federal and provincial funding, \$6.5M in sustainability funding, and \$2.8M in sector-wide one-time support. For 2024/25, salaries and benefits increased by \$8.9M due to one-time costs from Voluntary Contract Terminations (VCT), administrative salary continuance, and severance as part of restructuring efforts. Positive progress was made in reducing the University's unfunded vacation liability, which was eliminated in 2024/25 (2023/24 – \$615K).

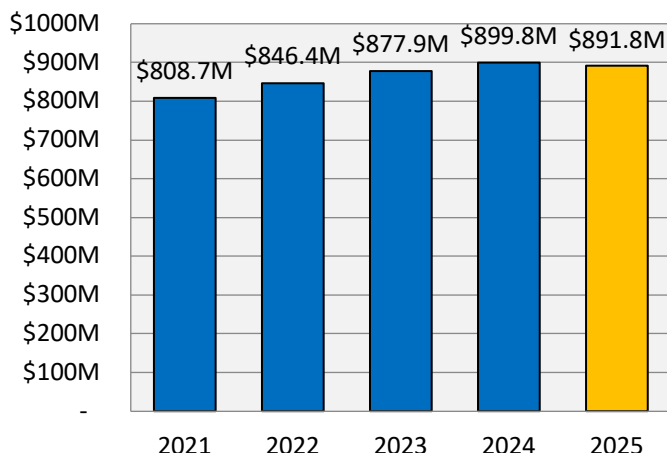
The University continues to work closely with the Ministry of Colleges and Universities (MCU) under the provincial accountability framework. Although performance across most MCU metrics declined in 2024/25, resulting in a shift back to the Medium Risk category, this outcome was anticipated in light of international enrollment restrictions and tuition freezes. Importantly, the University remains proactive in addressing these pressures by implementing budget realignment initiatives and pursuing strategies to strengthen long-term financial sustainability.

2024/25 FINANCIAL HIGHLIGHTS

The following 2024/25 financial indicators present an overview of the financial position of the University.

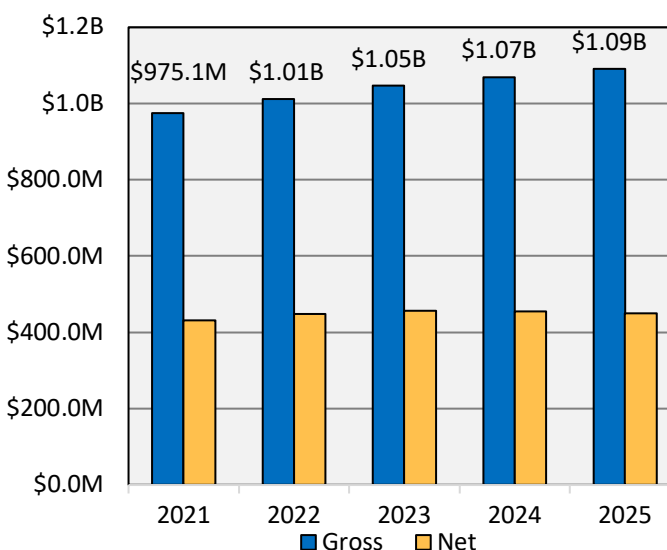
TOTAL ASSETS (in millions)

- Total assets are **\$891.8M**, a decrease of \$8M from the prior year.
- The **cash and investment balance** ended the fiscal year at **\$407.3M**. Cash and investments increased by **\$9.7M** from last fiscal year mainly from investment income earnings.
- The **Accounts Receivable** balance decreased significantly by **\$7.5M** due to collaborative nursing payments from St. Clair that were paid in 2024/25.
- The balance of the interest rate SWAP decreased by **\$4.3M** due to decreased interest rates.



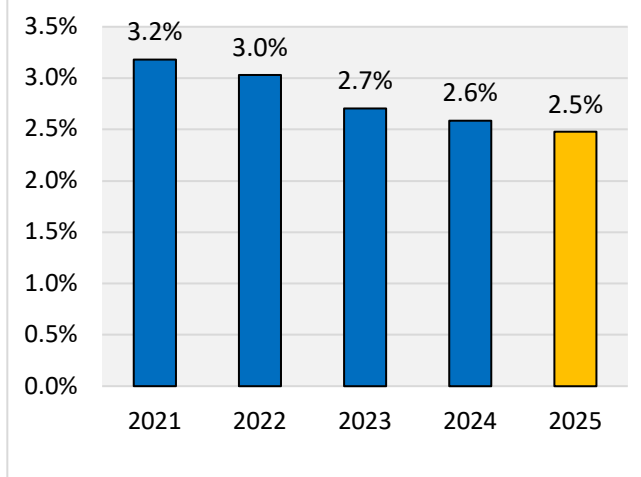
GROSS CAPITAL ASSETS (in millions/billions)

- **Gross capital assets** are **\$1.09B** this year, an increase of \$22M.
- Included in building, land and house additions is net **\$1.3M** for roof repairs, **\$0.7M** for 7-Eleven and **\$0.5M** for a house on Sunset.
- Equipment additions were **\$3M** from continued investment in **research equipment**, and investment in **information technology hardware**.
- Computing Systems additions were **\$3.5M** with the Phase 1 implementation of UWinsite People (HRIS) which launched in January 2025
- The major Construction in Progress (CIP) increase of **\$5.2M** included **\$2.3M** for the YMCA Fit Out project in 300 Ouellette along with other equipment and small renovation projects on campus.



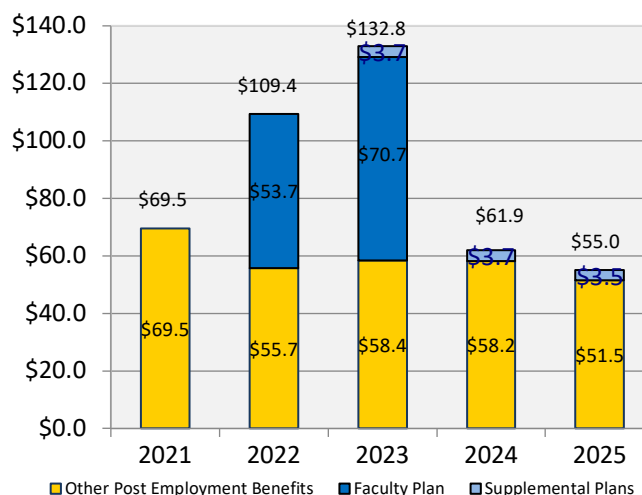
DEBT AND INTEREST BURDEN RATIO

- **Debt** at the University decreased by **\$4M** (2%) for a total liability of **\$220.7M**.
- The decrease is explained by a \$2.5M in **scheduled principal payments**, amortization of costs, as well as an increase in the value of the Series A sinking fund.
- **Interest expense** this year totalled **\$10.7M**. The interest burden ratio was **2.5%**, consistent with peer institutions.
- The **long-term debt per FTE** in 2024/25 is **\$13,269**, which is quite a bit higher than comparable institutions. This is due to lower enrolment figures in year.

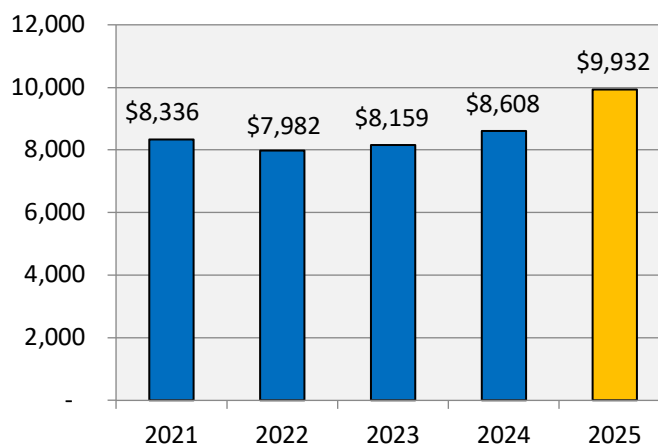


EMPLOYEE FUTURE BENEFITS (in millions)

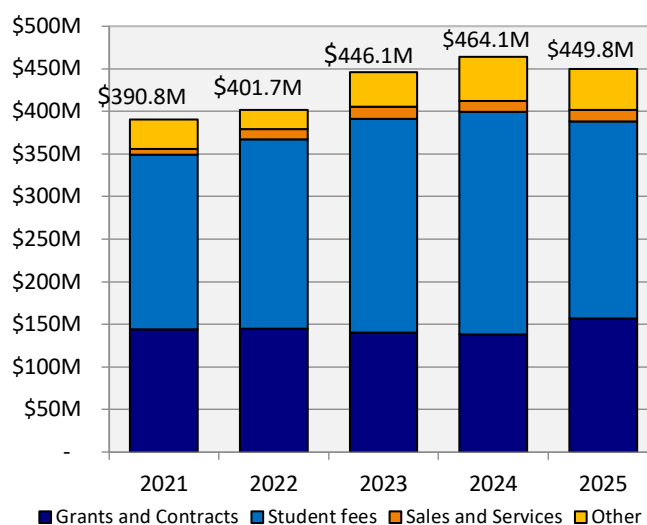
- The University conducts actuarial valuations of the pension plans at least triennially. Valuations for funding purposes were filed for the Employee Plan as of **July 1, 2024** and the Faculty Plan as of **July 1, 2023**.
- The liability for Other Post-Employment Benefits was reduced by an actuarial gain, which resulted from updated assumptions on future claims based on a three-year analysis of survivor benefit claims.
- Included in salaries and benefits expense are costs of **\$20.9M** related to the Pensions and Other post-employment benefits (\$28M in prior year).

**ENDOWMENTS PER FTE**

- The University's **Endowment Fund** continued to grow to **\$165.2M** at April 30, 2025, achieving a 1-year rate of return of 8.5% (net), a slight decrease from prior year's gain of 9.1%.
- Donations for the Endowment (**\$2.9M**) have increased by 41% or \$0.9M. Allowable spending is \$9M for 2025/26 initiatives, an increase of **\$1.3M** from prior year.
- The **Endowments per FTE** in 2024/25 is **\$9,932**. This increase is partially related to lower FTE. Fundraising efforts are ongoing to support Endowment Fund.

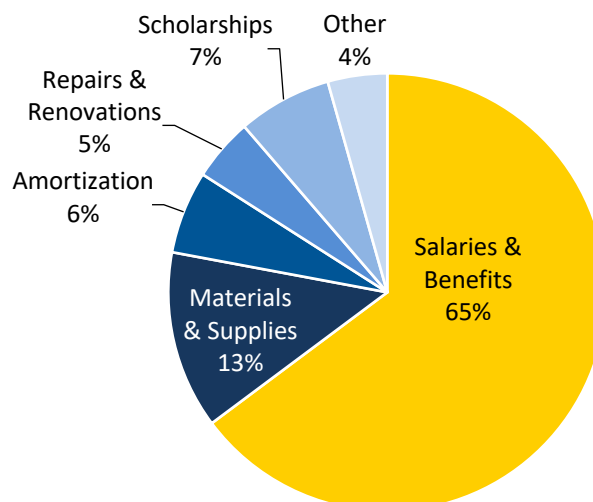
**CONSOLIDATED REVENUE** (in millions)

- **Consolidated revenue** decreased by 3% over the prior year to **\$449.8M**.
- **Student fees of \$232M** represent 52% of the consolidated revenues of the University.
- **Grants and contracts of \$156.5M** represent 35% of consolidated revenues. In addition to the Provincial operating grants, **research grants** and contracts of **\$33M** are included in this amount.
- **Sales and services revenue of \$12.9M** represents ancillary operations including parking, commissions on bookstore and food services sales, and residence services.

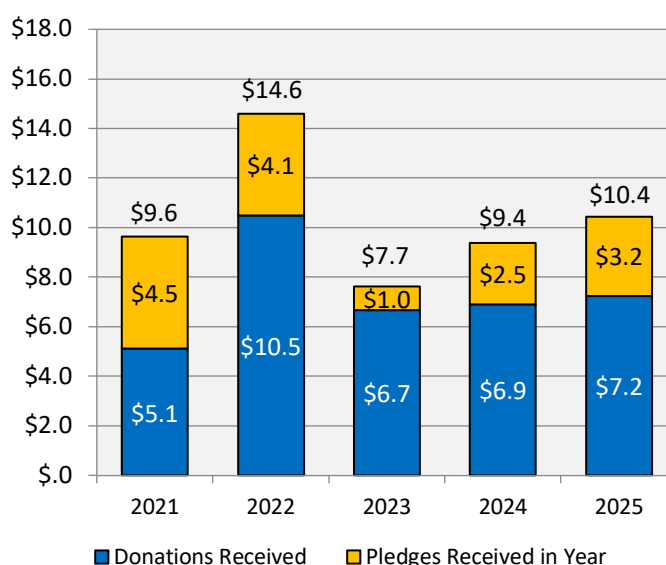


CONSOLIDATED EXPENDITURES

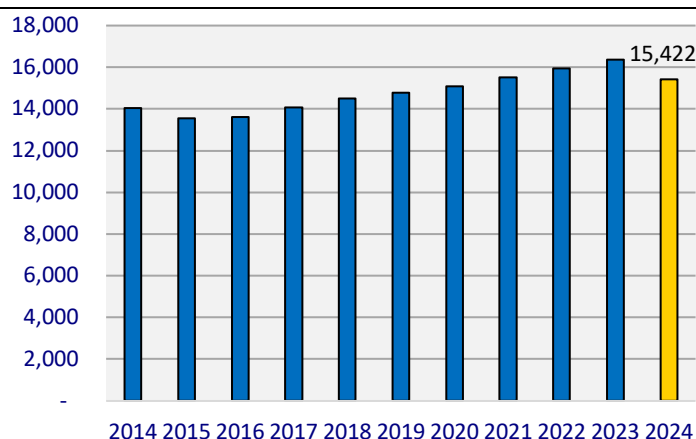
- **Consolidated expenditures** totalled **\$459.7M** this year. After removing the impact of the swaps, this represents an increase of \$9.6M versus 2023/24.
- The **interest rate swaps** were in a loss position of **\$4K** this year. This is a non-cash loss.
- **Salaries and benefits** remain the University's largest expense, increasing by **3%** in 2024/25. This total includes **\$11.9M** in salary continuance and VCT payments related to restructuring and voluntary retirement programs.
- **Scholarship** expense has increased by 4% to **\$31.6M** providing additional support for the students with majority of costs offset by trust and research revenues.

**FUNDRAISING – ACTIVITY** (in millions)

- The University raised **\$10.4M** in 2024/25 for endowments, scholarships, and other purposes.
- Of the amount raised, **\$3.2M** relates to pledged donations. Total outstanding pledges to be received at April 30, 2025 are **\$7.5M**. These outstanding pledges include ongoing capital projects notably the Rodzik Dining Hall, Ron W. Ianni Faculty of Law Building and the Toldo Lancer Centre. The University does not recognize pledges in its financial statements until the donation is received.
- Of the monies received this year, **\$2.9M** were for Endowment Funds, **\$2.3M** for capital projects, **\$0.5M** for research and the remaining for non-endowed scholarships or other initiatives.

**FULL-TIME ENROLMENT**

- **Total full-time undergraduate and graduate enrolment** for Fall 2024 was **15,422**, a decrease from Fall 2023 of 944 students.
- **International students** represented **7%** of full-time **undergraduate enrolment** and **68%** of full-time **graduate enrolment** in Fall 2024.
- **Total part-time undergraduate and graduate enrolment** for Fall 2024 was 1,560, a decrease of 68 students from Fall 2023.



2024/25 FINANCIAL HIGHLIGHTS

Appropriations YoY Reconciliation Unexpended operating funds only (in thousands of dollars)

	Opening Balance Apr 30 2024 \$	Budgeted Increases in Reserves \$	Transfers to/from Other Reserves \$	Budgeted Use of Reserves in Year \$	Surpluses/ (Deficits) from Operations \$	Earmarked for VCT's Funded Next Year \$	Ending Balance Apr 30 2025 \$
Internally financed capital or repair projects	(16,836)	2,023	-	-	-	-	(14,813)
Departmental carry forwards*	23,381	-	(8,315)	-	902	-	15,968
Contingency reserves	17,885	3,000	8,605	(1,026)	(356)	(5,333)	22,775
Employee benefits reserves	6,673	800	-	(459)	615	-	7,629
Enrolment deviation reserves	18,787	5,429	-	(6,881)	-	-	17,336
Earmarked for capital and repair projects	3,306	1,900	-	(1,641)	(419)	-	3,146
Funds held for strategic initiatives	2,706	4,039	(290)	(3,540)	65	-	2,980
	55,902	17,191	-	(13,548)	807	(5,333)	55,020

**Note: this category of reserves is not controlled by central administration*

The University's Operating Budget for 2024/25 ended with revenues \$14 million higher than budget and expenditures \$15 million above budget. Revenue gains were largely driven by \$8M in strong short-term investment returns and \$4M in additional government funding for nursing programs. Although international tuition was \$14M below budget, this shortfall was partly offset by \$9.8 million in one-time support from the Postsecondary Education Sustainability Fund (PSESF). On the expense side, variances reflected overspending on sessional teaching in Education and Nursing, unaddressed ABB obligations in FAHSS, HK, and Science, unplanned in-year grant spending, and higher custodial costs. The most significant costs were upfront expenses for voluntary contract terminations (faculty) and early retirement incentives (staff), introduced to reduce long-term salary and benefit obligations and help mitigate projected deficits.

Institutional leadership has taken deliberate steps to strengthen reserves in anticipation of future financial pressures, particularly the risk of declining international enrollment in course-based master's programs. To support this goal, \$8.6 M in general carry-forward funds from the prior year were frozen, and two targeted reserves were established: a \$3.3M "For the Future" fund (1% of the operating budget) and a \$2M enrollment contingency reserve (2% of tuition revenues). Despite these proactive measures, reserves were drawn down in 2024/25 to address both planned and unforeseen needs, including the upfront costs of voluntary contract terminations (for faculty) and voluntary early retirement incentives (for staff), which were introduced to reduce long-term salary and benefit obligations and help close forecasted deficits. Additional use of reserves was required to mitigate tuition revenue shortfalls, with an amount equal to twice the enrollment contingency balance applied during the year. Some reserve spending was also tied to prior commitments, including Strategic Priority funds allocated in 2023/24 but disbursed in 2024/25. Taken together, these activities resulted in a net decrease of approximately \$900K, bringing total reserves to \$55M as of April 30, 2025, while preserving reserves as a cornerstone of long-term financial sustainability planning.

Financial Statements of

UNIVERSITY OF WINDSOR

And Independent Auditor's Report thereon

Year ended April 30, 2025

DRAFT

Statement of Administrative Responsibility

The Administration of the University is responsible for the preparation of the financial statements, the notes and all other financial information contained in this annual report.

The Administration has prepared the financial statements in accordance with Canadian accounting standards for not-for-profit organizations. In order to achieve the objective of fair presentation in all material respects, reasonable estimates and judgments were employed. The Administration believes that the financial statements present fairly the University's financial position as at April 30, 2025 and the results of its operations for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the Administration has developed and maintains a system of internal control designed to provide reasonable assurance that University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements.

The Board of Governors is responsible for ensuring that the Administration fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board of Governors carries out its responsibility for review of the financial statements principally through the Audit Committee. The members of the Audit Committee are not officers or employees of the University. The Audit Committee meets with the Administration, as well as the external auditors, to discuss the results of audit examinations and financial reporting matters and to satisfy itself that each party is properly discharging its responsibilities. The auditors have full access to the Audit Committee with and without the presence of the Administration.

The financial statements for the year ended April 30, 2025, have been reported on by KPMG LLP, Chartered Professional Accountants, the external auditors appointed by the Board of Governors. The independent auditor's report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.

Dr. John-Justin McMurtry
President & Vice-Chancellor

Ms. Gillian Heisz
Vice-President, Finance and Operations



INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of the University of Windsor

Opinion

We have audited the financial statements of the University of Windsor (the University), which comprise:

- the statement of financial position as at April 30, 2025
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the University as at April 30, 2025, and its results of operations and changes in fund balances and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-profit Organizations.

Basis for Opinion

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

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

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

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

DATE

UNIVERSITY OF WINDSOR

Statement of Financial Position

(in thousands of dollars)

As at April 30, 2025, with comparative financial information for 2024

		2025 \$	2024 \$
ASSETS			
Current			
Cash and cash equivalents		86,819	69,078
Short-term investments	note 2	65,161	103,192
Accounts receivable		24,135	31,650
Inventories, prepaid expenses and other assets		10,661	15,530
Total current assets		186,776	219,450
Investments	note 2	255,316	225,312
Capital assets, net	note 3	449,716	454,998
		891,808	899,760
LIABILITIES and DEFERRED CONTRIBUTIONS			
Current			
Accounts payable and accrued liabilities	note 11	61,142	61,702
Deferred revenue		14,906	21,514
Current portion of deferred contributions	note 4	66,930	64,748
Current portion of long-term debt	note 7	2,108	2,044
Total current liabilities		145,086	150,008
Deferred capital contributions	note 5	163,356	167,062
Deferred contributions	note 4	2,523	2,522
Employee future benefits	note 6	55,037	61,896
Long-term debt	note 7	218,636	222,537
		584,638	604,025
NET ASSETS			
Unrestricted			
Funded operations		-	(615)
Unfunded operations		(48,450)	(50,842)
Total unrestricted		(48,450)	(51,457)
Internally restricted	note 8	190,392	195,289
Endowment	note 9	165,228	151,903
		307,170	295,735
Commitments and contingencies	note 14		
		891,808	899,760

See accompanying notes

UNIVERSITY OF WINDSOR**Statement of Operations**

(in thousands of dollars)

Year ended April 30, 2025, with comparative financial information for 2024

	2025	2024
	\$	\$
REVENUE		
Grants and contracts	156,490	138,428
Student fees	231,990	261,296
Sales and services	12,926	12,536
Investment income	23,644	23,315
Donations, non-endowment	2,967	3,905
Amortization of deferred capital contributions	note 5 9,688	10,257
Other revenue	12,045	14,334
	449,750	464,071
EXPENSES		
Salaries and benefits	295,057	286,848
Materials, supplies and services	59,822	60,875
Repairs and renovations	21,075	22,219
Utilities and related taxes	9,264	8,531
Interest on long-term debt	10,704	10,772
Scholarships and bursaries	31,607	30,453
Amortization of capital assets	note 3 27,812	26,042
	455,341	445,740
Excess (deficiency) of revenues over expenses before fair value adjustment	(5,591)	18,331
Change in fair value of interest rate swaps	note 7 (4,323)	3,094
Surplus (deficiency) of revenue over expenses	(9,914)	21,425

See accompanying notes

UNIVERSITY OF WINDSOR

Statement of Changes in Net Assets

(in thousands of dollars)

Year ended April 30, 2025, with comparative financial information for 2024

					2025	2024
	Unrestricted		Internally	Endowment		
	Funded	Unfunded	Restricted	(note 9)	Total	Total
	Operations	Operations	(note 8)			
	\$	\$	\$	\$	\$	\$
Net assets, beginning of year	(615)	(50,842)	195,289	151,903	295,735	186,940
Surplus (deficiency) of revenues over expenses	(470)	(9,444)	-	-	(9,914)	21,425
Change in unexpended operating and restricted funds	2,565	-	(2,565)	-	-	-
Net contribution to investment in capital assets	4,855	-	(4,855)	-	-	-
Related party transaction (note 15)	440	-	-	-	440	144
Investment income allocated	-	-	-	15,061	15,061	13,971
Allocation for spending from accumulated investment returns	-	-	-	(9,069)	(9,069)	(8,442)
Employee future benefit remeasurement costs (note 6)	-	11,836	-	-	11,836	79,255
Contributed assets	-	-	192	-	192	391
Transfers and internal endowment contributions	(6,775)	-	2,331	4,444	-	-
External contributions	-	-	-	2,889	2,889	2,051
Net assets, end of year	-	(48,450)	190,392	165,228	307,170	295,735

See accompanying notes

UNIVERSITY OF WINDSOR**Statement of Cash Flows**

(in thousands of dollars)

Year ended April 30, 2025, with comparative financial information for 2024

	2025	2024
	\$	\$
OPERATING ACTIVITIES		
Surplus (deficiency) of revenue over expenses	(9,914)	21,425
Add (deduct) non-cash items:		
Deferred contributions, net	2,183	8,211
Amortization of deferred capital contributions	(9,688)	(10,257)
Amortization of capital assets, net of loss on disposal	27,597	25,800
Employee future benefits	4,977	8,311
Interest rate swaps	4,323	(3,094)
Related party transaction	note 15 440	144
Amortization of debt transaction costs	66	67
Net change in non-cash working capital	note 13 893	(27,318)
Cash provided by operating activities	20,877	23,289
FINANCING ACTIVITIES		
Repayments of long-term debt	(2,044)	(2,302)
Trusted sinking fund	(1,859)	(1,769)
Contributions deferred for capital purposes	5,982	7,944
Investment income allocated to endowments	15,061	13,971
Endowment investment income for spending	(9,069)	(8,442)
External endowment contributions	2,889	2,051
Cash provided by financing activities	10,960	11,453
INVESTING ACTIVITIES		
Net change in investments	8,027	15,885
Net purchase of capital assets	(22,123)	(23,119)
Cash used in investing activities	(14,096)	(7,234)
Net increase in cash and cash equivalents	17,741	27,508
Cash and cash equivalents, beginning of year	69,078	41,570
Cash and cash equivalents, end of year	86,819	69,078

See accompanying notes

AUTHORITY

The University of Windsor (the “University”) is a mid-sized comprehensive research and teaching university. The University operates under the authority of the University of Windsor Act, 1962-63 which defines the authority and responsibilities of the Board of Governors and the Senate. The University is a registered charity and therefore is, under Section 149(1)(f) of the Income Tax Act (Canada), exempt from payment of income tax.

NOTE 1

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements have been prepared in accordance with Part III of the Chartered Professional Accountants (CPA) of Canada Handbook – Accounting, which sets out generally accepted accounting principles for not-for-profit organizations in Canada.

The significant accounting policies of the University are summarized below:

(a) Cash and cash equivalents

Cash and cash equivalents consist of balances with banks and investments with a maturity of approximately three months or less at the date of purchase, unless they are held for investment rather than liquidity purposes, in which case they are classified as investments.

(b) Financial Instruments

Financial instruments are recorded at fair value upon initial recognition. Investments in pooled funds and derivative instruments are subsequently measured at fair value. All other financial instruments are measured initially at fair value, and subsequently at amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair market value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and are amortized using the straight-line method.

(c) Investments and investment income

Investments reported at fair value consist of cash, money market funds, term notes, treasury bills, real assets (including infrastructure investments) and equity instruments as well as pooled fund investments, derivative contracts and any investments in fixed income securities that the University designates upon purchase to be measured at fair value. Fair value amounts represent estimates of the consideration that would be agreed upon by knowledgeable, willing parties who are under no compulsion to act. It is best evidenced by a quoted market price, if one exists. The calculation of estimated fair value is based upon market conditions at a specific point in time and may not be reflective of future fair values.

Common share investments in related parties are measured according to the equity method. All other investments held by the University are subsequently recorded at amortized cost.

NOTE 1

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (cont'd)

Investment income and losses, which consist of interest, dividends, income distributed from pooled funds, realized and unrealized capital gains and losses and realized and unrealized currency gains and losses, net of applicable transaction costs are recorded as investment income in the Statement of Operations except for the investment income designated for endowments.

The amount made available for spending against externally restricted endowments is recorded as investment income and any restricted amounts available for spending that remain unspent at year-end are deferred and categorized as deferred contributions. Investment income on externally restricted endowments in excess of the amount made available for spending, losses on externally restricted endowments, and deficiency of investment income compared to the amount available for spending are recorded as direct increases (decreases) to endowments.

(d) Derivative financial instruments

In order to manage its interest rate risk, the University has entered into interest rate swap agreements to convert variable rate interest on bankers' acceptances term loans to a fixed rate. The University does not designate interest rate swap agreements as hedges for accounting purposes. Accordingly, the interest rate swap contracts are marked to market based on the fair value provided by the financial institution, which is counterparty to these contracts, with changes in fair value recorded in the Statement of Operations.

(e) Inventories

Inventories are valued at lower of cost and net realizable value.

(f) Capital assets

Capital assets are recorded at cost. Contributed assets including land are recorded at fair market value at the date of contribution are reported in the Statement of Changes in Net Assets. Amortization is provided on a straight-line basis using the following rates:

Land improvements	20 Years
Buildings	40 Years
Parking lots	15 Years
Building and Plant Equipment	20 Years
Equipment	5 Years
Library and books	5 Years
Computing systems	15 Years
Leasehold improvements	Term of lease
Collections (Works of Art and Rare books)	not amortized
Capital in progress	not amortized

Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value of an asset may not contribute to the University's ability to provide services. Any impairment results in a write-down of the capital asset and an expense in the statement of operations. An impairment loss is not reversed if the fair value of the related capital asset subsequently increases.

NOTE 1

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (cont'd)

(g) Revenue recognition

The University follows the deferral method of accounting for contributions which include donations and government grants.

Unrestricted contributions are recognized as revenue when received or receivable. The operating grant from the Province of Ontario is considered unrestricted and is recorded in the period to which the operating funds relate.

Externally restricted contributions, other than endowments, are recognized as revenue in the year in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred, and when expended, are amortized into revenue, at a rate corresponding with the amortization rate for the related capital assets. External endowment contributions and income preserved as capital protection on externally restricted endowments are recognized as direct increase in net assets in the year in which they are received. Income preserved as capital protection on internally restricted endowments is recorded as unrestricted revenue and transferred to internal endowments.

Donations of assets are recorded at fair value when a fair value can be reasonably estimated. Pledges receivable are not recorded as an asset in the accompanying financial statements. Endowment contributions are recognized as direct increases in net assets.

Tuition fees which relate to academic terms or parts thereof occurring after April 30 are recorded as deferred revenue.

Revenue from student fees and from the sale of services and products is recognized at the time the products are delivered or the services provided. All ancillary revenues from student fees and sale of goods and services are included in sales and services on the Statement of Operations.

Externally restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

(h) Employee future benefits

The University of Windsor Employees' Retirement Plan (Employee Plan) is a defined benefit plan, fully cost shared with its members. The University of Windsor Retirement Plan for Faculty and Certain Other Employees (Faculty Plan) is a money purchase plan with a defined benefit component that provides a minimum level of pension benefits. Under this hybrid Faculty Plan, the University and employees are required to make contributions based on a specified percentage of the employee's pensionable earnings. The amount of pension benefits provided to employees is based upon the accumulation of contributions and investment earnings thereon, when the employee retires, subject to a guaranteed minimum benefit amount.

The University has approved supplemental plans for certain retirees to provide them with benefits that are in excess of the University's registered pension plans. The accrued benefit obligations associated with the supplemental plans are accounted for in a manner consistent with the Employee and Faculty pension plans and using the same assumptions.

NOTE 1

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (cont'd)

Additionally, certain faculty are members of the Teachers' Superannuation Fund and employees who are members of CUPE 1001 are members of the CUPE 1001 Pension Plan. Both plans are multi-employer plans and as such, the University records the cost of providing these benefits equal to its requirement to make contributions on an annual basis.

The University provides other post-employment employee benefits such as medical, dental and life insurance to eligible employees and retirees. The University's other post-employment employee benefits have been measured using an accounting valuation on a prospective basis.

The University accounts for the Employee and Faculty pension plans using the immediate recognition approach. The University recognizes the amount of the accrued benefit obligation net of the fair value of plan assets, adjusted for any valuation allowance, in the Statement of Financial Position. Current service and finance costs are expensed during the year, while remeasurements and other items, representing the total of the difference between actual and expected return on plan assets, actuarial gains and losses, adjustments to the valuation allowance including the impact on finance costs, and past service costs, are recognized as a direct increase or decrease in net assets.

The accrued benefit obligations for the plans are determined based on the latest actuarial valuation reports prepared for funding purposes. The accrued obligation for the unfunded plan is prepared on a basis consistent with funded plans. The actuarial valuations are performed at least every three years. In the years between valuations, the University uses a roll-forward technique to estimate the defined benefit obligation. Assets of the pension plans are valued using fair values at April 30.

(i) Unrestricted unfunded operations

The changes in unfunded employee future benefits, the fair value of interest rate swaps and the unfunded portion of the LSRC Corp. investment are included in unrestricted unfunded operations.

(j) Internally restricted net assets

University policy permits Faculties and other departments to carry forward certain unexpended budget allocations for future purposes. These amounts are provided for by transfers to internally restricted net assets. Also included are amounts restricted for the purpose of investment in capital assets and repair projects, contingency reserves, employee benefits reserves, funds held for strategic initiatives and unexpended departmental internally restricted funds.

(k) Contributed services

Volunteers contribute an indeterminable number of hours per year to assist the University in carrying out its service delivery activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

NOTE 1

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (cont'd)

(l) Use of estimates

The preparation of financial statements requires Administration to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of capital assets, valuation allowance for accounts receivable, valuation of investments and assets and obligations related to pension and employee future benefits. Actual results could differ from those estimates.

(m) Agency obligations

The University acts as an agent which holds resources and makes disbursements on behalf of various unrelated individuals and groups. The University has no discretion over such agency transactions. Resources received in connection with such agency transactions are reported as liabilities, and subsequent distributions are reported as decreases to these liabilities.

NOTE 2

INVESTMENTS

	2025	2024
	\$	\$
Deposits, money market funds, term notes and treasury bills	67,522	105,642
Government and corporate bonds	88,854	69,293
Real assets	23,635	20,629
Canadian equities	42,196	37,618
Global equities	75,662	72,740
Investment in LSRC Corp. (note 15)	22,608	22,582
	320,477	328,504
Less amounts reported as:		
Short-term investments	65,161	103,192
	255,316	225,312

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2025

NOTE 3
CAPITAL ASSETS

	Cost	Accumulated Amortization	2025 Net Book Value	2024 Net Book Value
	\$	\$	\$	\$
Land	17,803	-	17,803	17,085
Land improvements	9,346	4,002	5,344	5,812
Buildings and plant equipment	614,422	264,019	350,403	357,685
Parking lots	3,905	3,044	861	571
Equipment	258,538	215,769	42,769	33,740
Library and books	148,898	142,627	6,271	6,656
Computing systems	29,649	10,879	18,770	17,029
Leasehold improvements	1,227	1,052	175	242
Collections	2,445	-	2,445	2,248
Capital in progress	4,875	-	4,875	13,930
	1,091,108	641,392	449,716	454,998

In the year, amortization of capital assets totaled \$27,812 (2024 - \$26,042) including net write downs or loss on disposals for 2025 of \$215 (2024 - \$242).

NOTE 4
DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent externally restricted grants, donations, contributions, and investment income. Changes in deferred contributions are as follows:

	2025 \$	2024 \$
Balance, beginning of year	67,270	59,059
Grants, contributions, donations, and investment income	60,470	60,354
Recognized to revenue	(58,287)	(52,143)
	69,453	67,270
Less amounts reported as:		
Current portion of deferred contributions	(66,930)	(64,748)
Deferred contributions	2,523	2,522

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2025

NOTE 5
DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unspent and unamortized amount of donations and grants received for the purchase of capital assets. Changes in deferred capital contributions are as follows:

	2025	2024
	\$	\$
Balance, beginning of year	167,062	169,375
Additions for capital purchases	5,982	7,944
Amortization of deferred capital contributions	(9,688)	(10,257)
Balance, end of year	163,356	167,062

In the year, amortization of deferred capital contributions totaled \$9,688 (2024 - \$10,257) including net write downs for 2025 of \$nil (2024 - \$664).

NOTE 6
EMPLOYEE FUTURE BENEFITS

Defined benefit plans

The University measures its accrued benefit obligations and the fair value of plan assets for accounting purposes as at April 30 of each year. The latest actuarial valuations for funding purposes were completed as of July 1, 2023, for the Faculty Plan and July 1, 2024, for the Employee Plan. The next valuations are required to be completed as of July 1, 2026, for the Faculty Plan and July 1, 2027, for the Employee Plan. Valuation results report a going concern surplus for the Faculty Plan and a going concern surplus for the Employee Plan.

The assets of the funded plans are managed by external investment managers, are held by an independent custodian, and are completely separate and apart from the assets of the University.

The University also provides for other non-pension post-employment employee benefits. The University measures its accrued non-pension employee future benefits for funding purposes as of April 30. The latest actuarial valuation for funding purposes was completed as of April 30, 2025.

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
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APRIL 30, 2025

NOTE 6
EMPLOYEE FUTURE BENEFITS (cont'd)

Information about the University's benefit plans as at April 30 is as follows:

(a) Reconciliation of the funded status of the defined benefit plans to the accrued benefit liability:

	2025				
	Pension		Supplemental	Other	Totals
	Faculty	Employee	Pensions		
	\$	\$	\$	\$	\$
Accrued benefit obligation	671,768	275,634	3,509	51,528	1,002,439
Fair value of plan assets	697,861	325,239	-	-	1,023,100
Valuation allowance	(26,093)	(49,605)	-	-	(75,698)
Plan deficit	-	-	(3,509)	(51,528)	(55,037)

	2024				
	Pension		Supplemental	Other	Totals
	Faculty	Employee	Pensions		
	\$	\$	\$	\$	\$
Accrued benefit obligation	635,372	283,770	3,690	58,206	981,038
Fair value of plan assets	644,163	296,769	-	-	940,932
Valuation allowance	(8,791)	(12,999)	-	-	(21,790)
Plan deficit	-	-	(3,690)	(58,206)	(61,896)

With respect to the Supplemental Pensions, the University has invested \$863 (2024 - \$246) outside of the plans to fund these obligations.

(b) Details of annual contributions and benefits paid are as follows:

	2025				Other
	Pension				
	Faculty	Employee	Supplemental Pensions		
	\$	\$	\$	\$	\$
Employer contributions	8,983	4,858	297	510	1,809
Employee contributions	9,420	4,858	-	497	-
Benefits paid	34,704	13,643	297	n/a	1,809

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
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NOTE 6
EMPLOYEE FUTURE BENEFITS (cont'd)

	2024				Other
	Pension				
	Faculty	Employee	Supplemental	Multi-	
			Pensions	employer	
	\$	\$	\$	\$	\$
Employer contributions	11,352	4,697	300	515	1,839
Employee contributions	9,180	4,697	-	505	-
Benefits paid	31,707	12,449	300	n/a	1,839

(c) Information on the Remeasurements and other items included in the Statement of Changes in Net Assets is as follows:

	2025		
	Pension \$	Other \$	Total \$
Difference between actual and expected return on plan assets	(44,203)	-	(44,203)
Actuarial gains	(10,671)	(9,584)	(20,255)
Decrease in valuation allowance and impact on finance cost	52,622	-	52,622
Remeasurements and other items	(2,252)	(9,584)	(11,836)

	2024		
	Pension \$	Other \$	Total \$
Difference between actual and expected return on plan assets	8,597	-	8,597
Actuarial (gains) losses	(91,758)	(3,360)	(95,118)
Decrease in valuation allowance and impact on finance cost	7,266	-	7,266
Remeasurements and other items	(75,895)	(3,360)	(79,255)

Included in the salaries and benefits expense on the Statement of Operations, are the current service costs and finance costs of \$20,924 (2024 - \$28,034).

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
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APRIL 30, 2025

NOTE 6

EMPLOYEE FUTURE BENEFITS (cont'd)

(d) The significant actuarial assumptions adopted in measuring the University's accrued benefit obligation and benefit costs for accounting purposes are as follows:

2025				
	Pension			Other
	Faculty	Employee	Supplemental Pensions	
Accrued Benefit Obligation:				
Discount rate	6.50%	6.25%	6.41%	4.93%
Rate of compensation increase	3.00%	5.00%	n/a	n/a
Initial weighted average health care trend rate	n/a	n/a	n/a	5.66%
Ultimate weighted average health care trend rate	n/a	n/a	n/a	4.00%
Year ultimate rate reached	n/a	n/a	n/a	2040
Benefit Cost:				
Discount rate	6.50%	5.50%	6.16%	5.19%
Rate of compensation increase	3.00%	1.75%	n/a	n/a
2024				
	Pension			Other
	Faculty	Employee	Supplemental Pensions	
Accrued Benefit Obligation:				
Discount rate	6.50%	5.50%	6.11%	5.19%
Rate of compensation increase	3.00%	1.75%	n/a	n/a
Initial weighted average health care trend rate	n/a	n/a	n/a	5.75%
Ultimate weighted average health care trend rate	n/a	n/a	n/a	4.00%
Year ultimate rate reached	n/a	n/a	n/a	2040
Benefit Cost:				
Discount rate	5.40%	5.50%	5.44%	4.84%
Rate of compensation increase	3.00%	1.75%	n/a	n/a

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
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NOTE 7
LONG-TERM DEBT

Details of the long-term debt are as follows:

			2025	2024
	Maturity	Interest Rate	Principal Outstanding \$	Principal Outstanding \$
Series A Senior Unsecured Debentures	June 2046	5.37%	108,300	108,300
Less: Trusteed Sinking Fund			(37,964)	(36,105)
Transaction costs			(838)	(878)
			69,498	71,317
Series B Senior Unsecured Debentures	July 2057	3.745%	40,000	40,000
Less: Transaction costs			(418)	(431)
			39,582	39,569
Series C Senior Unsecured Debentures	September 2060	2.786%	60,000	60,000
Less: Transaction costs			(474)	(487)
			59,526	59,513
TD Bank, Tranche 1	January 2043	3.03%	19,992	20,830
TD Bank, Tranche 2	June 2044	3.13%	32,146	33,352
			220,744	224,581
Current portion of long-term debt			(2,108)	(2,044)
			218,636	222,537

The University has hedged until maturity the TD Bank credit facilities (Tranche 1 and 2) with interest rate swaps to lock in effective rates of 3.03% and 3.13%, respectively. All of the credit facilities are unsecured.

The fair value of the interest rate swaps of \$1,760 (2024 – \$6,083) is recorded on the Statement of Financial Position (Net Assets, Unfunded Operations). The change in fair value of the interest rate swaps of \$4,323 loss (2024 – \$3,094 gain) is recorded in the Statement of Operations.

The University has line of credit agreements available for up to \$28 million (\$25 million with Scotiabank and \$3 million with TD). As of April 30, 2025, \$nil has been drawn on these agreements (2024 - \$nil).

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
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NOTE 7

LONG-TERM DEBT (cont'd)

The principal repayments of the long-term debt required in the next five fiscal years are:

<u>Fiscal Year</u>	<u>Principal</u>
2026	\$2,108
2027	\$2,174
2028	\$2,242
2029	\$2,312
2030	\$2,385

NOTE 8

INTERNALLY RESTRICTED NET ASSETS

Details of the internally restricted net assets are as follows:

	2025	2024
	\$	\$
Invested in capital assets	102,738	107,593
Board of Governors restricted funds for debt repayment	12,181	10,861
Unexpended operating funds		
Internally financed capital or repair projects	(14,813)	(16,836)
Departmental carryforward for operations	15,968	23,381
Contingency reserves	22,775	17,885
Employee benefits reserves	7,628	6,673
Enrolment deviation reserves	17,336	18,787
Earmarked for capital and repair projects	3,146	3,306
Funds held for strategic initiatives	2,979	2,706
	55,019	55,902
Unexpended restricted funds		
Unspent departmental research funds	15,841	16,120
Unspent departmental trust funds	5,053	4,957
Other internally restricted funds	(440)	(144)
	20,454	20,933
Total unexpended operating and restricted funds	75,473	76,835
Total internally restricted net assets	190,392	195,289

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
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APRIL 30, 2025

NOTE 9
ENDOWMENT

Contributions restricted for endowment consist of restricted donations received by the University and contributions internally endowed by the Board of Governors. The investment income generated from endowments must be used in accordance with the various purposes established by the donors or the Board of Governors.

Investment income on endowments that is available for spending at the discretion of the University or is available for spending as conditions have been met, has been recorded in the Statement of Operations.

Under University policy, only a portion of the income is spent, and the balance is reinvested with the objective of protecting the real value of the endowment against inflation and fluctuations in market returns. In any particular year, should net investment income be insufficient to fund the amount to be made available for spending, or if the investment return is negative, the amount that is made available for spending is funded from accumulated reinvested income.

	Externally Endowed \$	Internally Endowed \$	2025 Total Endowed \$	2024 Total Endowed \$
Endowment, beginning of year	135,196	16,707	151,903	139,766
Internal contributions	2,886	1,558	4,444	4,557
External contributions	2,884	5	2,889	2,051
Investment income allocated	15,061		15,061	13,971
Allocation for spending from accumulated investment returns	(9,069)		(9,069)	(8,442)
Endowment, end of year	146,958	18,270	165,228	151,903

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
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APRIL 30, 2025

NOTE 10

ONTARIO STUDENT OPPORTUNITY TRUST FUND (OSOTF) AND ONTARIO TRUST FOR STUDENT SUPPORT (OTSS)

Externally restricted endowments include monies provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support matching programs to award student aid as a result of raising an equal amount of endowed donations.

The University has recorded the following amounts under Phase I of the OSOTF program:

	2025	2024
Endowment Funds:	\$	\$
Balance, beginning of year	10,123	9,632
Investment income	389	378
Preservation of capital	96	113
Balance, end of year	10,608	10,123
Expendable Funds:		
Balance, beginning of year	562	595
Investment income	583	521
Bursaries awarded (2025 - 229 ; 2024 - 236)	(444)	(446)
Transfer from Endowment	(99)	(108)
Balance, end of year	602	562

Transfer from Endowment figures in 2025 include transfers out of unused expendable funds and into the preservation of capital in the endowment funds to ensure the capital is maximizing interest earned.

The University has recorded the following amounts under Phase II of the OSOTF program:

	2025	2024
Endowment Funds:	\$	\$
Balance, beginning of year	3,432	3,583
Preservation (loss) of capital	420	(151)
Balance, end of year	3,852	3,432
Expendable Funds:		
Balance, beginning of year	185	177
Realized investment income, net of direct investment-related expenses and preservation of capital contributions	142	139
Bursaries awarded (2025 - 221; 2024 - 198)	(135)	(131)
Balance, end of year	192	185

The market value of the endowment as at April 30, 2025 is \$4,482 (2024 - \$4,255).

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
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NOTE 10

ONTARIO STUDENT OPPORTUNITY TRUST FUND (OSOTF) AND ONTARIO TRUST FOR STUDENT SUPPORT (OTSS)

The University has recorded the following amounts under the OTSS program:

	2025	2024
	\$	\$
Endowment Funds:		
Balance, beginning of year	34,223	34,033
Donations	144	250
Preservation (loss) of capital	4,031	(60)
Balance, end of year	38,398	34,223
Expendable Funds:		
Balance, beginning of year	1,612	1,694
Realized investment income, net of direct investment-related expenses and preservation of capital contributions	1,266	900
Bursaries awarded (2025 – 700 ; 2024 - 646)	(1,004)	(982)
Balance, end of year	1,874	1,612

The market value of the endowment as at April 30, 2025 is \$44,251 (2024 - \$41,405).

NOTE 11

ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities, are government remittances payable of \$2,295 (2024 - \$2,457) which includes amounts payable for HST and payroll related taxes.

During the year, the University incurred \$11,867 (2024 - \$4,248) in expenses related to salary continuance, retirement incentives and severance, of which \$9,952 (2024 - \$3,425) is included in Accounts Payable and Accrued Liabilities at April 30, 2025.

NOTE 12

FINANCIAL INSTRUMENTS

The University's financial instruments have been recognized and measured as disclosed in note 1. There has been no change in risk from the prior year. The University manages certain risks associated with its financial instruments as follows:

(a) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The University is subject to interest rate cash flow risk with respect to its floating rate debts. The University has addressed this risk by entering into interest rate swaps that fix the interest rates for the terms of the loans. All other debts of the University have fixed rates and are therefore not exposed to cash flow interest rate risk.

UNIVERSITY OF WINDSOR
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NOTE 12
FINANCIAL INSTRUMENTS (cont'd)

The University's short-term and portfolio investments are subject to interest rate fluctuations as maturing investments are reinvested at new rates of interest. The market value of investments in Government and Corporate bonds will fluctuate due to changes in market interest rates.

(b) Currency risk

Currency risk is the risk that the fair value or future cash flow of a financial instrument will fluctuate due to changes in foreign exchange rates. The University receives some research revenues in non-Canadian currencies and does not mitigate the potential for loss in revenues that could result due to a fall in value of the foreign currency between invoicing of such amounts and the time of receipt of funds. A portion of the University's investments for Endowment is invested outside of Canada. A reduction in the value of that foreign currency would have an adverse effect on the value of these investments. This risk is monitored by its investment managers.

(c) Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause another party to incur a financial loss. Accounts receivables are recorded net of an allowance for doubtful accounts of \$5,701 (2024 - \$5,004). The University does not expect other counterparties to fail to meet their obligations given their high credit ratings. The University has established policies and minimum credit rating requirements for such investments.

NOTE 13
STATEMENT OF CASH FLOWS

The net change in non-cash working capital balances related to operations consists of the following:

	2025	2024
	\$	\$
Accounts receivable	7,515	(8,297)
Inventories, prepaid expenses, and other assets, net of impact of swaps	546	(1,173)
Accounts payable and accrued liabilities	(560)	(8,138)
Deferred revenue	(6,608)	(9,710)
Net change in non-cash working capital balances	893	(27,318)

NOTE 14
COMMITMENTS AND CONTINGENT LIABILITIES

At April 30, 2025, commitments for future construction and renovations amounted to approximately \$4,587 (2024 - \$12,070). These projects will be financed by grants, internal funds, external borrowings and fundraising. Commitments for operations are reported in Note 8.

The University is a member of the Canadian University Reciprocal Insurance Exchange (CURIE). CURIE

UNIVERSITY OF WINDSOR
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insures general liability, property and certain other risks. Annual premiums paid by the University will be determined by an Advisory Committee on the advice of the Actuary. There is provision under the agreement for assessments to the University if these premiums are not sufficient to cover any losses of CURIE.

The University has been named as a defendant or co-defendant in several actions for damages. The outcome and the amount of losses, if any, are not determinable at this time and accordingly, no provision for losses has been made in the financial statements. The amount will be accounted for in the period when and if such losses are determined.

On April 29, 2022, the University entered into a long-term ground lease with TILCAP Residences Inc. (the Developer) for the development of a student residence, Rodzik Hall, which opened on August 31, 2025. During the term of the lease, the University will make occupancy payments derived from student residence fees to the Developer. During the first 30 years of the initial term, the University will provide the Developer with certain guaranteed occupancy payments, recorded in the period to which they relate. During the year, the University expensed \$nil (2024 - \$nil) of occupancy payments. The University has implemented strategies to mitigate the risk of expensing occupancy payments and considers the risk to be low. The University participates in student revenues in excess of established occupancy rates and in other non-traditional revenue streams generated in the building. The Developer is responsible for the operating expenses related to the residence space.

NOTE 15
RELATED PARTY TRANSACTIONS

The University is a 25% shareholder of LSRC Corp ("LSRC Corp."). LSRC Corp. is a special purpose project company for the purposes of constructing, financing, and maintaining the Toldo Lancer Centre ("TLC"). LSRC Corp. was incorporated on April 25, 2019, and is a taxable corporation established under the Ontario Business Corporations Act. The year end for LSRC Corp. is June 30. LSRC Corp. has issued common shares held equally by four shareholder groups. No one party has a controlling interest in the corporation. The Common Shares are voting shares which allow each of the Shareholders to elect an equal number of the Board of Directors of the corporation.

At April 30, 2025, LSRC Corp. recognized a net loss of \$3,191 (2024 - \$1,576 loss). As a result of the University's 25% share in LSRC Corp., the University recorded an investment loss of \$797 (2024 - \$394 loss) at April 30, 2025. Total investment cumulative loss incurred at April 30, 2025, is \$1,595 (2024 - \$797).

In 2025, the University obtained an additional \$823 (2024 - \$1,063) preferred shares in LSRC Corp. Total preferred shares owned by the University at April 30, 2025, was \$24,202 (2024 - \$23,379). This was in exchange for the University's financial contribution to the LSRC Corp. at April 30, 2025. These transactions have been recorded at the carrying value. The University has no Other Assets related to LSRC Corp. as at April 30, 2025 (2024 - \$nil).

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2025

NOTE 15
RELATED PARTY TRANSACTIONS (cont'd)

The impact of these related party transactions on the Statement of Cash Flows is:

	2025	2024
	\$	\$
Funds provided by (returned to) the University to LSRC Corp.	357	250
Investment loss in Common Shares	(797)	(394)
Related party transaction	(440)	(144)

Total investment in LSRC related to Note 2:

	2025	2024
	\$	\$
Balance, beginning of year	22,582	21,913
Investment in Preferred Shares	823	1,063
Investment loss in Common Shares	(797)	(394)
Balance, end of year	22,608	22,582

NOTE 16
COMPARATIVE FIGURES

Certain comparative financial information has been reclassified from statements previously presented to conform to the presentation of the current year's financial statements. There was no impact to the surplus of revenue over expenses.

**University of Windsor
Board of Governors**

*4.2.2: **External Auditor's Audit Findings Report for the year-ended April 30, 2025**

Item for: **Information**

Forwarded by: **Board Audit Committee**

Report of the Board Audit Committee:

The Audit Committee reviewed the External Auditor's Audit Findings Report for the year-ended April 30, 2025 and was satisfied with the report. KPMG, the University's external auditor, is prepared to issue a clean audit opinion. There were no material uncorrected misstatements and, as in previous years, the KPMG confirmed that the University has been appropriately reporting on all matters.

**University of Windsor
Board of Governors**

*4.2.3: **Appointment of KPMG as External Auditors for 2025-2026**

Item for: **Approval**

Forwarded by: **Board Audit Committee**

MOTION: That KPMG LLP be appointed as the University of Windsor's external auditors for 2025-2026.

Rationale:

- KPMG LLP has developed specialized expertise in the university sector at the University of Windsor and across the province.
- Under the Broader Public Sector Act, auditing services are considered contracted services, not consulting services, and therefore a request for proposal (RFP) is not required for the appointment of the external auditors.
- KPMG LLP has proposed marginal increases to their audit fees for 2025/2026.

**University of Windsor
Board of Governors**

4.2.4: **Data Strategy**

Item for: **Information**

Forwarded by: **Board Audit Committee**

See attached.



**UNIVERSITY OF
WINDSOR
DATA STRATEGY**

2025- 2028



University
of Windsor





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Land Acknowledgement

The University of Windsor sits 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 acknowledgement, it is also important that we continue to do the work to address systemic and historic injustices.

In alignment with principles of Indigenous Data Sovereignty and the OCAP¹ (Ownership, Control, Access, and Possession) principles, the University of Windsor recognizes the importance of Indigenous communities' rights to govern the collection, ownership, and use of their data. We are committed to upholding these values and to integrating the Truth and Reconciliation Commission (TRC) Calls to Action into our practices. This includes honoring Indigenous governance in data practices, actively advancing reconciliation, and embedding equity and Indigenous perspectives into every aspect of our work.



¹ First Nations Information Governance Centre, [The First Nations Principles of OCAP](#)



About this Strategy

Executive Summary

Our institution faces growing challenges related to fragmented data sources, inconsistent data quality, and the lack of cohesive data governance. These challenges hinder our ability to make informed decisions and fully harness the power of existing institutional data. To realize the long-term goals outlined in [*Aspire: Together for Tomorrow*](#), our institution recognizes the need to address these gaps and cultivate a data-driven culture. This data strategy is designed to help our institution unlock the hidden potential in our data and move towards using data to support academic, research, and operational goals.

Starting in 2025, our immediate priorities will focus on establishing a collective understanding of our data and implementing foundational data governance capabilities. We will also invest in our people, driving improved data literacy and appetite to use data in responsible yet innovative ways to solve daily challenges.

As our institutional data maturity progresses, we will focus on modernizing

the University's technology. Significant strides have already been made to mature some of our most critical systems, and we will continue to reassess and enhance them throughout the data strategy. Strategic investments into new data warehouses and governance tools will be required to enable us to manage, govern, and use our data responsibly.

Finally, as we reach maturity in the longer-term towards 2027 and beyond, our institution will focus on adopting novel advanced analytics and artificial intelligence technologies, allowing us to address complex challenges and seize new opportunities. By building the necessary infrastructure, skills, and governance, we will foster a data-driven culture that enables us to innovate at the cutting edge.

Recognizing that this transformation will take time, our institutional data strategy has been shaped through diverse consultations to ensure it remains practical and actionable, guiding us towards our shared goals.



Introduction

This data strategy is closely aligned with our institutional mission of empowering positive change through inquiry, learning, scholarship, creative activity, and research. Data plays a paramount role in driving our goals. By improving data quality and accessibility, we can empower our community to enhance academic, research, and administrative practices, contribute to cutting-edge research, and engage more meaningfully with local and global communities.

This data strategy is the result of extensive internal consultations and is built upon insights from our broader goals outlined in Aspire. It reflects a shared understanding of the important role data plays, and outlines the steps needed to transform how we collect, manage, and use data responsibly. This data strategy aligns with Aspire's core institutional values of academic excellence, community impact, trustworthiness, and equity, diversity, and inclusion, by:

- enabling reliable and actionable data to support research, teaching, and learning. Improving data governance and analytics will enable the University to better measure and support student success, research outputs, and institutional performance.
- modernizing the University's data infrastructure and implementing cutting-edge tools, we will drive increased innovation and collaboration. This data strategy seeks to facilitate cross-disciplinary collaboration and using data to increase the University's impact through strategic partnerships.
- including diverse perspectives in the how we manage and use our data, we strive to promote equity, diversity, and inclusion. This strategy also includes considerations for managing Indigenous data, contributing to our Truth and Reconciliation efforts as outlined in the Aspire plan.

Scope

This strategy applies to all University of Windsor staff, faculty, researchers and third-party stakeholders with access to University of Windsor data. It also informs our relationships with those who provide data to the University, including vendors and students. It covers our data in all forms, including but not limited to finance, administration, HR, academic, research, student, equity, diversity, and inclusion, Indigenous, IT, and library data. The University's Research Data Management Strategy and this strategy are complementary with RDM inheriting overarching policies and guidelines related to data management, quality, governance, and stewardship.

Approval, Duration, and Review

This strategy will be implemented for the duration of the Aspire timeframe, between now and 2028. Progress will be monitored regularly by our Data Strategy Committee to check that it remains relevant and appropriate.



Key Challenges Addressed in this Strategy

In recent years, our institution has made significant strides in enhancing data governance and management activities, strengthening our data quality in key areas such as financial and transactional data. However, even with this momentum, our community members often face challenges caused or intensified by data that is often outdated, inaccurate, or not fit-for-purpose. These data issues make it harder to achieve our strategic goals and are at odds with the open, innovative and efficient institution we aspire to be. Through consultations across our institution, we have identified several key challenges that impact how we manage, use, and trust our data. Addressing these key challenges is essential to aligning with the broader objectives of our institution.

KEY CHALLENGES INCLUDE:

Data critical to decision-making is often inconsistent and unreliable, leading to poor or conflicting evidence.

For example, different departments report varying student data, making it difficult for us to plan effectively. We need consistent, reliable data sources across the University.

Data is often difficult to access and combine when needed.

Our fragmented data sources require significant manual effort to extract, clean, and integrate, delaying our ability to make timely decisions. These systems are also often disconnected, requiring manual workarounds and preventing our institution from adopting more advanced analytics tools.

Data ownership and governance responsibilities are unclear across departments, leading to fragmented and inconsistent data management practices.

Without a formal governance framework, it is difficult to ensure data quality, accountability, and consistent data usage across the University.

Many departments maintain their own versions of data, reflecting mistrust in centrally held information.

These “shadow” copies of data and systems cause further challenges, as different versions result in conflicting conclusions, making strategic planning and decision-making more difficult, and may also increase our exposure to cyberattacks.

The lack of resources and funding for data-related projects is a barrier.

Many departments lack the dedicated data roles or financial support needed to modernize systems and invest in training. This prevents us from making meaningful progress in improving data governance and technology.

There is resistance across the University to adopting new, data-driven practices.

Many individuals are unfamiliar with the value of data or are concerned about privacy or changes to their roles. This cultural resistance, along with low data literacy, makes it hard to implement new data initiatives effectively.

Advanced analytics and AI capabilities are largely untapped due to a lack of internal capacity and infrastructure.

While there is interest in predictive analytics, we lack the foundational systems and skills needed to effectively use these tools for decision-making and planning.

We may encounter compliance and security challenges, especially related to records management and data retention.

Reliance on manual, sometimes paper-based processes can elevate the risk of data breaches and make it more challenging to meet our legal requirements.

We face significant skills gaps across the University.

Many community members require new skills to solve data-related problems, leading to an over-reliance on strained IT resources.



University of Windsor's Vision for Data

"At the University of Windsor, we envision a data-driven culture where high-quality and secure data is recognized as a strategic asset. University data will be shared responsibly and used to drive informed decision-making, enhancing the experiences of our students, faculty, and staff while preserving their privacy. This vision enables us to leverage data insights to achieve our goals, including enhancing academic excellence, increasing operational efficiency, and fostering sustainable institutional growth."





Our Guiding Principles for Data

This section defines our guiding principles for data and the mechanisms required to achieve these objectives. These principles serve as our compass, ensuring alignment with the overarching goals of this strategy. The actions that we will take must be aligned with these principles to ensure they contribute to the realization of our strategy's objectives.

1 WE APPRECIATE THE VALUE OF DATA

- We manage and govern our data just like we would with any other asset. It is everyone's responsibility to manage, protect, and use it effectively.
- We strive to use data to advance institutional and academic excellence by making high-quality, reliable data available to support evidence-based decision-making, improve student outcomes, and enhance research outputs.

2 WE UPHOLD EQUITY, DIVERSITY, INCLUSION

- We use data to understand and advance our commitments to equity, diversity, and inclusion, embedding an equity focus into all our decision-making.

3 WE UPHOLD INDIGENOUS DATA SOVEREIGNTY

- Data created by and with Indigenous Peoples communities, collectives, and organizations will be managed according to principles developed and approved by those communities,³ such as the OCAP principles of Ownership, Control, Access, and Possession.

4 WE ENSURE DATA INTEGRITY

- Our data will be fit-for-purpose for valuable insights.
- We will monitor our data to understand the root cause of data quality issues and rectify them in a timely manner.

³ Referenced in the University of Windsor's [Research Data Management Strategy](#)

5 OUR DATA WILL BE FINDABLE, ACCESSIBLE, INTEROPERABLE, AND REUSABLE (“FAIR”)⁴

- **Findable:** Our data should be easy to find for both humans and computers.
- **Accessible:** Once our community members find the required data, they should be able to access it easily.
- **Interoperable:** Data usually needs to be integrated with other data. Our data should be easy to integrate and function with various applications and workflows.
- **Reusable:** Data should be easy to work with and well-described so that it can be reused and/or combined in different ways.

6 WE COLLECT AND USE DATA TRANSPARENTLY AND RESPONSIBLY

- We collect data transparently, clearly informing stakeholders of why the data is being collected and how it will be used.
- We respect the data we have by using it with privacy and confidentiality, and adhering to our institutional policies and standards to prevent misuse and avoid unintended consequences.

7 WE SECURELY MANAGE DATA ACROSS ITS LIFE CYCLE AND DISPOSE OF IT SECURELY

- Data is safeguarded against inappropriate or unauthorized access or misuse through strict privacy and security standards and protocols, with clear responsibilities assigned to ensure that only those with the necessary skills and knowledge can access it.
- We ensure that data is securely stored, properly protected, and archived or deleted at the appropriate time, with personal and sensitive data handled in full compliance with regulatory requirements.

⁴ Adapted from [Statistics Canada](#)



Our Strategic Objectives

By 2028, our University will be a data-driven institution where data is recognized as a critical asset, effectively governed and leveraged to support informed decision-making. This section outlines our vision for the future; while our goal is to achieve these objectives by the end of the Data Strategy's term, some may be realized ahead of 2028. Recognizing the constraints on resources, we will prioritize these objectives based on impact and feasibility to ensure that our efforts yield the greatest possible value. Through this strategy's implementation, we aim to accomplish the following:

1. CULTIVATE DATA LITERACY AND AWARENESS

Data literacy is vital for success in today's data-driven environment. By 2028, our community members will possess the knowledge and skills necessary to interpret and apply data effectively within their roles. Ongoing learning will be foundational, ensuring that our campus community remains current with the latest trends and advancements.

By 2028, our institution will have achieved:

- Community members will feel confident using data, supported by training programs designed for their specific needs.
- Data literacy will be a universal skill, embedded in every department, ensuring that data is used meaningfully in decision-making.

2. CATALYZE INNOVATION

Embedding data at the core of our operations will enable us to enhance the student and teaching experience while driving administrative efficiencies. By 2028, data will be central to our capacity for innovation and organizational agility.

By 2028, our institution will have achieved:

- We will leverage advanced analytics, including dashboards and AI, to support planning and forecasting.
- Predictive analytics will help us anticipate trends, such as student enrolment and resource allocation, positioning us to respond proactively and make informed decisions.

3. ALLEVIATE RESOURCING CHALLENGES BY DRIVING OPERATIONAL EFFICIENCIES

Operational excellence entails leveraging data to make informed decisions rapidly and effectively. By 2028, we will utilize data to optimize our processes, reduce inefficiencies, and maximize resources, enabling us to adapt to the evolving needs of our community.

By 2028, our institution will have achieved:

- Core data systems will be seamlessly integrated, automating workflows and reducing the need for manual data handling.
- Individuals will have access to trusted datasets for efficient decision-making, without the delays caused by disconnected systems or manual interventions, allowing them to focus more on doing their jobs and less on data wrangling / cleaning.

4. ENSURE ROBUST DATA QUALITY AND INTEGRITY

By 2028, we will enhance our existing data governance practices to ensure that our data is accurate, consistent, and secure. High-quality data will serve as the foundation for all decision-making processes across teaching, research, and administration.

By 2028, our institution will have achieved:

- A unified, trusted source of data will underpin all reporting, ensuring consistency across departments.
- Data quality will be regularly monitored, with quick action taken to address any issues, ensuring confidence in the information used for decision-making.
- Established metrics and KPIs for data governance that measure progress toward maintaining data quality, consistency, and alignment with institutional goals.

5. COMMIT TO RESPONSIBLE, TRANSPARENT, SECURE, AND COMPLIANT DATA USE

By 2028, our data will be managed responsibly and securely, with sensitive and personal information handled with the utmost care. Stakeholders will receive clear, transparent communication regarding how their data is collected and used.

**By 2028, our institution will have achieved:**

- Clear policies and governance structures that protect and secure personal and sensitive information.
- Transparent data practices, ensuring stakeholders understand why data is collected and how it is used, with opt-out options provided where appropriate.
- A strong emphasis on data security among our community members, who will understand their roles in safeguarding data, supported by the University's ongoing cybersecurity plan.

6. BUILD A MODERN DATA INFRASTRUCTURE

A modern, sustainable data infrastructure will be critical to supporting our future needs. By 2028, we will have a plan to replace legacy systems with flexible solutions that allow us to scale and innovate with confidence.

By 2028, our institution will have achieved:

- Select legacy systems will be retired, and modernized platforms such as data warehouses, data lakes, and new data governance tools will provide the foundation for efficient data management and analytics.
- Our infrastructure will support improved data quality and automate mundane data governance and management activities.

7. FOSTER IMPROVED COLLABORATION, DIVERSITY, AND INCLUSION THROUGH DATA

Data is most powerful when shared responsibly with those who can maximize its value. By 2028, we will foster a culture of collaboration in which trusted data is accessible across departments, reducing duplicative efforts. Additionally, our data practices will support diversity, inclusion, and Indigenous data sovereignty by ensuring that data related to equity and Indigenous communities is managed with respect and transparency.

By 2028, our institution will have achieved:

- Robust governance will promote responsible data sharing and inclusive access across departments which will amplify diverse perspectives.
- Data will be shared back with the groups who form the context of the data. For example, data related to Indigenous members, students, communities, programming will be shared back with those groups.
- Metrics will be developed to support EDI objectives, tracking progress towards these commitments and ensuring accountability.





Enablers

We acknowledge that there is significant work ahead for our institution. This section outlines the three primary areas of focus that will support the realization of our vision for institutional data. These enablers are further detailed in the subsequent section, “Next steps for our institution.”

1. PEOPLE AND CULTURE

A University is defined by its people, and achieving the goals of this data strategy requires investment in our campus community. Faculty and staff must be equipped with the skills and confidence to effectively work with data. This transformation will take time and necessitates an overall cultural shift. It is essential for our institution to address any hesitancy or reluctance surrounding data use by providing our faculty and staff with the necessary knowledge and tools to succeed. Data literacy encompasses not only understanding data but also actively leveraging it to address our institutional challenges. Our goal is to empower our community to apply data in impactful ways, fostering a cultural shift from passive data awareness to active data engagement.

In addition, our data cannot continue to reside in silos if we want to use it to underpin our decision making. We must share data responsibly internally and externally, ensuring it is done with the right governance in place that balances necessary privacy, security, and regulatory requirements. Key data, such as those tracking our key performance indicators in our Strategic Enrolment Plan, will need to be made available in well-governed forms, enabling analysis and transparency.

2. GOVERNANCE AND ACCOUNTABILITY

Governance means implementing the necessary tools, processes, policies, and oversight to help data reach its full potential. An institutional data governance framework will help ensure that everyone speaks a common language and will level-set on foundational requirements for data quality, ownership, and use. Necessary governance structures including a data governance committee and supporting working groups will be established to support the proactive remediation of data quality issues.

Governance also involves ensuring the way that we use our data is appropriate. The data we generate from reports and insights needs to be managed, ensuring the conclusions we draw from it are accurate and substantiated. We also need the right principles, policies, and procedures in place to ensure the way we use data for analytics and AI is fair, responsible, and transparent.

Accountability means defining and enforcing clear roles and responsibilities for data management. Data Owners, Stewards, and Custodians will oversee the management, quality, and security of our data within their respective domains. Clearly defining these roles is a key first step to ensuring that everyone understands their responsibilities when handling data:

- Data Owners will prioritize the governance of the data they own. They will collaborate to address complex issues, such as resolving conflicting enrolment reports and establishing a single source of truth for institutional data.
- Data Stewards will focus on maintaining and improving data quality. They will work closely with Data Custodians and data users to implement clear data quality remediation processes, ensuring rapid response to data quality issues.
- Data Custodians will ensure that data is stored securely and managed according to governance policies. They will oversee access controls and data handling practices, providing necessary support to Data Stewards and Owners in managing data integrity and security.

Ultimately, this accountability structure will help us build a strong foundation for managing our data, enhancing its value and reliability.

3. TOOLS AND TECHNOLOGY

There is already an appetite for more advanced analytics and AI tools at the University. In this context, AI encompasses everything from predictive analytics to automation and machine learning, offering the potential to drive innovation in research, enhance student success, and streamline administrative processes.

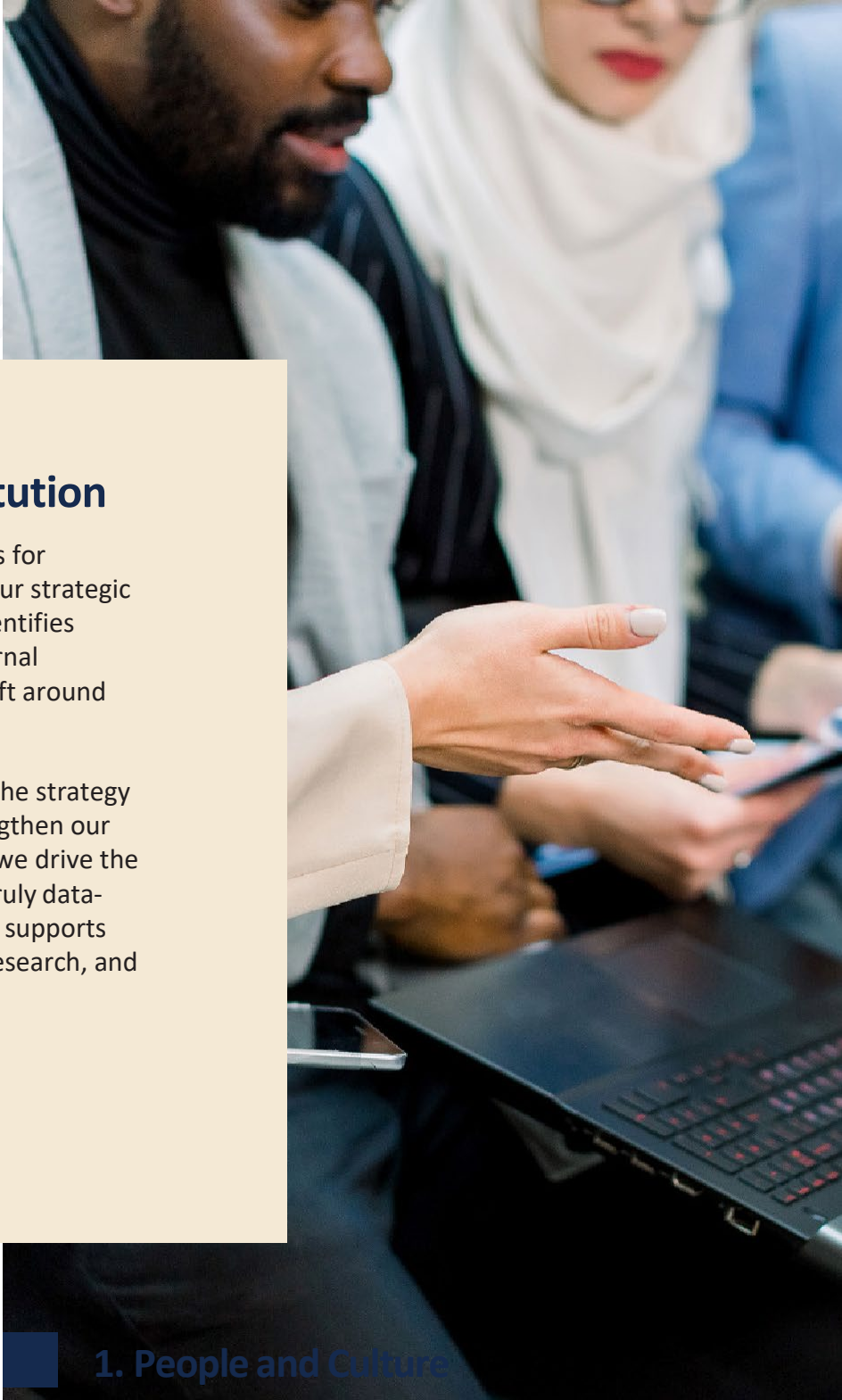
However, realizing the full potential of AI requires first establishing strong data governance and data quality foundations. By operationalizing better tools for data management such as data lakes/warehouses, data governance, and visualizations, we can organize ourselves for a future where analytics and AI can flourish. We will also work towards decommissioning legacy systems, which is a critical step for modernizing our institution.

With the right tools and technologies in place, our data can be used responsibly to optimize our operations. We will work to ensure that our technology strategy aligns with our values and contain necessary safeguards to protect privacy and prevent bias or unintentional misuse of data. Building the skills and infrastructure for our future will take time but will allow us to remain agile and forward-thinking in a data-driven world.

Next Steps for our Institution

This section outlines the primary areas for focused, actionable steps to achieve our strategic goals. Moving beyond principles, it identifies specific actions aimed at building internal capabilities and fostering a cultural shift around data.

Each enabler addresses a key area of the strategy and provides a series of steps to strengthen our use of data. By actioning these steps, we drive the transformation needed to become a truly data-capable institution, ensuring that data supports the University's mission in teaching, research, and operations.



1. People and Culture

2. Governance and Accountability

3. Tools and Technology

1. People and Culture

The capability of our community in working with and understanding data is critical to how we make decisions and deliver outcomes that support our strategic goals. Culture is often seen as the greatest barrier to data success.⁵ Our institution recognizes the need to improve the knowledge and skills of our community. Individuals may fulfil one or both roles:

- **Data users:** These are individuals tasked with using data to do their day-to-day jobs. Every individual, at some point, will fulfil this role. These stakeholders must be able to use and interpret data with confidence and understand its limitations.
- **Data suppliers:** These are individuals tasked with cleaning and developing data products that can be used by data users. These stakeholders must be able to wrangle, clean, and identify and rectify the root cause of data issues.

This section outlines a series of actionable next steps to achieve our strategic goals:

1.1 UPSKILL UNIVERSITY COMMUNITY

As we move toward more streamlined data platforms with self-service capabilities, we must invest in our community's development to ensure they can effectively use and manage data. The data landscape is continuously evolving, and continuous investment in training is critical to keeping our capabilities current and relevant.

1.1.1 Operationalize a Data and AI Literacy Program: We will provide tailored resources and training for our community, leveraging internal and external partnerships where needed. Our training programs will be organized based on the roles they play in working with data – whether they are data users or suppliers – with each group receiving the training they need. We will work with both our internal University resources and external support to deliver on this promise. Based on the stakeholder feedback received during the development of this strategy, we have identified a few key areas of focus for our data and AI literacy program:

- Understanding the basics of data (e.g., data types, formats, and structures)
- Defining data governance roles and responsibilities (e.g., Owners, Stewards, Custodians)
- Ensuring data security and compliance with laws such as FIPPA, records management and retention policies, and best practices for securing data
- Indigenous data governance, including the application of OCAP principles

⁵ <https://sloanreview.mit.edu/article/why-culture-is-the-greatest-barrier-to-data-success/>



- Using data for decision-making, including how to interpret and create data visualizations and reports
- Understanding data quality, including how to identify and address potential data quality issues
- Responsible use of data for visualizations, analytics, and AI
- Basic tools, including training on Excel and PowerBI to support daily tasks
- Advanced tools, including an introduction to AI and machine learning, with training on Python and other AI/ML tools and use cases

We will take steps to ensure that the data literacy program remains current and relevant for our community's needs:

- We will conduct regular assessments to identify gaps in our data skills, ensuring that our training programs are continuously aligned with the evolving needs of our institution. These assessments will help us focus on the areas where our community needs the most support.
- Data skills will be integrated into professional development plans, offering personalized learning opportunities that help our community meet the increasing demands of their roles. This ensures that skill-building remains an ongoing priority for faculty, staff and the institution overall.
- To foster cross-departmental collaboration and learning, we will seek to establish internal forums and 'show and share' mechanisms where employees can share knowledge, discuss challenges, and collaborate on data initiatives. This community-driven approach will create opportunities for stakeholders to learn from each other and solve problems together, strengthening our culture.

1.2.1 Develop a Change Management Program: Effective change management ensures we get the most out of our data investments by reducing disruptions and enabling our community to adapt smoothly to new ways of working with data. To successfully transition to a data-driven culture, we will implement a structured change management plan that, among other things, will outline clear timelines and training requirements. Key components that will be included in this plan are:

- **Acknowledge resistance to change:** When introducing new ways of working, especially involving technology and data, individuals may resist changes due to discomfort, fear of new tools, or concerns about how it may impact their roles. To alleviate this, we will strive to:

1. **Address concerns early:** Create forums where individuals can voice their concerns, provide feedback, and ask questions about the upcoming changes. Listening to these concerns and providing clear answers can help mitigate resistance before it escalates.
 2. **Communicate benefits clearly:** Clearly articulate how our new data-driven approaches will help individuals in their day-to-day. These changes are not about replacing roles but rather about enabling our community to do their jobs more efficiently and with better insights.
 3. **Establish feedback loops:** Establish mechanisms such as surveys and focus groups to allow individuals to share experiences, whether good or bad, to help us identify areas for improvement.
 4. **Create practical resources:** Develop clear, easy-to-follow materials (e.g., FAQs, “how-to” guides) that help individuals understand new systems, tools, and processes, allowing them to transition smoothly.
- Foster leadership support: Our leadership must be actively involved by modelling data-driven behaviours and reinforcing the value of these changes across the University. Visible leadership buy-in will drive engagement and accountability.
 - Roll-out in phases: We will implement changes incrementally, starting with pilot programs in specific departments. This approach allows for gradual adaptation while demonstrating early successes to build momentum.





2. Governance and Accountability

Governance is the foundation for turning data into a strategic asset. Without the right governance, we will not have data that is able to realize the FAIR principles. To achieve our goals, we will strive to establish clear governance frameworks, assign roles and responsibilities, and create structures that oversee the day-to-day use of data. This section outlines a series of practical next steps for our institution to realize our goals for governance:

2.1 OPERATIONALIZE A DATA GOVERNANCE FRAMEWORK

A data governance framework is a set of rules, processes, and responsibilities that dictates how we collect, organize, store, and use data.⁶ To be effective, a framework requires support with clearly defined data domains, policies and procedures, and the right oversight and structures. This may be done as part of a formalized data governance function, or by augmenting the roles and responsibilities of existing employees.

We have identified the following priorities to help us realize this goal:

- 2.1.1 Define Data Domains:** A data domain is a specific category of data, organized by a specific area or subject matter, such as operations data, finance data, or employee data. Each data domain will require its own standards and rules to ensure data quality and security. Additionally, data domains should have well-defined roles and responsibilities, which are discussed in point 2.1.2.
- 2.1.2 Define Data Roles and Responsibilities:** To ensure accountability, we must assign specific roles for managing data. Each data domain should have a designated Data Steward, Owners, and Custodian responsible for overseeing data quality, access, and security.
- 2.1.3 Implement Data Governance Committees:** Data governance is not a siloed activity. It requires involvement from a multidisciplinary set of stakeholders from across our institution. Establishing committees focused on the day-to-day operations of data will help us ensure that data is given the necessary oversight and that our community members are following all relevant policies and standards.

⁶ Adapted from [Twilio](#).

2.1.4 Develop and Roll-out a Records Management and Retention Policy: Currently, individuals are often left to manage and dispose of records in an ad hoc manner, resulting in a culture of data hoarding and the keeping of outdated records. The lack of a University-wide records management policy means that we also sometimes struggle to ensure compliance with our regulatory requirements. A records management policy will guide how our records are created, maintained, and disposed of, ensuring that we are only keeping relevant records and meeting our regulatory obligations.

2.1.5 Define Operational Data Governance Key Performance Indicators (KPIs): We will require metrics and KPIs to monitor the effectiveness of our data governance program. Data governance metrics might track data quality, compliance with our standards, and the completion of required training.

2.1.6 Develop Supporting Data Governance Artifacts: Effective data governance requires clear policies, defined responsibilities, and the right resources to formalize data management practices. To establish this foundation, our institution will prioritize the development of an institutional Data Governance Policy that outlines the roles, responsibilities, and standards for managing data throughout its life cycle.

In addition to the Data Governance Policy, supporting artifacts – such as data dictionaries, data catalogues, and business glossaries – will be essential. These resources will help standardize data definitions, clarify usage, and ensure that stakeholders have access to consistent, reliable information.

2.2 GET ANALYTICS AND AI READY

AI and data go hand in hand. While we recognize data governance as a foundational first step, we must not lose sight of the benefits that more advanced analytics and AI can bring to our institution. We must prepare for a future where AI becomes more commonplace in our day-to-day operations.

2.2.1 Identify and Prioritize AI Use Cases: Our community has already expressed a desire to leverage analytics and AI. As we look to the future, we must prioritize our efforts. We must identify critical AI opportunities that will help us realize immediate benefits



before we look at bigger bets that may require larger investments or more time to see value. While a more extensive survey is needed, the stakeholder consultations that informed the creation of this data strategy yielded a few interesting opportunities for us to consider:

- Using AI to support day-to-day administrative tasks such as drafting e-mails and synthesizing meeting minutes.
- Using AI in teaching and learning to predict at-risk students and provide personalized support to improve retention and academic outcomes.
- Using AI for predictive analytics in enrolment management to forecast future enrolment trends to optimize staffing and resource allocation.
- Automate administrative tasks like forecasting or moving data from one area of the University to another.
- Using AI for predictive maintenance to reduce operational costs.
- Using AI to identify data quality issues and proactively remediate them.

We will continue to survey our institution to identify and prioritize investments into new AI tools and capabilities.

2.2.2 Develop Institutional AI Principles: Much like this data strategy, an early step in our AI journey will be to define a set of guiding principles. These principles will help our institution govern AI according to our strategic values and goals. Our institution may also decide to publish these principles externally to demonstrate our commitment to responsible AI and foster trust in the way that we collect and use sensitive data.

2.2.3 Develop Supporting AI Governance Artifacts: Not all AI use cases will require oversight. As we adopt more complex use cases, governance and oversight will scale to ensure that our decisions maximize the benefit of AI in a way that aligns with our vision, mission, and values. As our data and AI capabilities mature, we will prioritize the development of select AI governance artifacts that will help us use AI with confidence.





3. Tools and Technology

The tools that we use to extract value from our data must be fit-for-purpose. At the moment, much of our critical analysis and use of data is based on slow manual data pipelines relying on already-strained resources. We must work to alleviate this using the necessary tools and technologies that can help people do their jobs better and faster. As our data maturity grows, we may begin relying on more advanced AI and analytics approaches. This section outlines a series of practical next steps for our institution to realize our goals for technology:

3.1 MODERNIZE OUR TECHNOLOGY SYSTEMS

Our institution has many existing tools and technologies, some of which are old and no longer fit-for-purpose. We also struggle to maintain a source of truth because of the lack of a data lake / warehouse. To achieve our goals of modernizing our technology systems, we must make focused investments in the following areas:

- 3.1.1 Establish a Data Lake / Warehouse:** Establishing a robust data warehouse or data lake is essential for managing our growing data needs. By treating every data model as a product with its own life cycle, we ensure that data assets are properly managed, maintained, and optimized. This approach allows for the creation of scalable, well-governed assets that align with our strategic goals. While modern analytics tools like PowerBI offer foundational capabilities for creating and managing data products on a small to medium scale, handling larger data volumes and more complex requirements necessitates dedicated data stores. In these cases, cloud data warehouses and data lakes become valuable to our institution, providing scalable infrastructure that can support extensive analytical and operational workloads.
- 3.1.2 Implement Data Governance Tools:** Effective metadata management enables easier data discovery and compliance, while automated ingestion reduces manual effort. The ability to classify any type of data, aligned with regulatory and institutional requirements, ensures efficient data governance and stewardship. Implementing dedicated data governance tooling is essential for creating a consistent and well-structured data environment at our institution. We will focus on robust metadata management, including automated metadata ingestion, to enhance data discovery and integration across the University.

- 3.1.3 Invest in Modern Analytics Platforms:** Investing in modern analytics platforms will help us drive better data-driven decision making, visualizations, and self-service analytics across our institution. These platforms should support streamlined dashboarding, data integration, and strong collaboration features to provide quick insights.
- 3.1.4 Invest in AI/Cognition Platforms:** Establishing AI capabilities is a longer-term plan for our institution. This entails supporting innovation by enabling advanced analytics and predictive modeling. The purpose is to create an adaptable infrastructure long-term that can harness the latest AI technologies, positioning us at the cutting edge. AI platforms will empower our community to use AI for solving complex challenges, improving operational workflows, and creating more personalized learning and service experiences. The focus is on supporting a wide-range of applications, from AI-driven content generation (e.g., useful for e-mails, marketing materials) to predictive analytics and automated decision-making.
- 3.1.5 Decommission Legacy Systems:** Decommissioning legacy systems is a critical step for modernizing our technology landscape. While we have not identified a definitive list of all legacy systems to decommission, as each system's value, use, and integration requirements may evolve over time. Systems that appear suitable for decommissioning today may be essential further down the line due to shifting priorities. As a result, decommissioning and modernization must be approached as a continuous process, guided by regular assessments of current use, cost-benefits analysis, and strategic alignment.



**University of Windsor
Board of Governors**

4.3.1: Policy on Sessional Instructor and Letter VII Appointments for Internal Non-Teaching Employees

Item for: **Information**

Forwarded by: **Board Executive Committee and Board Audit Committee**

Background

This policy establishes clear regulations and constraints around the appointment of full-time non-faculty employees as sessional instructors or on a Letter VII appointment.

Key elements of the policy:

- Staff employees are not permitted to teach (or do activities that teaching requires such as prep, office hours, or exam facilitation) during standard working hours, as defined either in their collective agreements, and/or in their employment contracts, and in their approved flexible work arrangement programs.
- Staff employees cannot teach more than one course per term, and three courses per year.
- Staff employees must obtain written approval from their direct supervisors before applying to teach a course. Without formal written approval, the employee will not be paid to teach, in a manner that is compliant with WUFA collective agreement, Article 54.
- The employee's manager is accountable for ensuring the full-time position expectations are met and any issues with performance are managed effectively. This includes denying the ability to teach in the future.

Internal Controls Established in the Process

1. Staff employees must receive written approval from their direct supervisor before applying to teach a course. The written approval must be attached within the HRIS system before a contract is issued by HR.
2. Prior to approving a Sessional Instructor or Letter VII appointment, an HR staff member reviews to ensure that no other teaching contracts are already active for the employee.
3. HRIS system generates weekly reports of draft and completed Sessional Instructor and Letter VII contracts. The reports are sent and reviewed by the AVP HR and Director, ALR, who review for duplicate names and other trends.
4. Internal Audit will conduct a review of the Sessional Instructor/Letter VII contracts 30 days before the start of the semester to ensure policy compliance and communicate any instances of non-compliance to the Provost and the AVP HR who will ensure compliance. Unresolved or continued non-compliance will be reported to the Audit Committee.

See attached.



Policy Title: Sessional Instructor and Letter VII Appointments for Internal Non-Teaching Employees

Date Established: September 30, 2025

Office with Administrative Responsibility: Office of the Provost and Human Resources

Approver: Provost and Vice-President Academic

Revision Date(s): n/a

Purpose

Sessional Instructor, Letter VII and Workshop Facilitators/Curriculum Development Facilitator positions are limited term contract appointments which may be taught by University of Windsor faculty, staff or by external contract employees. The purpose of the policy is to limit Non-Teaching/Non-WUFA employees to one appointment/course per term performed outside of work hours.

It is recognized by the University that Sessional Instructor, Letter VII and/or Facilitator courses may be scheduled during regular business hours. It is further recognized that full time University employees who take on additional appointments may not work more than the Employment Standards Act (ESA) maximum weekly hours (44).

This policy was developed to guide the process of hiring permanent non-teaching (non-WUFA as their primary appointment) University employees for Sessional Instructor, Facilitator and Letter VII appointments with these considerations in mind. The procedure is intended to bring transparency to the hiring process and provide guidance to comply with policies, collective agreements and employment best practices. It outlines the internal controls required to ensure that time theft is negated, employee well-being is maintained, and financial implications are managed.

Scope of Policy

Applies to all non-teaching (non-WUFA as their primary appointment) University staff who are hired for Sessional Instructor, Letter VII and/or Facilitator appointments.

Exceptions to Policy

Notwithstanding any provision of this policy, the Dean may, in exceptional circumstances, exercise discretion to approve an alternative course of action where strict application of the policy would result in an outcome that is:

- manifestly unfair;
- inconsistent with the University's obligations under the Ontario Human Rights Code, the Employment Standards Act, or the applicable collective agreement; or
- clearly contrary to the best interests of the academic unit or the University.

In exercising this discretion, the Dean shall:

1. Document the reasons for the decision, including the nature of the exceptional circumstances and why deviation from policy was necessary.
2. Consult with Academic Labour Relations before finalizing the decision.
3. Communicate the decision to the applicant's Manager.

4. Ensure that the decision is consistent with the University's legal obligations and does not undermine the integrity or intent of the policy.

Definitions

Non-Teaching/Non-WUFA as their primary appointment employee – University of Windsor permanent employees who have a primary appointment as a non-teaching/non-WUFA related position and work a 35 hour per week schedule. Staff who belong to another bargaining group other than WUFA in their primary assignment.

Letter VII instructors – instructors in the Professional Education Programs in Business and Engineering. The programs are designed to meet the specific needs of working professionals and/or graduate students seeking opportunities to acquire new knowledge/skills to complete University academic programs. Teaching duties comprise the only function for Letter VII instructors; they have no research responsibilities.

Sessional Instructor instructors – members of the Bargaining Unit who are clinical instructors in Nursing, special instructors in Music or professors who teach one or more credit courses during the academic year. Teaching duties comprise the only function for Sessional Instructor instructors; they have no research responsibilities.

Workshop Facilitators/Curriculum Development Facilitators (Facilitators) – instructors in the non-credit programs. The programs are designed to meet the specific needs of working professionals seeking opportunities to acquire new knowledge/skills. Teaching duties comprise the only function for workshop facilitators/curriculum development facilitators; they have no research responsibilities.

Time theft – employee uses work hours during their primary appointment for nonwork- related activities without their employer's authorization.

Roles and Responsibilities

1. Employees

- I. To receive approval from Manager/Leader prior to applying and disclose in the application that they work at the University of Windsor.
- II. To report all appointments to their Manager/Leader and obtain their approval in writing upon each engagement.
- III. To work with their Manager/Leader to ensure primary job expectations are met and the teaching of a course does not impact those expectations.
- IV. To not accept any appointment which requires the employee to teach during the primary appointment regular hours of work. This includes course-related office hours and preparations.
- V. To comply with all requirements of all collective agreements.

2. Manager/Leader (direct report)

- I. To evaluate and consider approval, prior to the application process, all Sessional Instructor, Letter VII and/or Facilitator appointment for Non-Teaching/Non-WUFA employees within their departments.
- II. To monitor employee attendance and performance in their primary non-teaching appointment to ensure that secondary appointments do not result in instances of time theft or otherwise negatively impact the employee's primary appointment.

3. Hiring Committees

- I. To note candidates who hold other non-teaching primary positions on campus (as part of their evaluation) and notify the hiring Dean's Office.

4. Dean's Offices

- I. To follow up on outstanding appointment letters/contracts before start of semester (Sessional Instructor/Letter VII/ Facilitator) within UWinsite People.

- II. To identify applicants who are required to have obtained the University employee's Managerial/Leadership approval before employees can teach or be paid for Sessional Instructor, Letter VII and/or Facilitator appointments.

5. Human Resources (HR)

- I. To communicate the requirements to the campus annually for this Policy.
- II. To audit the requirements for Managers to approve any University employee (not WUFA) teaching assignment before employees may teach or be paid for Sessional Instructor, Letter VII or Facilitator appointments, in collaboration with ALR.

6. Academic Labour Relations (ALR)

- I. To follow up on non-compliant appointments before start of semester (Sessional Instructor/Letter VII/Facilitator) by working with the primary staff union and/or the Manager as appropriate.
- II. In collaboration with HR, enforcing the mandate of this policy and the requirement for signed appointment letters with appropriate approvals/sign-offs to be on file before employees can teach or be paid for Sessional Instructor, Letter VII or Facilitator appointments.

Process

Approval of Appointments for Permanent University employees (not WUFA)

In instances where the successful candidates are permanent University employees (excluding WUFA as primary appointment), the employee can accept one (1) appointment/course per term outside of work hours operating to a maximum of three (3) appointments per year.

Where the employee is not a full-time employee (i.e. part time non-union or part time through a grant-funded research employment relationship), there will be no limit on the number of appointments/courses per term; the only limit shall be the 44 hours per week of work.

The appointment must be approved by the employees' primary Manager/Leader. Appointment letters for both Sessional Instructor, Facilitator, and Letter VII appointments will include a line under the candidate signature for the Manager/Leader to sign.

The onus rests with the employee candidate to ensure that they obtain their Manager/Leader's signature for the appointment.

Before approving appointments, Managers/Leaders should review course delivery times. If a course is to be taught during regular business hours that are defined by the primary appointment, the Manager/Leader should not approve the secondary appointment request.

Managers/Leaders shall observe employee attendance to ensure that secondary appointments do not result in instances of time theft from the employee's primary position. Employee performance should also be monitored to ensure that secondary appointments do not otherwise negatively impact the employee's primary appointment or their well-being.

Timeline

To expedite the timeliness of the hiring process, signed appointment forms for Sessional Instructor, Facilitator, and Letter VII appointments must be returned no later than one (1) month from date of issuance of the appointment letters, or by the deadline, whichever is first as follows:

- Winter: Signed appointment letters due by December 1
- Intercession: Signed appointments letters due by April 15
- Summer: Signed appointments letters due by April 15
- Fall: Signed appointment letters due by August 1

Where signed appointment letters are not received by the Dean's Office (Sessional Instructor, Letter VII or Facilitator) by the required due date, it will be the responsibility of the Dean's Office respectively to follow up. If no response is received, the Dean's Office should reach out to the Director, Academic Labour Relations and/or delegate, who will follow up. Under no circumstances will candidates be allowed to teach or be paid if they have not provided their signed Manager/Leader approval. This requirement will be monitored and enforced by the Deans of the respective faculties, ALR, and HR.

In compliance with the Collective Agreement, the rescinding of an offer must adhere to the guidelines noted in Article 54.

Overtime Acknowledgement

In accordance with the Ontario Employment Standards Act (ESA), the overtime threshold is defined at 44 or more hours worked per week. When employees take on multiple appointments, they are at risk of exceeding this threshold. Employees are responsible for working with their Managers/Leaders to ensure they are not exceeding 44 hours with all positions combined. If there are exceptional circumstances that require employees to work beyond 44 hours in any week, pre-approval is required.

Policy Review

The policy will be reviewed annually to assess the validity of the process.

**University of Windsor
Board of Governors**

4.3.2: Revisions to Vacation Policy and Disconnect from Work Policy

Item for: **Information**

Forwarded by: **Board Executive Committee**

Background

The Vacation policy and the Disconnect from Work Policy are key in supporting a workplace culture change which better aligns to the University's commitments towards work-life balance, employee mental health, and efficiencies. To align the People, Equity and Inclusion Strategic Plan commitments with this lens, the Vacation and Disconnect from Work Policies have been updated for immediate implementation.

The revised policies reflect current best practices as well as a shared responsibility and commitment to create a workplace culture where individuals can disconnect from work with confidence.

The revisions to the Vacation policy also provide greater clarity for managers and employees with regards to allowable exceptions for vacation carry forward.

Next Steps

- Development of a communication plan including meetings with campus and union leaders no later than October 2025.
- Creation of resource websites with frequently asked questions and tools no later than November 1, 2025.

See attached for revised policies, presented with track-changes.



BG251021-4.3.2a

Policy Title: Vacation Policy

Date Established: January 28, 2025

Office with Administrative Responsibility: Human Resources

Approver: Vice-President, People, Equity and Inclusion

Revision Date(s): September 30, 2025

PURPOSE AND SCOPE

Purpose

Vacation time is to provide University of Windsor employees with the ability to disconnect, refresh and rejuvenate. The purpose of this policy is to provide guidelines for vacation entitlement, usage and record keeping.

The policy is designed to ensure consistent application of vacation while aligning with the *Employment Standards Act, 2000* and relevant University of Windsor collective agreement provisions.

Scope

This policy applies to full-time and part-time staff employees including executives such as Vice-Presidents, Associate Vice-Presidents and employees in senior administrative term-based positions.

Temporary employees are subject to vacation entitlements outlined in their individual employment agreement, relevant collective agreement or as per the *Employment Standards Act, 2000*.

This policy does not apply to employees covered under the WUFA collective agreement.

Definitions:

Accrual Rate: The rate at which vacation hours accrue based on years of service. Vacation is accrued per full month worked.

Disconnecting with Confidence: [Is the shared commitment between the University and its employees to establish and protect healthy boundaries between work and personal life. This shared commitment fosters a culture that values an employee's time away from work and replaces the "always on" expectation with an emphasis on well-being and focused productivity during established Working Hours.](#)

Draw Down Plan: An approved documented plan with a commitment to use any approved excess carry forward.

Extenuating Circumstances: [Any circumstance beyond the employees' control that may impact their ability to use their annual vacation entitlement. Examples include, but not limited to, sick or other protected leave, unforeseen operational circumstances.](#)

Leader/Manager: Individual to whom an employee directly reports to concerning matters related to their employment and who exercises supervisory responsibilities for an employee. This includes, but is not limited to, the President, Vice-Presidents, Associate Vice-Presidents, Deans, Directors, Managers and Supervisors. AAU Heads are

considered leaders with respect to their responsibilities for staff and student employees within their units. Faculty members are considered leaders with respect to research staff and student employees.

Special Circumstances: Instances where an employee may wish to save some of their annual vacation entitlement to the subsequent year in order to facilitate a significant planned personal event, the duration of which exceeds the annual vacation entitlement. Examples include: an extended overseas trip or religious pilgrimage.

UWinsite People: The electronic human resources information system to be used to request, record and approve vacation entitlement and usage.

Vacation Accrual: Refers to the process by which employees earn vacation time over a specified period.

Vacation Carry Forward: The portion of an employee's entitlement which is approved for use in the subsequent year. For employees on a 35-hour work week, carry forward of unused vacation can be brought forward to the following year with a maximum of 35 hours (5 days) for employees with at least 15 days of vacation entitlement or maximum of 70 hours (10 days) for employees with at least 20 days of vacation entitlement.

Vacation Entitlement: The amount of vacation time that an employee is entitled to receive for a full year of service based on the employee role, years of service, employee group affiliation, and employment status.

Vacation Year: For the purposes of this policy, the University follows a calendar year which is January 1 to December 31.

APPLICATION

Eligibility

Employees covered by a collective bargaining agreement will be eligible for vacation as is outlined in the current collective agreement.

Permanent full-time and permanent part-time employees who are not covered by a collective agreement are eligible for vacation days or vacation pay.

Temporary employees on contracts equal to or greater than one year and eligible for the institution's benefits are entitled to vacation days as per the terms of their offer letter.

Co-op students, interns, and temporary fixed-term employees on contracts less than one year will receive vacation pay. Vacation pay is calculated at the rate outlined in the employee's offer letter, minus applicable taxes. The vacation pay is paid on every pay cycle.

Vacation Entitlement

Vacation entitlement will be determined based on the employee's role, employee group affiliation, years of service, and employment status.

1. Full-Time or Part-Time Permanent Employees Including Senior Administrators (Non-Union):
 - Vacation entitlements may have been negotiated as part of the terms of the employee's employment agreement which may differ from standard entitlements. In this case, the individual employment agreement/letter overrides this policy until the employee reaches vacation entitlement based on their year of service date which exceeds the employee's starting entitlement.
 - A chart of vacation entitlement for Non-Union employees is posted on the HR website.
2. Full-Time and Part-Time Permanent Employees (Union):
 - Vacation entitlements for unionized employees follow the relevant collective agreements.

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Vacation Accrual and Carry Forward

- Vacation time is calculated on an hourly basis and accrued on a monthly basis, starting from the employee date of hire, or in the case of employees transferring from an academic position into an administrative position, on the date of transfer.
- Employees are required to take their vacation within the calendar year it is earned. Every effort will be made to ensure it is taken at a mutually agreed time.
- Carry-forward of unused vacation can be brought forward to the following year up to a maximum of 35 hours (5 days) for employees with at least 15 days of vacation entitlement or up to a maximum of 70 hours (10 days) for employees with at least 20 days of vacation entitlement. This carry forward must be used by April 30th.
- Any unused vacation time more than the minimum requirements of the *Employment Standards Act, 2000* or the allowable carry-forward above, will be forfeited on December 31 of the vacation year. Employees will be notified by email when they have vacation to be forfeited no later than December 15.
- Employees who are on a protected leave or who are on Long Term Disability, can carry-forward their current vacation bank with prior approval by the Vice-President within their reporting area and the Associate Vice-President, Human Resources.
- All employees who find themselves with a carry-forward greater than the maximum entitlements MUST submit a draw down plan which will be approved by the Vice-President within their reporting area. This request must be submitted by November 1st of the current vacation year.

Vacation Scheduling and Usage

- Vacation time is mutually arranged between the leader and their direct reports.
- Vacation scheduling forms part of the Faculty or Department annual planning cycle. Leaders are required to ensure that staff can use their accrued vacation without impacting services to students or the ongoing operation of the Faculty or Department. Leaders have the right to establish freeze periods during the year when, due to high operational or client service requirements, vacation may not be scheduled except during extraordinary circumstances.
- Employees must take at minimum the amount of vacation required under the *Employment Standards Act, 2000* or as per the relevant collective agreement or employment agreement.
- The leader is responsible for ensuring that an employee uses their annual vacation entitlement with limits of carry forwards as per the employee's years of service, relevant collective agreement or employment agreement.
- Vacation requests should be submitted in accordance with timelines noted in related collective agreements, if applicable. Non-union employees are encouraged to submit vacation requests at least thirty calendar days in advance. Requests will be approved based on operational requirements and staffing needs.
- Leaders are responsible for ensuring that vacation requests are distributed equitably and that the University's operations are not compromised by multiple staff members taking leave simultaneously.
- In the event of scheduling conflicts, priority may be given based on seniority, operational needs, or as per the relevant collective agreement.
- If there is a period of illness or injury during the employee's regularly scheduled vacation period, the employee can take the portion of their vacation during which they were ill or injured at a subsequent date mutually agreeable to the manager and the employee. The employee must advise their manager during their period of vacation of the illness or injury unless they are physically unable to do so. The employee will be asked to provide a medical note confirming illness.
- When an employee moves positions, any accrued vacation and approved vacation plans will follow the employee. Approved vacation plans will be honoured when operationally feasible.

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Disconnecting with Confidence

In alignment with the University of Windsor's **Disconnecting from Work Policy**, the University is committed to ensuring employees can confidently disconnect from their daily responsibilities during approved vacation time. This is achieved by:

- Supporting employees in planning their time off, identifying backup contacts, appropriately managing responsibilities, and ensuring adequate coverage during their absence.
- Providing employees with the tools to manage their digital presence, including the use of technology controls and applications that prevent them from receiving emails, notifications, or meeting requests during their time away.

For additional guidance, employees and leaders should refer to the **Disconnecting from Work Policy**

Vacation Requests and Approvals

- Vacation time must be requested by employees and approved by managers using UWinsite People. Vacation time may be requested in full or half day allotments or per the relevant Collective Agreement.
- Employees may take vacation before it has been accrued, within their allowable entitlement for the calendar year, with approval of their manager. All negative vacation balances will be deducted from the final pay in the case of resignation, termination with or without notice and retirement.
- Vacation payout will not be authorized to reduce excess vacation balances.

Vacation Accrual when an employee moves departments

- When an employee moves positions, any agreed draw down plans will become the responsibility of the receiving leader.
- Unless required by a collective agreement, employees who move between employee types will continue to earn vacation at the rate associated with that employee group and years of service.

Vacation upon Resignation or Termination

- Upon resignation or termination of employment, vacation time earned but not yet taken will be paid out to employees.
- Upon resignation or termination of employment, any vacation time taken in advance that was not yet accrued, will be deducted from the employee's final pay.
- Vacation payout is calculated based on the employee's regular rate of pay at the time of termination. Faculty/Departments are responsible for the cost of vacation payouts.

Vacation During Leave of Absence

- Unionized Employees on a paid protected leave of absence will follow their relevant collective agreement.
- Non-Union Employees on paid protected leave of absence will continue to accrue for the duration of the paid protected leave.
- Non-Union Employees on an unpaid leave of absence will not accrue vacation.
- Non-Union Employees on Long-Term Disability will accrue vacation for the first six months of their Long-Term Disability leave of absence, at which point the accrual will cease and any remaining balance will be paid out at the current rate by the end of the calendar year for which the vacation was earned.

ROLES AND RESPONSIBILITIES

It is the responsibility of all Senior Academic and Administrative Leaders and Executives to ensure that leaders who report to them are planning and managing employee vacation time in accordance with this policy.

Leaders are responsible for:

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- Planning and managing employee vacation time so that employees [can disconnect with confidence](#) from work;
- [Approving vacation requests fairly and in accordance with operational needs and applicable collective agreements and/or employee contracts;](#)
- [Communicating upcoming vacations to team members to support disconnecting from work](#) Ensuring that employees request vacation time using UWinsite People in advance of taking the time off;
- Ensuring that employees have a sufficient vacation balance prior to approving vacation time, or only approving up to 35 hours of vacation over the accrued amount;
- Monitoring vacation balances and carry forwards for their employees; and
- Addressing vacation balances in excess of established limits within a reasonable period of time.
- Committing to [and monitoring](#) the agreed to draw down plan should one be required.

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Employees are responsible for:

- Planning vacation time in consultation with their leader, and/or as per the relevant Collective Agreement, as part of regular annual vacation planning;
- Requesting vacation time, per the relevant Collective Agreement and/or [employee's individual employment agreement, consisting](#) of half or whole days, in advance, using UWinsite People;
- Cooperating with their manager(s) in addressing excess vacation balances, including establishing plans to reduce balances to defined limits in a reasonable period of time.
- Committing to the agreed to draw down plan should one be required.
- [Collaborate with their manager to facilitate an appropriate handover of all ongoing work before scheduled vacation, enabling a confident disconnection as per the Disconnecting from Work Policy.](#)

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EXCEPTIONS TO POLICY

- In documented extenuating [or special](#) circumstances, [an employee may submit an exception request to carry-forward unused vacation time beyond the allowable limits outlined in this policy. Exception requests must follow the established procedure and clearly outline the circumstance and a plan to draw-down the excess carry-forward amount. Requests will be reviewed for operational feasibility by the immediate supervisor, confirmed for policy compliance by the Associate Vice-President, Human Resources, and require final approval by the](#) divisional Vice-President. [Requests for exceptions](#) must be submitted no later than 30 days before the end of the calendar year [to be considered. Requests received after this deadline will not be reviewed or approved.](#)
- Unless otherwise defined by an employee's individual employment agreement or relevant collective agreement, employees that are paid on an hourly basis will earn vacation pay for each pay period, as per the *Employment Standards Act, 2000*.

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REVIEW AND AMENDMENTS

This policy will be reviewed every three (3) years or as required to ensure compliance with provincial regulations and alignment with the *Employment Standards Act, 2000* and University operational requirements.

Appendices: Refer to Collective Agreements by Employee Group

[Link to ESA](#)

[Standard Operating Procedure](#)

Cross References – Refer to procedures (i.e. UWinsite People Attendance, etc.)

[Disconnecting from Work Policy \(hyperlink\)](#)



BG251021-4.3.2b

Title: Disconnecting from Work Policy

Date Established: June 2, 2022

Office with Administrative Responsibility: Department of Human Resources

Approver: Vice-President, People, Equity, & Inclusion

Revision Date(s): September 30, 2025

PURPOSE

This policy is intended to support work-life balance, and the ability of employees to disconnect from work outside of their Working Hours in accordance with the terms of each Employee's applicable collective agreement, individual employment contract, and/or the Ontario Employment Standards Act, 2000.

This Policy is developed in compliance with the Ontario Working for Workers Act, 2021. No new right or benefit is created by this Policy

SCOPE

This Policy applies to all Employees of the University of Windsor

DEFINITIONS

Act: Working for Workers Act, 2021, S.O. c.35-Bill 27.

Disconnecting From Work: Not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work outside of working hours.

Disconnecting with Confidence: Is the shared commitment between the University and its employees to establish and protect healthy boundaries between work and personal life. This shared commitment fosters a culture that values an employee's time away from work and replaces the "always on" expectation with an emphasis on well-being and focused productivity during established Working Hours.

ESA: Ontario Employment Standards Act, 2000, S.O. c 41.

Employee: Any individual employed by the University including, but not limited to, faculty, staff, and student employees. Leaders are also employees.

Leader: Individual to whom an employee directly reports to concerning matters related to their employment and who exercises supervisory responsibilities for an employee. This includes but is not limited to the President, Vice-Presidents, Associate Vice-Presidents, Deans, Directors, Managers and Supervisors. AAU Heads are considered leaders with respect to their responsibilities for staff and student employees within their units. Faculty members are considered leaders with respect to research personnel and student employees.

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Deleted: <#>;

Deleted: "ESA" means the Employment Standards Act, 2000, S.O. c 41; ¶

¶ "disconnecting from work" means

Deleted: This definition is adopted from the Act;

Deleted: "work hours" and "working hours" mean

University: University of Windsor, the employer.

Work Hours and Working Hours: the hours in which an employee is expected to work as set out in their individual employee contract and/or collective agreement and the ESA.

Workplace: The location where an employee works. It includes on campus, off-campus and online platforms.

Policy Statement

The University is committed to fostering a workplace culture that promotes, values and protects the ability to disconnect from work. The University recognizes that time away from performing or thinking about work is essential for an individual's wellbeing and the achievement of a sustainable, healthy work-life balance.

The University recognizes that established Working Hours may differ depending on the employee group, requirements of the position and department as set out in an employee's employment contract, policies, applicable collective agreement and/or minimum statutory entitlements under the ESA.

This policy does not prohibit the University or its employees from communicating outside of Work Hours. However, an employee is only expected to respond to after-hours contact for the specific instances outlined in the "Policy Exceptions" section. In all other circumstances, an employee is not required to respond and will not result in any form of reprisal or disciplinary action.

This policy does not alter the terms of any collective agreement or individual employment contract. Rather, this Policy in compliance with the Act, sets clear expectations regarding the right of Employees to Disconnecting from Work as set out in the employee's applicable collective agreement, individual employee contract, and/or in the ESA.

In the event of any conflict between this Policy and the terms of a collective agreement or individual employment contract, the terms of the collective agreement/employment contract will prevail.

Policy Exceptions:

While Disconnecting with Confidence is a core principle of this policy, certain situations require flexibility. Exceptions to the policy will be limited in both scope and duration and apply in the following instances:

- **Emergency and Urgent Situations** that pose a risk to the safety of individuals, the integrity of university systems, or the continuity of critical operations.
- Employees who are part of a **pre-approved on-call/standby schedule** in accordance with the terms of the Employee's applicable collective agreement/employment contract, and/or applicable University policy.
- **By mutual agreement**, a manager and employee may arrange to work outside of regular hours to meet a **time-sensitive deadline or project**, in accordance with the terms of the Employee's applicable collective agreement/employment contract, and/or applicable University policy.

ROLES & RESPONSIBILITIES

The University, its leaders and employees share in the responsibility of creating a workplace culture that supports Disconnecting with Confidence.

University's Obligations

In keeping with its commitment to foster a workplace culture that promotes and values disconnecting with confidence as defined in this Policy, the University will take steps to ensure that all Employees:

Deleted: the ESA, and for unionized employees this includes such terms set out in their respective

Deleted: SCOPE ¶

¶ This

Deleted: applies to all Employees of

Deleted: of Windsor in compliance with the Act. ¶

¶ INTERPRETATION

¶ The health and well-being of all Employees -- including their rights to disconnect from work as found in their applicable collective agreements/individual employee contracts and the ESA --

Deleted: a matter of utmost importance to the University. Promoting

Deleted: -

Deleted: encourages Employees to disconnect

Deleted: recognized by the University as helpful in achieving

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Deleted: Employee

Deleted: affirms in writing the University's commitment to all Employees' rights

Deleted: '

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Deleted: each Employee's respective

Deleted: agreements and/or

Deleted: contracts

Deleted: No new right or benefit is created by this Policy.

Deleted: any

Deleted: Employee

Deleted: Employee

Deleted: in compliance with the ESA

Deleted: The ESA recognizes that there

Deleted: diversity in workplaces regarding

Deleted: roles

Deleted: responsibilities in workplaces,

Deleted: this diversity can be reflected

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Deleted: individual employment contract and/or

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... [1]

Deleted: a healthy work-life balance respecting

Deleted: from work

- Understand their Work Hours and the exceptions to this policy.
- Are encouraged to take their applicable meal and rest periods and take hours free from work as set out in their employment contract, University policies, and/or applicable collective agreement.
- Are encouraged to take vacation or other leave entitlements as set out in their individual employment contract, University policies, and/or applicable collective agreement.

Leader Obligations

Leaders are expected to:

- Inform employees of their expected Working Hours and clearly communicate any policy exceptions. Hours.
- Model appropriate communication practices that respect personal time by ensuring that work communications routinely occur during Work Hours as defined in the employee's contract and/or Collective Agreement.
- Work with employees to plan their time off, identify back-up contacts and ensure adequate coverage in their absence.
- Enable employees to leverage technology controls and applications to ensure employees do not receive emails, notifications, or meeting requests during their time away.
- Respond to questions or concerns regarding Disconnecting from Work.

Employee Obligations

The University encourages all Employees to comply with the following in the course of their work:

- Be considerate of colleagues' Work Hours and personal time by making a conscious effort to avoid routine after Work Hours communications and not expecting responses to messages sent outside of another person's Work Hours.
- Actively utilize available communication tools to signal availability and manage expectations. This includes, but is not limited to:
 - Setting an out of office message when away from the office indicating absence period and an alternative contact for urgent matters.
 - Adding to the e-mail signature a line indicating Working Hours and expected response time.
 - Using status features in collaboration tools to indicate when away, in a meeting or offline.
 - Utilizing the delayed delivery feature when sending non-urgent e-mails after the University's core business hours (8:30 am – 4:30 pm).

REPORTING CONCERNS

If an Employee believes they are experiencing any impediments to Disconnecting from Work as outlined in this Policy, they should first notify their direct Leader in writing to seek a resolution. If the matter is not resolved, the employee should direct their concern to Human Resources or Academic Labour Relations, as applicable.

No reprisal or other adverse action will be taken against any Employee who expresses concern about their ability to exercise their right to Disconnecting from Work in accordance with this policy, their individual employment contract, any applicable collective agreement and/or the ESA.

POSTING, NOTICE and RETENTION

The University will:

- provide access to a copy of this Policy to each employee, within 30 calendar days of adoption. Should any changes be made to the Policy after its implementation, the University will provide employees access to a copy of the revised Policy within 30 days of the changes being made.

Deleted: i.

Deleted: regular working hours where applicable;⁴²

Deleted: ii. Encourage employees to be mindful of and respectful of the

Deleted: when other Employees - including those without set working hours -- can reasonably expect to be disconnecting from work;⁴³

⁴⁴ iii. Encourage Employees to contact each other for

Deleted: -related

Deleted: working hours as applicable;⁴⁵

⁴⁶ iv. Request that Managers and Supervisors (

Deleted: applicable

Deleted:), or the Department of Human Resources,

Deleted: from Employees; and

Deleted: v. Request that Deans and/or the Office of the Provost respond to questions or concerns regarding disconnecting from work, from Employees who are members of WUFA and CUPE 4580.⁴⁷

Deleted: expects

Deleted: i. → Avail themselves of

Deleted: suggestions offered by the University regarding disconnecting from work (e.g. out-of-office

Deleted: , email

Deleted: that employee is likely to respond in accordance with their collective agreement/individual employee contract);⁴⁸

Deleted: ii. → For those Employees working set hours such as certain CUPE, UNIFOR and Management and Professional employees:⁴⁹

⁵⁰ notify their supervisor or manager, in writing, if any meal, rest, break or hours-free-from-work period (or other right or entitlement) which they feel they were entitled to was not provided due to workload including work communications;⁵¹

⁵² iii. → For Employees who are members of WUFA or CUPE 4580, inform their respective Dean if they have concerns about their ability to enjoy their right ... [2]

Deleted: may

Deleted: to their Manager, Supervisor or Dean as th ... [3]

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Deleted: which include

Deleted: agreements and the ESA.⁵³ ... [4]

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Deleted: regardless of their position

Deleted: shall

Deleted: each employee of the University

<ul style="list-style-type: none"> provide a copy of this Policy to all new employees upon onboarding and within 30 calendar days of the employee commencing employment with the University. retain a copy of this Policy and any revised version of this Policy for a period of three years after it ceases to be in effect. 	<div>Deleted: ¶ ... [5]</div> <div>Deleted: ¶ ... [6]</div>
<p>SUPPORTS</p> <p>Any concern or question related to the interpretation or application of this policy can be directed to Human Resources or Academic Labour Relations, as applicable.</p> <p>The University encourages all employees to proactively address concerns related to their well-being. Confidential support and resources are available through the University's comprehensive employee benefits and the dedicated Employee Mental Health website.</p>	
<p>RELEVANT LEGISLATION, POLICIES, AND COLLECTIVE AGREEMENTS</p> <p>Legislation:</p> <ul style="list-style-type: none"> Employment Standards Act, 2000 Working for Workers Act, 2021 	<div>Deleted: REVIEW AND MODIFICATION OF THE POLICY ¶ This Policy will be reviewed on an annual basis. Any amendments to the Policy will be recorded and will be communicated to Employees in accordance with the Act. ¶</div> <div>Deleted: STATEMENTS, GUIDELINES,</div> <div>Deleted: PROCEDURES</div>
<p>Policies</p> <p>Related policies can be found on the University Bylaws and Policies site, including but not limited to:</p> <ul style="list-style-type: none"> Flexible Work Policy Health & Safety Policy Statement Vacation Policy Overtime Policy <p>Collective Agreements</p> <p>Collective Agreements can be found on the Human Resources website and Academic Labour Relations website.</p>	<div>Deleted: Additional information about programs and</div> <div>Deleted: of the University of Windsor</div> <div>Deleted: and include related materials such as the</div> <div>Deleted: <#> (on the Human Resources website) ¶ (on the Central University Policies website) ¶ (on the Central University Policies website) ¶ Employee Relations Policies and Information also available on the University's Human Resources . ¶ The</div> <div>Deleted: of Employee Groups can be found on the University's Human Resources and include the following:</div>
<p>Review by: This Policy will be reviewed on an annual basis.</p>	<div>Deleted: <#> ¶ ... [7]</div>

**University of Windsor
Board of Governors**

***4.3.3: Report on Faculty and Staff Hiring Trends and Employment Equity Data Comparisons with Other Universities**

Item for: **Information**

Forwarded by: **Board Executive Committee**

Board Executive Committee Report

In accordance with the delegation authority provided in the Board bylaw, at its October 9, 2025 meeting, the Board Executive Committee approved, on behalf of the Board, the President's Annual Report on Faculty and Staff Appointments. Accompanying this was a report on faculty and staff hiring trends, which included diversity data based on faculty and staff who self-identified under the four designated group as listed in the federal contractors' program. The report also includes diversity data from other Ontario universities, as well as data taken from the Canadian Labour Market Availability Pool, to provide some comparison.

See attached for diversity data reports (BG251021-4.3.3a, and BG251021-4.3.3b).

Report on Faculty and Staff Hiring Trends

Faculty Information

		2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	University of Windsor General Faculty Data										
1	# of Faculty New Hires	11	24	34	39	33	22	11	19	41	17
2	# of Faculty Retiring	16	20	19	11	20	16	15	18	20	24
3	# deceased while active	1	1	0	1	0	1	1	1	2	1
4	# resigned or terminated	7	5	3	6	3	8	6	5	5	13
5	Difference	-13	-2	12	21	10	-3	-11	-5	14	-21
6	Average Age of Faculty	53.60	53.61	53.46	52.99	52.90	53.07	53.51	53.76	53.58	52.97
7	Average Age of Retirement of Faculty	66.69	66.60	67.37	67.00	66.10	69.06	71.53	66.22	70.15	67.25
8	Total Faculty Members	552	556	573	594	614	614	601	599	620	614
9	Employment Equity Data - Faculty New Hires										
	<i>Women</i>	18.2%	33.3%	58.8%	46.2%	57.6%	50.0%	45.5%	52.6%	43.9%	29.4%
	<i>Indigenous peoples</i>	0.0%	8.3%	2.9%	7.7%	9.1%	0.0%	0.0%	0.0%	2.4%	0.0%
	<i>Racialized People/Visible minorities</i>	0.0%	12.5%	32.4%	28.2%	21.2%	40.9%	27.3%	26.3%	58.5%	47.1%
	<i>Persons with Disabilities</i>	9.1%	8.3%	5.9%	5.1%	0.0%	4.6%	0.0%	5.3%	12.2%	11.8%
10	Employment Equity Data - Total Faculty Members										
	<i>Women</i>	46.6%	46.7%	47.3%	45.3%	46.6%	47.5%	47.3%	47.7%	47.3%	52.7%
	<i>Indigenous</i>	0.7%	0.7%	0.9%	2.2%	2.4%	1.6%	1.5%	1.6%	1.6%	1.8%
	<i>Racialized People/Visible minorities</i>	13.4%	14.4%	17.9%	19.8%	20.2%	22.6%	25.4%	25.3%	26.4%	27.5%
	<i>Persons with Disabilities</i>	3.3%	3.9%	4.4%	5.6%	5.1%	6.2%	7.7%	9.0%	9.0%	9.1%

Note: For the purpose of this report a year is considered the period from July 1st to June 30th.

The report tracks faculty and librarians probationary tenure-track and tenured appointments, Learning Specialists - AAS probationary appointments, and Sessional Lecturers appointed under Articles 55:11 and 55:12 of the WUFA Collective Agreement. For the purpose of the report, this group is named "Faculty Hired".

Employment Equity Data

The terminology used for the designated groups are in accordance with the Federal Contractors Program under the Employment Equity Act. The four federally designated groups are Indigenous peoples, persons with disabilities, racialized people/visible minorities and women.

The employment equity data shown in section #9 and #10 are reported in percentages compared to the data shown in sections #1 to #8.

The "Employment Equity Data – Faculty Hired" is the internal representation percentages of the faculty hired in section #1 as shown above.

The "Employment Equity Data – Total Faculty Members" is the internal representation percentages of full faculty complement by year, which includes lecturers, assistant professors, associate professors, full professors, ancillary academic staff (AAS), learning specialists AAS, sessional lecturers, and librarians.

The "Employment Equity Data – Total Faculty Members" information reflects data as of December of that year.

The historical information for the Employment Equity Data is starting in 2013, as this was the most recent University-wide Employment Equity Census, which was conducted in fall 2013.

The internal representation percentages of the designated groups Indigenous peoples, persons with disabilities and racialized people/visible minorities are collected from the University of Windsor Employment Equity Census and Survey. The data on women are extracted from the University's Human Resources Information System (HRIS).

It is important to note that responding to the University of Windsor Employment Equity Census and Survey questions is voluntary and there is an option that an employee can choose not to answer the questions at this time. In addition, employees can update their status at any time.

Report on Faculty and Staff Hiring Trends
Staff Information

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
# of Staff Hired	20	29	36	43	51	28	33	38	69	64	18
# of Staff Retiring	30	21	28	24	23	20	31	34	42	19	53
# of Deceased Staff while active	1	3	1	2	4	2	0	2	0	4	0
# of Staff Resignations/Terminations	13	21	16	11	22	13	14	18	26	24	39
Difference	-24	-16	-9	6	2	-7	-12	-16	1	17	-74
Women	65.0%	58.6%	66.7%	60.5%	78.4%	50.0%	78.8%	68.4%	58.0%	59.4%	38.9%
Aboriginal peoples	0.0%	0.0%	2.8%	2.3%	2.0%	0.0%	0.0%	10.5%	0.0%	1.6%	5.6%
Visible minorities	10.0%	17.2%	8.3%	4.7%	19.6%	17.9%	24.2%	26.3%	24.6%	23.4%	5.6%
Persons with Disabilities	5.0%	6.9%	0.0%	2.3%	2.0%	7.1%	3.0%	7.9%	10.1%	14.1%	5.6%
Women	65.4%	66.3%	66.0%	65.8%	64.0%	62.3%	66.2%	63.4%	63.5%	62.6%	59.0%
Aboriginal peoples	3.1%	2.8%	2.9%	2.9%	2.5%	2.4%	2.7%	2.4%	2.5%	1.9%	1.8%
Visible minorities	10.7%	9.8%	10.0%	10.5%	11.5%	12.3%	12.6%	16.6%	16.9%	18.2%	17.8%
Persons with Disabilities	7.2%	6.4%	5.8%	5.3%	5.2%	4.9%	7.4%	6.7%	7.2%	8.4%	9.1%

Note:

For the purpose of this report a year is considered the period from July 1st to June 30th.

This report tracks all staff appointments. Terminations includes: end of employment, job elimination, incomplete probation, bumping, callback declines, disciplinary, salary continuance, other.

Employment Equity Data

The terminology used for the designated groups are in accordance with the Employment Equity Act and Federal Contractors Program. The four federally designated groups are Aboriginal peoples, persons with disabilities, visible minorities and women.

The employment equity data shown in the chart are reported in percentages compared to the other data shown in the chart where the information reports raw numbers.

The "Employment Equity Data – Staff Hires" is the internal representation percentages of the staff hired as shown above.

The "Employment Equity Data – Total" is the internal representation percentages of all non-academic employees, which includes full-time and part-time managerial and professional employees, all full-time and part-time unionized staff employees, full-time and part-time temporary staff employees (that have worked more than 12 weeks). This information reflects data as of December of that year.

The historical information for the Employment Equity Data is starting in 2013, as this was the most recent University-wide Employment Equity Census, which was conducted in fall 2013.

The internal representation percentages of the designated groups Aboriginal peoples, persons with disabilities and visible minorities are collected from the University of Windsor Employment Equity Census and Survey. The data on women are extracted from the University's Human Resources Information System (HRIS).

It is important to note that responding to the University of Windsor Employment Equity Census and Survey questions is voluntary and there is an option that an employee can choose not to answer the questions at this time. In addition, employees can update their status at any time.

Employment Equity Data Comparisons with Other Universities

	Canadian LMA	University of Windsor	Queen's University	University of Toronto	Toronto Met. University	Wilfred Laurier*	UBC Vancouver	UBC Okanagan	Dalhousie University*	McGill University*	University of Victoria	McMaster University*
Faculty (Academic)												
<i>Women</i>	44.7%	52.7%	49.6%	49.7%	51.25%	46.0%	46.7%	46.8%	44.0%	49.0%	44.2%	43.4%
<i>Indigenous peoples</i>	1.9%	1.8%	1.9%	1.9%	3.25%	2.0%	2.3%	4.9%	2.0%	1.3%	8.3%	3.1%
<i>Racialized Peoples/ Visible minorities</i>	25.5%	27.5%	22.0%	42.5%	33.8%	20.0%	31.4%	25.2%	20.0%	20.3%	21.4%	26.4%
<i>Persons with Disabilities</i>	12.7%	9.1%	4.9%	17.0%	7.25%	7.0%	9.6%	12.0%	7.0%	4.8%	18.8%	5.1%
Staff (Non-Academic)												
<i>Women</i>	48.2%	59.0%	64.8%	67.7%	65.0%	68.0%	61.3%	66.4%	60.0%	65.0%	51.8%	73.7%
<i>Indigenous peoples</i>	4.2%	1.8%	2.4%	1.3%	2.0%	1.3%	2.0%	5.3%	4.0%	0.9%	4.6%	2.6%
<i>Racialized Peoples/ Visible minorities</i>	26.8%	17.8%	15.8%	59.8%	46.0%	10.0%	43.9%	21.2%	23.0%	27.2%	20.8%	18.9%
<i>Persons with Disabilities</i>	12.3%	9.1%	8.3%	19.8%	9.0%	5.0%	9.2%	11.7%	13.0%	4.6%	20.9%	6.5%

Note: Data as of 2024/2025 academic year

- Reporting on the overall University percentages for faculty and staff
- Canadian Labour Market Availability (LMA) Pool (For the designated groups of women, Indigenous peoples and racialized people/visible minorities, the Faculty (Academic) percentages is derived from the 2021 Canadian Census NOC 4011-University Professors and Staff (Non-Academic) percentages is derived from the 2021 Canadian Census National Labour Market Availability. For the designated group of persons with disabilities the percentages for both Faculty (Academic) and Staff (Non-Academic) is derived from the Canadian Survey on Disability 2022)
- The University's fifth designated group, sexual/gender minorities (2SLGBTQIA+) is not reported.

References

- Canadian LMA 2021 (Staff) and Canadian Survey on Disability (CSD) 2022 <https://opencanada.blob.core.windows.net/opengovprod/resources/8c046ae7-33be-4e56-9ea3-bfa15565a4d4/data-highlights-2021-canadian-lma-oct-2024-en.pdf?se=2025-07-14T18%3A44%3A40Z&sp=r&sv=2024-08-04&sr=b&sig=nGDSM5jHZXt5Ezh5tPhOQyN7cN1byYwnZsgePSrodh4%3D>
- NOC 41200 University Professors and Lecturers 2024 <https://open.canada.ca/data/en/dataset/07deee9b-4275-40ab-a0d3-9cd913feed47/resource/2c3ea3ce-2fa5-4ec3-b29e-a663c63763fa>
- University of Windsor's most recent report is from 2024 (not released, anticipated to be published in December 2025 – internal report)
- Queens University's most recent report is from 2024 <https://www.queensu.ca/equity/representation-rates/employee-representation-rates>
- University of Toronto's most recent report is from 2024 <https://people.utoronto.ca/inclusion/eedash/>
- Toronto Metropolitan University most recent report is from 2024 <https://www.torontomu.ca/diversity-self-id/diversity-data-centre/employee-diversity-data-centre/>
- *Wilfred Laurier emailed an electronic copy of their most recent 2023 EE Report (confidential - internal report)
- University of British Columbia (UBC) Vancouver & Okanagan most recent report is from 2024 https://equity3.sites.olt.ubc.ca/files/2025/05/2024_Employment-Equity_June4.pdf
- *Dalhousie University's most recent report is from 2023 <https://www.dal.ca/content/dam/www/about/mission-vision-and-values/edia/FCP-Employment-Equity-Report-2023.pdf>
- *McGill University's most recent report is from 2023 https://www.mcgill.ca/senate/files/senate/06_d22-72_biennial_report_on_employment_equity.pdf
- University of Victoria's most recent data is from 2024 <https://www.uvic.ca/equity-action-plan/better-data/about-project/index.php>
- *McMaster most recent report is from 2023 <https://hr.mcmaster.ca/employees/employment-equity/employment-equity-census-report/2023-employment-equity-census-report/>

**University of Windsor
Board of Governors**

***4.3.4: Overview of Types of Academic Appointments and Renewal, Tenure, and Promotion Process**

Item for: **Information**

Forwarded by: **Board Executive Committee**

The following is intended to provide Board members with an overview of the different types of academic appointments and progression through the ranks at the University of Windsor.

All regular academic appointments are made to one of the following ranks, with progression through the ranks defined through a renewal, tenure/permanence, and promotion process:

- Professorial Ranks: Assistant Professor > Associate Professor > Full Professor
- Ancillary Academic Staff appointed as Learning Specialists (ranks I-IV)
- Librarians (ranks I-IV)

Professorial Ranks

Individuals appointed to the professorial ranks are engaged in teaching, research/scholarship, and service to the university and the broader community and/or the profession. Promotion through the ranks, and the awarding of tenure, requires demonstrated consistent competence and growth in teaching performance, significant and progressive accomplishments in research/scholarship, and continuous service to the University or broader community. For teaching intensive faculty, the primary responsibility is teaching and is normally without expectation of research/scholarship.

Initial appointments are typically probationary, during which time the candidate undergoes regular performance reviews with a contract renewal mid-term. Appointments may be made with tenure when recruiting to an Associate Professor or Professor rank. The total probationary period at any rank shall not exceed six full years of employment at this University.

Tenure is the granting of a permanent appointment that can only be terminated for cause or under extraordinary circumstances such as financial exigency. "The academic profession is the only group recognized by society to have the primary purpose of discovering and disseminating knowledge and understanding. In order to pursue this purpose, members of the academic profession must be ensured conditions, as much as possible, which permit the free pursuit of truth and this involves freedom to discuss and to criticize. Academic freedom is a fundamental prerequisite for the academic profession. Academic freedom is intended as a safeguard against all those who would challenge the intellectual autonomy of the University and its members, or who would seek to utilize its resources exclusively for the propagation of their own ideologies. However, academic freedom that promises the common good by ensuring the search for truth and its exposition must not be abused. Therefore, the proper exercise of academic freedom is contingent upon the recognition and adequate discharge of duties and responsibilities. Tenure, a continuing full-time appointment with the University, is one of the basic means of protecting and encouraging the exercise of academic freedom." (Senate Bylaw 23)

Procedures for review of renewal, tenure (permanence), and promotion applications are governed by Senate bylaw 22. Criteria for renewal, tenure, and promotion for the professorial ranks are governed by Senate bylaw 23.

Ancillary Academic Staff appointed as Learning Specialists (ranks I-IV) and Librarians (ranks I-IV)

Ancillary Academic Staff appointed as Learning Specialists (AAS/LS) support teaching and learning, and who, when qualified and appointed to a primary or secondary department, may teach. Research may also form part of some contracts.

Librarians support teaching and learning, with specific duties and responsibilities identified in the specific position profile.

AAS/LS and Librarians follow a process and criteria similar to the professorial ranks, though it is referred to as renewal, permanence, and promotion. Permanence equates substantively to tenure in these cases.

Procedures for review of renewal, tenure (permanence), and promotion applications are governed by Senate bylaw 22. Criteria for renewal, permanence, and promotion for the AAS/LS and Librarians are governed by the WUFA Collective Agreement.

Other Types of Permanent Academic Appointments

Sessional lecturers (ranks I, II, III) are permanent members of the teaching staff with teaching duties as their principal function. There are a limited number of these appointments, with no further such appointments to be made after June 2021.

Procedures for evaluating teaching performance for promotion are governed by Senate bylaw 22. Criteria for promotion are governed by the WUFA Collective Agreement.

Temporary appointments

A temporary appointment is one implying no commitment by the University to renewal or continuation beyond the specified term. All temporary appointments are to one of the following categories:

- Limited Term Appointments: full-time appointment to a position at any academic rank in the University for a specified length of time; normally between 2-3 years.
- Sessional Instructors: appointed on a term-by-term basis to teach a course or courses.

**University of Windsor
Board of Governors**

4.4.1: Board Member Onboarding, Education, and Training

Item for: **Information**

Forwarded by: **Board Governance Committee**

New Board Member Onboarding Overview:

1. All new board members must complete a number of forms, including signing the Board Code of Conduct and Conflict of Interest policy (which includes the confidentiality policy), rating themselves against the Board Competencies and Skills Matrix, and identifying which committees on which they may like to serve.
2. All new board members must complete a new board member orientation, provided by the University Secretary, prior to attending their first board meeting. (see Board portal for orientation materials)
3. In addition to the board governance 101 training provided by the Secretary, all board members complete financial literacy training, cybersecurity training, islamophobia training, and antisemitism training.
4. All new board members meet with the President, the Board Chair, and the University Secretary as part of their new board member orientation, where current and upcoming strategic priorities and the important leadership and engagement roles and responsibilities of board members are stressed. This allows for a connection between new board members and the board leadership.
5. All new board members are provided with orientation materials, readily accessible and updated in the Board Orientation folder in the Board portal, including: the University of Windsor Act, the University's strategic plan, the current Strategic Mandate Agreement, the Board bylaws and Board policies, information on the history of the University, etc. See page 3 for table of contents.

Based on the direction provided by the Board at its January 2024 retreat, a peer support program is not going to be pursued.

Ongoing Education/Training:

All current members of the Board are welcome to attend orientation sessions offered to incoming board members, should they wish a refresher.

Targeting orientation/education and training on key competencies and areas of priority to the Board will continue to be held throughout the year, via retreats/workshops, or focussed presentations and discussions at board meetings.

Since 2022, the following orientation/education sessions and training have been offered:

1. Indigenizing UWindsor and Engaging Indigenous Communities in a Good Way (March 2022)
2. Unconscious Bias (March 2022)
3. University Governance (Board-Senate retreat) (September 2022)
4. Strategic Planning (several 2022-2023)
5. Cybersecurity (Jan 2023 and ongoing)
6. Financial Literacy Training (March 2023 and ongoing)
7. Sustainability at UWindsor (Board-Senate retreat) (September 2023)
8. Geopolitical and International Enrolment Emerging Risk (November 2023)
9. VP portfolios and Top 10 Risk Areas (Jan 2024)
10. Financial Literacy Training (February 2024)

11. Research Security Risks (February 2024)
12. Antisemitism Training (September 2024 and ongoing)
13. Islamophobia Training (September 2024 and ongoing)
14. Key Trends in Canadian Post-Secondary Education (Board-Senate retreat) (September 2024)
15. University Communications in Challenging Financial Times (Jan 2025)
16. Budget Planning (Jan 2025)
17. Identifying Strategic Opportunities to Advance the University (Board-Senate retreat) (September 2025)

Mandate and Rules of Order Placemats

In light of discussions at the Board in 2024, where operational/management questions that fell outside the purview of the Board were raised, it was noted that reminders of the role of the Board and greater limitations on discussions outside its jurisdiction was needed. This was identified by members in the meeting scorecard feedback and the Governance Committee in its assessment of meeting conduct.

The Board's role is one of strategic direction and oversight, and not management of operations or administrative decision-making. To assist in reminding members of the mandate and jurisdiction of the Board and meeting procedures, placemats were developed setting out basic rules of conduct and procedures and providing clear definition of operational oversight. These placemats have been placed at each table setting during Board meetings beginning November 2024.

ITEM FOR DISCUSSION:

Future Education/Training:

It is important that Board members be involved in identifying where they feel the Board as a whole would benefit from additional education/training; whether this be new training or a refresher session.

For the October 21, 2025 Board meeting, members are therefore asked to come prepared with 1-2 suggestions for education/training for the January Board retreat.

BOARD ORIENTATION MATERIALS
OVERVIEW
<ul style="list-style-type: none"> ▪ Mission Statement ▪ Board Orientation Presentation
THE UNIVERSITY OF WINDSOR ACT
THE BOARD BYLAW
ROLE AND RESPONSIBILITIES OF THE BOARD
INDIVIDUAL BOARD MEMBERS' AND BOARD COMMITTEE MEMBERS' RESPONSIBILITIES AND EXPECTATIONS
CODE OF CONDUCT AND CONFLICT OF INTEREST POLICY (includes Confidentiality Policy)
PROCESS FOR BREACHES OF A UNIVERSITY BYLAW OR POLICY BY A BOARD MEMBER OR BOARD COMMITTEE MEMBER
PRESIDENTIAL PERFORMANCE REVIEW FRAMEWORK AND SCHEDULE
POLICIES (Other) <ul style="list-style-type: none"> ▪ Board Competencies and Board Member Attributes ▪ Board of Governors Statement on Equity, Diversity, and Inclusion ▪ Board of Governors Statement on Indigeneity and Decolonization ▪ Capital Debt Policy ▪ Executive Compensation Policy ▪ Fraud Risk Management Policy ▪ Freedom of Expression Policy ▪ Naming of University Assets ▪ Policy and Process for Filling External Board Member Positions ▪ Policy and Process for Filling Seats on the University of Windsor Board of Governors from the Nominating Bodies ▪ President/Chancellor Emeritus/Emerita Policy ▪ Responsible Investing Policy ▪ Sexual Misconduct Policy ▪ Signing Authority (Dollar Thresholds) ▪ Statement of Expectation Regarding Board Member Engagement in the Broader University Community ▪ Statement of Investment Policies and Procedures for the University of Windsor Endowment Funds ▪ Statement of Investment Policies and Procedures for the University of Windsor Employees' Retirement Plan and Retirement Plan for Faculty and Certain Employees ▪ Statement of Investment Policies and Procedures for the Working Capital Funds of the University of Windsor ▪ Emergency Succession Planning for President ▪ Emergency Succession Planning – Senior Administration ▪ President and Senior Executive Long-Term Succession Planning Framework ▪ Travel Policy ▪ Tuition Fee Policy ▪ Whistleblower Safe Disclosure Policy
COMPOSITION OF THE BOARD
STANDING COMMITTEES OF THE BOARD (7) <ul style="list-style-type: none"> ▪ Audit, Executive, Governance, Human Resources, Investment, Pension, Resource Allocation ▪ Appointments to Honorary Degree Committee and Senate
SCHEDULE OF MEETINGS
PORTFOLIOS OF PRESIDENT, SENIOR ADMINISTRATION AND ORGANIZATION CHART
REPORTS (Other) <ul style="list-style-type: none"> ▪ University of Windsor <i>Aspire Strategic Plan</i> ▪ Enterprise Risk Management Framework; and ERM Top Risks ▪ Strategic Mandate Agreement 4 (SMA4) ▪ 2023-2024 Operating Budget
CAMPUS MAP, ACRONYMS
HISTORICAL INFORMATION

University of Windsor
Board of Governors

4.7.1: **Capital Debt Policy – Revisions**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve the revisions to the Capital Debt Policy.

[revisions are in track changes]

Rationale:

- The proposed revisions formally integrate the University's Internal Loan Program into the Capital Debt Policy to ensure alignment between internal and external borrowing practices.
- The Internal Loan Program enables the strategic use of excess expendable operating funds to support approved capital projects, providing flexibility and cost-effective financing options.
- Incorporating this program into the policy improves oversight and accountability by embedding application, approval, repayment, and reporting requirements within the Board-governed debt framework.
- The revised policy includes monitoring metrics to track internal loan activity, assessing liquidity risk, and ensure compliance with internal funding thresholds.
- These changes reflect best practices in debt governance and support long-term institutional financial sustainability.



Policy Title: Capital Debt Policy

Date Established: June 2023

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

Approver: Board of Governors

Revision Date(s): October 21, 2025

1.1. Purpose & Scope

Capital projects and other long-term university priorities require a combination of funding sources including internal funding, external debt, donations and gifts, future revenue streams, and grants. External debt, and the University's Internal Loan Program, are integral components of the University's overall capital structure.

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The purpose of this policy is to ensure that the University has a robust debt management and monitoring review process. The policy will provide credit rating agencies, the holders of University debt, and other external stakeholders, with comfort that the University has a disciplined approach to managing its long-term debt obligations.

This policy assists in ensuring that debt is used strategically to support the University's mission and strategic objectives.

In order for the University administration to preserve the overall financial health and credit worthiness of the University, the University and Board of Governors (Board) will monitor and manage its long-term debt obligations, and develop and update its strategies to refinance and/or repay its obligations as they become due. The University will obtain Board approval to use debt to finance long-term capital projects, including ancillary capital projects.

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Long-term debt should be used to fund long term assets for the institution, generally land and buildings. The University will not use long-term debt to finance operations.

1.2. Objectives

The objectives of this Policy are to:

- ensure that debt is used prudently to meet the mission and strategic objectives of the University;
- align the strategic use of debt with the University's investment policies in order to manage the overall cost of capital, minimize long-term costs for debt service, and ensure the overall level of risk does not exceed acceptable levels;
- consider the University's assets, liabilities and market conditions when evaluating different debt strategies and instruments;
- ensure that the University maintains access to capital markets; and,
- guide ongoing relationships with the rating agencies, bond purchasers and other external constituents by communicating the financings strategies undertaken by the University.

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1.3. Internal Loan Program

As an alternative, or in conjunction with external debt financing, the Internal Loan Program allows the University to strategically deploy working capital funds to internally finance capital projects. This approach supports flexibility, cost savings, and timely access to funding while ensuring accountability and prudent financial oversight.

1.3.1. Internal Loan Eligibility and Use

- Internal loans are disclosed to the Board of Governors either through the Annual Capital Budget (for projects that are not major), or as part of a financing strategy proposed and approved by the Board as part of a major capital project.
- Loans are approved by the Vice-President, Finance and Operations (or designate).
- The Treasury Department is responsible for preparing documentation of individual loans.

1.3.2. Internal Loan Terms and Conditions

- Loans are funded from working capital.
- Typically, interest is charged only where the funding source is from outside of the operating budget (i.e.: internal loans to ancillary operations or to external parties) and is charged at a rate approximately equivalent to the yield rate on working capital.
- The amortization period will be based on the expected funding source for loan repayment and must not exceed 15 years unless approved by the Board of Governors.
- Repayments will be made annually, with interest calculated on the outstanding monthly balance at the applicable rate. Early repayment is permitted, with interest charged up to the date of repayment.

1.4. Responsibility

University administration has the authority to implement financing plans, including internal loan agreements, and external debt financing transactions approved by the Board consistent with this Policy. University administration shall compile and report the policy ratios listed below (described under Section 3. Policy Ratios) to the Board at least on an annual basis.

University administration will also compile the specific debt covenant calculations required by external lenders and the Ontario Ministry of Colleges and Universities and provide summary reports to the Board (through its Committees) at least on an annual basis. Such reports shall include actual results based on the University's audited financial statements.

The Board is responsible for the approval of financing strategies and major capital projects (Appendix A) and reviewing the University's debt management strategies and compliance with ratios on an annual basis.

1.5. Frequency of review

The Debt Policy shall be reviewed at least every three (3) years as may be required due to changing conditions which may include the financial situation of the University, changing market conditions for long-term debt, changing legislation, or other similar circumstances.

2. Policy Statement

Capital borrowing will be undertaken by the University administration only following approval of the financing strategy by the Board of Governors. Such approval shall include the debt vehicle to be used (debentures, term loans, etc.), the repayment period, expected cost of debt, and the potential impact of the financing strategy on the institution's operating budget, MCU metrics and on credit ratings. When the financing strategy proposed involves a delayed principal repayment (in the case of debentures), a principal repayment strategy will be provided. The University will seek to borrow funds from the lowest-cost source of financing available from a Schedule 1 Canadian Financial Institution.

Surplus internal funds may be advanced to finance projects until external financing is obtained. Surplus debt not yet deployed will be invested in accordance with the Statement of Investment Policies and Procedures for the Working Capital Funds of the University of Windsor.

The University will obtain at least one (1) credit rating from an independent credit rating agency annually.

3. Policy Ratios

University administration will calculate the following debt related ratios, and propose long-range institutional targets for the ratios annually to support the Board in evaluating the university's borrowing capacity and compliance with this policy. The ratios will be reviewed on a one-year basis, as well as a three (3) year rolling average basis.

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VIABILITY RATIO = Expendable Net Assets / Long-term Debt

- Expendable Net Assets include unrestricted surplus/(deficit), internally restricted net assets, and internally restricted endowments, adjusted for the non-cash component of employee future benefits
- Long-term debt is the amount of external debt as presented on the University's financial statements (excluding the current portion of long-term debt; net of Externally Restricted Sinking Fund investments held for the series A debentures)

For comparability purposes with other institutions, the Viability Ratio will also be calculated by adjusting for the Externally Restricted Sinking Fund investments; whereby the amount of investments are added back to both the Expendable Net Assets and Long-term Debt defined above.

Viability ratio is an indicator of an institution's financial health, as it provides an indication of the funds on hand that can be used should an institution be required to settle its long-term obligations.

INTEREST BURDEN RATIO = Total Interest Expense / Total Operating Expenses

- Total Interest Expense is defined as all annual interest payments
- Total Operating Expenses are total University expenses less amortization

Interest burden ratio is a measure of debt affordability that compares the level of current debt service with the institution's total expenses. It examines the percentage of total expenses used to cover an institution's cost of servicing its debt.

DEBT PER FULL TIME EQUIVALENT (FTE) = Total Debt / Total Student FTE

- Total debt is the amount of external debt as presented on the University's financial statements (including current & long-term portions, net of Sinking Fund investments held for the Series A debentures)
- Total Student FTE is calculated as the sum of Fiscal Full-Time Equivalent (FFTE) undergraduate students and Full-Time Equivalent graduate students for an academic year.

This metric is commonly used by other universities and credit rating agencies as an easy comparator for the industry. Please note that the metric is not an indicator of the University's ability to service its debt obligations.

INTERNAL LOAN UTILIZATION RATIO = Total Internal Loan Commitments Outstanding / Expendable Operating Cash Balances

- Total Internal Loan Commitments Outstanding refers to the cumulative principal balance of all active internal loans approved under the Internal Loan Program, excluding any fully repaid or cancelled loans.
- Expendable Operating Cash Balances are defined as the portion of unrestricted operating funds that are not committed for other purposes and are readily available for internal lending, identified as working capital in the University's audited financial statements.

The Internal Loan Utilization Ratio is a key liquidity risk indicator that assesses the proportion of internally financed

capital obligations relative to the University's expendable cash resources. It helps ensure that the institution retains sufficient liquidity to meet operating and strategic needs while supporting the prudent use of internal financing.

The policy ratios are not to be considered as legal covenants for the purposes of the underlying debt instruments or borrowing commitments.

On an annual basis, the Board or its delegated Committees will review the University's debt management, which will include the following:

- A review of the University's debt rating, as provided by debt rating agencies
- A review of the University's debt rating as compared to other universities
- The financial metrics outlined in this policy
- The balances of the university's internally and externally restricted sinking funds

4. Appendices

- Appendix A: Major Capital Project Approval Guidelines

5. Cross-references

- [Statement of Policies and Procedures for the Working Capital Funds of the University of Windsor](#)

Appendix A: Major Capital Project Approval Guidelines

When proposing a major capital project, including those for the ancillary or research funds of the institution, University administration will apply the guidelines as follows:

Project Materiality

- Projects under \$2.5 Million require the approval of the President or delegate.
- Projects with a total capital cost (including non-refundable HST) in excess of \$2.5 Million are considered Major Capital Projects, and will be brought to the Board for approval, on the recommendation of the Resource Allocation Committee.
- Projects ranging from \$1.5 Million to \$2.499 Million are to be brought to the Board, through the Resource Allocation Committee, for information annually through an Annual Capital Plan.

When a Board-approved project has exceeded its budget by a material amount, University administration will seek approval for an amended project budget amount. Materiality is determined by the Vice-President, Finance & Operations on a case-by-base basis and brought forward to the Board as part of the project approval.

Project Approval Components

The components of an approval for a major capital project shall at minimum include:

- Project overview, including scope of work, timeline, and expected outcomes
- Project governance structure
- Capital budget
- Business case, including qualitative and quantitative assessment
- Financing and funding strategy (including advancement support plans)
- Impact on the institutional operating budget
- Risk assessment

The funding strategy for all major capital projects is expected to include a component of advancement support. Where support from advancement is set at less than 15% of the total project value, University administration will provide a rationale.

Project Monitoring

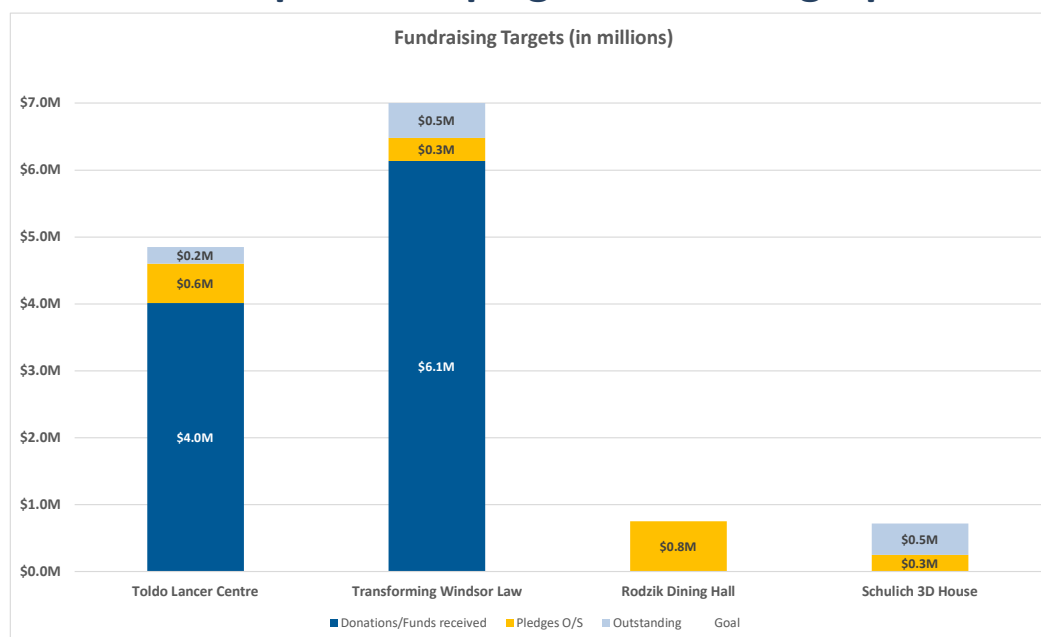
The Board (through its Committees) will be updated on capital project progress not less than semi-annually.

Capital Projects Quarterly RAC Report August 31, 2025

Active Projects with a Budget of \$1.5M - \$2.5M

Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
Essex Hall Theatre Classroom Transformation	\$2.0M	\$0.3M	Project Status - Design work being finalized, procurement activities pending Substantial completion - June 2026
CAW HVAC Controls Upgrades	\$2.3M	\$1.1M	Project Status - Installation activities in progress Substantial completion - Multi-year, to be completed in phases - first phase May 2026
Leddy West - 1st Floor Student Collaboration Hub	\$2.27M	\$1.86M	Project Status - Construction in progress Substantial Completion - February 2026
Campus Wide Card Acces Conversion	\$1.85M	\$1.72M	Project Status - Installation activities in progress Substantial completion - October 2026

Annual Capital Campaign Fundraising Updates



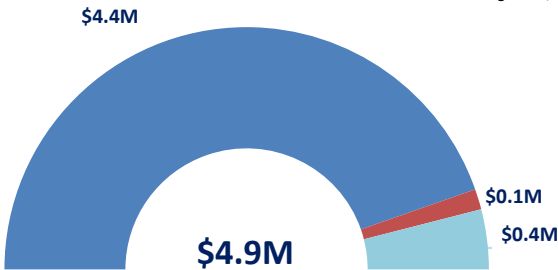
Board Approved Capital Projects > \$2.5M

HCM Implementation

Board Approval Date: January 2024
Substantial Completion Date: January 2026

Total Project Spend*

* to August 31, 2025



■ Actual Spend
■ O/S Commitments
■ Available Funds

✓ On Budget
✓ On Schedule

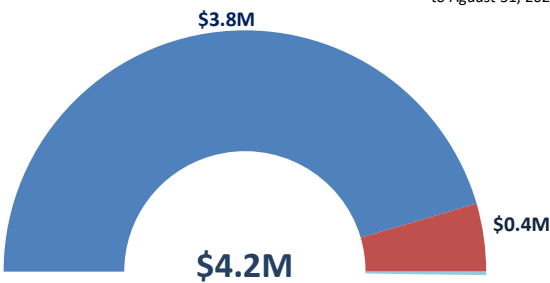
Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
HRIS/HCM Implementation	\$4.9M	\$4.5M	Project Status - Go Live Completed for Phase I&II with full implementation for round of hiring in Winter 2026; Phase III H&S module scheduled for January 2026 Substantial completion Release 3 - January 2026 Funding Source - Internal Reserves, Internal Loan

300 Ouellette - YMCA

Board Approval Date: November 2024
Substantial Completion Date: September 2025

Total Project Spend*

* to August 31, 2025



■ Actual Spend
■ O/S Commitments
■ Available Funds

✓ On Budget
✓ On Schedule

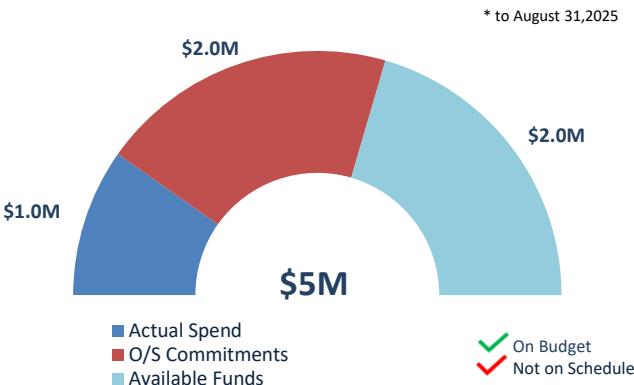
Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
300 Ouellette - YMCA - 1st (ground) and 2nd floor services only	\$4.2M	\$4.2M	Project Status - Construction completed; addressing deficiencies Substantial completion - September 2025 Funding Source - Internal Loan funded by external lease

Board Approved Capital Projects > \$2.5M

Rodzik Hall -Dining Hall

Board Approval Date: October 2024
Substantial Completion Date: October 2025

Total Project Spend*

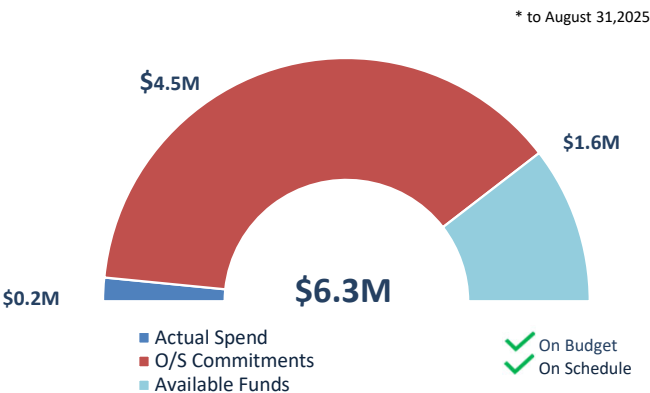


Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
Rodzik Hall - Dining Hall	\$5M	\$3.0M	Project Status - Dining hall in final stages of construction, with WinClare Hall being used as temporary space in interim Substantial completion - October 2025 Funding Source - External (Sodexo), Fundraising

Schulich 3D Printed House

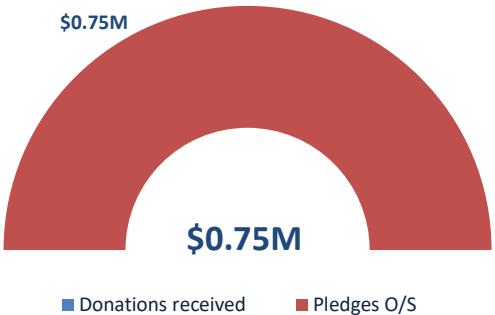
Board Approval Date: May 2025
Substantial Completion Date: July 2026

Total Project Spend*



Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
Schulich 3D Printed House	\$6.3M	\$4.7M	Project Status - Construction underway, footings almost complete; printing starts mid Oct. Media event to follow at a later date Substantial completion - July 2026 Funding Source - FedDev Government funding, Fundraising, Internal Loan funded by external lease

Status of Fundraising



Status of Fundraising

