

**Board of Governors
Minutes of Meeting****Date:** November 25, 2025**Time:** 4:02pm-6:13pm**Room:** Freed-Orman Commons, Assumption Hall, University of Windsor**Members:** Daniel Ableser, Ken Alexander, Fazle Baki, Carolyn Brown (Chair), Noah Campbell, John Cappucci, Brian Cowell, Shari Cunningham, Ferruccio Da Sacco, Megan Evans (virtual), Nadine Manroe-Wakerell, J.J. McMurtry, Lisa Milne, Irene Moore Davis, Husam Morra, Celso Oliveira, Gordon Orr, Beth Ann Prince, Helga Reidel, Karen Robson, Jennifer S. Rooke, Mike Ruthard (virtual), Debbie Sheppard-Lemoine, Mario Sonogo, Gina Touma, Bruce Tucker, Bill Van Heyst, Stephen Weir (virtual).**Regrets:** Amangel Bhullar, Tiffany Gooch, Rana Olwan.**Administration and Guest Speakers:** Shelby Askin-Hager, Clinton Beckford, Judy Bornais, Marie Champagna, Cheryl Collier, Ray Darling, John Dube, Dwight Duncan, Shanthi Johnson, Shetina Jones-Smith, Ryan Kenney (virtual), Andrew Kuntz, Erika Kustra, Rachel McRae, Rachelle Prince (virtual), Marcin Pulcer, Charlie Simpkins, Mona Sleiman (virtual), Claudio Verani; Yvonne Arnowitz (Associate University Secretary (Board)), Renée Wintermute (University Secretary).

*Declaration of conflict of interest and reminder of confidentiality: none reported.***1 Approval of Agenda****MOTION:** That the Agenda be approved.Prince/Rooke
CARRIED**2 Minutes of the meeting of October 21, 2025***(see document BG251021M for more details.)***MOTION:** That the minutes of the meeting of October 21, 2025 be approved.Cappucci/Tucker
CARRIED**3 Business arising from the minutes**

NOTED:

- In response to a question raised, it was noted that decisions on the number and type of hiring are made taking into consideration a number of factors, including accreditation, academic needs, and program viability. Such decisions do not fall under the purview of the Board. The Board's role is to set the overall operating budget and strategic priorities of the University within which Administration operates; not management or executive decision making.

4 Outstanding Business/New Business**4.0 Notice of Motion – RE: Applicants to the Board of Governors***(see document BG251125-4.0 for more details.)*

MOTION: That the motion relating to Applicants to the Board of Governors, as outlined on page 2 of the document (BG251125-4.0), be placed on the February 24, 2026 Board public agenda.

Ableser/Tucker
CARRIED

4.1 Reports

4.1.1 Remarks from the Chair

NOTED:

- Mr. Dwight Duncan, Chancellor, was welcomed to the meeting and provided brief remarks.
- Outgoing member Ms. Helga Reidel was thanked for all her work, particularly as former Chair for the Board.
- Congratulations to Dr. Debbie Sheppard-Lemoine, Board member and Dean of the Faculty of Nursing, for being inducted as a Fellow of the Canadian Academy of Nursing, in recognition of her global impact on nursing education, leadership, and policy.
- Members were reminded to complete the Fall 2025 Board Meeting Scorecard Survey and the Annual Board and Board Committee Evaluation Survey which will be circulated shortly..

4.1.2 President's Report

(see document BG251125-4.1.2 for more details.)

NOTED:

- Recent advocacy efforts have focused on advancing the University of Windsor's priorities locally, provincially, and nationally.
- A proposed growth strategy is being developed focussing on four pillars: enrolment, government grants and research, advancement, and a monetization strategy.
- Budget planning for the upcoming fiscal year is underway. A growth strategy and financial sustainability are key. More details to follow in the new year.

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

(see document BG251125-4.1.3 for more details.)

NOTED:

- A detailed update on ongoing efforts regarding anti-semitism and Jewish inclusion was provided.

4.2 Audit Committee

***4.2.1 Audited Financial Statements of the University of Windsor Pension Plans for the year-ended June 30, 2025.**

(see documents BG251125-4.2.1, BG251125-4.2.1a, and BG251125-4.2.1b for more details.)

MOTION 1: That the Audited Financial Statements of the University of Windsor Retirement Plan for Faculty and Certain Employees for the year-ended June 30, 2025 be approved.

CARRIED*

MOTION 2: That the Audited Financial Statements of the University of Windsor Employees' Retirement Plan for the year-ended June 30, 2025 be approved.

CARRIED*

4.2.2 Device Management and Conditional Access Policy

(see document BG251125-4.2.2 for more details.)

MOTION: That the Policy on Device Management and Conditional Access be approved.

Campbell/Orr
CARRIED

***4.2.3 Enterprise Risk Management (ERM) Dashboard**
(see document BG251125-4.2.3 for more details.)

The document was received for information.*

4.3 Executive Committee

***4.3.1 Employee Mental Health Strategy – Implementation Update**
(see document BG251125-4.3.1 for more details.)

The document was received for information.*

4.4 Governance Committee

***4.4.1 Follow-up from October Board and Governance Committee Meetings**
(see document BG251125-4.4.1 for more details.)

The document was received for information.*

4.5 Investment Committee

***4.5.1 Report of the Board Investment Committee**
(see document BG251125-4.5.1 for more details.)

The document was received for information.*

***4.5.2 Statement of Investment Policies and Procedures (SIPPs) for the Endowment Funds and Pension Plans – Proposed Revisions**
(see document BG251125-4.5.2 for more details.)

MOTION: That the proposed revisions to the Statements of Investment Policies and Procedures (SIPP) for University of Windsor Endowment Funds and Pension Plans be approved.

CARRIED*

4.6 Pension Committee

***4.6.1 Report of the Board Pension Committee**
(see document BG251125-4.6.1 for more details.)

The document was received for information.*

4.7 Resource Allocation Committee

4.7.1 Fall 2025 Enrolment Report and Recruitment Strategies for Fall 2026
(see documents BG251125-4.7.1 and BG251125-4.7.1a for more details.)

NOTED:

- Fall 2025 enrolment numbers falls 400 students below the target of 14,868, due primarily to international graduate enrolment, where application volumes and confirmations have decreased.
- The decline in international graduate students is a sector-wide trend, influenced by changing immigration policies (IRCC study permit caps and work hours permitted), enhanced verification process and visa processing delays, and geo-political tensions resulting in shifting perceptions of Canadian postsecondary institutions.
- It is hoped that the recent lifting of the requirement for PALs for graduate students will encourage more applications.
- While Fall 2025 marks the highest reported undergraduate intake in over a decade, it fell short of the budgeted target by 57 students.

- Notable declines were seen in Engineering and Science, mostly in international course-based programs, but also in undergraduate Computer Science programs as a result of AI and associated job uncertainty.
- While there has been some diversification in country of origin for international students, this has not been sufficient to supplement the significant decline from India.
- Administration is undertaking multi-year budget planning to increase the flexibility in modeling accuracy and allow for greater growth strategy planning.
- An overall strategy is being developed, clearly outlining the University's value proposition, changing or enhancing branding, and developing the associated enrolment management plan and three-year budgeting.

4.7.2 2025-2026 Operating and Ancillary Budget Mid-Year Review

(see documents BG251125-4.7.2, BG251125-4.7.2a, BG251125-4.7.2b, and BG251125-4.7.2c for more details.)

NOTED:

- Tuition revenue is down \$11.5M (or 5.9%) against budget due mostly to continued weakening of the international graduate enrolments, as noted under 4.7.1.
- Domestic tuition is on budget due to a third straight year of strong first year intake numbers.
- The University will utilize the remaining \$4.16M from the Enrolment Contingency Reserve (ECR) to offset a significant portion of the 2025/26 international tuition shortfall.
- Significant effort has been placed on reducing flexible teaching costs due to a drop in international student population, including sessional/overload teaching budgets.
- Following the mid-year budget adjustments, a very small \$200K increase to the operating deficit (1.6% of operating revenues) is projected.
- Ancillary departments have contributed \$1M to the operating budget (\$540K from Parking, \$325K from Food Services, and \$210K from Residence).
- An explanation of the costs related to flexible teaching was provided.
- The University reserves continue to be healthy.

4.7.3 2026-2027 Preliminary Budget Assumptions

(see documents BG251125-4.7.3 and BG251125-4.7.3a for more details.)

NOTED:

- The current budget gap between revenues and expenses for 2026/27 is projected to be at \$25M (excluding utilization of the Postsecondary Education Sustainability Funding (PSESF) of \$6.7M, if provided).
- Domestic tuition fee restrictions were reviewed.
- The original \$9.4M structural (base) deficit from 2025/26 remains and must be funded.
- Members were informed that, in some cases, VCTs resulted in the need to hire new faculty to ensure the program maintained accreditation.
- The Fall 2026 enrolment planning process was discussed.
- The core operating grant component, which makes up 31% of the allocated provincial operating grant, is stable for 2025/26 and the University is not at risk of falling outside the enrolment corridor.
- SMA4 has been approved and will remain in effect through 2029/30.
- A new three year mission-driven budget framework is being developed. A renewed focus on SEM and KPIs will facilitate the University working towards a balanced budget through a strategy primarily focused on growth, supplemented by cost reductions when warranted.
- An advancement goal will be launched in 2026.
- It was noted that 3-year budgeting is a standard method of budget planning, allowing for longer-term strategic planning and goal setting.

- The proposed operating budget recommendation should be accompanied by any scenario/options considered and discarded by Administration, and the rationale for so doing.

a) UWindsor Submission to MCURES on Funding Model Review

The report was received for information.

***4.7.4 Sustainability Annual Report**

<https://u-of-windsor.foleon.com/reports/sustainability-annual-report/>

4.7.5 Capital Planning

NOTED:

- Non-essential capital projects are being paused as work begins on developing a Capital Master Plan/Strategy.

5 In Camera

6 Adjournment

MOTION: That the meeting be adjourned.

Orr/Cunningham
CARRIED