

NOTICE OF MEETING

There will be a meeting of the
Board of Governors
Thursday, April 16, 2026
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 February 24, 2026	Brown-Approval BG260224M
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 BG260416-4.1.2
4.1.3 Questions Arising from the Reports of the Vice-Presidents and Associate Vice-President, External (p. 4)	Vice-Presidents/AVPE-Information BG260416-4.1.3
4.2 Pension Committee	
*4.2.1 University of Windsor Employees' Retirement Plan (ERP) Benefit Improvements (p. 10)	Oliveira-Approval BG260416-4.2.1
4.3 Executive Committee	
*4.3.1 Annual Report on University's Health and Safety Programs (p. 26)	Brown-Information BG260416-4.3.1
4.4 Governance Committee	
4.4.1 Access to Committee Minutes and Packages (p. 27)	Tucker-Approval BG260416-4.4.1
*4.4.2 Roles and Responsibilities of the Board, and Individual Board Members' and Board Committee Members' Responsibilities and Expectation – Review (p. 30)	Tucker-Approval BG260416-4.4.2

4.4.3 Changing Appointment Terms (p. 31) **Tucker-Approval**

BG260416-4.4.3

***4.4.4 Board Bylaw – Proposed Revisions (p. 33)**

Tucker-Approval

BG260416-4.4.4

4.5 Audit Committee

4.6 Investment Committee

4.7 Resource Allocation Committee

4.7.1 2026-2027 Ancillary Budget (p. 34)

[Includes 2026-2027 Proposed Residence, Meal Plans, and Parking Fees]

Sonego-Approval

BG260416-4.7.1

4.7.2 2026-2027 Proposed Tuition and Compulsory Ancillary Fees (p. 63)

Sonego-Approval

BG260416-4.7.2

4.7.3 2026-2027 Capital Budget (p. 83)

Sonego-Approval

BG260416-4.7.3

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. Four Pillars Framework

A series of group-level meetings and drop-in sessions have taken place to support the Four Pillars Framework. To date, I have met with over 300 staff, faculty, students, and senior leaders to discuss the framework and the supports available, which include a dedicated website, feedback portal, and FAQs. Senate and Board of Governors have also been informed along the way. The four identified growth pillars are enrolment, government grants and research, advancement, and monetization. The Framework continues to align closely with the Aspire Strategic Plan, translating its priorities into measurable growth goals, KPIs, and operational actions across the institution. Please visit uwindsor.ca/president/FourPillars for more details.

2. 2026/27 Operating Budget

Budget planning activities are ongoing as we approach a new fiscal year. Aligned with the Four Pillars Framework, the budget will shift to a more strategic, mission-driven financial strategy focused on long-term sustainability and growth. More details will be shared in the coming weeks.

3. Executive Search Updates

The Search Committee for the next Provost and Vice-President, Academic has narrowed the search to a shortlist of two candidates and is seeking feedback on their suitability for the position following the candidates' public presentations to campus this month. In addition, the Registrar job posting is now live and accepting applications. Finally, progress is underway in the search for the next Vice-President, Finance and Operations, as the RFP process for the search consultant closed on March 25.

4. Meetings and Events

In March, I participated in a range of UWindsor, community, and sector events. Highlights for me included attending the Women Leading with Intelligence Luncheon featuring Senator Papatello, the 3D Housing Conference, and the U Sports Men's Volleyball Championship. I was also pleased to attend the KAIROS Blanket Exercise, the Retirees Luncheon, and the Windsor-Essex Chamber of Commerce 150th Anniversary Celebration. Also in March, I had the opportunity to meet with MP Harb Gill and Western University President Alan Shepard, respectively. I am looking forward to upcoming meetings with Universities Canada, Scarborough Charter, and Council of Ontario Universities.

5. Convocation

Planning for Spring Convocation is well underway, and I have had discussions to date with two Honorary Degree recipients who have accepted their nominations. More details about the Honorary Degree recipients will be released in the coming weeks. Please consider attending Spring Convocation.

**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. Dean of Graduate Studies Search Committee

The Dean of Graduate Studies search has been restructured following Executive Leadership Team (ELT) discussions to support a broader strategic review of the Faculty of Graduate Studies, with a focus on research capacity, graduate enrolment, and its future role within the University. As a result, the position has been reframed from a standard 3-5 year decanal appointment to an interim role of up to two years, intended to provide leadership during this period of evaluation and potential transformation. The search committee will continue in an advisory capacity to support the Provost in the selection process, and candidates from the existing pool have been contacted to confirm their interest under the revised terms.

2. Academic Labour Relations

Lindsey Tetreault is serving as Acting Director, Academic Labour Relations until further notice.

3. Dean of FAHSS

Dr. Brent Lee has stepped down from his role as Acting Dean of the Faculty of Arts, Humanities and Social Sciences (FAHSS) effective April 1, 2026. We are grateful for Dr. Lee's leadership and his dedicated service to the Faculty during this period of transition.

A consultation with the FAHSS Faculty Assembly regarding an acting appointment occurred. We are pleased to announce that Dr. Tina Pugliese has accepted an appointment as Acting Dean in The Faculty of Arts, Humanities and Social Sciences, effective April 1, 2026. This is an appointment of up to one year or until Dr. Collier returns to the position, whichever comes first.

Reporting to the Provost and Vice-President, Academic, Dr. Pugliese will be the Faculty of Arts, Humanities and Social Sciences academic leader, providing direction and vision for its academic planning and administration.

4. AI in the Workplace Series

The Career Centre is pleased to report the launch of a new three-part AI learning series for students designed to ensure our graduates are prepared to meet the rapidly evolving expectations of the workplace. The series connects students directly with industry insights, practical applications, and career-focused strategies. Through sessions on employer expectations, a professional panel, and hands-on approaches to using AI in the job search, this initiative reflects our continued commitment to experiential learning and to equipping students with the skills, awareness, and ethical grounding needed to thrive in an AI-enabled workforce.

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

University Diversity, Indigeneity, and Anti-Racism Professional Development Fund ([Article U](#))

- **Applications have closed** for the March disbursement for Article U funding. The applications are currently under review by the Committee, with results to be communicated in early to mid April. The fund provides targeted

financial support for WUFA members to engage in scholarly, teaching or professional development work that strengthens professional growth and advances equity, diversity, Indigeneity and anti-racism.

Employee Engagement Survey – Closed March 27, 2026

- We are pleased to report that 751 surveys were completed representing a 53% response rate. Based on this level of participation, \$1,502 will be donated by the University to the UWSA Student Food Pantry.
- TalentMap will be conducting the random draw for ten \$100 gas cards in the coming days, and our office will contact the draw winners.

EDID Training and Education Updates

- [March Sustainability and EDID Month 2026 Event Calendar](#) - activities for the 3rd Annual Sustainability and EDID Month at the University of Windsor have wrapped up for 2026. There was a high level of campus participation from workshops, information fairs, to the weekly Accessibility Awareness Days information sessions.
- EDI ID Summit - the Summit was held on March 26, 2026 with over 120 registrants. The Summit was a huge success which opened the door for developing a campus EDI ID Community of Practice.

Leadership Development

- Sessions in the Leader Series continue to be offered. The third session of the Leadership and Culture Program “*Temperament Theory and Change Leadership*” has been held at the end of March.

Goal Setting and Performance Development Program

- The Goal Setting Advisory Committee has been established and is in the process of developing resources to support program implementation to Directors and Managers.

UWinsite People (HRIS Platform)

- The Recruitment Module for the Academic hiring processes has been launched in UWinsite People, effective March 1, 2026. The training and transition planning has been actioned with additional training and updates to online resources planned for April 2026. The integration promotes a collaborative working relationship between the Office of the Provost and Human Resources.
- The licenses required for implementation of the Learning Module in UWinsite People have been secured. The functionality within the Learning Module is directly connected to the Goal Setting and Performance Development Program.

Food Security Action Plan

- During the month of March 2026, the Office of the Vice-President of People, Equity, and Inclusion, on behalf of the Food Security Working Group, the Office of Sustainability, and the UWSA partnered to host a campus-wide food drive in support of the UWSA Campus Food Pantry. Faculty and staff were invited to contribute non-perishable food items throughout March.

Human Resources Policies

- An Internal Audit review was completed in September 2024 to audit the completeness of administrative policies at the University of Windsor in comparison to similar higher education institutions across Ontario. This study, conducted by Deloitte, identified strengths and gaps in Human Resources related policies. As a result, newly created and/or revised HR policies were established to address the identified gaps.
- The chart below outlines the status with next steps as follows:
 - Communicating the newly created or revised policies to the relevant employee groups including the provision of resources to support adoption. This includes development of information sessions, flowcharts and frequently asked question documentation.
 - Uploading final policies to the University’s Central Policy Database.
 - Updating information on the Human Resources website page including links to the Central Policy Database.

Policy Status:

Status	Color	Definition
Approved	Green	Policy has been approved. (Approval VP – Dr. Clinton Beckford)
Completed	Light Green	Policy has been completed, reviewed by University Counsel, ELT, awaiting approval.
In Progress	Purple	Policy development is in progress.
On hold	Red	Policy development has been put on hold.
Transferred	Dark Purple	Policy development/update being undertaken by another department.
Integrated	Blue	Policy integrated into another policy

Policy	Next step as per Review				Comments
	Create	Improve	Drafted*	Status	
Code of Conduct / Respectful Workplace Standard	✓			Green	Policy name – Respectful Workplace Standard Resource developed to support adoption - https://www.uwindsor.ca/learningtoolkits/respect
Performance Review			✓	Green	Policy Name – Goal Setting & Performance Development Program in development.
Hiring Policy	✓			Green	
Termination	✓			Green	Policy Name - End of Employment Relationship
Compensation	✓			Green	
Sick Leave Policy	✓			Green	Includes Long-Term Disability (LTD) and Short Term Sick Leave (STS)
Harassment Prevention		✓		Purple	Policy update pending the outcome of the Office of University Counsel sponsored institutional project to centralize intake processes associated with various institutional policies.
Violence Prevention		✓		Purple	Policy update pending the outcome of the Office of University Counsel sponsored institutional project to centralize intake processes associated with various institutional policies.
Accessibility Policy		✓		Green	
Flexible Work Arrangements		✓		Green	
Staff Job Evaluation			✓	Green	
Staff Promotions, Transfers and Acting Assignments				Blue	The content of this policy was integrated into the Compensation Policy.
Bereavement Leave			✓	Green	
Pregnancy & Parental Leave			✓	Green	
Vacation Time			✓	Green	
Overtime Non-Union**			✓	Green	
Employment & Educational Equity Policy**				Green	

**Not part of review conducted by Deloitte.

Report of Interim Vice-President, Finance and Operations

Marie Campagna

This month's update on activities and initiatives led by the VPFO can be found under the Resource Allocation Committee.

Report of the Vice-President, Research, and Innovation

Shanthi Johnson

Research and innovation drive the University's academic mission enabling bold and impactful research, scholarship, creative activity and innovation fueling recruitment, student success and high-quality learning and reputation. The Office of the Vice-President, Research and Innovation (OVPRI) advances this work through inclusive research, collaboration, and engagement aligned with *Aspire: Together for Tomorrow* and the University's institutional growth agenda.

The Office of the Vice-President, Research and Innovation brings together teams focused on research and integrity services (RIS); research innovation, partnerships, and entrepreneurship (IPE); Senate-approved research centres and institutes (GLIER, BSI, CBI, and WE-SPARK); and strategic institutional research initiatives. OVPRI supports approximately 600 faculty members and Faculties across campus in advancing bold, impactful research, scholarship, creative activity, and innovation.

Research Policy and Governance

- Human Participants Research (Ethics) Policy (new, today)
- Eligibility to Apply for and Hold Research Funding Policy (new, in progress)
- Research Data Management Policy (new, in progress)
- Policy on the Establishment, Management, Renewal, and Transitions of University Research Centres and Institutes (update from 2012, in progress)

Faculty Award – Heartiest Congratulations

Dr. Mitra Mirhassani has been awarded the 2026 Killam NRC Paul Corkum Fellowship (first and most recent at the University of Windsor). This prestigious award, valued at \$150,000 per annum, recognizes scholars whose research has potential for national and global impact and supports collaborative, high-impact research with the National Research Council. Dr. Mirhassani leads the SHIELD Automotive Cybersecurity Centre of Excellence focused on securing connected and autonomous vehicles.

Faculty Engagement and Support

Spring into Research (April 22-23, 2026) reflects the ORIS' ongoing commitment to responsive programming that supports evolving research practices, strengthens grant competitiveness, and creates opportunities for collaboration across disciplines.

- 2-day on-campus event, open to all faculty, postdoctoral fellows, and adjunct professors, designed to support research development and grant advancement.
- Building on the success of previous writing-focused programming, this event offers dedicated quiet space and structured time for participants to focus on grant writing and related activities.
- Faculty-informed workshops on topics such as the effective use of AI in grant writing, Tri-Agency CV preparation, Horizon Europe funding opportunities, and research data management.
- Networking session hosted by the Office of the Vice-President, Research and Innovation will highlight research opportunities in aging and foster interdisciplinary connections among participants.

New UWindsor Innovation Fellowship – IPON funded.

We are launching the University of Windsor Innovation Fellowship, a new venture development program supporting early-stage founders, creators, and researchers in advancing ideas toward real-world application. Funded by Intellectual Property Ontario (IPON), the Fellowship provides mentorship, workshops, advisory support, and up to

\$12,000 in funding, supporting up to 10 fellows in its inaugural cohort, with the program beginning in May 2026. All program details can be found here: [University of Windsor Innovation Fellowship | Innovation @ UWindsor](#)

Major Initiatives

- Athena Defence Innovation Secure Hub (DiSH) application – April 1, \$24million.

Research Capacity

- Ongoing recruitment of Canada Research Chairs, and Impact Plus Chairs

Report of the Associate Vice-President, External

Judy Bornais

Aspire Foundational Commitment II: Foster Resilience and Institutional Learning through Connection, Reconnections and Collaboration AND V: Telling our Stories and Sharing Our Knowledge

Advance External Relationships, Donor Engagement, and Governmental and Regional Partnerships

- 29 engagements with government officials and agencies between November and March. New Funding Formula was released and MCURES is now including the University in the Northern and Regional Grant funding envelope.
- Following a meeting involving President McMurtry, myself and the Mayor, Deputy Mayor and CAO of the Town of Tecumseh, we are proceeding with developing an MOU between both organizations. Our initial planning meeting occurred on April 8.
- 100 guests were welcomed at the Alumni Awards of Excellence on April 8. This year's award recipients are:
 - **Alumni Award of Merit**
Dr. Bryan E. Walls BSc '69
 - **Alumni Ambassador Award**
Kurt Michael Downes BA '03, BEd '05
 - **Alumni Odyssey Award**
Mandeep Bumbra BSc Nursing '12, MBA '17
- Recent stewardship and donor engagement activities include endowment reports (November); thank-you video to 3,000+ donors (February); Rodzik Dining Hall opening (November); and recognizing 200+ donors at the Moriarty Way crowdfunding celebration (to be held April 22).
- Reporting/metrics underway to stabilize and enhance frontline fundraising roles.

Elevate Institutional Reputation Through Targeted Marketing, Storytelling, Sharing Knowledge, and Measurement

- Continuous growth, improvement and evaluation of new Intranets [Campus Life – People](#) and [Campus Life – Students](#) and [University News](#) (newsletter and website). UWinCampusLife followers grew by 4% to 2,987; total followers across all main brand accounts increased by 2% to 262,561. Platform-specific growth included LinkedIn +5K, Facebook +1.25K, and Instagram +636. Year-over-year interactions doubled, rising to 266K in 2026. Clicks up 198% (75K to 226K) and impressions increased 65% to 4.15M. Compared to last quarter, interactions up 11%. Newsletter gained 150 new subscribers, 53% open rate, above industry standards of 33%.
- Redesigned Alumni Magazine launched in December, with print copies and an expanded digital format. A copy can be found at: [Welcome - UWindsor Alumni Magazine Fall/Winter 2025](#).
- Completed consultations with Northern on audit of uwindsor.ca during the Drupal migration. Following a campus-wide survey and stakeholder consultations with feedback from over 1000 students and 500 alumni as well as over 100 faculty and staff. Northern provided recommendations to improve user experience, AODA compliance, SEO engagement, and platform integration. Changes would support enrolment, brand governance, and engagement with key partners including alumni and donors. Findings presented to University leadership and planning underway for next steps.

Reimagine and Strengthen Event Planning and Support Across Campus Through Streamlined Processes; Reimagine Communication and Outreach to Enhance Internal & External Relationships

- Institutional events (with attendance rates) since last Board report include the Board/Senate Retreat (76), Board

of Governors Dinner (85), Chancellor's Dinner (12), on campus visits by government officials (3), campus-wide holiday gathering (175), Remembrance Day Ceremony (150), KAIROS Blanket Exercise (30), Ukraine Flight Memorial (40), 3D Printed Housing Conference (85), International Women's Day (60), and USPORTS Volleyball championship (55).

- Streamlining processes underway to centralize event management w/PAC using Monday.com

Aspire Foundational Commitment VI: Improving Institutional Process and Coordination of Services AND IV: Ensuring that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement

Build and Strengthen Organizational Capacity and Client Service

- Advancement is reassessing its structure to support donor cycle, reallocating resources toward stewardship, cultivation, frontline fundraising, and alumni engagement. Clearer workflows and processes continue to be developed, and policies are being reviewed. Staffing transitions continue (Planned Giving Coordinator and Leadership Giving Officer remain open); temporary manager position to be posted.
- PAC continues to fine tune communication in the new model and regularly provides updates to faculties and units.
- Service Level Agreement finalized for Events Hub, available for users to review prior to event submission, helping streamline processes.

Build Staffing and Leadership Capacity Across the External Portfolio Team

- Standardized KPIs, annual plans, and events calendar helping set clear goals, benchmarks, prospecting strategies, and balance workload. Work is ongoing to align faculty-specific KPIs while maintaining standard team KPIs.
- Roles and portfolios being clarified and coordinated across the External portfolio.
- Feedback and training continue, helping new and existing staff build skills, including donor cultivation, prospecting, and case-for-support development. Training includes in-house and economical online/free resource.

**University of Windsor
Board of Governors**

*4.2.1: **University of Windsor Employees' Retirement Plan (ERP) Benefit Improvements**

Item for: **Information**

Forwarded by: **Board Pension Committee**

MOTION: That the Board of Governors approve the funding policy and early retirement benefit improvements to the University of Windsor Employees' Retirement Plan.

Rationale:

- The benefit improvements reflect surplus conditions, which were met as outlined in existing Funding Policies that trigger past service benefit enhancements, as well as negotiated changes to unreduced early retirement provision.

See attached.

- UWindsor Employees Retirement Plan (ERP) Benefit Improvements (BG260416-4.2.1)

Report of the Board Pension Committee:

The Pension Committee met on March 18, 2026. In addition to approving retirement benefit improvements, the Committee reviewed the University of Windsor Faculty and Certain Employees Pension Plan July 1, 2025 valuation results, which show an improved funded position since the last valuation. The asset returns have been volatile, but above expectations, with long term bond yield remaining elevated. A demographic experience study has been made for the plan. The next required valuation is July 1, 2028.

The Committee was also informed that the University received official FSRA and CRA approval of the Faculty and Certain Employees Retirement Plan Text Restatements on February 2, 2026.

University of Windsor Employees' Plan Benefit Improvements

Brad Duce, Bill Watson Toronto



Note to Reader

- This presentation was prepared for the Board Pension Committee meeting on March 18, 2026 and should not be relied upon for any other purpose
- The content of the presentation may not be modified, incorporated into or used in other material, in whole or in part, or provided to any other person or entity, without Mercer's prior consent
- All parts of this presentation, including any documents incorporated by reference, are integral to understanding and explaining its contents; no part may be taken out of context, used, or relied upon without reference to the presentation as a whole

Agenda

1. Background
 2. Funding Policy Improvements
 3. Early Retirement Improvement
 4. Impact of Benefit Improvements
 5. Next Steps and Implementation
- Appendix: Actuarial Assumptions

Background

01

Background

Several changes to the benefit terms under the University of Windsor Employees' Retirement Plan (the "Plan") have been proposed

1. Funding Policy Benefit Improvement

- The existing funding policies (with Unifor and M&P) state that when certain surplus conditions exist that past service benefit enhancements can be considered.
- The surplus conditions were met in July 2025 and following discussions, past service benefit enhancements were agreed to

2. Early Retirement Improvements

- Changes were negotiated to the eligibility for unreduced early retirement under the Plan
- The change is in respect of all service (past and future) for all active members.

Funding Policy Improvements

02

Funding Policy Benefit Improvements

The benefit changes agreed to as part of the Funding Policy framework are as follows:

- a. Increase the lower deck in the benefit formula from 1.5% to 1.6%
 - the current plan formula provides a normal retirement pension of 1.5% of earnings up to the YMPE and 2.0% above the YMPE, multiplied by years of service.
 - Service prior to January 1, 2026 will now be calculated with a formula of 1.6% of earnings below the YMPE and 2.0% above
 - Triggers Past Service Pension Adjustment filings with CRA, for all active members
- b. Provide a minimum post-retirement indexation benefit of 0.5% per year
- c. Provide a benefit increase of equivalent value to inactive members, via a one-time increase in pension paid

The benefit increases would only be applied for past service (service prior to January 1, 2026). Future service accrual (i.e. service after December 31, 2025) will not change (stay at 1.5% for the lower deck and no minimum indexation) at this time.

Early Retirement Improvement

03

Early Retirement Improvements

- The current plan provisions provide members with at least 25 years of credited service the option to retire with an unreduced pension at age 63.
 - If members with at least 25 years of service retire before age 63, their pension is reduced from age 63 (not from age 65 as it otherwise would be).
- The negotiated change will lower the eligibility age to 62 from 63.
- The change is in respect of all service (past and future) for any member that retires after January 1, 2026

Impact of Benefit Improvements

04

Impact of Benefit Improvements

Liability Impact *(in millions)*

	Going Concern	Wind-up
Liabilities at July 1, 2025	\$278.2	\$287.3
Increase in Liabilities for:		
- Lower deck to 1.6%	\$7.0	\$6.7
- Minimum Indexation of 0.5%	\$6.2	\$12.1
- One-time increase to inactives	\$7.1	\$7.2
- Early Retirement Subsidy	\$4.1	\$3.9
Total Liability at July 1, 2025	\$302.6	\$317.2
Funded Ratio before improvements	121.2%	117.4%
Funded Ratio after improvements	111.5%	106.4%

The impact at January 1, 2026 would be comparable, prior to changes in membership data and assumptions. Funded ratios will differ due to asset performance.

Asset value at July 1, 2025 = \$337.4M

Impact of Benefit Improvements

Impact on Annual Service Cost

	Annual Cost (\$000s)	Percentage of Earnings
Service Cost before improvement	\$8,028	12.2%
Increase in Service Cost for Early Retirement Improvement	\$97	0.2%
Service Cost after improvement	\$8,125	12.4%

Note: Actual cost from January 1, 2026 valuation may differ from these estimated as a results of will be based on new membership data and valuation assumptions.

Next Steps and Implementation

05

Next Steps

- Approval of benefit improvements
- Plan amendment needs to be drafted and filed
- Valuation to be prepared with a January 1, 2026 effective date, filed by September 30th
- Review investment policy in light of new provisions – specifically minimum indexation
- New contribution requirements will result from new valuation report, for both employees and the University
 - Implementation of new shared contributions rates will be handled prospectively, similarly to prior valuations
 - Typically a brief adjustment period followed by implementation of new contribution rates
- Any retirements/terminations that were processed between January 1, 2026 and now will need to be recalculated to reflect benefit improvements
- Past Service Pension Adjustments will need to be calculated and filed with the CRA

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We are leaders in risk, strategy and people. One company, with four global businesses, united by a shared purpose to build the confidence to thrive through the power of perspective.

Employee Safety & Wellness

by the numbers



Total Incident Reports Received

72

33 near miss/incident only

Up 1

Top 3 Injury Type

1 No injury: 18

Tied at #2 Bruise/Contusion: 12
Strain/Sprain: 12

Top 3 Area of Injury

1 No injury: 17

2 Multiple: 12

3 Mental Health: 8

Top 3 Mechanism of Injury

1 Exposure: 18

2 Slip/Trip/Fall: 16

3 Struck by/Contact with: 10

33 WSIB Reportable Incidents
(13 approved)
Down 6

LTI Rate vs. Class LTI Rate
(per 100 employees)

0.06:0.33

Previous year 0.17:0.33

825

Up 49

Number of Employees Participating in OHS/Legislated Training

468

Up 50

Number of Workplace Inspection Findings

WSIB Approved Lost Time Days

46.36

Up 33.36

7

Down 3

MLITSD Site Visits

1

Down 4

Critical Injuries

9

Up 8

MLITSD Orders

Long Term Disability

34

New claims submitted
(18 approved)

Accommodations

10 Occupational
14 claims (Down 4)

92 Non Occupational - Staff

31 Non Occupational - Faculty*

133 total claims managed
*approximate data

Accommodation Type

Physical: 69
(staff and faculty, occ and non-occ)

Psychological: 64
(staff and faculty, occ and non-occ)

**University of Windsor
Board of Governors**

4.4.1: **Access to Committee Minutes and Packages**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

MOTION: That the following provisions be added to the revised 2012 Board Resolution on Access to Committee Minutes, and that the resolution be expanded to include Committee packages:

- Board members are only able to request access to packages and minutes of committee meetings which were held during the period they were members on the Board and are only able to request access to packages and minutes of committee meetings held during their tenure on the Board. Such requests, accompanied by a clear rationale explaining how the request fills the fiduciary responsibility of the Board, will usually be accommodated, except in special circumstances, as in the case of matters involving appointments or personnel issues.
- Access will be denied to Board members who may have an actual, perceived, or potential conflict with the agenda items, discussions, or reports.
- Where access has been granted, copying, taking notes, or taking photos/images by any means (electronic, digital, audio/visual, hand-writing, etc.) of committee packages and minutes is prohibited.

Summary:

At the October 2025 Board meeting, members requested further review and rationale on 1) whether non-committee members can take notes on the minutes, where granted access; and 2) whether and how access to the full package can/should be provided to non-committee members.

At the February 24, 2026 Board meeting, a member suggested further revisions and the matter was referred back to Committee. See page 3 for suggested changes from the Board member.

The Governance Committee reviewed the suggestions at length and agreed that, to mitigate governance risk and to ensure the security of the records, the proposal as presented in February should stand.

Background:

In 2012, following a governance review, the Board approved that in camera minutes of Committees would not be circulated to the Board, but verbal or written reports would be provided to the Board.

The 2012 Board Resolution on Access to Committee Minutes is as follows:

That committees be required to report on matters under discussion/review at each regularly scheduled meeting of the Board, provided the committee has met since its last report to the Board, subject to specific provisions in the board bylaw and with the exception of matters dealing with personnel issues. Updates from committees on personnel issues will come forward to the Board in a number of different formats, as required.

The report may take the form of a high-level verbal or written update, or the form of several reports for information or approval.

Minutes of committee meetings shall be available to individuals on the committee who were members at that time. Board members may review committee minutes in the University Secretariat offices, with the consent of the Board Chair and Chair of the Committee.

- **Requests by Board members who wish to review Board Committee minutes will usually be accommodated, except in special circumstances, as in the case of matters involving personnel issues.**

Rationale:

- The 2012 governance review noted that, by definition, discussions held in closed/in camera meetings are confidential and Committee membership is established with a view to mitigating conflicts of interest with agenda items. Good governance therefore necessitates restricting access to Committee minutes to uphold confidentiality and mitigated conflicts.
- It is not appropriate to provide unrestricted access to closed/in-camera Committee minutes to all Board members, some of whom may be in a conflict relating to a given item. The risk of members accessing materials for which they may be in a conflict for instance, places the Board at greater risk by not setting appropriate guardrails and managing access to records. Such a serious governance risk must be mitigated. Further, concerns have been raised about potential breaches of confidentiality by Board members. This needs to be weighed against providing greater access to confidential minutes. Limiting access to review the hard copy minutes in the University Secretariat, as noted in the 2012 resolution (and consistent with other universities), ensures appropriate control and security of the confidential record. It also ensures that Board members do not have access to minutes where they have an actual, potential, or perceived conflict of interest with an agenda item.
- Surveys with peer institutions were conducted in 2012 and again in 2025. In both instances the majority of respondents stated that committee minutes were not forwarded to the Board, though of these respondents several allowed Board members to request to view committee minutes in the University Secretariat. In all cases, committees report orally or in writing on the Committee's activities, provided the committee has met since its last report to the Board. Depending on the issue, the reports are either provided in the public session or in the in-camera session. The report may take the form of an action item coming forward or may simply be an update from the Chair of the Committee highlighting matters under discussion/review, as appropriate. This provides for much more timely information since the report addresses matters that have been discussed at the last meeting, while minutes have to first be approved by the committee (some meet 2-3 times per year) by which time items requiring action have already been taken by the Board.
- Any access to Committee packages must, at minimum, follow the same restrictions as those for access to minutes, to mitigate board governance risk.
- While anecdotal minutes, which provide a broad summary of discussion, have been the practice, executive-style or decision-only minutes are generally more appropriate for governing body committees. Fundamentally, minutes of meetings are the official record of decisions made and action items. Minutes are not a verbatim or detailed summary of discussions. Limited details may be added for due diligence.
- No changes are required to the Board bylaws. The resolution will be posted to the central policies database.

While records retention falls outside this proposal, it was noted that clarity on this requirement is needed and is under development separately. Once developed, the separate records retention (and destruction) policy would also apply to Board members.

February 24, 2026 Board Meeting – Suggested Revisions from Board Member

Referred back to Committee

1. That the 2012 Direction regarding access to Committee materials be replaced by the following:
 - a. That Board members be entitled to inspect all committee material, including Committee Packages, Presentations, Recordings and Minutes in the University Secretary's Office. That access to the information be restricted only to where a member has a real or perceived conflict as determined by the Secretary in consultation with the Board Chair and/or President, and subject to future direction of the Board.
 - b. That the materials be available in searchable electronic form in the Secretary's Office, if so requested.
 - c. That if approved by the Committee Chair and/or Board Chair that the University Secretary be permitted to provide the Board Member with a copy of the Committee materials for off-site review and retention.
 - d. That members may be permitted to make working notes regarding the materials on the following terms:
 - i. That the University Secretary be entitled to retain a copy of the Notes
 - ii. That the Member undertake to keep their notes confidential to be shared only with other non-conflicted Board members.
 - e. The issue of Board access to committee information return to the Board on or before our May 2027 meeting for consideration of any further updates.

University of Windsor
Board of Governors

*4.4.2: **Role and Responsibilities of the Board, and Individual Board Members' and Board Committee Members' Responsibilities and Expectations – Revision**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

MOTION: That the proposed revision to the *Role and Responsibilities of the Board, and Individual Board Members' and Board Committee Members' Responsibilities and Expectations* be approved.

Proposed Revision:

[revisions are in bold]

ADD under “Individual Board Members’ Responsibilities and Expectations” and “Individual Board Committee Members’ Responsibilities and Expectations”:

- **Requests for information relating to Board business and university governance generally must be submitted through the University Secretariat, which will follow-up with the relevant office, body, or individual, as appropriate.**

Rationale:

- Board members’ requests for information or clarification (eg, clarification on financial statements, policies, etc.) should be sent to the University Secretariat for processing, not directly to university offices or individuals, to mitigate any perception of individuals potentially using their positions on the Board inappropriately. Requests from board members, outside the context of the Secretariat, can be viewed with suspicion or concern by the recipient which, in turn, impacts trust between the Board and the broader University community.
- Following review of suggested wording proposed at the last Board meeting, the Governance Committee made revisions to provide greater clarity on the types of requests for information. It is understood that requests made at a Board meeting will be addressed, as appropriate, at the Board meeting as part per normal conduct of meetings.

**University of Windsor
Board of Governors**

4.4.3: **Changing Appointment Terms**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

MOTION: That the board appointment terms be streamlined to a September 1 start date – August 31 end date as outlined in Appendix A.

Rationale:

Most universities have one set schedule for term start dates, generally July 1 or September 1, not only making it easier to manage but allowing for more formal and structured orientation. All new members are provided sessions at the same time, possibly in person as there would be sufficient numbers to warrant this, allowing them to also meet each other and make connections. This is not readily possible when an individual starts as the only new member or one of very few new members.

The term start and end dates for individual board members at the UWindsor are not consistent, dating back to early years with an error in the filling of positions when a member resigned. In such cases, per the Act, the new member is to complete the remainder of the term, prior to beginning their first three-year term. Consistent application of this would have had all terms ending June 30th. However, up until the 2000s, terms were not appointed in this way; meaning that if a member resigned on February 15th, the new member was assigned their first term beginning Feb 16th.

There is value for the Board to reset term dates so that all terms end August 31st. The August 31st date is selected because September 1 is the beginning of a new academic year and it allows the July and August months to provide orientation, onboarding, and training for new members.

The exceptions to the September 1 term date would be:

1. Students – student body government terms are May 1 – April 30. They would be provided with orientation, onboarding, and training at the end of April or as soon as election results are known. This is consistent with how Senate operates.
2. LGIC appointments – Cabinet sets the term start date for these appointments. The University Secretariat will work with the Public Appointments Secretariat to recommend a September 1 term start date for consistency purposes.

Appendix A outlines the changes to terms should this proposal be supported. Following consultation with Legal Counsel to determine how to address terms that would end within a few months of the new August 31 end date, such positions will be left vacant for those few months. Given that they are staggered in years, there should be only a couple of vacancies at a time, which would not impact the Board's ability to continue to conduct its business. As appointments come up for renewal, reappointments will be made in accordance with the new term dates.

[To determine the new term end date, terms were rounded up or down from August 31st.]

Appendix A

List of Current Board Members Minus LGIC and Students

Date Became Governor	Name	Current End of 3rd Term	Term currently in	New Term End Aug 31	Change in total term length/ vacancy
Ex-officio					
September 1/25	President, Dr. J.J. McMurtry				
External					
Feb 26/22	Ms. Megan Evans (remainder of term + three year term)	Feb 25/31	Second	Aug 31/30	-6 months
Jan 1/19	Ms. Tiffany Gooch	Dec 31/27	Third	Aug 31/27	-4 months
Nov 25/21	Mr. Mike Ruthard	Nov 24/30	Second	Aug 31/30	-3 months
Jan. 1/19	Mr. Celso Oliveira	Dec. 31/27	Third	Aug 31/27	-4 months
Oct. 18/21	Ms. Shari Cunningham	Oct 17/30	Second	Aug 31/30	-1.5 months
Nov 26/25	Jodi Butts (remainder of term + three year term)	June 23/35	Third	Aug 31/35	2-month vacancy
Nov 25/21	Ms. Rana Olwan	Nov 24/30	Second	Aug 31/30	-3 months
Nov 4/24	Mr. Noah Campbell	Nov 3/33	First	Aug 31/33	-2 months
Staff					
Nov. 29/23	Ms. Lisa Milne (Unifor 2458)	2032	First	Aug 31/32	-3 months
Canterbury					
August 1/22	Ms. Irene Moore Davis	July 31/31	Second	Aug 31/31	1-month vacancy
Assumption					
Jan. 1/24	Mr. Ken Alexander	Dec. 31/32	First	Aug 31/32	-4 months
Sep. 15/17	Dr. Bruce Tucker	Sep. 15/26	Third	Aug 31/26	-0.5 month
May 20/23	Mr. Ferruccio Da Sacco	May 19/32	First	Aug 31/32	3.5-month vacancy
May 20/20	Dr. John Cappucci	May 19/29	Second	Aug 31/29	3.5-month vacancy
Aug 9/18	Mr. Mario Sonego	Aug 8/27	Third	Aug 31/27	0.5-month vacancy
June 1/25	Ms. Nadine Manroe-Wakerell	May 31/34	First	Aug 31/34	3-month vacancy
Alumni					
Jan 23/25	Mr. Gordon Orr	Jan 22/34	First	Aug 31/33	-4.5 months
June 22/22	Ms. Beth Ann Prince	June 21/31	Second	Aug 31/31	2.5-month vacancy
Senate					
Sept 1/24	Dr. Bill Van Heyst	Aug 31/33	First	Aug 31/33	0
Sept 1/23	Dr. Mohammed Fazle Baki	Aug 31/32	First	Aug 31/32	0
Sept 1/24	Dr. Karen Robson	Aug 31/33	First	Aug 31/33	0
Sept 1/22	Dr. Debbie Sheppard-LeMoine	Aug 31/31	Second	Aug 31/31	0

University of Windsor
Board of Governors

*4.4.4: **Board Bylaw – Proposed Revisions**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

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

Proposed Revisions:

2.6 Consent Agenda

Items that normally do not require debate or discussion either because they are routine, standard, or non-controversial, 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 **the meeting** (by forwarding the request to the Secretary) or **at the time of the approval of the agenda.** ~~during the meeting. By the end of the meeting.~~ **Once the agenda is approved,** 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.

Rationale:

- Members have a responsibility to carefully review materials and raise questions about consent items at the approval of the agenda. This is, in fact, the practice at UWindsor.
- Consent agenda procedures for governing bodies elsewhere do not allow for reviewing items that have already been approved on consent. In fact, to do so should require a motion to reconsider, since they would have already been approved at the time of the approval of the agenda.

University of Windsor
Board of Governors

4.7.1: **2026-2027 Ancillary Budget**
[including 2026-2027 Proposed Residence, Meal Plans, and Parking Fees]

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve the proposed 2026-2027 Residence Fees, Meal Plans Fees, and Parking Fees.

Rationale:

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

ANCILLARY SERVICES

Operations Budget

2026-2027



University
of Windsor

2026/27 Ancillary Services Operations Budget

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I. EXECUTIVE SUMMARY

The 2026/27 fiscal year marks a continued period of stabilization and momentum for Ancillary operations at the University of Windsor (UWindsor or the University), following the successful transition to partnership-based delivery models implemented in recent years. Most notably, the opening of Rodzik Hall in Fall 2025—the first new residence facility on campus in over two decades—has had a significant and positive impact on both the student experience and the financial performance of Housing and Residence Life. Early results demonstrate strong occupancy levels, enhanced student satisfaction, and the successful integration of a modern all-you-care-to-eat dining model, reinforcing the value of recent investments in campus infrastructure and services.

Building on this progress, the 2026/27 Ancillary Services Operations Budget reflects a continued focus on student experience, financial stability, and responsible stewardship, while addressing historical deficit positions across several units. For 2026/27, Ancillary Services is projecting a consolidated net surplus of approximately \$500K after debt servicing and capital costs. These results are supported by strong residence demand, continued performance under key partnerships (including Sodexo and Follett), and the return of Parking Services to pre-pandemic permit sales levels. Across operations, priorities include optimizing partnerships, modernizing systems, expanding revenue-generating services, and enhancing service delivery—while maintaining affordability and competitiveness relative to the sector.

An executive summary of the proposed 2026/27 Ancillary Operations Budget is provided below. Specific details regarding the budget for each service area is contained within the body of this document, with the detailed Ancillary Operating budget included as Appendix A.

Table 1: Summary of Proposed 2026/27 Ancillary Operating Budget (in \$000s)

Ancillary Department	Operating Revenues (net of COS)	Operating Expenses	Net Income from Operations	Capital and Debt Costs	Net Profit/ (Loss)
Housing & Residence Life	\$5,593	\$4,130	\$1,490	\$1,476	\$14
Food Services	1,696	1,507	189	0	189
Parking Services	3,261	1,649	1,611	1,317	294
Campus Bookstore	90	2	88	0	88
University Printshop	415	413	1	0	1
Central Campus Services	162	162	0	0	0
Campus Card	280	358	(78)	0	(78)
TOTAL	<u>\$11,496</u>	<u>\$8,195</u>	<u>\$3,302</u>	<u>\$2,793</u>	<u>\$509</u>

Looking ahead, Ancillary operations are increasingly focused on monetization opportunities, operational efficiency, and long-term sustainability. These efforts are aligned with the University’s strategic direction under the President’s Four Pillars framework, which emphasizes student experience, financial sustainability, community engagement, and institutional growth.

Ancillary Services will play a critical role in advancing these priorities by leveraging its assets, services, and partnerships to generate value for both students and the broader institution. Surpluses generated will continue to be strategically applied toward debt repayment, deferred maintenance and capital renewal, and contributions to the University’s operating priorities, including scholarships and bursaries. With a strong operational foundation now in place, Ancillary Services is well positioned to support UWindsor’s long-term financial resilience and strategic growth objectives.

II. HOUSING AND RESIDENCE LIFE

“Residence is where students find their people. It’s more than just a place to live – it’s where strangers become friends, where late-night study sessions and shared meals turn into lifelong memories.”

– Third-year Residence Student

1. OVERVIEW

Housing and Residence Life at UWindsor celebrated the opening of Rodzik Hall in September 2025 – a public-private partnership (P3) with Tilbury Capital Inc. (Tilbury). This is the first new residence building on our campus in over 20 years and offers 450 single occupancy rooms, a Residence Life coordinator suite, and new state-of-the-art dining facility. Opening a new residence building provided the opportunity to assign every first-year student resident with their preferred choice of room type – single or double. The additional rooms, along with strategic marketing campaign enabled us to increase occupancy by 29% over the 2024/25 fiscal year. Based on the projected enrollment and anticipated occupancy rates, the net income is \$1.5M before debt charges of \$1.5M.

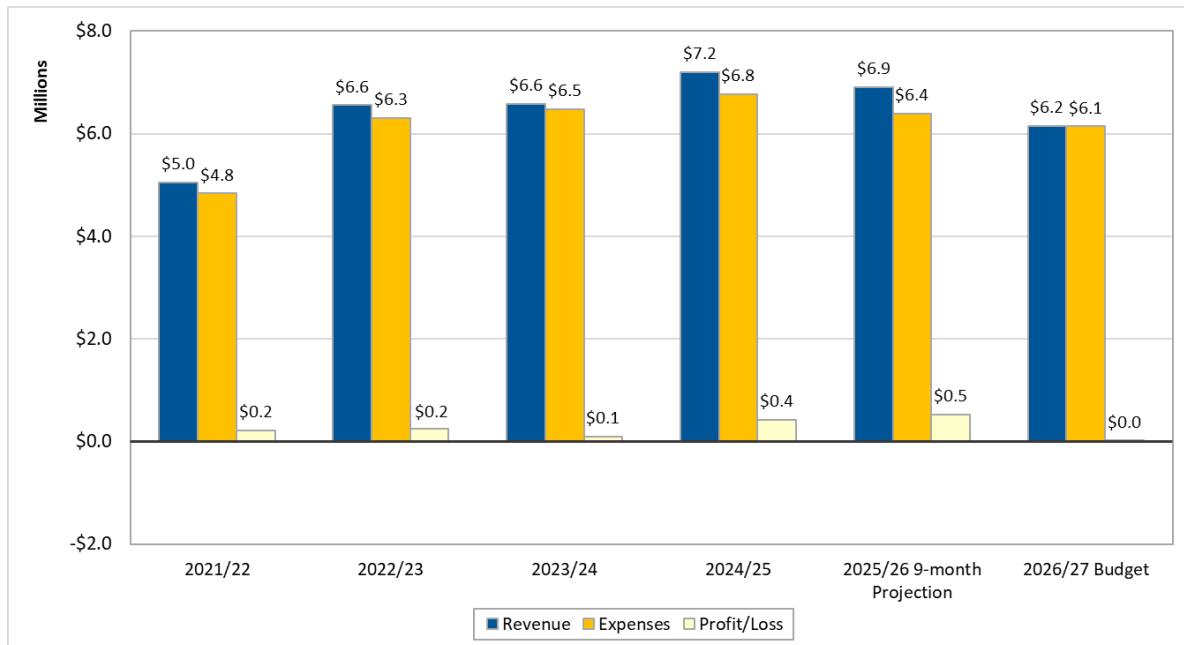
2. OPERATING BUDGET

This past year (2025/26) marks the first with operations under the P3 partnership. Tilbury has taken on the risk that comes with a significant capital investment in the new Rodzik Hall residence facility. The operating revenue model now has Tilbury receiving all room rental fees for Rodzik Hall occupancy. Housing and Residence Life only generates a commission equivalent to the greater of \$100K (indexed every 5 years to CPI) or 3% of gross room revenue for rooms in the occupancy guarantee and 12% for room revenue above the guarantee. The occupancy guarantee is 405 students, and we are currently budgeting student occupancy in Rodzik Hall of 415 (including 11 RAs) to protect against anticipated in-year withdrawals. It should be noted that Tilbury also compensates for cost recoveries related to residence life programming activities for Rodzik occupants.

The UWindsor share of room rental revenues will come from the 430 students budgeted to occupy buildings other than Rodzik Hall. Total room rental revenue is budgeted at \$4.8M (including summer rentals) for students who occupy Alumni, Cartier, and Laurier Halls. The budget for all other revenues, includes commissions (\$155K) and cost recoveries (\$168K) from Tilbury and totals \$802K.

Housing and Residence Life’s largest operating expenditures are the costs of external debt required to support infrastructure and past enhancements (\$1.5M), staff salaries and benefits (\$1.3M), custodial (\$572K), maintenance (\$759K), and other operation-related costs such as utilities (\$787K). We are currently budgeting a break-even profit of \$14K after debt and servicing and capital costs for 2026/27.

Chart 1: Housing and Residence Life Profit Retrospective and Budget (in \$M)



3. ROOM CONFIGURATION AND OCCUPANCY

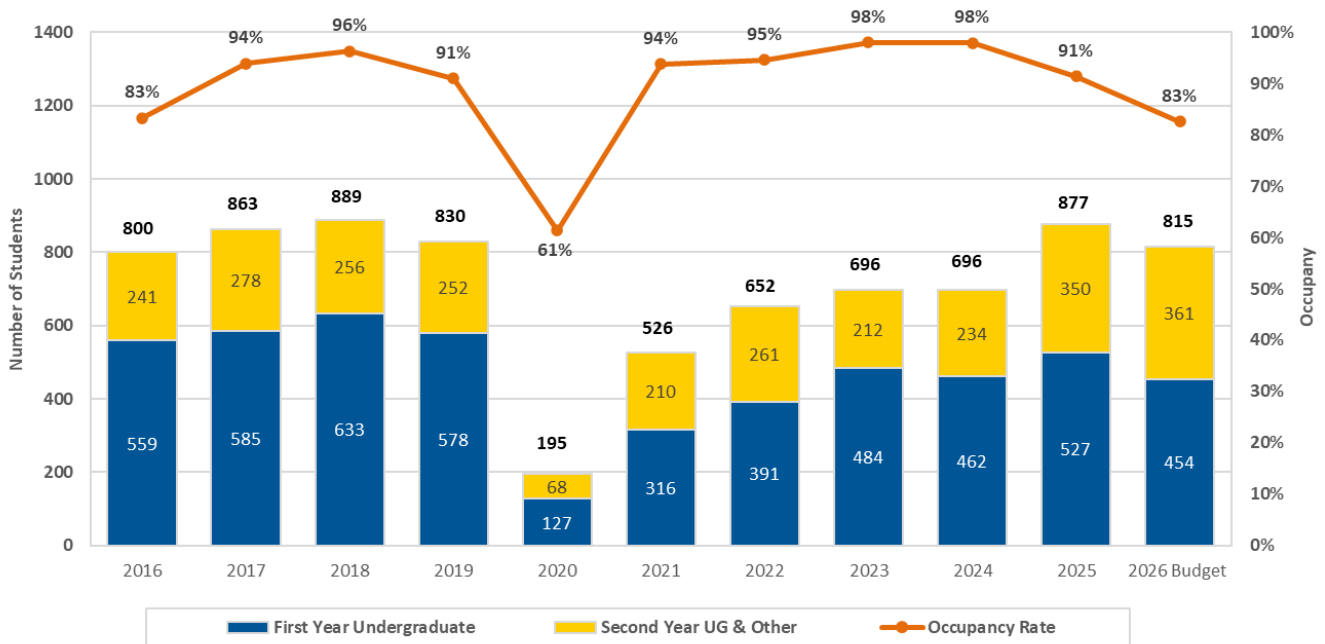
For 2026/27, Housing and Residence Life has configured a combination of single and double occupancy rooms within Alumni Hall, Cartier Hall, Laurier Hall, and Rodzik Hall with a marketable capacity of 987 bed spaces. When we include rooms used for student staff (RAs), emergencies, accessibility needs, and demonstration (tour) rooms, our full capacity increases to 1,040 bed spaces. If demand was to exceed our marketable capacity, some of these additional spaces could quickly be converted into marketable space. We are budgeting total occupancy at 815 or 83% of our marketable capacity.

Table 2: Projected 2026/27 Residence Occupancy by Building

Residence Building	Marketable Capacity	Projected Occupancy	Occupancy Rate
Alumni Hall	320	261	82%
Cartier Hall	85	80	89%
Laurier Hall	144	70	49%
UWindsor (Residence Assistant rooms)*	<u>25</u>	<u>19</u>	<u>76%</u>
Subtotal of UWindsor buildings	<u>574</u>	<u>430</u>	<u>75%</u>
Rodzik Hall	438	404	92%
Rodzik Hall (Residence Assistant rooms)*	11	11	100%
TOTAL (including Residence Assistants)	<u>1,023</u>	<u>845</u>	<u>83%</u>
Less: Residence Assistants*	(34) 36	(29) 30	n/a
TOTAL (without Residence Assistants)	<u>987</u>	<u>815</u>	<u>83%</u>

* Final number of student Residence Assistants will fluctuate depending upon total student occupancy levels.

Chart 2: Housing and Residence Life Historical Occupancy with Budget



4. LONG-TERM SUSTAINABILITY PLAN

In February 2021, UWindsor proposed a long-term sustainability strategy that included a new P3 residence and establishing a \$5M deferred maintenance program among other initiatives to set the Housing and Residence Life department (then Residence Services) on a path towards future success. Below is an update of the progress made towards this long-term strategy.

Table 3: Housing and Residence Life Long-term Strategy Update

Strategy	Progress Update
Transition towards a hybrid delivery model and rightsized owned inventory (partially UWindsor owned assets/partially private partner owned assets).	<ul style="list-style-type: none"> ✓ Successful opening of Rodzik Hall in November 2025 ✓ On-going meetings and staff integration with Campus Living Centres and UWindsor Housing and Residence Life ensuring a seamless experience for our residents ✓ Due to demand for a lower cost option, Laurier Hall will continue to remain open in a configuration of all single rooms for 2026/27 with a plan for unused floors to be securely closed to help reduce costs, a needs review will continue in 2027 ✓ After successful implementation for 2025/26, Cartier Hall will continue to be configured with both single and double occupancy room options and final configurations for Fall 2026/27 will be determined after the residence guarantee date.

<p>Aggressively address deferred maintenance in Alumni and Cartier Halls such that these buildings can operate for the long-term and enhance student experience.</p>	<ul style="list-style-type: none"> ✓ Remainder of \$5M “pay as you go” deferred maintenance strategy funding, along with additional budgeted funds from 2025/26 Housing and Residence Life budget will be used for projects in Summer 2026 ✓ A new deferred maintenance funding plan to be developed in time for the 2027/28 fiscal year.
--	---

Plans for Summer 2026 improvements are significant and expected to deplete the funding remaining in the \$5M pay-as-you-go deferred maintenance budget. At the time of this report, the following projects are expected to proceed this summer:

Alumni Hall:

- Replacement and upgrades to millwork, updated plumbing fixtures and electrical outlets in kitchenettes and bathrooms in the north wing*
- Roof and air handling unit replacements*
- Office renovations for main office relocation from Vanier Hall*

Laurier Hall:

- Replace steam coil in upper air handling unit

General Improvement Projects:

- Painting
- Updated lounge furniture
- Surface improvements (elevator and door wraps, branded whiteboards, etc.)

** Already approved or at the tender stage.*

Total deferred maintenance identified across long-term assets was estimated at \$18M during a March 2022 study. The investment of \$5M between 2023 and 2026 has addressed many of the most urgent challenges but continued capital investment is required to ensure residence conditions are maintained (and improved).

A full assessment of deferred maintenance costs along with occupancy needs will be conducted during the 2026/27 fiscal year. Housing and Residence Life will be working to develop a new deferred maintenance strategy during the 2026/27 fiscal year for roll-out over the next 3-5 years.

5. RESIDENCE ROOM RATES

Housing and Residence Life continues to consider local market conditions, demand for lower cost on-campus housing options, rates for Rodzik Hall (specified under the ground lease agreement with Tilbury), and planned increases at similar residence offerings across the province when determining residence fee rates. Proposed fee adjustments for 2026/27 are intended to maintain affordability for students while ensuring operations remain financially sustainable and reflect differences in building amenities, demand, contractual obligations, and remain competitive within the local marketplace. Some important points for consideration include:

- Rodzik Hall serves as the primary benchmark for the residence rate structure as its pricing is governed by the ground lease agreement with Tilbury. Under this agreement, residence rates are adjusted annually based on prior year Consumer Price Index (CPI).
- Laurier Hall continues to be positioned as the University’s affordable residence option. It is one of the older residence facilities on campus with fewer amenities.
- Cartier Hall has primarily been configured with double-occupancy rooms in the past. However, due to declining student demand for shared accommodations, many rooms have been converted to single-occupancy.
- Alumni Hall remains the most in demand residence option due to its room layout and amenities justifying a larger rate increase. Our long-term goal is to more closely align Alumni Hall rates with Rodzik Hall.

Table 4: Fee Increase Market Scan – Traditional Style Rooms (similar to Laurier Hall)

University	2026/27 Increase*	2026/27 Single Rate
Western	6%	\$10,910
Trent – Peterborough Campus	5%	\$10,549
Brock	4%	\$10,120
Wilfred Laurier – Waterloo Campus	5%	\$9,174
UWindsor (Laurier Hall)	2%	\$9,000

** Preliminary rate changes for 2026/27 have been provided by peer institutions and are subject to final approval by their respective Board of Governors.*

Table 5: Fee Increase Market Scan – Shared Bedroom Style [single and double] (similar to Rodzik and Cartier Halls)

University	2026/27 Increase*	2026/27 Single	2026/27 Double
Toronto – Mississauga Campus	7%	\$15,503	n/a
UWindsor (Rodzik Hall)	2%	\$11,768	n/a
UWindsor (Cartier Hall)	Single – 5% Double – 0%	\$11,000	\$9,500
Brock	4%	\$10,720	n/a
Wilfred Laurier – Waterloo Campus	Single – 4% Double – 0%	\$10,170	\$7,791

** Preliminary rate changes for 2026/27 have been provided by peer institutions and are subject to final approval by their respective Board of Governors.*

Table 6: 2026/27 Proposed UWindsor Residence Room Rates

Room Type	2025/26 Fees	Proposed 2026/27 Fees	Fee Increase	% Increase	2025/26 Fee/Month	Proposed 2026/27 Fee/Month	Increase/ Month
Laurier Single	\$8,800	\$9,000	\$200	2.3%	\$1,100	\$1,125	\$25
Laurier Double*	\$7,084	\$7,500	\$416	5.9%	\$866	\$938	\$52
Cartier Single	\$10,500	\$11,000	\$500	4.8%	\$1,313	\$1,375	\$63
Cartier Double	\$9,500	\$9,500	\$0	0.0%	\$1,188	\$1,188	\$0
Alumni Hall	\$10,500	\$11,250	\$750	7.1%	\$1,313	\$1,406	\$94
Rodzic Hall**	\$11,525	\$11,768	\$243	2.1%	\$1,441	\$1,471	\$30

* Laurier Hall has been converted to single rooms for 2026/27. We are including a double room rate for approval in case there is a need to reconfigure the building.

** Rodzik Hall rates adjusted annually based on prior year annual Consumer Price Index (CPI)

6. HIGHLIGHTS

- Rodzik Hall, our new P3 facility, opened to student occupancy in September 2025
- Total occupancy budgeted at 845 students (including RAs), with occupancy in UWindsor residence buildings budgeted at 430 students.
- Continuing to invest in deferred maintenance with plans to develop a new 3-5 year strategy taking place during 2026/27
- Recommending residence room rates adjustments as follows: Rodzik (2.1%), Alumni (7.1%), Cartier (4.8%), and Laurier (2.3%)
- Total revenue budgeted at \$6.2M with profit budgeted at \$14K.

III. CAMPUS BOOKSTORE

[Referring to the new digital-textbook program:] “Super convenient! It was nice to have materials bookmarked online through Brightspace. Hopefully this extends to all my courses soon.”

– Second-year University of Windsor Student

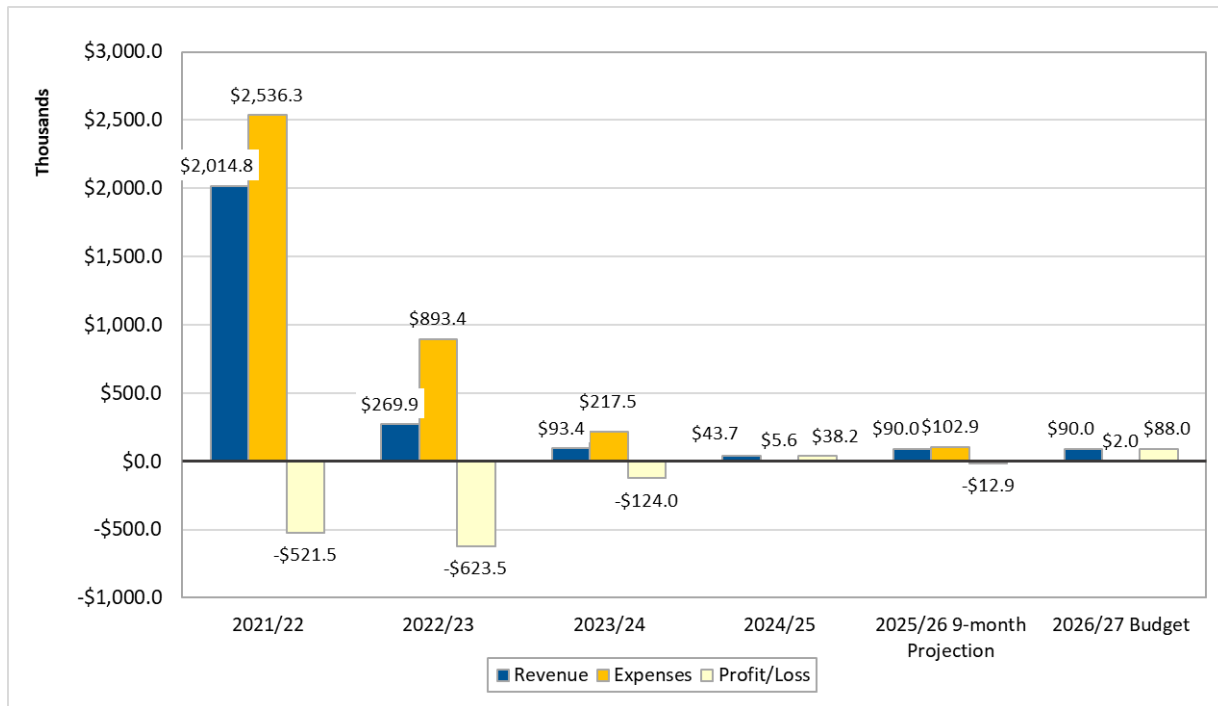
1. OVERVIEW

A partnership with Follett Higher Education (Follett) operating the UWindsor Campus Bookstore began on July 1, 2022, and continues through the 2026/27 fiscal year. Under this agreement, the University receives 5% commission revenue on most Campus Bookstore sales. Follett’s national scale, operational expertise, expanded product assortment, and alignment with institutional branding benefit through operational efficiencies as they assume responsibility for inventory management, staffing, procurement, and merchandising. This partnership has improved sales performance and enhanced UWindsor commission revenues. Beyond the financial benefits, this partnership has expanded the assortment of branded apparel and spirit items and elevated the retail presence on campus. Based on the projected enrollment and prior year results, net profit is projected to be \$88K.

2. OPERATING BUDGET

Bookstore revenue is solely comprised of commission fees paid by Follett and is budgeted consistently with last year at \$90,000 in 2026/27. It is anticipated that commission revenues could potentially double if the institution reaches full adoption of the digital-textbook program. The only cost budgeted for the Campus Bookstore is a small contribution to cover central Campus Services administrative costs.

Chart 3: Bookstore Profit Retrospective and Budget (in \$000s)



3. LONG-TERM SUSTAINABILITY PLAN

In response to student requests, the University launched a pilot digital-textbook program in collaboration with Follett in 2024. This initiative delivered meaningful improvements to the student academic experience as students benefited from day-one access to required course materials, reduced textbook costs, and the convenience of digital formats that support diverse learning needs through features such as searchability, highlighting, and accessibility tools.

The pilot digital-textbook program was continued into the 2025/26 fiscal year and has grown to include 236 course sections (24.2% saturation), 96 titles (97.9% digital), 7,950 students (93.7% participation) and resulted in savings of \$681.8K (or \$85 per student) when comparison against purchasing traditional textbooks. Given the positive student feedback that continues to be received on this program, the University has been actively working with Follett to more fully adopt the program for more course sections moving forward.

Financial projections indicate that UWindsor could expect to further increase commission revenues by transitioning from traditional textbook sales to the fully digital-textbook program.

4. DEFICIT REPAYMENT PLAN

Following several years of financial losses from operations, culminating with significant losses during the COVID-19 pandemic, the accumulated financial position for the Campus Bookstore is projected at

approximately -\$5.2M as of April 30, 2026. All profits generated from Follett commissions are to be applied annually to reduce this deficit position. Additionally, in 2025/26 UWindsor leadership committed \$100K in annual contributions from the Operating fund to help pay down this deficit.

5. HIGHLIGHTS

- The Follett partnership has contributed to financial stability and predictability
- Pilot of digital-textbook program has resulted in:
 - Commission revenue increases and improved predictability
 - Greater affordability of course materials for students
 - Improved service experience with better access and more choice
 - Enhanced accessibility to support diverse learning needs
 - Environmentally responsible practices
- Budgeting a profit of \$88K in 2026/27
- Bookstore profit from commissions plus a contribution from the operating fund are applied annually against the historical accumulated deficit position

IV. UNIVERSITY PRINTSHOP

“The Printshop is our go-to place for all our departmental needs. The staff consistently go above and beyond, delivering every project on time with professionalism and precision. Whenever we send a job to the Printshop, we know we can expect high-quality results done right the first time.”

– Faculty of Nursing Staff Member

1. OVERVIEW

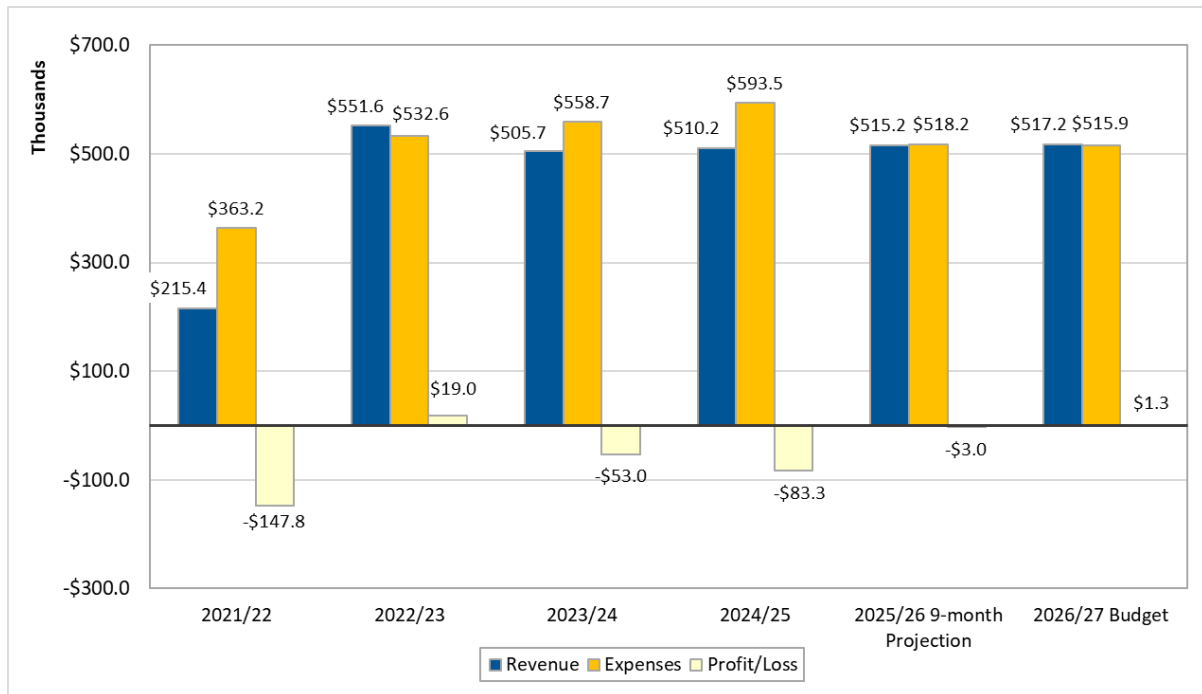
The University Printshop continues to seek opportunities to broaden its portfolio of services to better support students, faculty, staff, and campus partners while maintaining a below market pricing strategy to encourage all UWindsor departments to obtain their print materials in-house.

The Printshop is committed to balancing affordability with investment in equipment, materials, and additional services that will enhance offerings while improving delivery timelines. An ongoing commitment to exceptional service delivery and value for the campus community remains the top priority.

2. OPERATING BUDGET

The University Printshop is budgeting to break even in 2026/27, including budgeting sales consistent with last year at \$517K. The budget includes a cost commitment to repay the operating fund for deficits incurred before the Printshop was designated as an Ancillary Service department in the amount of \$32K annually. These deficit repayments will be completed in 2028/29. Other than the annual deficit repayment, the largest expenditures for the Printshop include employee salaries and benefits (\$340K) and cost of sales (\$102K).

Chart 4: Printshop Profit Retrospective and Budget (in \$000s)



3. LONG TERM SUSTAINABILITY PLAN

As campus printing needs evolve, the Printshop remains committed to identifying new opportunities to streamline process, enhance service delivery, and provide high-quality print solutions that align with institutional priorities. Some examples of this innovative approach include:

Campus Wayfinding and Signage

Working in cooperation with Public Affairs and Communications and Facility Services, the Printshop participated in the Campus Wayfinding Signage project, including playing a critical role by providing expert guidance on signage standards, materials, and sign placement decisions. Through this involvement, additional cost efficiencies for this project were realized.

Exam Printing Pilot

To support academic operations, the Printshop has launched a pilot program for secure exam printing through a centralized ticketing system, streamlining exam preparation workflows, improving confidentiality, and enhancing quality control. This program is currently in the test phase with early positive feedback indicating strong potential for full implementation. This program is expected to drive operational efficiencies by centralizing exam printing within the Printshop, reducing the need for distributed printing across faculties, and enabling a gradual reduction in departmental photocopiers and associated costs.

Redeployment of Existing UWindsor Resources

The Printshop successfully integrated into operation an underutilized high-capacity Xerox copier that had been previously assigned to another department. This initiative has increased production capacity to better meet growing campus demands while avoiding unnecessary equipment purchases. This enhanced asset utilization demonstrates effective interdepartmental collaboration and strengthens service delivery and efficiency.

Introduction of New Technology

The Printshop has expanded production capabilities with the acquisition of an HP Latex 630W printer with integrated cutting system. This investment enables production of die-cut materials and supports a broad range of new applications, including custom stickers, window decals, large banners, outdoor signage, and wall/door coverings. This capability will reduce the UWindsor reliance on external vendors and shorten delivery times while offering new revenue opportunities.

4. HIGHLIGHTS

- Continued expansion of services to support students, faculty, staff, and campus partners
- Focus is on process streamlining, improved service delivery, and high-quality print solutions
- Commitment to exceptional service delivery and value for the campus community
- Budgeting sales consistent with prior year and break-even profitability in 2026/27

V. FOOD SERVICES (INCLUDING CONFERENCE SERVICES)

“The new dining hall in Rodzik is fantastic! It feels like we’re eating at an all-inclusive resort. Plenty of selection and it all tastes great. I can grab a bit of everything, get to try new stuff, and never leave hungry. A wonderful addition that makes me look forward to eating on campus.”

– Second-year Residence Student

1. OVERVIEW

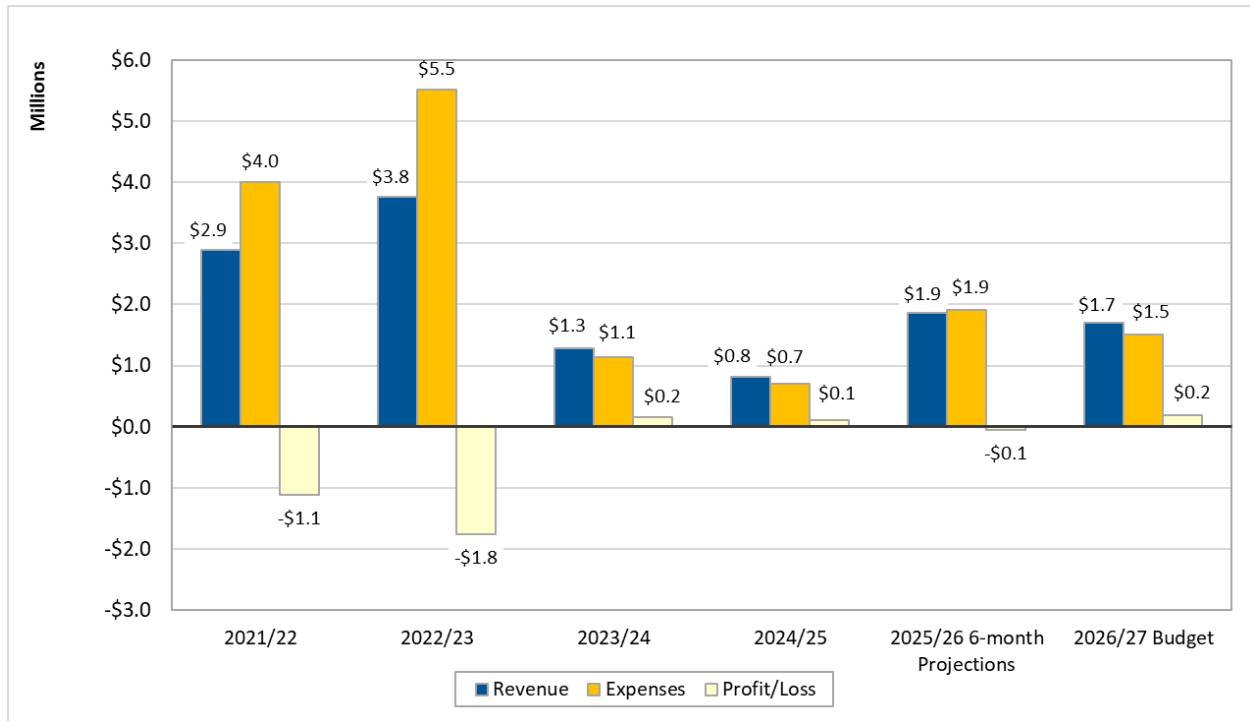
The University entered into a ten-year management agreement with Sodexo Canada (Sodexo) to provide food services on campus (including catering) effective January 1, 2023. The agreement includes one option to renew it for five additional years. The primary source of revenue under the agreement is generated from commission payments on meal plan, retail, and catering sales. The projected net income from operations for food services is \$189K

2. OPERATING BUDGET

Commission revenue from Sodexo accounts for \$1.5M of the total budgeted revenue of \$1.7M. Other revenues are budgeted for off-campus partner food and vending machine sales. Food Services also recovers salary and benefit costs from Sodexo for the one remaining management position funded as part of the UWindsor-Sodexo agreement.

The largest expenditure for Food Services is the rental of the new residence dining hall from Tilbury Capital at an approximate cost of \$720K per year. Salaries and benefits account for \$358K while cleaning and maintenance of campus Food Services spaces amount to \$225K. Food Services is also budgeted to contribute \$134K to the institutional operating budget under the overhead calculation. For 2026/27, a budgeted profit of \$189K is projected.

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



3. LONG-TERM SUSTAINABILITY PLAN

In Fall 2025, the University opened the Rodzik Hall residence building, with a new central dining facility for all residence students opening in November 2025. This new facility offers an “all-you-care-to-eat” program with extended hours, additional food stations, and expanded menu variety. The new food hall is also available to non-residence students, faculty, and staff by paid entrance access. Feedback related to this new dining hall and the “all-you-care-to-eat” delivery model continues to be very positive.

In 2026/27 Food Services will focus on enhancing the retail offerings to better align with student demand. In partnership with Sodexo, several key changes are planned to modernize the retail mix, improve value, and optimize underperforming locations. The proposed changes include:

- Introduce a full-service Tim Hortons outlet in the CAW Student Centre.
- Relocate Pizza Pizza into the current Subway location in the CAW Student Centre to maintain a value option and improve the retail mix.
- Close the Subway outlet in the CAW Student Centre – a Subway outlet is located at 2424 University Ave W (across from campus).
- Relocate Booster Juice from the CAW Student Centre to the Toldo Lancer Centre, replacing Naturals.
- Convert the Chatime Bubble Tea outlet in Leddy Library into a self-serve café model.
- Convert the Tim Hortons outlet in the Odette building into a self-serve model like the offering currently available in the Ed Lumley Centre for Engineering Innovation.

4. MEAL PLAN FEES

Under the Sodexo management services agreement, the University receives a percentage share of gross meal plan revenues, along with a percentage of catering and retail gross revenues. The approval of meal plan fees continues to be a Board of Governors decision with Sodexo responsible for proposing revised meal plan fees to administration. Sodexo continues to maintain its commitment to increasing Canadian-sourced products where possible, reflecting ongoing geopolitical and supply-chain considerations.

Sodexo and UWindsor have benchmarked meal plan options and fees with other universities across the province, focusing on schools with All Access (all-you-care-to-eat) meal plan programs. This benchmarking confirms that a 3.5% increase is required to remain aligned with the provincial median and to support the rising operating costs required to sustain the all-access model.

The proposed 2026/27 meal plan fees are \$7,580 for the All Access 7-day plan and \$7,270 for the All Access 5-day plan. The 5-day plan provides flexibility for students who typically return home or dine off-campus on weekends. As an additional means of flexibility for the coming year, an increase in the “flex funds” portion of the meal plan from \$200 to \$300 is planned based on student feedback. Flex funds are the discretionary, declining-balance, portion of the meal plan provided in addition to unlimited access to the dining hall, allowing students to make purchases at other on-campus locations, select off-campus partners, and for services such as vending and printing.

Table 7: 2026/27 Proposed UWindsor Meal Plan Rates

Meal Plan	2025/26 Rate	Proposed 2026/27 Rate	Proposed Increase	All Access Portion	Flex Portion
7-day All Access	\$7,325	\$7,580	\$255	\$7,280	\$300
5-day All Access	\$7,025	\$7,270	\$245	\$6,970	\$300

Table 8: Meal Plan Market Scan – Ontario Universities offering All Access Plans (7-day)

University	7-day All Access Plan*
Western University	\$8,300
University of Ottawa	\$7,850
Wilfred Laurier University	\$7,811
University of Windsor	\$7,580
Carleton University	\$6,706
Brock University	\$6,590

* Preliminary rates for 2026/27 provided by peer institutions and are subject to final approval by their respective Board of Governors.

5. DEFICIT REPAYMENT PLAN

Following severe losses incurred during the COVID-19 pandemic, the projected accumulated financial position for Food Services as of April 30, 2026, is a deficit of approximately -\$4.8M. The University is intent on applying all profits from operations of Food Services against this deficit position.

6. HIGHLIGHTS

- Moved into a new central dining facility in Rodzik Hall in November 2025
- Introduced new *all-you-care-to-eat* meal plan in September 2025
- All Access meal plan rates are projected to increase 3.5% which remains in line with other Ontario institution rates
- Proposing improvements to retail outlets to better meet student demand
- Budgeting revenues of \$1.7M and profit of \$189K in 2026/27

VI. PARKING SERVICES

“Parking Services staff have always made me feel respected and supported in managing my difficulty maneuvering around the campus. You really put people first!”

– University of Windsor Faculty Member

1. OVERVIEW

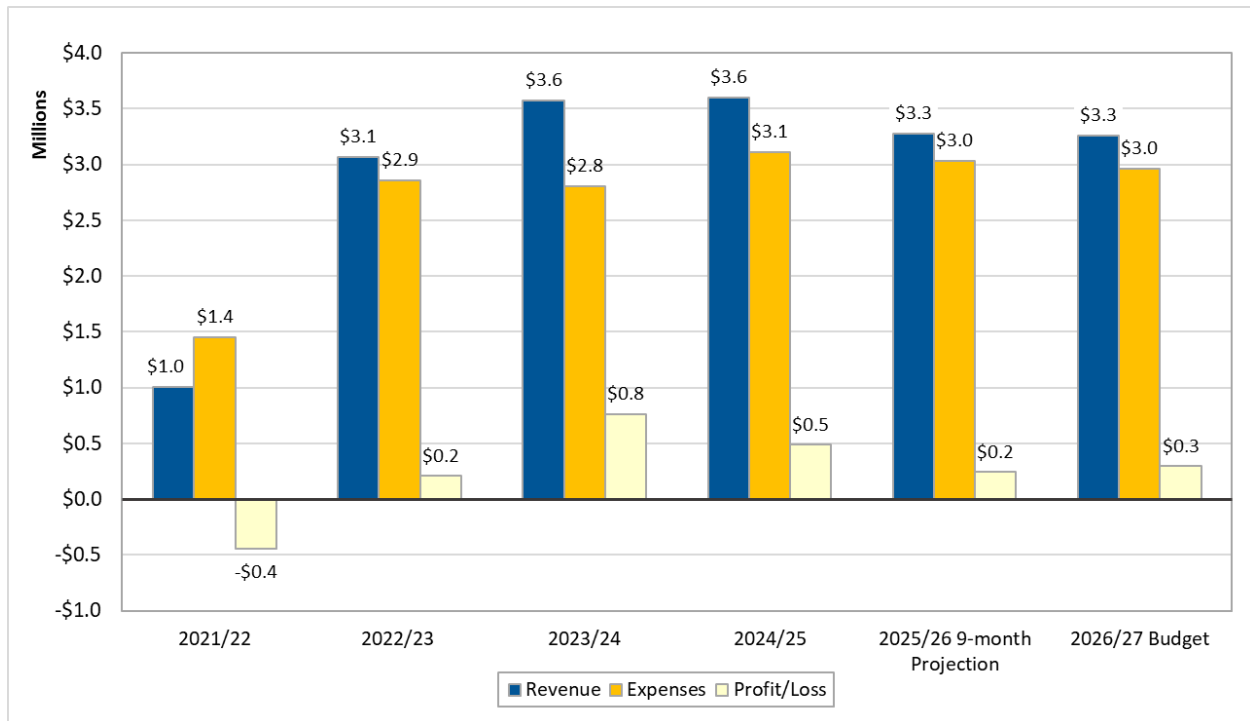
Parking Services continues to forecast parking pass sales volumes consistent with pre-pandemic levels, anticipating sales of approximately 3,100 student permits and 900 faculty/staff permits; meaning full capacity utilization is reached. Efforts to strategically evaluate opportunities to expand the parking footprint continue to be made, with the objective of bringing additional parking capacity online. For 2026/27, an expansion to the existing Education lot is planned to create additional student parking capacity to further address demand. Parking services are projected to provide \$1.8M in net income before accounting for the \$900K cost of debt and \$400K in capital improvements.

2. OPERATING BUDGET

Total Parking Services revenue is budgeted at \$3.3M for 2026/27 with \$2.8M expected from parking permit (student and employee) sales, \$90K from parking fines, and \$410K from pay-as-you-go parking. Student parking permits were completely sold out during 2025/26, and a similar result is anticipated for 2026/27.

The largest expenditures for Parking Services are the annual payment of debt related to the parking garage (at \$898K annually), the overhead contribution to the institutional operating fund (\$386K), employee salaries and benefits (\$328), and the cost of the pay-as-you-go deferred maintenance and capital expansion program (\$419K). Overall, Parking Services is budgeting for profit of \$294K in 2026/27.

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



3. LONG-TERM SUSTAINABILITY PLAN

UWindsor traditionally serves the Windsor-Essex County region, meaning there is a large commuter student population which creates relatively high demand for parking. Given this demand, Parking Services continues to be focused on maintaining a high standard of service while creating opportunities for revenue growth through the following initiatives:

Parking Garage Preventative Maintenance Program

Parking Services is implementing a formal preventative maintenance program for the parking garage based on an external structural assessment. The preventative maintenance program will aim to reduce reactive repairs while enhancing safety, reliability, and aesthetics of the garage. Work on this preventative maintenance program will begin Summer 2026.

Surface Lot Deferred Maintenance Plans

Parking lot deferred maintenance continues to be a priority for Parking Services with capital improvements to the Education lot scheduled to take place during the 2026/27 fiscal year. Future surface lot deferred maintenance projects will be conducted on a scheduled pay-as-you-go model to limit the financial impact while ensuring lot safety is maintained.

Table 9: Proposed 10-year Surface Lot Deferred Maintenance Schedule

Lot Description	Proposed Schedule
Education Lot	Summer 2026
Music Lot	Summer 2028
Clark Lot	Summer 2029
Assumption Lot	Summer 2031
Engineering Lot	Summer 2032
Human Kinetics Lot	Summer 2035
Medical Lot	Summer 2035

Education Lot Expansion

Parking Services is looking to expand the Education Lot west towards Sunset Ave by approximately 120 spaces at the same time as the lot deferred maintenance project takes place during the Summer 2026. By expanding during the proposed deferred maintenance program Parking Services can reduce the overall cost had these two projects been executed independently of one another.

System Modernization

Transition is currently underway to a cloud-based AIMS parking management system, reducing reliance on on-premises hardware and long-term maintenance costs. Cloud migration improves system stability, data security, operational efficiency, and enhances user experience with mobile-friendly tools and improved permit processing. Further, this upgrade will be integrated with the existing license plate recognition (LPR) system and will provide expanded digital payment options. Expected project completion is Summer 2026.

4. PARKING FEES

The long-term strategy for parking fees has always been to remain at or below the median rate for all Ontario universities. Given this strategy, a recommended increase of 3% for all parking permits for the 2026/27 fiscal year is being made. Based on the fees proposed, Employee and Student permits are 18% and 7% below the median rates, respectively.

Table 10: 2026/27 Proposed UWindsor Parking Rates

Parking Permit Type	2025/26	Proposed 2026/27	% Increase	\$ Increase	Monthly Increase
Employee Rate	\$1019.56	\$1,050	3.0%	\$30.44	\$2.54
Student 8-month Surface	\$476.35	\$490	2.9%	\$13.65	\$1.71
Student 12-month Surface	\$560.37	\$580	3.5%	\$19.63	\$1.64
Student 8-month Garage	\$679.88	\$700	3.0%	\$20.12	\$2.52
Student 12-month Garage	\$1,019.56	\$1,050	3.0%	\$30.44	\$2.54

Table 11: Parking Fee Market Scan (non-GTHA, Ottawa, or Northern Universities)

University	Employee Reserved Rate*	University	8-month Student Rate*
Queen's	\$1,713	Queen's	\$873
Western	\$1,623	Guelph	\$694
Trent	\$1,264	Brock	\$642
Guelph	\$1,157	Western	\$542
Windsor	\$1,020	UWindsor	\$476
Brock	\$988	Trent	\$423
Laurier	\$877	Waterloo	\$417
Waterloo	\$658	Laurier	\$395

* 2025/26 rates (exclusive of HST) provided for comparative purposes.

5. HIGHLIGHTS

- Returned to pre-pandemic sales levels and consistently selling out student parking permits
- Strategically evaluating opportunities to expand the parking footprint
- Education lot to be expanded by 120 spaces and updated in Summer 2026
- Implementing a parking garage preventative maintenance program
- Migrating to a cloud-based AIMS parking management system
- Parking fees to increase by 3% but remain under Provincial median rates
- Budgeting parking revenues of \$3.3M and profit of \$294K.

VII. ANCILLARY SERVICES

Ancillary Services manages a central administrative hub (Central Campus Services) and a Campus Card Office in support all other Ancillary operations.

1. CENTRAL CAMPUS SERVICES

Central Campus Services is the small central administrative hub responsible for providing overall leadership and strategy setting for all Ancillary operations. Costs include salaries and benefits for the central team (currently a single position) plus a small administrative office budget. Each Ancillary department makes an overhead contribution to cover the full cost of the Central Campus Services.

2. CAMPUS CARD OFFICE

The Campus Card Office is responsible for managing the UWin student card which is an official photo identification card certifying a student's enrolment at the institution. It is used for identification purposes (i.e. at course examinations, etc.), accessing facilities (i.e. Leddy Library, Toldo Lancer Centre, etc.) and facilitates most purchase transactions across campus.

The Campus Card Office budgets most of its revenue from card purchase fees (\$200K), card replacements (\$20K), and a contribution from the operating fund (\$40K) to support the utilization of a single campus card across all institutional operations. The largest budgeted costs are related to staffing (\$163K), the transaction processing system (\$85K), bank service fees (\$30K), and card production equipment and card stock (\$22K). For 2026/27 we are budgeting the Campus Card Office to run at a small deficit of -\$78K.

Plans are currently underway to transition to a new digital campus card which would utilize mobile phone technology. Under the new mobile campus card, every student would be charged an annual subscription for their mobile student card. Plastic cards would continue to remain available to all students or staff who prefer a traditional student card. It is anticipated that the Campus Card Office could return to break even under this new mobile student card which is expected to go live in the next fiscal year.

3. CONTRIBUTION TO THE OPERATING FUND

UWindsor utilizes a standardized approach to calculating Ancillary department overhead contributions to the UWindsor Operating Fund. These contributions are used to support key student initiatives, including scholarships and bursaries. This enhances transparency and certainty for Ancillary managers related to planning future cost obligations. Under the current methodology, each Ancillary department will contribute 3% of gross revenues in excess of \$2M and 60% of net profit (before contributions) greater than \$100K. The table below provides details of the Ancillary contribution to operating calculations for 2026/27.

Table 12: 2026/27 Ancillary Department Budgeted Contributions to the Operating Fund (in \$000s)

Ancillary Department	Gross Revenue	Net Profit (before contributions)	3% of Gross Revenue over \$2M	60% of Net Profit over \$100K	2026/27 Contributions to Operating
Bookstore	\$90	\$88	-	-	-
Campus Card	\$280	(\$78)	-	-	-
Food Services	\$1,696	\$323	-	\$134	\$134
Parking Services	\$3,261	\$681	\$38	\$348	\$386
Printshop	\$517	\$1	-	-	-
Residence	\$6,153	\$196	\$125	\$57	\$182
TOTAL	<u>\$11,997</u>	<u>\$1,210</u>	<u>\$163</u>	<u>\$539</u>	<u>\$702</u>

APPENDIX A: 2026/27 PROPOSED ANCILLARY SERVICES BUDGET

	RESIDENCE SERVICES	FOOD, CATERING & CONFERENC E SERVICES	PARKING SERVICES	CAMPUS BOOKSTORE	PRINTSHOP	CENTRAL CAMPUS SERVICES	CAMPUS CARD	TOTAL ANCILLARY SERVICES BUDGET
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
REVENUE								
Sales Revenue	\$ 4,791	\$ 110	\$ 3,261	\$ -	\$ 517	\$ -	\$ 225	\$ 8,904
Cost of Sales	-	-	-	-	103	-	-	103
Gross Margin	\$ 4,791	\$ 110	\$ 3,261	\$ -	\$ 415	\$ -	\$ 225	\$ 8,801
Commissions from Partners	221	1,499	-	90	-	-	-	1,809
Other Revenues	581	87	-	-	-	162	55	886
Total Revenue (net of COS)	\$ 5,593	\$ 1,696	\$ 3,261	\$ 90	\$ 415	\$ 162	\$ 280	\$ 11,496
EXPENDITURES								
Salaries, Wages & Benefits	\$ 1,288	\$ 358	\$ 328	\$ -	\$ 340	\$ 146	\$ 203	\$ 2,662
Overhead Contribution to the Operating Fund	182	134	386	-	-	-	-	702
Campus Police	61	-	50	-	-	-	-	111
Custodial/Grounds	572	150	145	-	-	-	-	867
Maintenance	759	100	202	-	5	-	-	1,066
Licenses/Rentals	36	720	80	-	8	-	85	929
Utilities	787	-	200	-	-	-	-	987
Other Operating Expenses	419	45	259	2	60	16	70	871
Total Expenses Before Capital and Financing Costs	\$ 4,103	\$ 1,507	\$ 1,649	\$ 2	\$ 413	\$ 162	\$ 358	\$ 8,195
Net Income from Ancillary Operations	\$ 1,490	\$ 189	\$ 1,611	\$ 88	\$ 1	\$ 0	\$ (78)	\$ 3,302
Cost of Capital Investments	-	-	419	-	-	-	-	419
Cost of Debt	1,476	-	898	-	-	-	-	2,374
NET PROFIT / (LOSS)	\$ 14	\$ 189	\$ 294	\$ 88	\$ 1	\$ 0	\$ (78)	\$ 509

University of Windsor
Board of Governors

4.7.2: **2026-2027 Proposed Tuition and Compulsory Ancillary Fees**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve the proposed 2026-2027 Tuition and Compulsory Ancillary Fees.

Rationale:

- See attached.
- A presentation will be provided at the meeting.
- Compulsory Ancillary fees have been approved by the Ancillary Fee Board.



University of Windsor

2026/27 Tuition and Ancillary Fee Schedule

Domestic Undergraduate Full Time	1
Domestic Undergraduate Part Time	2
Domestic Undergraduate Out of Province Full Time.....	3
Domestic Undergraduate Out of Province Part Time	4
International Undergraduate Full Time	5
International Undergraduate Part Time	6
International Undergraduate US Neighbour	7
Domestic Graduate Full Time & Part Time	8
Domestic Graduate Cohort Based Masters	9
Domestic Graduate Out of Province Full Time & Part Time	10
Domestic Graduate Out of Province Cohort Based Masters	11
International Graduate Masters Full Time & Part Time	12
International Graduate PhD Full Time & Part Time	13
International Graduate US Neighbour	13
International Graduate Cohort Based Masters.....	14
Compulsory Ancillary Fees	15

2026/27 Tuition Fees: Undergraduate - Domestic (Ontario)

UNDERGRADUATE TUITION FEES - DOMESTIC (ONTARIO) ^{35 36}		2026/27 PER SEMESTER (PROPOSED)	FEEES PAID IN 2025/26 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
FULL TIME					
Business	1st year	5,282.55	5,179.00	103.55	2.0%
Business	2nd year	5,282.55	5,179.00	103.55	2.0%
Business	3rd year	5,282.55	5,179.00	103.55	2.0%
Business	4th year	5,282.55	5,179.00	103.55	2.0%
Computer Science	1st year	4,602.35	4,512.15	90.20	2.0%
Computer Science	2nd year	4,602.35	4,512.15	90.20	2.0%
Computer Science	3rd year	4,558.50	4,469.15	89.35	2.0%
Computer Science	4th year	4,515.10	4,426.60	88.50	2.0%
Education	1st year	3,478.90	3,410.70	68.20	2.0%
Education	2nd year	3,478.90	3,410.70	68.20	2.0%
Concurrent Education programs	1st year	3,115.10	3,054.05	61.05	2.0%
Concurrent Education programs	2nd year	3,115.10	3,054.05	61.05	2.0%
Concurrent Education programs	3rd year	3,115.10	3,054.05	61.05	2.0%
Concurrent Education programs	4th year	3,115.10	3,054.05	61.05	2.0%
Engineering	1st year	5,721.65	5,609.50	112.15	2.0%
Engineering	2nd year	5,721.65	5,609.50	112.15	2.0%
Engineering	3rd year	5,721.65	5,609.50	112.15	2.0%
Engineering	4th year	5,721.65	5,609.50	112.15	2.0%
Human Kinetics	1st year	3,045.65	2,985.95	59.70	2.0%
Human Kinetics	2nd year	3,045.65	2,985.95	59.70	2.0%
Human Kinetics	3rd year	3,045.65	2,985.95	59.70	2.0%
Human Kinetics	4th year	3,045.65	2,985.95	59.70	2.0%
Science (excl. Computer Science)	1st year	3,045.65	2,985.95	59.70	2.0%
Science (excl. Computer Science)	2nd year	3,045.65	2,985.95	59.70	2.0%
Science (excl. Computer Science)	3rd year	3,045.65	2,985.95	59.70	2.0%
Science (excl. Computer Science)	4th year	3,045.65	2,985.95	59.70	2.0%
Social Work	1st year	3,045.65	2,985.95	59.70	2.0%
Social Work	2nd year	3,045.65	2,985.95	59.70	2.0%
Social Work	3rd year	3,045.65	2,985.95	59.70	2.0%
Social Work	4th year	3,045.65	2,985.95	59.70	2.0%
Other	1st year	2,957.85	2,899.90	57.95	2.0%
Other	2nd year	2,957.85	2,899.90	57.95	2.0%
Other	3rd year	2,957.85	2,899.90	57.95	2.0%
Other	4th year	2,957.85	2,899.90	57.95	2.0%
Law	1st year	11,108.80	10,891.00	217.80	2.0%
Law	2nd year	11,108.80	10,891.00	217.80	2.0%
Law	3rd year	11,108.80	10,891.00	217.80	2.0%
Dual JD	1st year	11,108.80	10,891.00	217.80	2.0%
Dual JD	2nd year	11,108.80	10,891.00	217.80	2.0%
Dual JD	3rd year	11,108.80	10,891.00	217.80	2.0%

³⁵ The domestic (Ontario) tuition rates for the 2026/27 academic year will take effect on September 1, 2026. Until then, the rates for the 2025/26 academic year will remain in effect.

³⁶ The domestic (Ontario) tuition rates for 2026/27 are calculated by applying the increase to the previous year's rate tied to each student's progression, rather than a fixed linear scale.

2026/27 Tuition Fees: Undergraduate - Domestic (Ontario)

UNDERGRADUATE TUITION FEES - DOMESTIC (ONTARIO) ^{35 36}		2026/27	FEES PAID IN		\$ INCREASE	% INCREASE
		PER COURSE (PROPOSED)	2025/26	PER COURSE (APPROVED)		
PART TIME						
Business	1st year	1,056.51	1,035.80	20.71	2.0%	
Business	2nd year	1,056.51	1,035.80	20.71	2.0%	
Business	3rd year	1,056.51	1,035.80	20.71	2.0%	
Business	4th year	1,056.51	1,035.80	20.71	2.0%	
Computer Science	1st year	920.47	902.43	18.04	2.0%	
Computer Science	2nd year	920.47	902.43	18.04	2.0%	
Computer Science	3rd year	911.70	893.83	17.87	2.0%	
Computer Science	4th year	903.02	885.32	17.70	2.0%	
Education	1st year	695.78	682.14	13.64	2.0%	
Education	2nd year	695.78	682.14	13.64	2.0%	
Concurrent Education programs	1st year	623.02	610.81	12.21	2.0%	
Concurrent Education programs	2nd year	623.02	610.81	12.21	2.0%	
Concurrent Education programs	3rd year	623.02	610.81	12.21	2.0%	
Concurrent Education programs	4th year	623.02	610.81	12.21	2.0%	
Engineering	1st year	1,144.33	1,121.90	22.43	2.0%	
Engineering	2nd year	1,144.33	1,121.90	22.43	2.0%	
Engineering	3rd year	1,144.33	1,121.90	22.43	2.0%	
Engineering	4th year	1,144.33	1,121.90	22.43	2.0%	
Human Kinetics	1st year	609.13	597.19	11.94	2.0%	
Human Kinetics	2nd year	609.13	597.19	11.94	2.0%	
Human Kinetics	3rd year	609.13	597.19	11.94	2.0%	
Human Kinetics	4th year	609.13	597.19	11.94	2.0%	
Science (excl. Computer Science)	1st year	609.13	597.19	11.94	2.0%	
Science (excl. Computer Science)	2nd year	609.13	597.19	11.94	2.0%	
Science (excl. Computer Science)	3rd year	609.13	597.19	11.94	2.0%	
Science (excl. Computer Science)	4th year	609.13	597.19	11.94	2.0%	
Social Work	1st year	609.13	597.19	11.94	2.0%	
Social Work	2nd year	609.13	597.19	11.94	2.0%	
Social Work	3rd year	609.13	597.19	11.94	2.0%	
Social Work	4th year	609.13	597.19	11.94	2.0%	
Other	1st year	591.57	579.98	11.59	2.0%	
Other	2nd year	591.57	579.98	11.59	2.0%	
Other	3rd year	591.57	579.98	11.59	2.0%	
Other	4th year	591.57	579.98	11.59	2.0%	
Law - Part Time	1st year	5,554.40	5,445.50	108.90	2.0%	
Law - Part Time	2nd year	5,554.40	5,445.50	108.90	2.0%	
Law - Part Time	3rd year	5,554.40	5,445.50	108.90	2.0%	

³⁵ The domestic (Ontario) tuition rates for the 2026/27 academic year will take effect on September 1, 2026. Until then, the rates for the 2025/26 academic year will remain in effect.

³⁶ The domestic (Ontario) tuition rates for 2026/27 are calculated by applying the increase to the previous year's rate tied to each student's progression, rather than a fixed linear scale.

2026/27 Tuition Fees: Undergraduate - Domestic Out of Province

UNDERGRADUATE TUITION FEES - DOMESTIC OUT OF PROVINCE		2026/27 PER SEMESTER (PROPOSED)	FEES PAID IN 2025/26 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
FULL TIME					
Business	1st year	5,592.30	5,326.00	266.30	5.0%
Business	2nd year	5,539.20	5,275.45	263.75	5.0%
Business	3rd year	5,486.35	5,225.10	261.25	5.0%
Business	4th year	5,486.35	5,225.10	261.25	5.0%
Computer Science	1st year	5,758.65	5,484.45	274.20	5.0%
Computer Science	2nd year	5,703.80	5,432.20	271.60	5.0%
Computer Science	3rd year	5,649.45	5,380.45	269.00	5.0%
Computer Science	4th year	5,649.45	5,380.45	269.00	5.0%
Education	1st year	4,249.25	4,145.65	103.60	2.5%
Education	2nd year	4,249.25	4,145.65	103.60	2.5%
Concurrent Education programs	1st year	3,804.95	3,712.15	92.80	2.5%
Concurrent Education programs	2nd year	3,804.95	3,712.15	92.80	2.5%
Concurrent Education programs	3rd year	3,804.95	3,712.15	92.80	2.5%
Concurrent Education programs	4th year	3,804.95	3,712.15	92.80	2.5%
Engineering	1st year	6,068.25	5,779.30	288.95	5.0%
Engineering	2nd year	6,010.40	5,724.20	286.20	5.0%
Engineering	3rd year	5,953.10	5,669.65	283.45	5.0%
Engineering	4th year	5,953.10	5,669.65	283.45	5.0%
Human Kinetics	1st year	3,720.00	3,629.30	90.70	2.5%
Human Kinetics	2nd year	3,720.00	3,629.30	90.70	2.5%
Human Kinetics	3rd year	3,720.00	3,629.30	90.70	2.5%
Human Kinetics	4th year	3,720.00	3,629.30	90.70	2.5%
Science (excl. Computer Science)	1st year	3,810.75	3,629.30	181.45	5.0%
Science (excl. Computer Science)	2nd year	3,810.75	3,629.30	181.45	5.0%
Science (excl. Computer Science)	3rd year	3,810.75	3,629.30	181.45	5.0%
Science (excl. Computer Science)	4th year	3,810.75	3,629.30	181.45	5.0%
Social Work	1st year	3,720.00	3,629.30	90.70	2.5%
Social Work	2nd year	3,720.00	3,629.30	90.70	2.5%
Social Work	3rd year	3,720.00	3,629.30	90.70	2.5%
Social Work	4th year	3,720.00	3,629.30	90.70	2.5%
Other	1st year	3,612.80	3,524.70	88.10	2.5%
Other	2nd year	3,612.80	3,524.70	88.10	2.5%
Other	3rd year	3,612.80	3,524.70	88.10	2.5%
Other	4th year	3,612.80	3,524.70	88.10	2.5%
Law	1st year	11,436.00	10,891.00	545.00	5.0%
Law	2nd year	11,435.55	10,891.00	544.55	5.0%
Law	3rd year	11,360.70	10,819.75	540.95	5.0%
Dual JD	1st year	11,436.00	10,891.00	545.00	5.0%
Dual JD	2nd year	11,435.55	10,891.00	544.55	5.0%
Dual JD	3rd year	10,923.80	10,403.65	520.15	5.0%

2026/27 Tuition Fees: Undergraduate - Domestic Out of Province

UNDERGRADUATE TUITION FEES - DOMESTIC OUT OF PROVINCE		2026/27	FEES PAID IN		\$ INCREASE	% INCREASE
		PER COURSE (PROPOSED)	2025/26	PER COURSE (APPROVED)		
PART TIME						
Business	1st year	1,118.46	1,065.20	53.26	5.0%	
Business	2nd year	1,107.84	1,055.09	52.75	5.0%	
Business	3rd year	1,097.27	1,045.02	52.25	5.0%	
Business	4th year	1,097.27	1,045.02	52.25	5.0%	
Computer Science	1st year	1,151.73	1,096.89	54.84	5.0%	
Computer Science	2nd year	1,140.76	1,086.44	54.32	5.0%	
Computer Science	3rd year	1,129.89	1,076.09	53.80	5.0%	
Computer Science	4th year	1,129.89	1,076.09	53.80	5.0%	
Education	1st year	849.85	829.13	20.72	2.5%	
Education	2nd year	849.85	829.13	20.72	2.5%	
Concurrent Education programs	1st year	760.99	742.43	18.56	2.5%	
Concurrent Education programs	2nd year	760.99	742.43	18.56	2.5%	
Concurrent Education programs	3rd year	760.99	742.43	18.56	2.5%	
Concurrent Education programs	4th year	760.99	742.43	18.56	2.5%	
Engineering	1st year	1,213.65	1,155.86	57.79	5.0%	
Engineering	2nd year	1,202.08	1,144.84	57.24	5.0%	
Engineering	3rd year	1,190.62	1,133.93	56.69	5.0%	
Engineering	4th year	1,190.62	1,133.93	56.69	5.0%	
Human Kinetics	1st year	744.00	725.86	18.14	2.5%	
Human Kinetics	2nd year	744.00	725.86	18.14	2.5%	
Human Kinetics	3rd year	744.00	725.86	18.14	2.5%	
Human Kinetics	4th year	744.00	725.86	18.14	2.5%	
Science (excl. Computer Science)	1st year	762.15	725.86	36.29	5.0%	
Science (excl. Computer Science)	2nd year	762.15	725.86	36.29	5.0%	
Science (excl. Computer Science)	3rd year	762.15	725.86	36.29	5.0%	
Science (excl. Computer Science)	4th year	762.15	725.86	36.29	5.0%	
Social Work	1st year	744.00	725.86	18.14	2.5%	
Social Work	2nd year	744.00	725.86	18.14	2.5%	
Social Work	3rd year	744.00	725.86	18.14	2.5%	
Social Work	4th year	744.00	725.86	18.14	2.5%	
Other	1st year	722.56	704.94	17.62	2.5%	
Other	2nd year	722.56	704.94	17.62	2.5%	
Other	3rd year	722.56	704.94	17.62	2.5%	
Other	4th year	722.56	704.94	17.62	2.5%	
Law - Part Time	1st year	5,718.00	5,445.50	272.50	5.0%	
Law - Part Time	2nd year	5,717.78	5,445.50	272.28	5.0%	
Law - Part Time	3rd year	5,680.35	5,409.88	270.48	5.0%	

2026/27 Tuition Fees: Undergraduate - International

UNDERGRADUATE TUITION FEES - INTERNATIONAL		2026/27 PER	FEES PAID IN			
		SEMESTER	2025/26 PER	\$ INCREASE	% INCREASE	
		(PROPOSED)	SEMESTER	(APPROVED)		
FULL TIME						
Business	Cohort 2026-27 ³²	19,310.00	18,390.00	920.00	5.0%	
Business	Cohort 2025-26 ²⁶	18,390.00	18,390.00	0.00	0.0%	
Business	Cohort 2024-25 ²¹	18,030.00	18,030.00	0.00	0.0%	
Business	Cohort 2023-24 ¹⁹	17,170.00	17,170.00	0.00	0.0%	
Education	Cohort 2026-27 ³²	21,265.00	20,645.00	620.00	3.0%	
Education	Cohort 2025-26 ²⁶	20,645.00	20,645.00	0.00	0.0%	
Nursing	Cohort 2026-27 ³²	21,675.00	20,645.00	1,030.00	5.0%	
Nursing	Cohort 2025-26 ²⁶	20,645.00	20,645.00	0.00	0.0%	
Nursing	Cohort 2024-25 ²¹	20,045.00	20,045.00	0.00	0.0%	
Nursing	Cohort 2023-24 ¹⁹	19,460.00	19,460.00	0.00	0.0%	
Engineering	Cohort 2026-27 ³²	22,050.00	21,000.00	1,050.00	5.0%	
Engineering	Cohort 2025-26 ²⁶	21,000.00	21,000.00	0.00	0.0%	
Engineering	Cohort 2024-25 ²¹	20,435.00	20,435.00	0.00	0.0%	
Engineering	Cohort 2023-24 ¹⁹	19,460.00	19,460.00	0.00	0.0%	
Computer Science	Cohort 2026-27 ³²	18,750.00	18,750.00	0.00	0.0%	
Computer Science	Cohort 2025-26 ²⁶	18,750.00	18,750.00	0.00	0.0%	
Computer Science	Cohort 2024-25 ²¹	18,275.00	18,275.00	0.00	0.0%	
Computer Science	Cohort 2023-24 ¹⁹	17,745.00	17,745.00	0.00	0.0%	
Science (excl. Computer Science)	Cohort 2026-27 ³²	18,025.00	17,500.00	525.00	3.0%	
Science (excl. Computer Science)	Cohort 2025-26 ^{26 31}	17,500.00	17,500.00	0.00	0.0%	
Science (excl. Computer Science)	Cohort 2024-25 ²¹	17,025.00	17,025.00	0.00	0.0%	
Science (excl. Computer Science)	Cohort 2023-24 ¹⁹	16,530.00	16,530.00	0.00	0.0%	
Other	Cohort 2026-27 ³²	16,500.00	16,020.00	480.00	3.0%	
Other	Cohort 2025-26 ²⁶	16,020.00	16,020.00	0.00	0.0%	
Other	Cohort 2024-25 ²¹	15,555.00	15,555.00	0.00	0.0%	
Other	Cohort 2023-24 ¹⁹	15,100.00	15,100.00	0.00	0.0%	
Law	Cohort 2026-27 ³²	28,215.00	27,395.00	820.00	3.0%	
Law	Cohort 2025-26 ²⁶	27,395.00	27,395.00	0.00	0.0%	
Law	Cohort 2024-25 ²¹	25,845.00	25,845.00	0.00	0.0%	
Dual JD	Cohort 2026-27 ³²	14,780.00	14,350.00	430.00	3.0%	
Dual JD	Cohort 2025-26 ²⁶	14,350.00	14,350.00	0.00	0.0%	
Dual JD	Cohort 2024-25 ²¹	13,540.00	13,540.00	0.00	0.0%	

¹⁹ Cohort 2023-24 refers to students who commence their degree either the Spring/Summer 2023, Fall 2023 or Winter 2024 semesters.

²¹ Cohort 2024-25 refers to students who commence their degree either the Spring/Summer 2024, Fall 2024 or Winter 2025 semesters.

²⁶ Cohort 2025-26 refers to students who commence their degree either the Spring/Summer 2025, Fall 2025 or Winter 2026 semesters.

³¹ The Bachelor of Human Kinetics was changed to Bachelor of Science (Kinesiology and Health Sciences). Thus starting with Cohort 2025-26, international undergraduate students will be charged the Science rate rather than previous Other rate.

³² Cohort 2026-27 refers to students who commence their degree either the Spring/Summer 2026, Fall 2026 or Winter 2027 semesters.

2026/27 Tuition Fees: Undergraduate - International

UNDERGRADUATE TUITION FEES - INTERNATIONAL		2026/27	FEES PAID IN		
		PER COURSE (PROPOSED)	2025/26 PER COURSE (APPROVED)	\$ INCREASE	% INCREASE
PART TIME					
Business	Cohort 2026-27 ³²	3,862.00	3,678.00	184.00	5.0%
Business	Cohort 2025-26 ²⁶	3,678.00	3,678.00	0.00	0.0%
Business	Cohort 2024-25 ²¹	3,606.00	3,606.00	0.00	0.0%
Business	Cohort 2023-24 ¹⁹	3,434.00	3,434.00	0.00	0.0%
Education	Cohort 2026-27 ³²	4,253.00	4,129.00	124.00	3.0%
Education	Cohort 2025-26 ²⁶	4,129.00	4,129.00	0.00	0.0%
Nursing	Cohort 2026-27 ³²	4,335.00	4,129.00	206.00	5.0%
Nursing	Cohort 2025-26 ²⁶	4,129.00	4,129.00	0.00	0.0%
Nursing	Cohort 2024-25 ²¹	4,009.00	4,009.00	0.00	0.0%
Nursing	Cohort 2023-24 ¹⁹	3,892.00	3,892.00	0.00	0.0%
Engineering	Cohort 2026-27 ³²	4,410.00	4,200.00	210.00	5.0%
Engineering	Cohort 2025-26 ²⁶	4,200.00	4,200.00	0.00	0.0%
Engineering	Cohort 2024-25 ²¹	4,087.00	4,087.00	0.00	0.0%
Engineering	Cohort 2023-24 ¹⁹	3,892.00	3,892.00	0.00	0.0%
Computer Science	Cohort 2026-27 ³²	3,750.00	3,750.00	0.00	0.0%
Computer Science	Cohort 2025-26 ²⁶	3,750.00	3,750.00	0.00	0.0%
Computer Science	Cohort 2024-25 ²¹	3,655.00	3,655.00	0.00	0.0%
Computer Science	Cohort 2023-24 ¹⁹	3,549.00	3,549.00	0.00	0.0%
Science (excl. Computer Science)	Cohort 2026-27 ³²	3,605.00	3,500.00	105.00	3.0%
Science (excl. Computer Science)	Cohort 2025-26 ^{26 31}	3,500.00	3,500.00	0.00	0.0%
Science (excl. Computer Science)	Cohort 2024-25 ²¹	3,405.00	3,405.00	0.00	0.0%
Science (excl. Computer Science)	Cohort 2023-24 ¹⁹	3,306.00	3,306.00	0.00	0.0%
Other	Cohort 2026-27 ³²	3,300.00	3,204.00	96.00	3.0%
Other	Cohort 2025-26 ²⁶	3,204.00	3,204.00	0.00	0.0%
Other	Cohort 2024-25 ²¹	3,111.00	3,111.00	0.00	0.0%
Other	Cohort 2023-24 ¹⁹	3,020.00	3,020.00	0.00	0.0%
Law - Part Time	Cohort 2026-27 ³²	14,107.50	13,697.50	410.00	3.0%
Law - Part Time	Cohort 2025-26 ²⁶	13,697.50	13,697.50	0.00	0.0%
Law - Part Time	Cohort 2024-25 ²¹	12,922.50	12,922.50	0.00	0.0%

¹⁹ Cohort 2023-24 refers to students who commence their degree either the Spring/Summer 2023, Fall 2023 or Winter 2024 semesters.

²¹ Cohort 2024-25 refers to students who commence their degree either the Spring/Summer 2024, Fall 2024 or Winter 2025 semesters.

²⁶ Cohort 2025-26 refers to students who commence their degree either the Spring/Summer 2025, Fall 2025 or Winter 2026 semesters.

³¹ The Bachelor of Human Kinetics was changed to Bachelor of Science (Kinesiology and Health Sciences). Thus starting with Cohort 2025-26, international undergraduate students will be charged the Science rate rather than previous Other rate.

³² Cohort 2026-27 refers to students who commence their degree either the Spring/Summer 2026, Fall 2026 or Winter 2027 semesters.

2026/27 Tuition Fees: Undergraduate - US Neighbour

UNDERGRADUATE TUITION FEES - US NEIGHBOUR - FULL TIME		2026/27 PER SEMESTER (PROPOSED)	FEES PAID IN 2025/26 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
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FULL TIME					
US Neighbour Fee -First Entry Programs	1st year	9,700.00	9,500.00	200.00	2.1%
US Neighbour Fee -First Entry Programs	2nd year	9,700.00	9,500.00	200.00	2.1%
US Neighbour Fee -First Entry Programs	3rd year	9,700.00	9,500.00	200.00	2.1%
US Neighbour Fee -First Entry Programs	4th year	9,700.00	9,500.00	200.00	2.1%
US Neighbour Fee -Dual JD	1st year	12,315.00	12,060.00	255.00	2.1%
US Neighbour Fee -Dual JD	2nd year	12,315.00	12,060.00	255.00	2.1%
US Neighbour Fee -Education	1st year	12,315.00	12,060.00	255.00	2.1%
US Neighbour Fee -Education	2nd year	12,315.00	12,060.00	255.00	2.1%

UNDERGRADUATE TUITION FEES - US NEIGHBOUR - PART TIME		2026/27 PER COURSE (PROPOSED)	FEES PAID IN 2025/26 PER COURSE (APPROVED)	\$ INCREASE	% INCREASE
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PART TIME					
US Neighbour Fee -First Entry Programs	1st year	1,940.00	1,900.00	40.00	2.1%
US Neighbour Fee -First Entry Programs	2nd year	1,940.00	1,900.00	40.00	2.1%
US Neighbour Fee -First Entry Programs	3rd year	1,940.00	1,900.00	40.00	2.1%
US Neighbour Fee -First Entry Programs	4th year	1,940.00	1,900.00	40.00	2.1%

2026/27 Tuition Fees: Graduate - Domestic (Ontario)

GRADUATE TUITION FEES - DOMESTIC (ONTARIO) ^{35 36}	2026/27 PER	FEEES PAID IN	\$ INCREASE	% INCREASE
	SEMESTER	2025/26 PER		
	(PROPOSED)	(APPROVED)		

FULL TIME

		All Masters Qualifying tuition rates equal to undergraduate tuition rates			
Master's Qualifying					
Master's Candidate	1st year	2,440.95	2,393.10	47.85	2.0%
Master's Candidate	2nd year	2,440.95	2,393.10	47.85	2.0%
Master's Candidate	3rd year	2,440.95	2,393.10	47.85	2.0%
Master's Candidate	4th year & beyond	2,440.95	2,393.10	47.85	2.0%
Master's Candidate -Social Work	1st year	3,143.35	3,081.75	61.60	2.0%
Master's Candidate -Social Work	2nd year	3,143.35	3,081.75	61.60	2.0%
Master's Candidate -Social Work	3rd year	3,143.35	3,081.75	61.60	2.0%
Master's Candidate -Social Work	4th year & beyond	3,143.35	3,081.75	61.60	2.0%
Master's Candidate -Economics	1st year	2,851.25	2,795.35	55.90	2.0%
Master's Candidate -Economics	2nd year	2,851.25	2,795.35	55.90	2.0%
Master's Candidate -Economics	3rd year	2,851.25	2,795.35	55.90	2.0%
Master's Candidate -Economics	4th year & beyond	2,851.25	2,795.35	55.90	2.0%
PhD - General Base Tuition	1st year	2,440.95	2,393.10	47.85	2.0%
PhD - Social Work	1st year	3,143.35	3,081.75	61.60	2.0%

PART TIME

		All Masters Qualifying tuition rates equal to undergraduate tuition rates			
Master's Qualifying					
Master's Candidate - Part Time	1st year	1,220.48	1,196.55	23.93	2.0%
Master's Candidate - Part Time	2nd year	1,220.48	1,196.55	23.93	2.0%
Master's Candidate - Part Time	3rd year	1,220.48	1,196.55	23.93	2.0%
Master's Candidate - Part Time	4th year & beyond	1,220.48	1,196.55	23.93	2.0%
Master's Candidate -Social Work - Part Time	1st year	1,571.68	1,540.88	30.80	2.0%
Master's Candidate -Social Work - Part Time	2nd year	1,571.68	1,540.88	30.80	2.0%
Master's Candidate -Social Work - Part Time	3rd year	1,571.68	1,540.88	30.80	2.0%
Master's Candidate -Social Work - Part Time	4th year & beyond	1,571.68	1,540.88	30.80	2.0%
PhD - General Base Tuition - Part Time	1st year	1,220.48	1,196.55	23.93	2.0%
PhD - Social Work - Part Time	1st year	1,571.68	1,540.88	30.80	2.0%

³⁵ The domestic (Ontario) tuition rates for the 2026/27 academic year will take effect on September 1, 2026. Until then, the rates for the 2025/26 academic year will remain in effect.

³⁶ The domestic (Ontario) tuition rates for 2026/27 are calculated by applying the increase to the previous year's rate tied to each student's progression, rather than a fixed linear scale.

2026/27 Tuition Fees: Graduate - Domestic (Ontario)

GRADUATE TUITION FEES - DOMESTIC (ONTARIO)		2026/27 PER SEMESTER (PROPOSED)	FEE PAID IN 2025/26 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
DOMESTIC GRADUATE - COHORT BASED MASTERS					
GOVERNMENT REGULATED PROGRAMS³⁵					
Master of Applied Economics and Policy	1st year	2,851.25	2,795.35	55.90	2.0%
Master of Applied Economics and Policy	2nd year	2,851.25	2,795.35	55.90	2.0%
Master of Business Administration ³⁰ - (charged per course - 17 courses)	1st year	1,122.00	1,100.00	22.00	2.0%
Master of Business Administration ³⁰ - (charged per course - 17 courses)	2nd year	1,122.00	1,100.00	22.00	2.0%
Master of Business Administration - Accounting ³⁰ - (charged per course - 11 courses)	1st year	2,497.00	2,448.00	49.00	2.0%
Master of Business Administration - Accounting ³⁰ - (charged per course - 11 courses)	2nd year	2,497.00	2,448.00	49.00	2.0%
Master of Business Administration for Managers and Professionals ³⁰ - (charged per course - 14 courses)	1st year	2,295.00	2,250.00	45.00	2.0%
Master of Business Administration for Managers and Professionals ³⁰ - (charged per course - 14 courses)	2nd year	2,295.00	2,250.00	45.00	2.0%
Master of Engineering Management ² - in person (charged per course - 10 courses)	1st year	1,711.00	1,677.21	33.79	2.0%
Master of Engineering Management ² - in person (charged per course - 10 courses)	2nd year	1,711.00	1,677.21	33.79	2.0%
Master of Engineering Management ³ - online program	1st year	2,851.25	2,795.35	55.90	2.0%
Master of Engineering Management ⁴ - online program	2nd year	2,851.25	2,795.35	55.90	2.0%
Master of Engineering	1st year	2,851.25	2,795.35	55.90	2.0%
Master of Engineering	2nd year	2,851.25	2,795.35	55.90	2.0%
Master of Science in Translational Health Science ¹⁶	1st year	3,586.95	3,516.66	70.29	2.0%
UNREGULATED PROGRAMS³⁷					
Master of Actuarial Sciences ^{2,4}	1st year	9,800.00	9,500.00	300.00	3.2%
Master of Actuarial Sciences ^{2,4}	2nd year	9,500.00	9,500.00	0.00	0.0%
Master of Applied Computing ^{2,4}	1st year	10,600.00	10,300.00	300.00	2.9%
Master of Applied Computing ^{2,4}	2nd year	10,300.00	10,300.00	0.00	0.0%
Master of Management ³⁰ (charged per course - 12 courses)	1st year	4,000.00	3,915.00	85.00	2.2%
Master of Management ³⁰ (charged per course - 12 courses)	2nd year	3,915.00	3,915.00	0.00	0.0%
Master of Medical Biotechnology ^{2,4}	1st year	11,100.00	10,625.00	475.00	4.5%
Master of Medical Biotechnology ^{2,4}	2nd year	10,625.00	10,625.00	0.00	0.0%
Master of Materials Chemistry and Engineering ^{2,4}	1st year	9,350.00	9,125.00	225.00	2.5%
Master of Materials Chemistry and Engineering ^{2,4}	2nd year	9,125.00	9,125.00	0.00	0.0%
Master of Engineering - Auto (charged per course -8 courses)	1st year	5,625.00	5,625.00	0.00	0.0%
Master of Engineering - Auto (charged per course -8 courses)	2nd year	5,625.00	5,625.00	0.00	0.0%

² Charged per semester over 4 semesters

³ Charged per semester over 6 semesters

⁴ All cohort-based masters programs will charge a per course fee where a student registers for a course following completion of four full-time semesters. The per course fee will be determined by dividing the program fee by the number of required courses.

¹⁶ Charged per semester over 3 semesters

³⁰ Students who start these programs in the 2025/26 academic year and beyond, will be charged on a per course basis. All others will continue to be charged on a per semester basis.

³⁵ The domestic (Ontario) tuition rates for the 2026/27 academic year will take effect on September 1, 2026. Until then, the rates for the 2025/26 academic year will remain in effect.

³⁶ The 2026/27 tuition rates for Domestic (Ontario) unregulated cohort-based masters programs will take effect on May 1, 2026, as they are not subject to the MCU Tuition Framework.

2026/27 Tuition Fees: Graduate - Domestic Out of Province

GRADUATE TUITION FEES - DOMESTIC OUT OF PROVINCE	2026/27 PER	FEES PAID IN		
	SEMESTER	2025/26 PER	\$ INCREASE	% INCREASE
	(PROPOSED)	(APPROVED)		

FULL TIME

Master's Qualifying		All Masters Qualifying tuition rates equal to undergraduate tuition rates			
Master's Candidate	1st year	2,908.75	2,770.25	138.50	5.0%
Master's Candidate	2nd year	2,908.75	2,770.25	138.50	5.0%
Master's Candidate	3rd year	2,908.75	2,770.25	138.50	5.0%
Master's Candidate	4th year & beyond	2,908.75	2,770.25	138.50	5.0%
Master's Candidate -Social Work	1st year	3,745.75	3,567.40	178.35	5.0%
Master's Candidate -Social Work	2nd year	3,745.75	3,567.40	178.35	5.0%
Master's Candidate -Social Work	3rd year	3,745.75	3,567.40	178.35	5.0%
Master's Candidate -Social Work	4th year & beyond	3,745.75	3,567.40	178.35	5.0%
Master's Candidate -Economics	1st year	3,397.65	3,235.90	161.75	5.0%
Master's Candidate -Economics	2nd year	3,397.65	3,235.90	161.75	5.0%
Master's Candidate -Economics	3rd year	3,397.65	3,235.90	161.75	5.0%
Master's Candidate -Economics	4th year & beyond	3,397.65	3,235.90	161.75	5.0%
PhD - General Base Tuition	1st year	2,770.25	2,638.35	131.90	5.0%
PhD - Social Work	1st year	3,567.40	3,397.55	169.85	5.0%

PART TIME

Master's Qualifying		All Masters Qualifying tuition rates equal to undergraduate tuition rates			
Master's Candidate - Part Time	1st year	1,454.38	1,385.13	69.25	5.0%
Master's Candidate - Part Time	2nd year	1,454.38	1,385.13	69.25	5.0%
Master's Candidate - Part Time	3rd year	1,454.38	1,385.13	69.25	5.0%
Master's Candidate - Part Time	4th year & beyond	1,454.38	1,385.13	69.25	5.0%
Master's Candidate -Social Work - Part Time	1st year	1,872.88	1,783.70	89.18	5.0%
Master's Candidate -Social Work - Part Time	2nd year	1,872.88	1,783.70	89.18	5.0%
Master's Candidate -Social Work - Part Time	3rd year	1,872.88	1,783.70	89.18	5.0%
Master's Candidate -Social Work - Part Time	4th year & beyond	1,872.88	1,783.70	89.18	5.0%
PhD - General Base Tuition - Part Time	1st year	1,385.13	1,319.18	65.95	5.0%
PhD - Social Work - Part Time	1st year	1,783.70	1,698.78	84.93	5.0%

2026/27 Tuition Fees: Graduate - Domestic Out of Province

GRADUATE TUITION FEES - DOMESTIC OUT OF PROVINCE		2026/27 PER SEMESTER (PROPOSED)	FEES PAID IN 2025/26 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
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DOMESTIC GRADUATE - COHORT BASED MASTERS

GOVERNMENT REGULATED PROGRAMS

Master of Applied Economics and Policy	1st year	3,397.80	3,236.00	161.80	5.0%
Master of Applied Economics and Policy	2nd year	3,397.80	3,236.00	161.80	5.0%
Master of Business Administration ³⁰ - (charged per course - 17 courses)	1st year	1,334.00	1,274.00	60.00	4.7%
Master of Business Administration ³⁰ - (charged per course - 17 courses)	2nd year	1,334.00	1,274.00	60.00	4.7%
Master of Business Administration - Accounting ³⁰ - (charged per course - 11 courses)	1st year	2,976.00	2,835.00	141.00	5.0%
Master of Business Administration - Accounting ³⁰ - (charged per course - 11 courses)	2nd year	2,976.00	2,835.00	141.00	5.0%
Master of Business Administration for Managers and Professionals ³⁰ - (charged per course - 14 courses)	1st year	2,871.00	2,735.00	136.00	5.0%
Master of Business Administration for Managers and Professionals ³⁰ - (charged per course - 14 courses)	2nd year	2,871.00	2,735.00	136.00	5.0%
Master of Engineering Management ² - in person (charged per course - 10 courses)	1st year	2,038.00	1,941.60	96.40	5.0%
Master of Engineering Management ² - in person (charged per course - 10 courses)	2nd year	2,038.00	1,941.60	96.40	5.0%
Master of Engineering Management ³ - online program	1st year	3,397.80	3,236.00	161.80	5.0%
Master of Engineering Management ³ - online program	2nd year	3,397.80	3,236.00	161.80	5.0%
Master of Engineering	1st year	3,397.80	3,236.00	161.80	5.0%
Master of Engineering	2nd year	3,397.80	3,236.00	161.80	5.0%
Master of Science in Translational Health Science ¹⁶	1st year	4,274.55	4,071.00	203.55	5.0%

UNREGULATED PROGRAMS

Master of Actuarial Sciences ^{2,4}	1st year	9,800.00	9,500.00	300.00	3.2%
Master of Actuarial Sciences ^{2,4}	2nd year	9,500.00	9,500.00	0.00	0.0%
Master of Applied Computing ^{2,4}	1st year	10,600.00	10,300.00	300.00	2.9%
Master of Applied Computing ^{2,4}	2nd year	10,300.00	10,300.00	0.00	0.0%
Master of Management ³⁰ (charged per course - 12 courses)	1st year	4,000.00	3,915.00	85.00	2.2%
Master of Management ³⁰ (charged per course - 12 courses)	2nd year	3,915.00	3,915.00	0.00	0.0%
Master of Medical Biotechnology ^{2,4}	1st year	11,100.00	10,625.00	475.00	4.5%
Master of Medical Biotechnology ^{2,4}	2nd year	10,625.00	10,625.00	0.00	0.0%
Master of Materials Chemistry and Engineering ^{2,4}	1st year	9,350.00	9,125.00	225.00	2.5%
Master of Materials Chemistry and Engineering ^{2,4}	2nd year	9,125.00	9,125.00	0.00	0.0%
Master of Engineering - Auto (charged per course -8 courses)	1st year	5,625.00	5,625.00	0.00	0.0%
Master of Engineering - Auto (charged per course -8 courses)	2nd year	5,625.00	5,625.00	0.00	0.0%

² Charged per semester over 4 semesters

³ Charged per semester over 6 semesters

⁴ All cohort-based masters programs will charge a per course fee where a student registers for a course following completion of four full-time semesters. The per course fee will be determined by dividing the program fee by the number of required courses.

¹⁶ Charged per semester over 3 semesters

³⁰ Students who start these programs in the 2025/26 academic year and beyond, will be charged on a per course basis. All others will continue to be charged on a per semester basis.

2026/27 Tuition Fees: Graduate International

GRADUATE TUITION FEES - INTERNATIONAL - MASTERS	FEES PAID IN			
	2026/27 PER SEMESTER (PROPOSED)	2025/26 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE

FULL TIME

Master's Qualifying						
	All Masters Qualifying tuition rates equal to undergraduate tuition rates					
Master's Candidate	Cohort 2026-27 ³²	8,295.00	8,295.00	0.00	0.0%	
Master's Candidate	Cohort 2025-26 ²⁶	8,295.00	8,295.00	0.00	0.0%	
Master's Candidate	Cohort 2024-25 ²¹	8,055.00	8,055.00	0.00	0.0%	
Master's Candidate	Cohort 2023-24 ¹⁹	7,820.00	7,820.00	0.00	0.0%	
Master's Candidate -Economics	Cohort 2026-27 ³²	8,745.00	8,745.00	0.00	0.0%	
Master's Candidate -Economics	Cohort 2025-26 ²⁶	8,745.00	8,745.00	0.00	0.0%	
Master's Candidate -Economics	Cohort 2024-25 ²¹	8,490.00	8,490.00	0.00	0.0%	
Master's Candidate -Economics	Cohort 2023-24 ¹⁹	8,245.00	8,245.00	0.00	0.0%	
Master's Candidate -Computer Science	Cohort 2026-27 ³²	8,785.00	8,785.00	0.00	0.0%	
Master's Candidate -Computer Science	Cohort 2025-26 ²⁶	8,785.00	8,785.00	0.00	0.0%	
Master's Candidate -Computer Science	Cohort 2024-25 ²¹	8,530.00	8,530.00	0.00	0.0%	
Master's Candidate -Computer Science	Cohort 2023-24 ¹⁹	8,280.00	8,280.00	0.00	0.0%	
Master's Candidate -Education ⁵	Cohort 2026-27 ³²	9,125.00	9,125.00	0.00	0.0%	
Master's Candidate -Education ⁵	Cohort 2025-26 ²⁶	9,125.00	9,125.00	0.00	0.0%	

PART TIME

Master's Qualifying						
	All Masters Qualifying tuition rates equal to undergraduate tuition rates					
Master's Candidate - Part Time	Cohort 2026-27 ³²	4,147.50	4,147.50	0.00	0.0%	
Master's Candidate - Part Time	Cohort 2025-26 ²⁶	4,147.50	4,147.50	0.00	0.0%	
Master's Candidate - Part Time	Cohort 2024-25 ²¹	4,027.50	4,027.50	0.00	0.0%	
Master's Candidate - Part Time	Cohort 2023-24 ¹⁹	3,910.00	3,910.00	0.00	0.0%	
Master's Candidate -Economics - Part Time	Cohort 2026-27 ³²	4,372.50	4,372.50	0.00	0.0%	
Master's Candidate -Economics - Part Time	Cohort 2025-26 ²⁶	4,372.50	4,372.50	0.00	0.0%	
Master's Candidate -Economics - Part Time	Cohort 2024-25 ²¹	4,245.00	4,245.00	0.00	0.0%	
Master's Candidate -Economics - Part Time	Cohort 2023-24 ¹⁹	4,122.50	4,122.50	0.00	0.0%	
Master's Candidate -Computer Science - Part Time	Cohort 2026-27 ³²	4,392.50	4,392.50	0.00	0.0%	
Master's Candidate -Computer Science - Part Time	Cohort 2025-26 ²⁶	4,392.50	4,392.50	0.00	0.0%	
Master's Candidate -Computer Science - Part Time	Cohort 2024-25 ²¹	4,265.00	4,265.00	0.00	0.0%	
Master's Candidate -Computer Science - Part Time	Cohort 2023-24 ¹⁹	4,140.00	4,140.00	0.00	0.0%	
Master's Candidate -Education ⁵ - Part Time	Cohort 2026-27 ³²	4,562.50	4,562.50	0.00	0.0%	
Master's Candidate -Education ⁵ - Part Time	Cohort 2025-26 ²⁶	4,562.50	4,562.50	0.00	0.0%	

⁵ The Master of Education program, previously offered as two separate degree programs (one cohort-based and exclusively for international students and one for any student with options for either research-based or course-based studies), has been merged into a single M.Ed. program. All students continuing in either stream have been grandfathered into their tuition rate.

¹² List of applicable programs can be found at: www.uwindsor.ca/finance/788/fees-and-charges

¹⁵ Cohort 2022-23 refers to students who commence their degree either the Spring/Summer 2022, Fall 2022 or Winter 2023 semesters.

¹⁹ Cohort 2023-24 refers to students who commence their degree either the Spring/Summer 2023, Fall 2023 or Winter 2024 semesters.

²¹ Cohort 2024-25 refers to students who commence their degree either the Spring/Summer 2024, Fall 2024 or Winter 2025 semesters.

²⁶ Cohort 2025-26 refers to students who commence their degree either the Spring/Summer 2025, Fall 2025 or Winter 2026 semesters.

³² Cohort 2026-27 refers to students who commence their degree either the Spring/Summer 2026, Fall 2026 or Winter 2027 semesters.

2026/27 Tuition Fees: Graduate International - US Neighbour

GRADUATE TUITION FEES - INTERNATIONAL - PHD		2026/27 PER SEMESTER (PROPOSED)	FEE PAID IN 2025/26 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
FULL TIME					
PhD General Base Tuition	Cohort 2026-27 ³²	7,895.00	7,895.00	0.00	0.0%
PhD General Base Tuition	Cohort 2025-26 ²⁶	7,895.00	7,895.00	0.00	0.0%
PhD General Base Tuition	Cohort 2024-25 ²¹	7,895.00	7,895.00	0.00	0.0%
PhD General Base Tuition	Cohort 2023-24 ¹⁹	7,665.00	7,665.00	0.00	0.0%
PhD -Computer Science	Cohort 2026-27 ³²	8,365.00	8,365.00	0.00	0.0%
PhD -Computer Science	Cohort 2025-26 ²⁶	8,365.00	8,365.00	0.00	0.0%
PhD -Computer Science	Cohort 2024-25 ²¹	8,365.00	8,365.00	0.00	0.0%
PhD -Computer Science	Cohort 2023-24 ¹⁹	8,120.00	8,120.00	0.00	0.0%
PhD -Education	Cohort 2026-27 ³²	8,685.00	8,685.00	0.00	0.0%
PhD -Education	Cohort 2025-26 ²⁶	8,685.00	8,685.00	0.00	0.0%
PART TIME					
PhD General Base Tuition - Part Time	Cohort 2026-27 ³²	3,947.50	3,947.50	0.00	0.0%
PhD General Base Tuition - Part Time	Cohort 2025-26 ²⁶	3,947.50	3,947.50	0.00	0.0%
PhD General Base Tuition - Part Time	Cohort 2024-25 ²¹	3,947.50	3,947.50	0.00	0.0%
PhD General Base Tuition - Part Time	Cohort 2023-24 ¹⁹	3,832.50	3,832.50	0.00	0.0%
PhD -Computer Science - Part Time	Cohort 2026-27 ³²	4,182.50	4,182.50	0.00	0.0%
PhD -Computer Science - Part Time	Cohort 2025-26 ²⁶	4,182.50	4,182.50	0.00	0.0%
PhD -Computer Science - Part Time	Cohort 2024-25 ²¹	4,182.50	4,182.50	0.00	0.0%
PhD -Computer Science - Part Time	Cohort 2023-24 ¹⁹	4,060.00	4,060.00	0.00	0.0%
PhD -Education - Part Time	Cohort 2026-27 ³²	4,342.50	4,342.50	0.00	0.0%
PhD -Education - Part Time	Cohort 2025-26 ²⁶	4,342.50	4,342.50	0.00	0.0%

GRADUATE TUITION FEES - US NEIGHBOUR ¹²		2026/27 PER SEMESTER (PROPOSED)	FEE PAID IN 2025/26 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
FULL TIME					
US Neighbour Fee - Masters	1st year	8,000.00	7,800.00	200.00	2.6%
US Neighbour Fee - Masters	2nd year	8,000.00	7,800.00	200.00	2.6%
US Neighbour Fee - PhD	1st year	7,800.00	7,800.00	0.00	0.0%
US Neighbour Fee - PhD	2nd year	7,800.00	7,800.00	0.00	0.0%
US Neighbour Fee - Master of Business Administration - Accounting ³⁰ - (charged per course - 11 courses)	1st year	2,976.00	2,835.00	141.00	5.0%
US Neighbour Fee - Master of Business Administration - Accounting ³⁰ - (charged per course - 11 courses)	2nd year	2,976.00	2,835.00	141.00	5.0%
PART TIME					
US Neighbour Fee - Masters	1st year	4,000.00	3,900.00	100.00	2.6%
US Neighbour Fee - Masters	2nd year	4,000.00	3,900.00	100.00	2.6%
US Neighbour Fee - PhD	1st year	3,900.00	3,900.00	0.00	0.0%
US Neighbour Fee - PhD	2nd year	3,900.00	3,900.00	0.00	0.0%

¹² List of applicable programs can be found at: www.uwindsor.ca/finance/788/fees-and-charges

¹⁵ Cohort 2022-23 refers to students who commence their degree either the Spring/Summer 2022, Fall 2022 or Winter 2023 semesters.

¹⁹ Cohort 2023-24 refers to students who commence their degree either the Spring/Summer 2023, Fall 2023 or Winter 2024 semesters.

²¹ Cohort 2024-25 refers to students who commence their degree either the Spring/Summer 2024, Fall 2024 or Winter 2025 semesters.

²⁶ Cohort 2025-26 refers to students who commence their degree either the Spring/Summer 2025, Fall 2025 or Winter 2026 semesters.

³⁰ Students who start these programs in the 2025/26 academic year and beyond, will be charged on a per course basis. All others will continue to be charged on a per semester basis.

³² Cohort 2026-27 refers to students who commence their degree either the Spring/Summer 2026, Fall 2026 or Winter 2027 semesters.

2026/27 Tuition Fees: Graduate International

INTERNATIONAL GRADUATE - COHORT BASED MASTERS		FEES PAID IN			
		2026/27 PER SEMESTER (PROPOSED)	2025/26 PER SEMESTER (APPROVED)	\$ INCREASE	% INCREASE
Master of Applied Economics and Policy ^{2,4}	Cohort 2026-27 ³²	9,400.00	9,250.00	150.00	1.6%
Master of Applied Economics and Policy ^{2,4}	Cohort 2025-26 ²⁶	9,250.00	9,250.00	0.00	0.0%
Master of Business Administration ³⁰ - (charged per course - 17 courses)	Cohort 2026-27 ³²	3,413.00	3,261.00	152.00	4.7%
Master of Business Administration ³⁰ - (charged per course - 17 courses)	Cohort 2025-26 ²⁶	3,261.00	3,261.00	0.00	0.0%
Master of Business Administration - Accounting ³⁰ - (charged per course - 11 courses)	Cohort 2026-27 ³²	5,613.00	5,345.00	268.00	5.0%
Master of Business Administration - Accounting ³⁰ - (charged per course - 11 courses)	Cohort 2025-26 ²⁶	5,345.00	5,345.00	0.00	0.0%
Master of Business Administration for Managers and Professionals ³⁰ - (charged per course - 14 courses)	Cohort 2026-27 ³²	5,805.00	5,529.00	276.00	5.0%
Master of Business Administration for Managers and Professionals ³⁰ - (charged per course - 14 courses)	Cohort 2025-26 ²⁶	5,529.00	5,529.00	0.00	0.0%
Master of Engineering Management ² - in person (charged per course - 10 courses)	Cohort 2026-27 ³²	4,116.00	3,920.00	196.00	5.0%
Master of Engineering Management ² - in person (charged per course - 10 courses)	Cohort 2025-26 ²⁶	3,920.00	3,920.00	0.00	0.0%
Master of Engineering (charged per course - 8 courses)	Cohort 2026-27 ³²	5,625.00	5,625.00	0.00	0.0%
Master of Engineering (charged per course - 8 courses)	Cohort 2025-26 ²⁶	5,625.00	5,625.00	0.00	0.0%
Master of Engineering - Auto (charged per course -8 courses)	Cohort 2026-27 ³²	5,625.00	5,625.00	0.00	0.0%
Master of Engineering - Auto (charged per course -8 courses)	Cohort 2025-26 ²⁶	5,625.00	5,625.00	0.00	0.0%
Master of Actuarial Sciences ^{2,4}	Cohort 2026-27 ³²	9,800.00	9,500.00	300.00	3.2%
Master of Actuarial Sciences ^{2,4}	Cohort 2025-26 ²⁶	9,500.00	9,500.00	0.00	0.0%
Master of Applied Computing ^{2,4}	Cohort 2026-27 ³²	10,600.00	10,300.00	300.00	2.9%
Master of Applied Computing ^{2,4}	Cohort 2025-26 ²⁶	10,300.00	10,300.00	0.00	0.0%
Master of Management ³⁰ (charged per course - 12 courses)	Cohort 2026-27 ³²	4,000.00	3,915.00	85.00	2.1%
Master of Management ³⁰ (charged per course - 12 courses)	Cohort 2025-26 ²⁶	3,915.00	3,915.00	0.00	0.0%
Master of Medical Biotechnology ^{2,4}	Cohort 2026-27 ³²	11,100.00	10,625.00	475.00	4.5%
Master of Medical Biotechnology ^{2,4}	Cohort 2025-26 ²⁶	10,625.00	10,625.00	0.00	0.0%
Master of Materials Chemistry and Engineering ^{2,4}	Cohort 2026-27 ³²	9,350.00	9,125.00	225.00	2.5%
Master of Materials Chemistry and Engineering ^{2,4}	Cohort 2025-26 ²⁶	9,125.00	9,125.00	0.00	0.0%
Master of Science in Translational Health Science ¹⁶	Cohort 2026-27 ³²	9,500.00	9,000.00	500.00	5.6%
Master of Science in Translational Health Science ¹⁶	Cohort 2025-26 ²⁶	9,000.00	9,000.00	0.00	0.0%

² Charged per semester over 4 semesters

³ Charged per semester over 6 semesters

⁴ All cohort-based masters programs will charge a per course fee where a student registers for a course following completion of four full-time semesters. The per course fee will be determined by dividing the program fee by the number of required courses.

¹⁶ Charged per semester over 3 semesters

²¹ Cohort 2024-25 refers to students who commence their degree either the Spring/Summer 2024, Fall 2024 or Winter 2025 semesters.

²⁶ Cohort 2025-26 refers to students who commence their degree either the Spring/Summer 2025, Fall 2025 or Winter 2026 semesters.

³⁰ Students who start these programs in the 2025/26 academic year and beyond, will be charged on a per course basis. All others will continue to be charged on a per semester basis.

³² Cohort 2026-27 refers to students who commence their degree either the Spring/Summer 2026, Fall 2026 or Winter 2027 semesters.

2026/27 Compulsory Ancillary Fees

	2026/27 RATES (PROPOSED)	2025/26 RATES (APPROVED)	\$ INCREASE	% INCREASE
<u>COOPERATIVE EDUCATION FEE</u> ⁶				
Domestic	485.00	474.00	11.00	2.3%
International	601.00	587.00	14.00	2.4%
Domestic Co-op - Chemistry/Biochemistry - Work Term - New 2026/27	646.67	0.00	646.67	NEW
International Co-op - Chemistry/Biochemistry - Work Term - New 2026/27	801.33	0.00	801.33	NEW
<u>ISC OHIP EQUIVALENT HEALTH PLAN</u> ¹¹				
Single coverage ⁸	985.09	875.58	109.51	12.5%
Couple coverage (additional premium) ⁸	1,810.51	1,609.37	201.14	12.5%
Family coverage (additional premium) ⁸	2,228.86	1,981.20	247.67	12.5%
<u>STUDENT ASSOCIATION FEES</u>				
UWSA - Operating Fee ⁷	38.40	37.63	0.78	2.1%
UWSA - Other Fees ⁷	26.15	26.15	0.00	0.0%
UWSA - Third Party Fees ⁷	28.16	27.94	0.22	0.8%
UWSA - Transit Windsor Upass - 1st, 2nd, & 3rd year students ⁷	158.24	153.03	5.21	3.4%
UWSA - Transit Windsor UPass - All other students ⁷	101.57	98.23	3.34	3.4%
UWSA - Transit Windsor UPass Administration Fee ¹⁴	2.50	2.50	0.00	0.0%
UWSA - Drug and Dental Plan ⁸	425.00	425.00	0.00	0.0%
OPUS - Awards and Bursaries ⁷	12.21	11.96	0.25	2.1%
OPUS - Social Events and Workshops ⁷	14.13	13.84	0.29	2.1%
OPUS - Part Time Student Service ⁷	13.53	13.26	0.27	2.1%
OPUS - CFS - Third Party ⁷	6.11	5.99	0.12	2.1%
OPUS - Student Support Program ⁷	2.41	2.37	0.05	2.1%
OPUS - Benefits Plan ⁸	384.44	384.44	0.00	0.0%
OPUS - Transit Windsor Upass - 1st, 2nd, & 3rd year students ⁷	158.24	153.03	5.21	3.4%
OPUS - Transit Windsor UPass - All other students ⁷	101.57	98.23	3.34	3.4%
GSS - Capital Fee (charged per course)	8.03	7.86	0.16	2.1%
GSS - Operations Fee ⁷	7.70	7.55	0.16	2.1%
GSS - Student Advocate Fee ⁷	3.10	3.04	0.06	2.1%
GSS - Opportunity Fee (Full-Time) ⁷	27.71	18.33	9.38	51.2%
GSS - Opportunity Fee (Part-Time) ⁷	25.54	16.21	9.34	57.6%
GSS - CFS (Winter & Fall Full-Time) ⁷	10.53	10.32	0.21	2.1%
GSS - CFS (Winter & Fall Part-Time) ⁷	6.08	5.96	0.12	1.9%
GSS - Transit Windsor UPass ⁷	158.24	153.03	5.21	3.4%
GSS - Transit Windsor UPass Administration Fee ¹⁴	2.50	2.50	0.00	0.0%
GSS - Supplemental Benefits Plan (12 Month Fee) ⁸	603.64	603.64	0.00	0.0%
GSS - Supplemental Benefits Plan (16 Month Fee) ⁹	799.59	799.59	0.00	0.0%
GSS - Supplemental Benefits Plan Administration Fee ⁸	0.00	9.00	-9.00	-100.0%
<u>STUDENT SOCIETY FEES</u> ⁷				
Commerce (Business)	50.00	50.00	0.00	0.0%
Computer Science	20.00	20.00	0.00	0.0%
Creative Arts	5.00	5.00	0.00	0.0%
Dramatic Arts	5.00	5.00	0.00	0.0%
Education	2.25	2.25	0.00	0.0%
Engineering	20.00	20.00	0.00	0.0%
Human Kinetics (undergraduate)	5.00	5.00	0.00	0.0%
International Student (full time students only)	3.50	3.50	0.00	0.0%
Law	12.50	12.50	0.00	0.0%
Law - Part Time	12.50	12.50	0.00	0.0%
Nursing	15.00	15.00	0.00	0.0%
Nursing - Part Time	10.00	10.00	0.00	0.0%
Science	10.00	10.00	0.00	0.0%
Social Science	2.50	2.50	0.00	0.0%
Social Work	5.00	5.00	0.00	0.0%
M.B.A.	27.13	27.13	0.00	0.0%
M.B.A. - Part Time	13.56	13.56	0.00	0.0%
Graduate Nursing	15.00	15.00	0.00	0.0%
Graduate Nursing - Part Time	10.00	10.00	0.00	0.0%
Kinesiology Graduate Student Society (KGSA)	10.00	10.00	0.00	0.0%
Master of Management Student Society Fee	5.00	5.00	0.00	0.0%
<u>CAPITAL FEES</u> ⁷				
Lancer Sports & Recreation (Toldo Lancer Centre) Fee (max of two semester assessments per year) ¹⁰	75.97	72.35	3.62	5.0%
Sports and Recreation Capital Fee -Undergraduate (maximum of two semester assessments per year)	23.93	23.44	0.49	2.1%
Sports and Recreation Capital Fee -Graduate (maximum of two semester assessments per year)	18.40	18.03	0.37	2.1%

2026/27 Compulsory Ancillary Fees

	2026/27 RATES (PROPOSED)	2025/26 RATES (APPROVED)	\$ INCREASE	% INCREASE
<u>OTHER ANCILLARY FEES</u> ⁷				
Athletics and Recreation Fee -Full Time	145.77	137.43	8.34	6.1%
Athletics and Recreation Fee -Part Time	60.37	56.91	3.46	6.1%
CAW Student Centre Operating - Full time	68.80	67.40	1.40	2.1%
CAW Student Centre Operating - per course (max of 5 course assessments per semester)	13.76	13.48	0.28	2.1%
Education Learning Centre Fee	35.98	35.25	0.73	2.1%
Engineering Students' Endowment Fund	23.92	23.43	0.49	2.1%
Human Kinetics Undergraduate Lounge Fee	10.00	10.00	0.00	0.0%
Human Kinetics Technology Fee	15.00	15.00	0.00	0.0%
Law Duplicating -Full Time	17.50	17.50	0.00	0.0%
Law Duplicating -Part Time	8.75	8.75	0.00	0.0%
Law - Career Development Officer - Full Time	130.00	130.00	0.00	0.0%
Law - Career Development Officer - Part Time	65.00	65.00	0.00	0.0%
Nursing Lab Fee 1st Year	122.88	111.71	11.17	10.0%
Nursing Lab Fee 2nd Year	124.87	113.51	11.35	10.0%
Nursing Lab Fee 3rd Year	62.63	56.93	5.69	10.0%
Nursing Lab Fee 4th Year	31.31	28.46	2.85	10.0%
Odette Career Services Fee - Undergraduate Full Time	61.24	60.00	1.24	2.1%
Odette Career Services Fee - Undergraduate Part Time	35.73	35.00	0.73	2.1%
Odette Career Services Fee - MBA and MBA-PAS	127.59	125.00	2.59	2.1%
Odette Career Services Fee - MEM and MOM	51.04	50.00	1.04	2.1%
Student Wellness Fee -Full Time	39.71	38.90	0.81	2.1%
Student Wellness Fee -Part Time	18.04	17.67	0.37	2.1%
<u>OTHER MISCELLANEOUS FEES</u>				
UWin Card Fee (assessed first semester only)	30.00	30.00	0.00	0.0%
Digital Uwin Card (mobile app) Fee	11.00	11.00	0.00	0.0%
Textbook All-Access Fee	18.50	18.50	0.00	0.0%
First Year Transition Support Fee (assessed first semester only)	90.00	79.31	10.69	13.5%
Nursing Badge Fee (assessed first semester only)	20.00	20.00	0.00	0.0%
<u>OTHER ADDITIONAL COST RECOVERY COURSE FEES</u>				
<u>Science</u>				
Field Measurement and Mapping Techniques (ESCI-3745-01)	500.00	500.00	0.00	0.0%
Field Methods in Environmental Science (ESCI-3735-01)	500.00	500.00	0.00	0.0%
Field Methods in Great Lakes Geomicrobiology (ESCI-3755)	500.00	500.00	0.00	0.0%
Global Perspective in Science - N. Europe (ESCI-3806-22)	2,500.00	2,500.00	0.00	0.0%
Global Perspective in Science - Costa Rica (EICI-3806-20)	3,000.00	3,000.00	0.00	0.0%
Global Perspective in Science - Iceland (ESCI-3806-21)	3,000.00	3,000.00	0.00	0.0%
Global Perspectives in Science - Destination Mexico (ESCI-3806-23)	3,000.00	3,000.00	0.00	0.0%
Special Topics - Global Perspectives - Scotland (FRSC-4018-20)	3,000.00	3,000.00	0.00	0.0%
Traditional Ecological Knowledge (BIOL-4208)	1,500.00	1,500.00	0.00	0.0%
Great Lakes Field Biology (BIOL-4864-11)	750.00	750.00	0.00	0.0%
Great Lakes Field Biology (BIOL-4864-XX) all other sections	350.00	350.00	0.00	0.0%
Field Methods in Intergrative Pest Management	500.00	NEW	500.00	NEW
MMB Lab Fee	1,000.00	1,000.00	0.00	0.0%
MMCE Lab Fee	1,000.00	1,000.00	0.00	0.0%
MAC Lab Fee	500.00	500.00	0.00	0.0%
<u>Human Kinetics</u>				
Kinesiology - Outdoor Education (KINE-4770)	679.27	665.48	13.79	2.1%
Kinesiology - PTA of Basketball (KINE-3920)	26.13	25.60	0.53	2.1%
Kinesiology - PTA of Golf (KINE-3820)	156.76	153.57	3.18	2.1%
Kinesiology - PTA of Hockey (KINE-3830)	130.63	127.98	2.65	2.1%
Kinesiology - PTA of Track & Field (KINE-3970)	26.13	25.60	0.53	2.1%
Kinesiology - Sports Therapy (KINE-4710)	57.48	56.31	1.17	2.1%
Kinesiology - Functional Anatomy (KINE-1650)	31.35	30.71	0.64	2.1%
Kinesiology - Functional Anatomy II (KINE-1660)	31.35	30.71	0.64	2.1%
Kinesiology - Laboratory Experience I (KINE-4920)	27.14	26.59	0.55	2.1%
Kinesiology - Laboratory Experience II (KINE-4930)	27.14	26.59	0.55	2.1%
Scientific Principles of Strength & Conditioning (KINE-3150)	26.13	25.60	0.53	2.1%
Crises Politics and Commercialism in the Modern Olympic Movement (KINE-8060)	261.26	255.96	5.30	2.1%
Strategic Management in the Sport Industry (KINE-8080)	261.26	255.96	5.30	2.1%
Principles of Sport Management (KINE-1500)	15.68	15.36	0.32	2.1%
Introduction to the Sport Industry (KINE-1200)	15.68	15.36	0.32	2.1%
Fitness and Lifestyle Assessment (KINE-2150)	26.13	25.60	0.53	2.1%
Fundamentals and Application of Sport Science (KINE-4150)	26.13	25.60	0.53	2.1%
<u>Education</u>				
Education Practicum Fee EDUC-5498 (assessed in Fall & Winter terms only)	320.00	320.00	0.00	0.0%
Education Practicum Fee EDUC-5499	160.00	160.00	0.00	0.0%

2026/27 Compulsory Ancillary Fees

	2026/27 RATES (PROPOSED)	2025/26 RATES (APPROVED)	\$ INCREASE	% INCREASE
<u>Business</u>				
MBA - Professional Accounting Specialization – Core 1, Core 2 and Electives Study Materials (ACCT- 8080)	416.00	416.00	0.00	0.0%
MOM Data Analytics Stream - Lab Fee ^{17 34}	0.00	1,500.00	-1,500.00	-100.0%
Master of Management Digital Services - FT Grad (max of 4 semesters) ⁷ - New 2026/27	300.00	0.00	300.00	NEW
Master of Management Digital Services - FT Grad Co-Op (max of 3 semesters) ⁷ - New 2026/27	400.00	0.00	400.00	NEW
Master of Management Digital Services - FT Grad Accelerated Stream (max of 3 semesters) ⁷ - New 2026/27	400.00	0.00	400.00	NEW
<u>Engineering</u>				
Cornerstone Design (GENG 1201) - New 2026/27	40.00	0.00	40.00	NEW
<u>Arts, Humanities, and Social Sciences</u>				
Aeronautics Flight - (CAVL-1970) - First Year ¹⁸	0.00	0.00	0.00	0.0%
Aeronautics Flight - (CAVL-2970) - Second Year ¹⁸	0.00	0.00	0.00	0.0%
Aeronautics Flight - (CAVL-3970) - Third Year ¹⁸	0.00	0.00	0.00	0.0%
Aeronautics Flight - (CAVL-4970) - Fourth Year ¹⁸	0.00	11,576.00	-11,576.00	-100.0%
Applied Composition - Western Classical (MUSP-3720) (full hour)	1,128.00	1,128.00	0.00	0.0%
Applied Composition/Arranging - Jazz/Pop (MUSP-3730) (full hour)	1,128.00	1,128.00	0.00	0.0%
Architectural Design I (VABE-1100)	756.48	756.48	0.00	0.0%
BioArt (VSAR-3860)	130.00	130.00	0.00	0.0%
Cinematography I (FILM-2400)	35.00	35.00	0.00	0.0%
Cinematography II (FILM-3400)	35.00	35.00	0.00	0.0%
Cinematography III (FILM-4400)	35.00	35.00	0.00	0.0%
Commercial & Industrial Film Production (FILM-4110)	35.00	35.00	0.00	0.0%
Directed Studies in Performance DRAM-4530	100.00	100.00	0.00	0.0%
Directing (FILM-3700)	35.00	35.00	0.00	0.0%
Documentary (FILM-2200)	35.00	35.00	0.00	0.0%
Documentary Production (FILM-3200)	35.00	35.00	0.00	0.0%
Drawing (VSAR-3030)	170.00	281.24	-111.24	-39.6%
Experimental Film & Video (FILM-4050)	35.00	35.00	0.00	0.0%
Film Editing I (FILM-2600)	35.00	35.00	0.00	0.0%
Film Editing II (FILM-3600)	35.00	35.00	0.00	0.0%
Film Production (FILM-2100)	35.00	35.00	0.00	0.0%
Film Production IV (FILM-3100)	35.00	35.00	0.00	0.0%
Film Production V (FILM-4100)	35.00	35.00	0.00	0.0%
Film Production VI (FILM-4105)	35.00	35.00	0.00	0.0%
Green Corridor (VSAR-3850)	65.00	65.00	0.00	0.0%
Independent Studio (VSAR-3650)	0.00	100.00	-100.00	-100.0%
Introductory Drawing (VSAR-2030)	170.00	322.40	-152.40	-47.3%
Introductory Painting (VSAR-2130)	300.00	575.00	-275.00	-47.8%
Introductory Photography (VSAR-2530)	120.00	120.00	0.00	0.0%
Introductory Printmaking Intaglio (VSAR-2230)	50.00	50.00	0.00	0.0%
Introductory Sculpture (VSAR-2330)	90.00	90.00	0.00	0.0%
Music Fee - Private Instruction (1/2 hour)	564.00	564.00	0.00	0.0%
Music Fee - Private Instruction (full hour)	1,128.00	1,128.00	0.00	0.0%
Painting (VSAR-3130)	300.00	315.92	-15.92	-5.0%
Photography (VSAR-2900/3460/3470/3480)	80.00	80.00	0.00	0.0%
Production Planning & Development (FILM-3800)	35.00	35.00	0.00	0.0%
Scene Painting for the Theatre DRAM-2130	100.00	100.00	0.00	0.0%
Sculpture (VSAR-3330)	90.00	90.00	0.00	0.0%
Sound I (FILM-2500)	35.00	35.00	0.00	0.0%
Stage Makeup DRAM-2500	150.00	150.00	0.00	0.0%
Studies in Design DRAM-3190	100.00	100.00	0.00	0.0%
Studio Practice & Ideas /Image (VSAR-1060)	90.00	50.00	40.00	80.0%
Studio Practice & Ideas/Drawing (VSAR-1070)	200.00	292.46	-92.46	-31.6%
Studio Practice & Ideas/Space (VSAR-1050)	60.00	60.00	0.00	0.0%
Studio Practice I (VSAR-4800)	110.00	110.00	0.00	0.0%
Studio Practice II (VSAR-4810)	110.00	110.00	0.00	0.0%
Style in Theatre (DRAM-4000)	100.00	100.00	0.00	0.0%
VABE Transportation Fee	1,000.00	1,000.00	0.00	0.0%
MSW for Working Professionals Practicum Fee ⁷	412.00	412.00	0.00	0.0%
Project Development III (FILM 8030; currently VSAR-8630 Studio Practice 3) - New 2026/27	35.00	0.00	35.00	NEW
Studio Production (FILM-8100; currently VSAR-8650 Studio Production I) - New 2026/27	35.00	0.00	35.00	NEW
Studio Post-Production (FILM-8105; currently VSAR-8660 Studio Production II) - New 2026/27	35.00	0.00	35.00	NEW
Installation Art (VSAR-2550) - New 2026/27	50.00	0.00	50.00	NEW
Intermedia Process I (VSAR-3830) - New 2026/27	75.00	0.00	75.00	NEW
Intermedia Process II (VSAR-3840) - New 2026/27	75.00	0.00	75.00	NEW
Special Topics (VSAR-3900) - New 2026/27	75.00	0.00	75.00	NEW

- ⁶ Fee charged per semester-Students approved to complete work semesters in excess of the standard number out in their program, will incur a supplemental co-op fee for each additional work-semester.
- ⁷ Fee charged per semester
- ⁸ Fee charged annually
- ⁹ Charged to Cohort Based Masters 4 Semester programs only
- ¹⁰ The Lancer Sports and Recreation Centre opened during 2022-23 academic year.
- ¹¹ Fee includes 8% RST. Coverage is effective Sept 1 - Aug 31.
- ¹⁴ Fee charged per semester; charged as 8-month in Fall term
- ¹⁷ Fee charged over 4 semesters
- ¹⁸ Students who started program in 2023/24 academic year and beyond, will pay the vendor under the new contract , Journey Air, directly for this fee.
- ²² Existing \$30.00 UWin Card Fee (first semester only) will become \$0 with the launch of the Digital UWin Card (mobile app) in May 2026, or in the academic year the Digital Uwin Card (monile app) becomes operational, whichever occurs later. The \$30.00 UWin Card Fee will be replaced by the Digital UWin Card (mobile app) fee.
- ²³ Fee will be assessed commencing May 2026, or in the academic year the Digital Uwin Card (mobile app) becomes operational, whichever occurs later. The Digital Uwin Card (mobile app) will replace the previous \$30.00 UWin Card Fee.
- ²⁴ Fee charged per credit hour. A course generally refers to a 3.00 credit hour offering given over one term. Students in graduate courses and Faculty of Law programs will be exempt.
- ²⁵ Fee will be assessed in the academic year the Textbook All-Access program becomes operational. The launch date is still pending.
- ²⁸ Fee charged to a maximum of 2 semester assessments per year.
- ²⁹ Applies to Master of Engineering Management (MEM) in-person offering.
- ³³ Course is pending approval from the Program Development Committee (PDC). Fee will become effective, when the course has been approved by PDC.
- ³⁴ MOM Data Analytics Stream Lab Fee is being replaced with Master of Management Digital Services Fee starting in the 2026/27 academic year.

**University of Windsor
Board of Governors**

4.7.3: **2026-2027 Capital Budget**

Item for: **Approval**

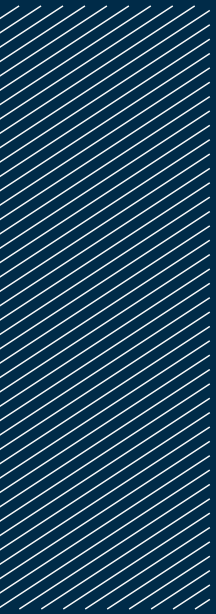
Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve the proposed 2026-2027 Capital Budget.

Rationale:

- See attached.
- A presentation will be posted to the portal prior to the meeting and presented at the meeting.

2026-2027
Annual
Capital Budget



University
of Windsor

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1. EXECUTIVE SUMMARY / INTRODUCTION

The University of Windsor’s 2026/27 Capital Budget Plan is part of a multi-year lifecycle replacement strategy that balances two often competing priorities: (1) **strategic space and program investments** and (2) **deferred capital renewal**.

Space and program investments support priorities related to academics, student experience, and research. Historically, these strategic investments have often taken precedence over capital renewal. Examples include new downtown campus buildings, commercialization initiatives, and ancillary investments.

Deferred capital renewal addresses the backlog of building renewal and major maintenance required to protect campus assets. This backlog is currently estimated to exceed **\$440M** by the end of 2027. Much of this work is not visible to the campus community, but it is essential to keeping buildings safe, reliable, and operational (e.g., HVAC system upgrades, roof replacements, and improvements to utility services).

The goal of this Capital Budget Plan is to balance capital renewal needs with strategic priority investments. The plan is organized into two streams: (1) functionality improvements, which focus on how well facilities support their assigned programs; and (2) the Capital Renewal Program, which addresses maintenance and lifecycle issues based on asset condition and risk. The capital renewal component is presented as a five-year lifecycle replacement plan, while functionality investments are proposed based on strategic needs. Together, these investments support the University’s mission and strategic priorities.

The University maintains a **Long-Range Capital Plan** to ensure annual budgets remain strategic and sustainable. By prioritizing projects based on institutional goals, asset condition, and risk, it avoids reactive spending and makes better use of limited resources. This approach allows major investments to be phased over time, reducing financial volatility while supporting key needs such as facility renewal, research infrastructure, and student experience, ultimately maximizing impact and demonstrating responsible stewardship to stakeholders.

Table 1: Long-Range Capital Plan Summary (\$M)

Priority	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Functional Improvements	\$17.6 ¹	\$6.8	\$6.8	\$5.8	\$5.8	\$42.8
Capital Renewal	\$7.7	\$6.7	\$6.3	\$6.3	\$5.4	\$32.4
Total	\$25.3	\$13.5	\$13.1	\$12.1	\$11.2	\$75.2

This Plan provides the rationale and recommended investments for 2026/27 (refer to Section 5 for proposed projects), which total approximately **\$25.3M** for this fiscal period. Approval of this proposed capital budget will enable the University to reduce risk associated with critical infrastructure, maintain safe

¹ Functional improvements proposed projects include two large projects with one-time funding totalling \$9.9M

and reliable facilities, and advance targeted space improvements that support academic, research, and student experience priorities.

2. STRATEGIC CONTEXT AND PLANNING PRINCIPLES

In an increasingly complex operating environment—characterized by constraints on domestic tuition, uncertainty in international enrolment, rising operating costs, and intensified competition for research funding—the University is aligning capital planning with institutional priorities that support sustainable growth and long-term financial resilience. Guided by the Aspire Strategic Plan and the President’s Four Pillars Framework (Enrolment, Government Grants & Research, Advancement, and Monetization), the proposed Capital Budget is designed to protect critical infrastructure while enabling targeted investments that advance these priorities and the University’s academic mission.

FOUR PILLARS FRAMEWORK

The Four Pillars Framework outlines the University’s approach to supporting sustainable growth and long-term financial stability. It identifies four institutional priority areas that inform planning and investment decisions in support of the Strategic Plan.

The four pillars are:

- Enrolment (ENR) – grow enrolment and strengthen recruitment and retention.
- Government Grants and Research (GRT) – increase government grants and research funding to expand institutional impact.
- Advancement (ADV) – grow philanthropic support through fundraising and partnerships.
- Monetization (MON) – develop new revenue sources beyond core government funding and tuition.

The proposed Capital Plan is prioritized using the Four Pillars lens. Projects in the proposed capital project plan are tagged to indicate alignment to one or more pillars.

Four Pillars: ● ENR | ● GRT | ● ADV | ● MON

Taken together, the strategic context and Four Pillars provide the governance lens for evaluating capital investments; Section 3 sets out the decision framework used to balance renewal, risk, and strategic priorities in developing the recommended program.

3. BALANCING PRIORITIES AND DECISION FRAMEWORK

The University's capital planning process is a multi-year investment program that uses a consistent intake and prioritization approach. Project requests are reviewed, categorized, and sequenced based on need and timing. For capital renewal, prioritization is driven primarily by asset condition, risk, and the criticality of deficiencies, consolidated into a five to six-year lifecycle program. A matrix-based prioritization framework then balances objective considerations (e.g., essentiality, urgency, risk exposure, etc.) with strategic considerations, supports bundling of similar projects to achieve economies of scale, and incorporates factors such as stakeholder experience, heritage considerations, and campus image in refining final rankings.

With implementation of the University's Four Pillars Framework in Spring 2026, capital budgeting is being more explicitly aligned with institutional growth and financial resilience objectives. Integrated Resource Planning supports this approach by linking strategic priorities, academic and operational planning, and budget allocation. Accordingly, the prioritization process applies the Four Pillars lens to favour investments that support enrolment growth, research capacity, fundraising potential, and revenue diversification, while ensuring core renewal requirements are addressed through transparent, risk-informed criteria.

This decision framework establishes the basis for the recommended project set; Section 4 summarizes the funding sources available for 2026/27 and how they are applied across the program.

4. FINANCIAL OVERVIEW AND FUNDING SOURCES

The University's capital planning process distinguishes routine maintenance and minor repairs from capital renewal. Annually, the University completes **\$4–\$8 million** in minor repairs and renovations funded through Facility Services' operating budget and/or faculty and departmental operating resources (with ancillary and grant-funded work treated as incremental).

Deferred maintenance is addressed through the Deferred Maintenance Strategy (DMS), delivered in five-year tranches to reduce longer-term backlog; tranches may extend seven to eight years based on scope and market capacity. DMS4, introduced in 2022/23, established a planned **\$30 million** investment over five years and is managed in conjunction with actual Facilities Renewal Program (FRP) funding which is described in more detail below.

The 2026/27 Capital Budget Plan is funded through a mix of ongoing annual programs and one-time allocations. Total annual funding is estimated at **\$12.4M**, comprising provincial programs (FRP and TERF) and **\$7.7M** in Deferred Maintenance Strategy (DMS) funding. Provincial funding is subject to an annual application process and is not guaranteed year over year. DMS funding is typically lower; however, 2026/27 includes additional allocations to address identified priority projects.

One-time funding sources are estimated at **\$12.9M** and include department-supported projects funded through operating budgets, fundraising, internal financing (e.g., lease arrangements with defined repayment terms), government grants, energy-related programs, and third-party contributions (e.g., Sodexo). Table 2 summarizes funding sources, followed by brief descriptions of each program.

Table 2: Summary of Funding Sources for the 2026/27 Capital Plan:

Funding Source	Source	Budget (\$000s)
Annual Funding Programs:		
Facilities Renewal Program (FRP)	Provincial / MCU	\$4,000 ²
Training Equipment and Renewal Fund (TERF)	Provincial / MCU	\$700 ³
Deferred Maintenance Strategy (DMS)		
DMS - Strategic Priority Fund	Central	\$1,500
DMS - Infrastructure Preservation Fund	Central	\$500
DMS - Accessibility Fund	Central	\$100
DMS - Energy Sustainability Fund	Operating	\$1,780 ⁴
DMS – Residence	Ancillary – Residence Services	\$3,000 ⁵
DMS – Parking Lot Resurfacing	Ancillary - Parking	\$838 ⁶
Total Annual Funding		\$12,418
One-Time Funding Sources:		
Department Operating, Internal Loan/Lease	Department / Faculty / Other	\$8,428
Ancillary – Food Services	Ancillary – Sodexo	\$900
Fundraising	Advancement Programs	\$250
Other Grants:		
Ontario Learn and Stay Grant (Nursing)	Provincial / MCU	\$1,000
Federal Economic Development Agency	Federal Government	\$2,000
Save on Energy Retrofit Program	Independent Electricity System Operator (IESO)	\$300
Total One-Time Funding		\$12,878
Total Proposed Funding – 2026/27		\$25,296

FRP – Facilities Renewal Program – \$4.0M (estimate pending confirmation)

The Facilities Renewal Program (FRP) is a provincial capital program that provides annual grants to Ontario universities to renew and modernize existing campus infrastructure. It supports deferred capital renewal through the repair, upgrade, and replacement of building systems to help ensure facilities remain safe, accessible, and energy efficient. The University prioritizes projects to reduce the deferred maintenance backlog and extend the useful life of assets; however, FRP remains a limited contribution relative to overall needs.

FRP is limited to facilities that support academic purposes (teaching and research), typically including classrooms, laboratories, libraries, and core infrastructure. It may also apply to mixed-use buildings where

² FRP amount estimated based on historical amounts

³ TERF must be matched by U of W for 50% or \$700,376

⁴ This amount is typically \$1M but carry forward funding was added this year to support specific needs

⁵ A large portion of this funding was allocated for a special project to update Alumni Hall HVAC, roofing, millwork, and offices.

⁶ The average allocated amount for parking lot resurfacing is \$416K allocated over a 9-year planning cycle. This year a larger amount was allocated for a larger lot and to allocate addition student spots.

administrative space directly supports academic delivery (e.g., faculty offices). Accordingly, FRP should be viewed as academically focused renewal funding rather than a general campus-wide capital fund.

TERF - Training Equipment and Renewal Fund - \$700K (matched by U of W)

The Training Equipment and Renewal Fund (**TERF**) is a competitive provincial program that provides matching funding to support the acquisition and renewal of instructional equipment and related learning resources. It focuses on modernizing learning environments through technology and equipment upgrades, and minor space adaptations that directly support student learning.

The University's current TERF proposal advances coordinated investments in high-demand programs, including health sciences, STEM, and education. Proposed upgrades include simulation technologies, lab equipment, and flexible teaching spaces to expand experiential learning capacity, support enrolment growth, and ensure students train with industry-standard tools and environments.

DMS - Deferred Maintenance Fund - \$2.5M to ~ \$8M

The Deferred Maintenance Fund (**DMS**) comprises special-purpose funds used to address maintenance backlog and lifecycle replacement needs. DMS is funded annually from central operating resources and carries balances forward to support future requirements. In 2026/27, increased demand for Alumni Hall residence repairs and parking lot resurfacing results in a higher draw on available balances, bringing total DMS funding to **\$7.7M**. In a typical year, DMS funding is approximately **\$2.5M**, including \$1.5M (general DMS), \$500K (infrastructure), \$100K (accessibility), and approximately \$400K (parking lot resurfacing).

CEN - Department/Faculty/Central

Select projects are supported through centrally allocated strategic funding. For example, the Schulich 3D Printed Residence is expected to generate room-rental revenue to repay capital costs. Other projects are advanced by departments and faculties using operating resources to address program needs (e.g., research lab expansions and office renovations to accommodate growth). In 2026/27, funding from these sources totals approximately **\$8.4M**.

ADV – Advancement

Advancement (philanthropy) supports capital projects through targeted fundraising from alumni, donors, and community partners, including naming opportunities aligned with strategic initiatives. These contributions help offset institutional costs and enable priority projects that may not be feasible through operating or government funding alone.

ANC - Ancillaries Funded

Ancillary-funded projects (e.g., Food Services and Parking) are planned based on revenue forecasts and established payback expectations. Parking lot resurfacing is an ongoing lifecycle requirement funded through parking revenues and prioritized by condition. Food Services investments are similarly planned based on revenue forecasts and the strategic value of facility updates.

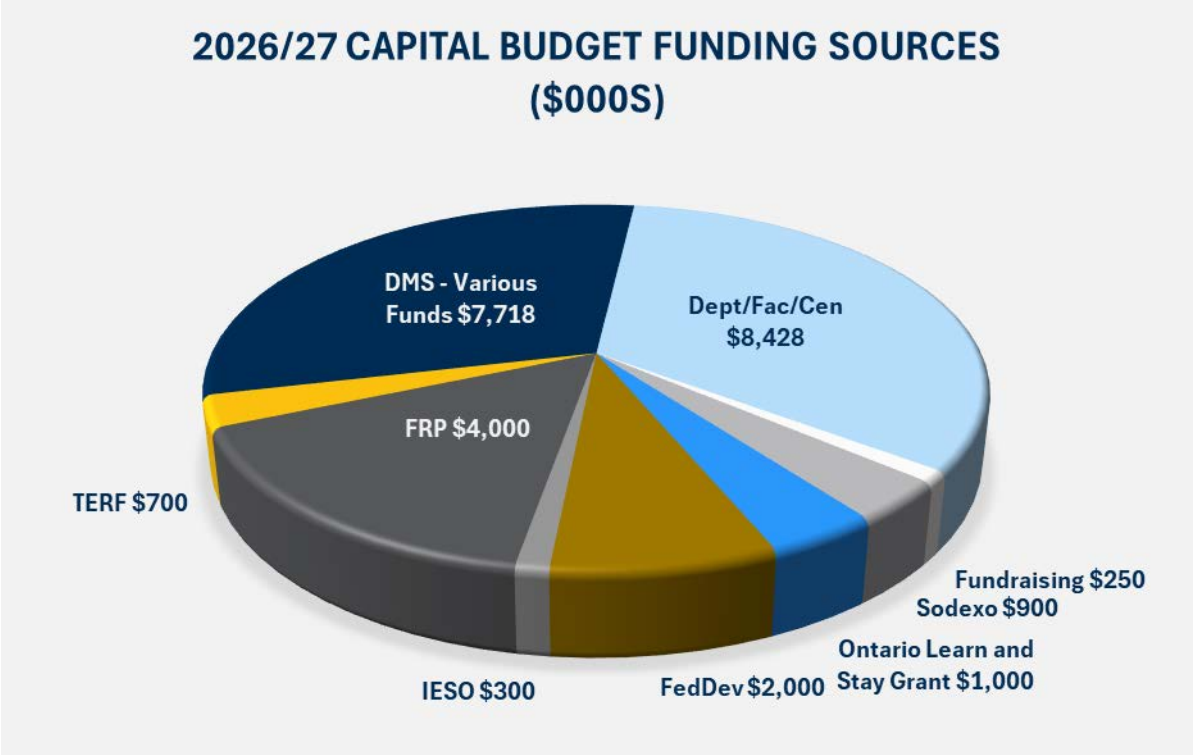
GRT – Other Grants

Other government-supported programs also contribute to capital priorities. The Ontario Learn and Stay Grant (Nursing) supports expanded nursing education capacity, including specialized teaching and

simulation spaces. The Federal Economic Development Agency for Southern Ontario (FedDev Ontario) supports innovative, research-driven initiatives that advance regional economic growth, including applied research infrastructure and industry partnerships. The Save on Energy Retrofit Program provides incentives for energy-efficiency upgrades (e.g., lighting, HVAC, and building systems), reducing both upfront capital costs and ongoing operating expenses.

Figure 1 below summarizes the funding sources supporting the proposed 2026/27 Capital Budget.

Figure 1: Summary of Capital Budget Funding Sources



With the funding sources established, the next section presents the proposed 2026/27 capital projects, along with identified priorities, planned funding strategies and strategic alignment.

5. CAPITAL BUDGET 2026/27 – PROPOSED PROJECTS

Capital Program / Project	Budget (\$000s)	Priority	Funding Sources							Four Pillars			
		● Low ● Med ● High	FRP	TERF	DMS	CEN	ADV	ANC	GRT	ENR	GRT	ADV	MON
Functional Program Investments													
Schulich 3D Printed Residence	\$6,850	● High				●	●		●	●	●	●	●
Student Residence Upgrades	\$3,000	● Med						●	●	●		●	●
Essex Hall Theatre Classroom	\$2,350	● High	●						●		●		
Nursing Practitioners Program	\$2,000	● Med				●			●	●		●	●
Nursing Bed Lab Expansion	\$1,000	● Med						●	●				
Food Outlet Upgrades	\$900	● Med						●	●			●	●
Turtle Island Relocation / Renovation	\$500	● Med				●						●	●
Solar Panel Energy Program	\$250	● Low						●		●		●	●
EaaS Planning	\$250	● Med			●				●			●	●
Campus Master Planning	\$150	● Med			●				●			●	●
Large Classroom Planning	\$100	● Med			●				●			●	●
Building Demolition	\$100	● Low			●				●				
Faculty of Law Renovations	\$75	● Low				●			●				
CEI Battery Research Lab Expansion	\$53	● Low				●			●	●			
Gordon Commons Residence	TBA	● Med				●			●		●	●	●
Total - Functional Improvements	\$17,578												
Annual Capital Renewal Programs													
TERF Program Technology Upgrades	\$1,401	● Low		●		●			●	●			
Campus HVAC and Fan Coil Retrofits	\$850	● High	●						●				
Parking Lot Resurfacing Program	\$825	● Low						●	●				
DCS - Central Plant	\$800	● High	●						●				
Life Safety Program	\$600	● High	●						●				
Building Envelope	\$600	● Med	●		●				●				
Annual Facilities IPP	\$500	● Med			●				●				
Building Security Modernization	\$500	● High	●						●				
BAS Controls Upgrades	\$425	● Med			●				●				
Interior Refurbishments	\$250	● Med	●		●				●				
Lighting Controls Upgrades	\$200	● Med	●						●				
Roof Safety Improvement Program	\$200	● Low	●						●				
Metering Program	\$200	● Low	●						●				
Storm Drain Updates	\$160	● Low	●		●				●				
Main Substation Protection Relay	\$100	● Med	●						●				
Accessibility Upgrades	\$100	● Med	●						●	●			
Total - Functional Improvements	\$7,711												
Grand Total	\$25,289												
Total Available Funding Budget 26/27	\$25,296												

6. IMPLEMENTATION AND GOVERNANCE

BOARD-LEVEL APPROVAL THRESHOLDS AND REPORTING REQUIREMENTS

The University's Capital Debt Policy establishes a clear threshold for capital projects that require Board of Governors approval. These approval thresholds are captured in the table below:

Capital Cost (incl. non-refundable HST)	Approval Requirement
<\$1.5 M	President or delegate may approve. Not presented to Board.
\$1.5 M – \$2.499 M	Reported to Board for information through the Annual Capital Plan.
≥\$2.5 M	Requires Board approval upon recommendation of the Resource Allocation Committee (RAC).

Where a Board-approved project is forecast to exceed its approved budget by a material amount, Administration will return to the Board for approval of an amended budget. Materiality is determined by the Vice-President, Finance & Operations based on the project's size and circumstances. To support ongoing oversight and accountability, the Board (through its committees) receives semi-annual progress reporting on the capital program.

INTERNAL CHANGE-MANAGEMENT AND PROJECT-CONTROL PROCEDURES

Once projects are approved within Board thresholds, internal policies delegate authority to expedite decisions. Budgets include contingencies to address common construction changes, including unforeseen conditions or owner-directed scope changes (e.g., material and labour fluctuations, scheduling constraints, incomplete design, or hidden hazardous materials).

Change orders are approved through Procurement Policy workflows and tracked in project logs by internal teams and architects/contractors, including cause and responsibility. Cash allowances are set for uncertain pricing and reconciled against contingency budgets.

7. CAPITAL BUDGET RISK ASSESSMENT

In planning for this capital budget, the University has identified the following potential medium to high capital asset management risks:

Risk	Impact	Likelihood	Mitigation
<i>Material costs (including tariff impacts) and availability</i>	Variations in material costs and availability continue to affect project budgets and schedules. Tariffs, extended lead times, supply chain disruptions and shifting demands are anticipated to cause potential delays and higher expenses for construction materials.	● High	Revamp supplier pre-qualification processes to introduce new suppliers and lock in prices early. Consider alternative materials and value engineering.
<i>Labour resource availability</i>	Ongoing demand for skilled labour, particularly in the Windsor-Essex region where several major construction projects are underway, continues to create workforce shortages which frequently result in project delays and higher labor costs. The broader construction industry in Ontario also continues to struggle with attracting and retaining qualified workers, which impacts both project timelines and overall quality.	● Med	Use project phasing, explore regional labour pools, collaborate with trade schools
<i>Lack of government funding opportunities for major capital projects</i>	Persistent challenges to obtain external funding continue to affect the University's capital budget. FRP grant amounts have been steadily declining in recent years, and there are currently no significant capital funding opportunities available from either the Federal or Provincial governments on the horizon. The University remains proactive in exploring other potential external funding sources, particularly in the areas of energy and sustainability, and will pursue grant opportunities where applicable to support upcoming projects.	● High	Investigate and target new grants / funding programs (e.g., BCH, BCFS, etc.). Diversify other funding sources (e.g., donors, partnerships).

To mitigate risk, the University completes financial analysis, scenario planning, and other risk management measures as part of the capital budgeting process. Ongoing collaboration among administrators, financial and facilities managers, campus units, and external vendors is essential to manage capital asset risks.

APPENDIX A – CAPITAL RENEWAL, DEFERRED MAINTENANCE AND SPACE FUNCTIONALITY

CAPITAL RENEWAL NEEDS

Deferred capital renewal is defined as major maintenance or capital projects that have gone unfunded in previous budget cycles. Some examples include air handling units that are past their life cycle, lighting systems that require modernization, or roofing that needs replacement. **Deferred maintenance** is defined as preventive, predictive, or corrective maintenance that assets and systems should have undergone but have not yet done so.

The sections that follow describe how the University measures asset condition, prioritizes renewal work, and quantifies the scale of the deferred maintenance challenge. This information provides the evidence base for allocating limited capital funding to the highest risk needs and for evaluating complementary approaches to address the backlog over time.

FACILITY CONDITION INDEX

The **Facility Condition Index (FCI)** is a valuable metric that quantitatively assesses the physical state of an asset, such as a building or campus. It is defined as follows:

$$FCI = \frac{\$ \text{ to Correct Condition and Code Deficiencies}}{\$ \text{ Current Replacement Value}}$$

The **FCI** is a standard metric that remains a widely adopted reporting tool among Ontario universities and the Council of Ontario Universities (COU) as a benchmark measure.

Table 1 – FCI Tiers

● GOOD	● FAIR	● POOR	● CRITICAL
0–5%	5–10%	10–30%	30%+
Routine maintenance	Manageable deficiencies	Major repairs required	Significant capital / replacement

When applied consistently, the Facility Condition Index (FCI) provides a comparable, portfolio-wide indicator of asset condition and helps differentiate routine deficiencies from renewal pressures that carry heightened operational and risk implications. The following section summarizes the University’s current FCI position using this metric.

UNIVERSITY OF WINDSOR FCI OVERVIEW

The University campus is made up of over 73 academic, residence, and ancillary buildings along with infrastructure services such as utilities, parking lots, and mechanical systems. This asset pool makes up approximately 3M square feet of space and has a total estimated replacement value of \$2B. Table 1 below provides an overall summary on the current state of these assets.

Table 2- TFCI Calculations⁷

Category ⁸	Number	Area (ft ²)	Elements	3-Year FCI ⁹	Replacement	FCI %
Academic	41	2.8M	2,203	\$240M	\$1,290M	19%
Ancillary	10	320K	737	\$72M	\$276M	26%
Residence	4	250K	263	\$34M	\$118M	29%
Infrastructure	18	N/A	580	\$95M	\$195M	49%
	73	3.4M	3,783	\$441M	\$1,879M	

In aggregate, the University’s asset base and associated replacement value underscore the scale of renewal obligations reflected in the FCI results. The following section describes the condition assessment methodology and data governance practices that support these calculations.

FACILITY CONDITION ASSESSMENTS

Annual condition assessments support the calculation of the FCI. The University engages Roth IAMS, consistent with practice across Ontario institutions, to collect this data using the SLAM platform. Assessments are conducted over a 1–2-week period each year, with a target of reviewing approximately 25% of the campus annually. Following completion of the Spring 2026 assessment cycle, including newer Downtown Campus facilities, all University buildings will have been assessed within the past five years.

The condition assessment program has two primary outputs. First, data from COU partner institutions is submitted to the Province’s Ministry of Infrastructure (MOI) for review. While MOI does not directly fund universities (this is the role of the Ministry of Colleges and Universities), its analysis informs provincial investment decisions. Second, SLAM data and formal assessment reports support University planning by identifying and prioritizing capital renewal needs. Overall FCI performance depends on the frequency of assessments and the accuracy and timeliness of asset updates in SLAM.

A consistent assessment program and disciplined data management provide the foundation for defensible renewal planning and external reporting. The following section outlines how assessment results are translated into project priorities through a structured, risk-informed scoring model.

MVP (MULTI-VARIABLE PRIORITIZATION) OF ASSESSMENT RESULTS

Deferred maintenance costs are prioritized within SLAM using the MVP (Multi-Variable Prioritization) methodology, a structured framework intended to balance risk, asset stewardship, and strategic

⁷ Does not include newer buildings such as downtown campus, CORE, JEC, and some Ancillary buildings which are planned for assessment in the Spring 2026. The results of these assessments will increase FCI amounts.

⁸ Includes buildings in service only, excludes development properties such as Residence West and Lebel

⁹ Total amount of maintenance backlog up to the end of 2027 based on Condition Assessments

value. MVP applies weighted scoring across eight categories to generate a composite score (out of 100) for assessed building elements, which is then used to rank renewal needs and inform project recommendations.

The MVP methodology translates detailed assessment findings into a consistent, risk-informed prioritization to support transparent decision-making across competing renewal needs. The following section summarizes the deferred maintenance backlog and illustrates the implications of alternative funding levels on the long-term outlook.

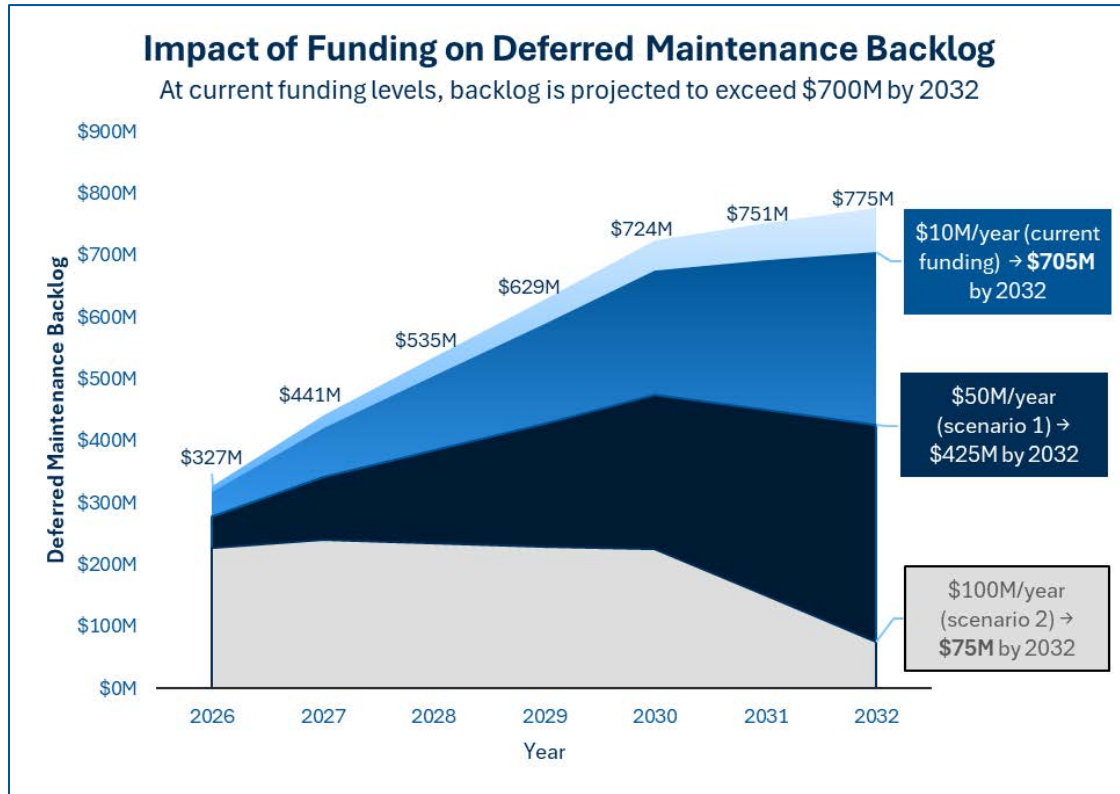
DEFERRED MAINTENANCE BACKLOG

Condition assessments provide reliable cost information to quantify renewal needs based on MVP. The University, like other institutions within the sector, faces the challenge of addressing a significant backlog within current financial constraints and lack of available capital funding.

As detailed below, the deferred maintenance backlog for the University is estimated to exceed **\$400M** by 2027, which presents a challenge given currently available funding of approximately **\$10M** per year as this amount is not sufficient to materially reduce the backlog or the associated risk. For illustration, additional funding scenarios

Figure 1 on the following page illustrates the projected deferred backlog by year under multiple proposed funding scenarios.

Figure 1: Deferred Maintenance Backlog by Year with Funding Scenarios¹⁰



\$50/\$100M scenarios are for illustrative purposes only – not currently achievable through base funding

Key Insights: Traditional capital funding alone is insufficient to stabilize or reduce the backlog. Alternative delivery models that provide access to external capital may be required, including partnership approaches such as Energy as a Service (EaaS). These models can target specific asset classes (e.g., energy and enabling infrastructure), support reinvestment through energy savings, and transfer defined risks to third-party providers. Management is currently reviewing such options and will advise once further planning and review is complete.

The backlog trajectory indicates a persistent gap between current funding levels and the investment required to stabilize asset condition over time. The following section provides a building-level view to identify concentrations of need and inform targeted prioritization.

¹⁰ Includes buildings in service only, excludes development properties such as Residence West, Lebel, and Bus Depot

DEFERRED MAINTENANCE BY BUILDING

Building-level analysis of the deferred maintenance backlog highlights variability in condition across the portfolio and supports more targeted decision-making. In line with established practice, the University aims to maintain an FCI of no more than **18%** for its academic buildings. FCI data is reviewed regularly to identify facilities that warrant priority attention. The figures below present campus buildings with an FCI of **10%** and above.

The building-level analysis below identifies facilities with the highest combination of backlog and elevated FCI, supporting Board oversight of risk exposure and informing near-term investment prioritization.

Additional deferred maintenance and FCI data by building is provided in Appendix B.

Figure 2 – Deferred Maintenance Backlog and FCI – Academic Buildings

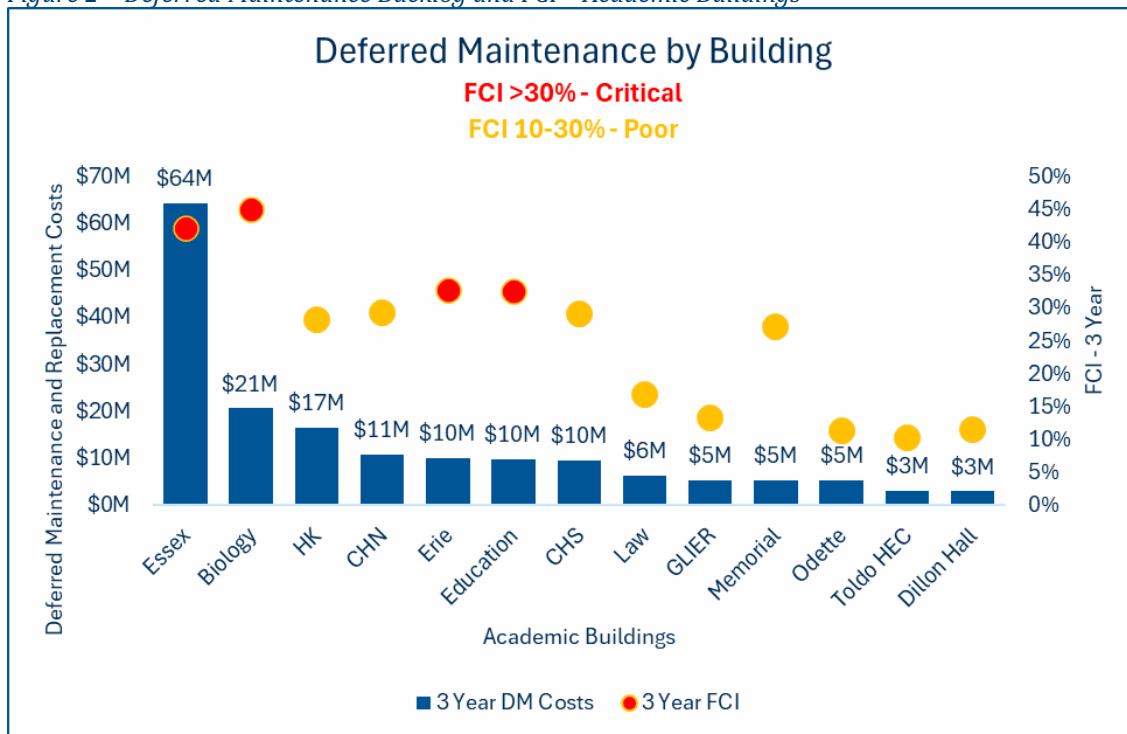


Figure 3 – Deferred Maintenance Backlog and FCI – Residence and Student Experience Buildings

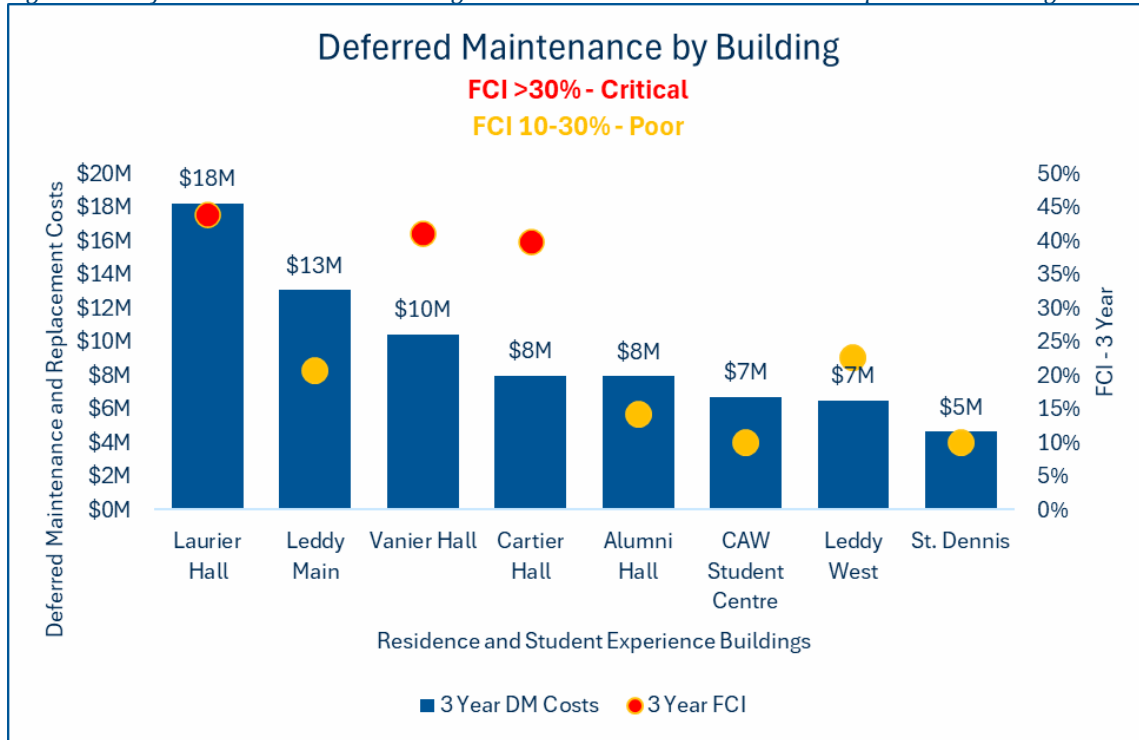
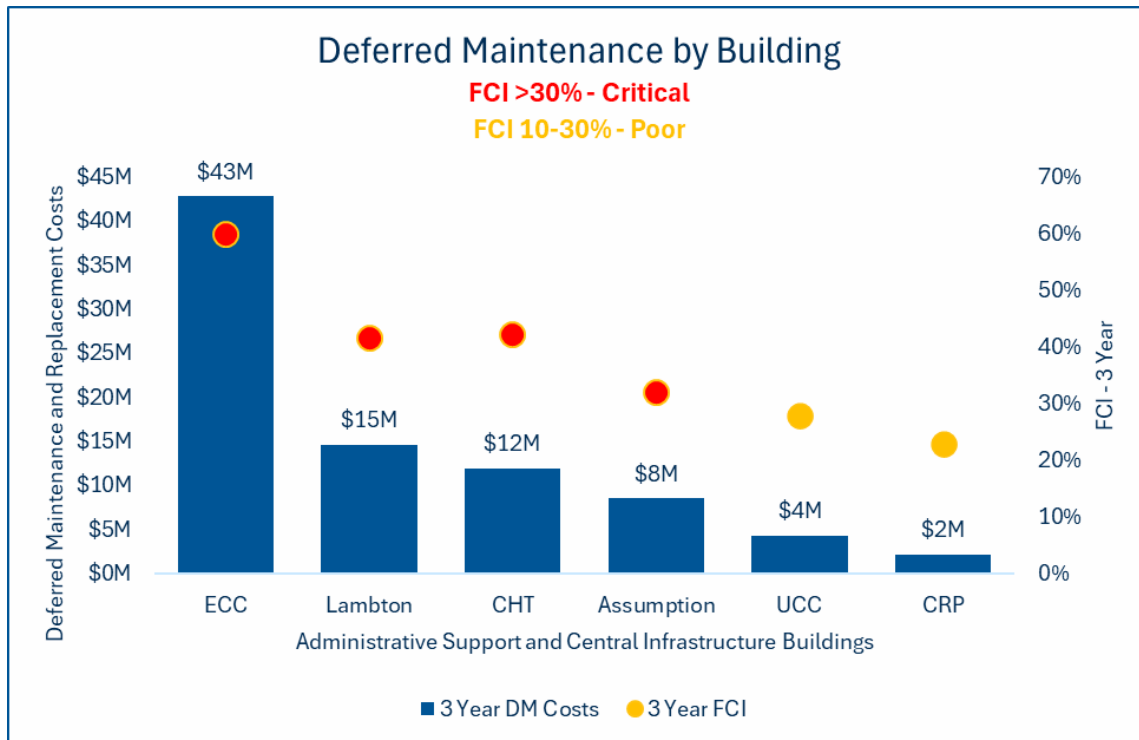


Figure 4 – Deferred Maintenance Backlog and FCI – Administrative and Infrastructure Assets



SPACE FUNCTIONALITY

In addition to capital renewal requirements, evolving institutional priorities necessitate ongoing functional adaptation of campus spaces. These priorities typically include academic program changes, research needs, and enhancements to the student experience. As priorities shift over time, some spaces may become under-utilized or no longer aligned with current requirements.

To assess space efficiency, the Council of Ontario Universities (COU) publishes **space utilization standards** that serve as sector benchmarks. These standards indicate the amount of space typically required to support enrolment, research activity, and operational needs. COU collects data from Ontario universities every three years and publishes a comprehensive report; the most recent survey, released in February 2025, identified several key insights for the University that are utilized in the decision-making process.

The following provides a high-level overview of how space utilization is calculated.

$$\text{Space Utilization Standard (SUS\%)} = \frac{\text{Input} \times \text{Space Standard}}{\text{Actual Space Inventory}}$$

Example – Space standard for Classrooms:

$$\text{SUS\%} = \frac{\text{Input (e.g., student enrolment of 16,249)} \times \text{Space Standard (i.e., 1.1m}^2 \text{ per student)}}{\text{Actual Space Inventory (16,924m}^2\text{)}}$$

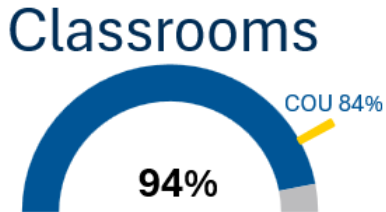
$$\text{SUS\%} = \frac{16,249 \times 1.1\text{m}^2 = 18,037\text{m}^2}{16,924\text{m}^2}$$

SUS% = 94% (i.e., we have 94% of the space needed for students based on our enrolment)

Based on discussions with key stakeholders, the following summarizes the key insights for each major space category:

CLASSROOMS

Figure 5 – Space Utilization Standard (SUS%) for Classrooms

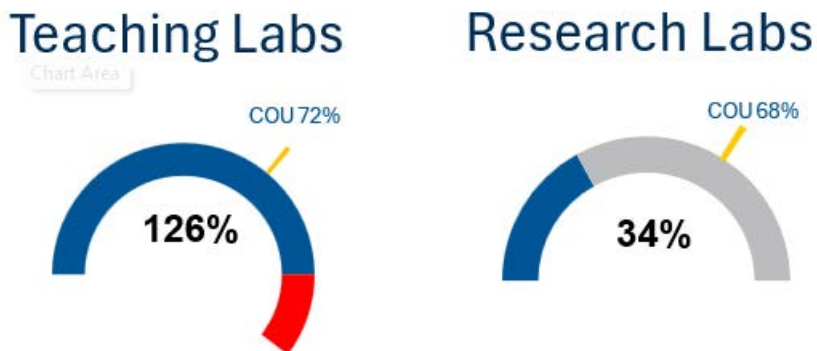


Key Insight:

- The campus has adequate classroom space (**94%**), higher than COU system average (**84%**)
- However, based on discussions with stakeholders, we require an increased mix of **larger classrooms** to address scheduling issues and other strategic priorities
- To address this need, a conversion of the Essex Hall theatre into a large lecture classroom is planned. Need to also be addressed through two proposed studies: 1) Campus Master Planning and 2) Large Lecture Classrooms

TEACHING AND RESEARCH LABS

Figure 6 – Space Utilization Standard (SUS%) for Teaching and Research Labs



Key Insight – Teaching Labs:

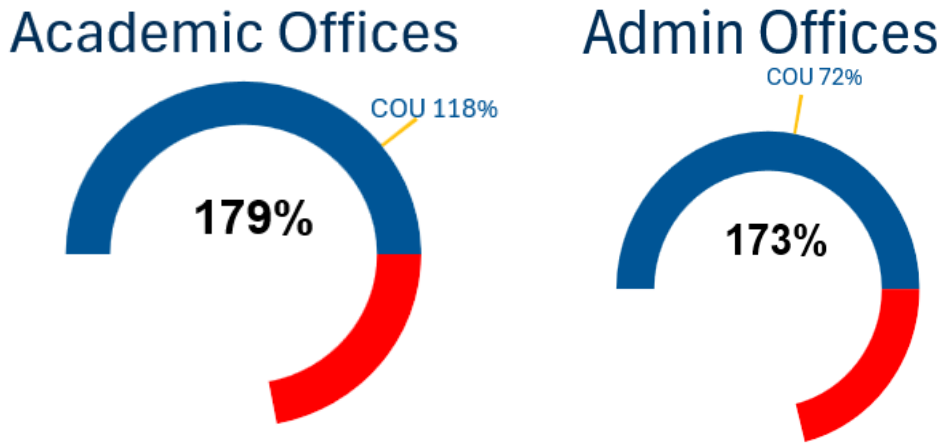
- The University has excessive teaching lab capacity (**126%**) versus COU system average (**72%**)
 - Note – this inventory includes the Drama theatre as a teaching lab, also includes SoCA downtown lab spaces
- To address this objective, several proposed projects (e.g., Essex Hall theatre classroom conversion and Campus Master Planning) are being planned for the 2026/27 fiscal.
- This objective is also planned to be addressed indirectly through two proposed projects 1) Campus Master Planning and 2) Large Classrooms (design / space study)

Key Insight - Research Labs:

- The University has insufficient research lab space (**34%**) as compared to sector average (**68%**)
 - Insufficient lab space primarily in Engineering, Chemistry, with surplus in GLIER, Physics
- Deficiencies are being addressed through three planned projects: 1) Nursing SIM Lab expansion, 2) Nursing Practitioner Program, and 3) CEI Battery Research Lab Expansion

OFFICES

Figure 7 – Space Utilization Standard (SUS%) for Offices



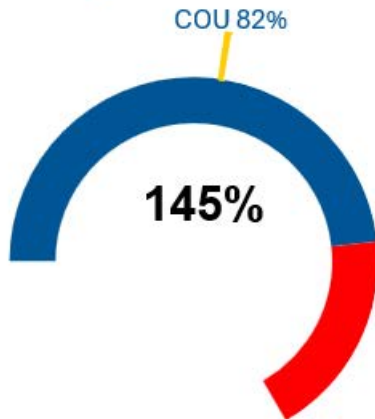
Key Insight:

- The University’s Academic and Administrative office space is excessive (179% | 173%) in comparison to sector average (118% | 84%)
 - Standard size is decreasing (12m² to 9m²) per future COU guidelines
- Steps to address this excess capacity are being regularly reviewed through the Space Planning Committee and will be further contemplated within in the proposed Campus Master Planning project

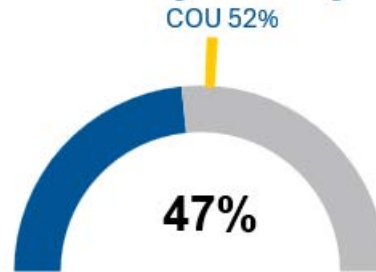
LIBRARY STUDY AND COLLECTIONS

Figure 8 – Space Utilization Standard (SUS%) for Library (Leddy and Law)

Library Collections



Library Study



Key Insight:

- The University currently has excessive library collection space (145%) compared to sector average (82%) and not enough study space for students (47%), although current figures are in alignment with the COU average (52%).
- To address excessive collection space, a project is currently being completed to renovate Leddy West to remove stacks and to create a new student study space. For the coming fiscal, planning efforts are being undertaken for possible future Leddy West renovations to create additional study

APPENDIX B – PROPOSED PROJECT DESCRIPTION AND SCOPE

Capital Program / Project	Description / Scope
Functional Improvement Projects – 1 to 2 years	
Schulich 3D Printed Residence ¹¹	Multi-storey, net-zero 3D-printed student residence
Student Residence Upgrades	Alumni Hall updates to roofing, millwork, HVAC, offices
Essex Hall Theatre Classroom ¹²	Conversion of theatre to 288 seat large classroom
Nursing Practitioners Program	Conversion of old CELD property to 1880 Wyandotte
Nursing Bed Lab Expansion	MEB 3rd floor various rooms conversion to SIM Lab
Food Outlet Upgrades	CAW Marketplace, Odette, and Leddy upgrades
Turtle Island Move / Renovation	Move and renovation from current location
Solar Panel Energy Program ¹³	Third party installation of panels / risk transfer
EaaS Planning	Planning for Energy as a Service risk transfer and strategy to address deferred maintenance backlog
Campus Master Planning	Preliminary planning for update to existing Campus Master Plan
Large Classroom Planning	Consultative review of potential spaces to address shortage of large classrooms
Building Demolition	189 Patricia, Houses (TBD)
Faculty of Law Renovations	Mechanical room, offices
CEI Battery Research Lab expansion	Phase I to expand Faculty of Engineering Battery Lab
Gordon Commons Residence	Renovation of existing Residence West to create new residence
Annual Capital Renewal Programs – 5 Year	
TERF Program Technology Upgrades	Classroom / Lab updates in various buildings by priority
Campus HVAC and Fan Coil Retrofits	Essex Hall, others based on condition assessment.
Parking Lot Resurfacing Program	Education lot expansion and resurfacing, Music, and Clark in subsequent years.
DCS - Central Plant	Digital Control System replacement- ECC.
Life Safety Program	Lifecycle replacement of fire panels, pumps, sprinklers, generators, elevators based on assessment.
Building Envelope	Roofing, masonry, service tunnels, window/doors, etc. based on condition assessment.
Annual Facilities IPP ¹⁴	Major equipment / infrastructure improvements

¹¹ Previously Board approved Capital Project, majority of construction planned for 2026/27, including for context of funding and scheduling

¹² Previously approved through 2025/26 Capital Project, is a multi-year schedule, including for context of funding and scheduling

¹³ Cost to replace roofing in planned location(s) of HK and/or CEI locations currently being evaluated. Energy Incentive grant to provide funding source

¹⁴ Infrastructure Preservation Plan - IPP

Capital Program / Project	Description / Scope
Building Security Modernization	Building locks, card access modernizations (Genetec), and camera installations and replacements
BAS Controls Upgrades	Building Automation System upgrades in various buildings based on condition assessments.
Interior Refurbishments	Common spaces corridors, vestibules, washrooms, etc. based on condition assessment.
Lighting Controls Upgrades	Automated control upgrades and related energy savings incentives / regulatory requirements to retrofit to LED.
Roof Safety Improvement Program	Railing installation for staff and contractor safety.
Metering Program	Replacement / installation of meters for more effective monitoring and strategic decision making on usage.
Storm Drain Updates	Replacement and repair of storm drains and related infrastructure
Main Substation Protection Relay	Upgrade and replacement of protection relays in the main electrical substation to improve functionality.
Accessibility Upgrades	Annual allocation to address multiple accessibility requirements on campus.

APPENDIX C – DEFERRED MAINTENANCE / FCI BY BUILDING

Asset Name (Short form used above)	Primary Use	DM (\$M)	FCI
Essex Hall	Academic	64M	42%
Biology Building	Academic	21M	45%
Human Kinetics (HK)	Academic	17M	28%
Chrysler Hall North (CHN)	Academic	11M	29%
Erie Hall (Erie)	Academic	10M	33%
Leonard and Dorothy Neal Education Building (Education)	Academic	10M	33%
Chrysler Hall South (CHS)	Academic	10M	29%
Ron W. Ianni Faculty of Law Building (Law)	Academic	6M	17%
Great Lakes Environmental Research Centre (GLIER)	Academic	5M	13%
Memorial Hall (Memorial)	Academic	5M	27%
Louis and Edmond Odette School of Business (Odette)	Academic	5M	11%
Anthony P. Toldo Health Education Centre (Toldo HEC)	Academic	3M	10%
Dillon Hall	Academic	3M	11%
Laurier Hall	Res / Student	18M	44%
Leddy Library Main (Leddy Main)	Res / Student	13M	21%
Vanier Hall	Res / Student	10M	41%
Cartier Hall	Res / Student	8M	40%
Alumni Hall	Res / Student	8M	14%
CAW Student Centre	Res / Student	7M	10%
Leddy Library West (Leddy West)	Res / Student	7M	23%
St. Denis Athletic and Community Centre (St. Dennis)	Res / Student	5M	10%
Energy Conservation Centre (ECC)	Admin / Infr	43M	60%
Lambton Tower (Lambton)	Admin / Infr	15M	42%
Chrysler Hall Tower (CHT)	Admin / Infr	12M	42%
Assumption Hall (Assumption)	Admin / Infr	8M	32%
University Computer Centre (UCC)	Admin / Infr	4M	28%
Central Refrigeration Plant (CRP)	Admin / Infr	2M	23%