

NOTICE OF MEETING

There will be a meeting of the
Board of Governors
Tuesday, May 26, 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 April 16, 2026	Brown-Approval BG260416M
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 BG260526-4.1.2
*4.1.2.1 Annual Report on the Costs of Educational Materials (p. 4)	Kustra-Approval BG260526-4.1.2.1
*4.1.2.2 Annual Accessibility Report and Multi-Year Plan (p. 6)	Beckford-Information BG260526-4.1.2.2
4.1.3 Questions Arising from the Reports of the Vice-Presidents and Associate Vice-President, External (p. 44)	Vice-Presidents/AVPE-Information BG260526-4.1.3
4.2 Audit Committee	
*4.2.1 Internal Audit Plan for 2026-2027 (p. 52)	Cowell-Information BG260526-4.2.1
*4.2.2 Enterprise Risk Management Update (Dashboard) (p. 53)	Cowell-Information BG260526-4.2.2
4.3 Executive Committee	
4.4 Governance Committee	

4.5 Investment Committee

*4.5.1 Report of the Board Investment Committee (p. 61)

Ruthard-Information
BG260526-4.5.1

4.6 Pension Committee

4.7 Resource Allocation Committee

4.7.1 2026-2027 Operating Budget (p. 62)

Sonego-Approval
BG260526-4.7.1

*4.7.2 2026-2027 Cash Flow Budget (p. 109)

Sonego-Information
BG260526-4.7.2

*4.7.3 SMA4 – Year 1 Evaluation (2025-2026) (p. 112)

Sonego-Information
BG260526-4.7.3

4.7.4 Measuring the Success of Cost Cutting/Centralization (p. 125)

Sonego-Information
BG260526-4.7.4

4.7.5 Capital Projects Quarterly Report (Dashboard) (p. 128)
(Rodzik Hall and Sodexo Update)

Sonego-Information
BG260526-4.7.5
BG260526-4.7.5a

*4.7.6 Downtown Bus Depot License (p. 135)

Sonego-Information
BG260526-4.7.6

*4.7.7 Fighting Against Forced Labour and Child Labour in Supply
Chains Act Annual Report (p. 137)

Sonego-Approval
BG260526-4.7.7

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 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. 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.]

**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

Following a series of group-level meetings and drop-in sessions held in support of the Four Pillars Framework, feedback from more than 300 staff, faculty, students, and senior leaders is currently being compiled and reviewed. Input gathered through these discussions, along with feedback submitted through the website and feedback portal, will help shape recommendations and priorities. Details will be shared with the campus community in the Fall 2026, continuing this engagement.

2. 2026/27 Operating Budget

The University released its 2026/27 operating budget. While the challenges facing universities across Canada remain considerable, this is also an opportunity to rethink how we plan for the future. The budget reflects a more strategic approach to long-term sustainability and growth and marks an important period of transformation as we continue to better align our academic priorities, enrolment planning, financial strategy, and resource allocation through Integrated Resource Planning. This work will help ensure our resources remain focused on mission-driven priorities and guided by the University's Four Pillars Framework and long-term institutional goals.

As this work continues, we will be engaging the campus community through a series of updates and meetings taking place throughout the late spring and summer months.

3. Executive Search Updates

I am excited to share that Dr. Barbara Crow has agreed to join the University of Windsor as the next Provost and Vice President, Academic. We are excited to welcome her to the University of Windsor community, and look forward to the experience, expertise, and leadership she will bring to the role. The Search Committee for the University Registrar position is currently reviewing applications, with interviews expected to take place in June. Progress is also underway in the search for the next Vice-President, Finance and Operations.

4. Meetings & Events

In April, I attended the Universities Canada Spring Membership Conference in Vancouver, and meetings with the Council of Ontario Universities about recent proposed changes to teacher education programs in Ontario. Recently, I had the opportunity to participate in a range of UWindsor, community, and sector events including the Alumni and Student Pow Wow, Red Dress Day Ceremony, and the Scarborough Charter Forum in Ottawa as part of the President's Panel.

5. Convocation

Preparations for Spring Convocation are well underway, and I am looking forward to celebrating the accomplishments of our graduating students across all faculties and programs. I am also pleased to share that Joe Bowen and Chief Justice Michael Tulloch will be this year's Honorary Degree recipients. We look forward to celebrating their contributions and welcoming them to campus as part of this special occasion.

**University of Windsor
Board of Governors**

***4.1.2.1: Annual Report on the Costs of Educational Materials (2026)**

Item for: **Approval**

MOTION: That the report on the Annual Report on the Costs of Educational Materials be approved.

Context

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

Method of Communicating Costs of Educational Materials to Students

The University of Windsor has chosen to communicate the general costs of educational materials through the website, and the specific course costs of educational materials through the course syllabus, as the syllabus is the only consistent method for communication with students that is specific to each course. Each instructor is contacted by email and submitted a testimonial for compliance through a Qualtrics survey. Those who do not respond are checked with the Heads or Deans.

Summary of Current Communications

General Website:

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

Specific Course Syllabi:

- In the year 2025-2026 Information was shared through meetings with the Deans Council, and the Heads Council
- Web [resources and FAQs](#) were updated help with the transition
- General emails were sent to all instructors each term, a unique message with the survey link was sent to each instructor teaching that term, and three additional reminders were sent to those instructors who did not respond.
- Those Faculties with course syllabi templates modified the templates to include a section to indicate course educational materials costs.

% of Compliant Courses

There has been a steady increase in reported compliance.

- Summer 2025 78%
- Fall 2025 90.1%
- Winter 2026 91.1%

Plans for 100% Compliance

A number of strategies are organized through the Office of the Provost:

- *Communication*: We will continue regular communication with Deans, Heads and instructors, and discuss with the Deans additional communications that may be beneficial. We have begun sharing the list of those who are not compliant with the Heads and Deans to receive their support for completion.
- *Education*: Instructors continue to contact the Office of the Provost to indicate that they did not include the costs in their syllabi because there were no costs – either they did not use any textbooks/materials, or because they used free alternatives such as Online Educational Resources (OER). We have introduced more education in the emails and survey itself to instructors so that they know to explicitly include in the syllabus that there is no cost.
- *Templates*: The University of Windsor does not have an overall institutional course syllabi template. We have engaged with the Deans and Associated Deans for those that have Faculty-specific templates to include a mandatory section on educational material costs. We have added it to a syllabi checklist shared with all instructors.
- *Software*: The University of Windsor does not have a software for a centralized course syllabi database, which would facilitate sharing templates with mandatory sections, as well as pulling reports on completion of mandatory files in a centralized fashion. We have submitted a business case to request this functionality, approval will be dependent on the current fiscal constraints.

Annual Accessibility Report and Multi-Year Plan 2024-2025



University
of Windsor



Accessibility Reports Electronic and Alternate Formats

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

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

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

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Introduction and Background



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



The University has a rich tradition of offering comprehensive, student-focused, post-secondary education in Southwestern Ontario. Assumption College, the predecessor of the University of Windsor, first welcomed students in 1857¹. On December 19, 1962, the University of Windsor was incorporated by the Ontario Legislature. In the more than 160+ years that have since passed, the small, liberal arts college has grown into today's non-denominational, comprehensive, teaching, and learning university, welcoming over 15,000 students each academic year and boasting alumni of over 135,000+.



During the 2024-2025 academic year, the University of Windsor continued to advance the strong tradition of academic excellence while enhancing an inclusive, accessible work and study environment. This report captures highlights between September 1, 2024 and August 31, 2025 along with the Accessibility Multi-Year Plan update, which includes short and long-term goals toward achieving a barrier-free campus.



University of Windsor's Mission and Vision

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

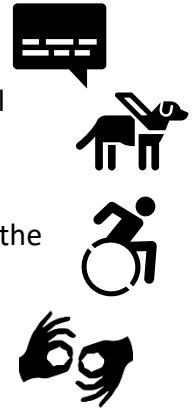
Mission Statement: To empower positive change through regionally and globally engaged inquiry, learning, scholarship, creative activity, and research.

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

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

The University of Windsor’s Commitment to Accessibility

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



Office of Human Rights, Conflict Resolution and Mediation

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

Inquiry and Complaint Resolution

As part of the facilitation and resolution functions within the Office of Human Rights, Conflict Resolution and Mediation (OHRCRM), staff members in OHRCRM respond to campus accessibility and human rights issues. Ongoing in 2024-2025, team members fielded numerous telephone calls, virtual meetings, and email inquiries. From an accessibility perspective, inquiries included items such as workplace accommodations, academic accommodations, accessible parking requirements, and accessibility questions/concerns in the built environment. Resolutions were facilitated or escalated for further discussion as appropriate.

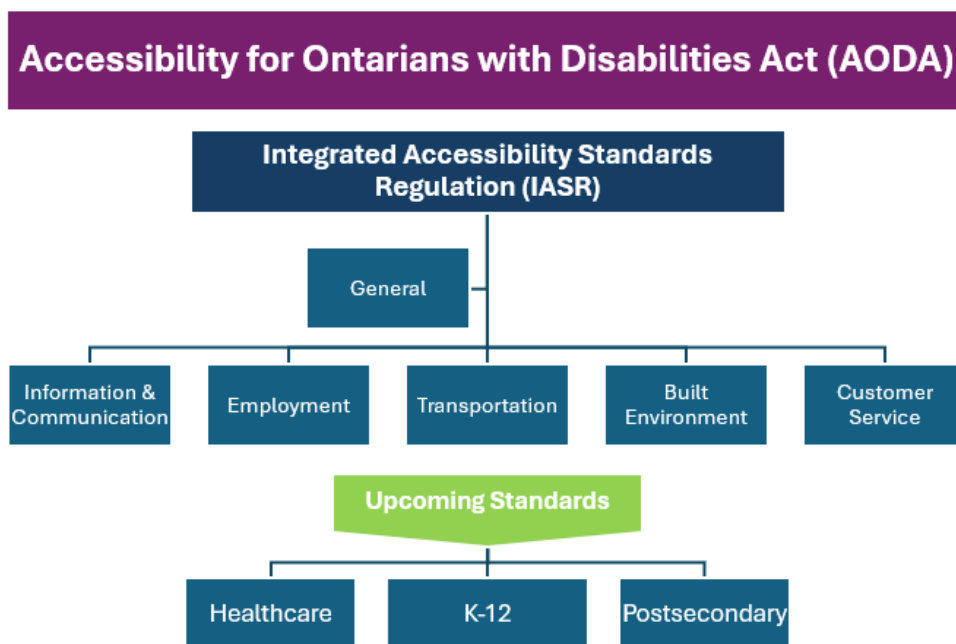
The Legislative Framework

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

complements the *Code* by setting accessibility standards that organizations must meet. Where there is a conflict between the AODA and the *Code*, the *Code* has primacy.

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

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



There are five [Integrated Accessibility Standards](#) (IAS) that outline specific measures and implementation timelines to which organizations must comply. The current standards include: 1) Information and Communications; 2) Employment; 3) Transportation (not applicable to the University); 4) Built Environment (Design of Public Spaces), and; 5) Customer Service. The provincial government will add [three additional standards](#): 1) Accessible Education K-12; 2)

Accessible Postsecondary Education; and 3) Accessible Healthcare. Recommendations for the new standards have received public feedback and are currently in the final report stage, which will help legislators draft new legal standards. Follow the link to view the [Postsecondary Final Report](#).

AODA Compliance Report 2025

The Ontario Government requires large public sector organizations to submit an accessibility report every two years. To prepare for the current reporting period, the Ministry for Seniors and Accessibility (MSAA) released the reporting framework in early 2025, giving organizations time to complete their submissions. Since the AODA's goal was to achieve a fully accessible Ontario by 2025, this year's report includes all components of the Integrated Accessibility Standards as part of its requirements.



As a result, the University undertook a comprehensive review of the legislative requirements. This internal audit began in April 2025 and continued into the next reporting period (Fall 2025). This exercise provided an opportunity for the University to refresh and update current policies and resources.

Accessibility Feedback at the University of Windsor

Feedback is essential to help the University identify and remove barriers in order to achieve our goal of full participation at the University of Windsor. Members of our campus community are encouraged to provide suggestions to improve accessibility and inclusion, to share their experiences of how inclusion and accessibility at our University have made a difference, or to identify an accessibility barrier through the streamlined web form.

To provide feedback, follow the link to the [Accessibility Feedback \(Reporting a Barrier\)](#) webpage. A list of options is provided to ensure that concerns are reviewed by the most appropriate and, where required, addressed in an expeditious manner. The list below is available on the [Report a Barrier and Accessibility Feedback](#) webpage.

- **Accessible Formats:** Students requiring alternate format textbooks should visit the [Student Accessibility Services website](#) for assistance.
- **Barriers to Physical Facilities:** Items such as an out-of-service elevator, a non-functioning door opener, washroom fixtures that are broken or in need of repair should be reported with as much detail as to location (building/floor/room etc.) and the

accessibility issue following the [Maintenance Service Request Process outlined on the Facilities Services website](#).

- **Snow Removal Preventing Access:** Issues with snow accumulation or removal should be reported through the [Facilities Services website](#).
- **Technology Service Disruption:** To report barriers regarding university websites or technology such as FM transmitters in classrooms which are not functioning, please open a ticket with [Information And Technology Services](#) or contact the Information Technology Services help desk at ext. 4440.
- If the request does not fit into a category above, please complete the [Accessibility Feedback Form](#) and the information will be directed to the Office of Human Rights, Conflict Resolution and Mediation (OHRCRM). *(Please note: OHRCRM will maintain the confidentiality of collected information, except to track and disseminate feedback to relevant units for follow-up and content sharing).*

Alternatively, members of our community can provide feedback to the Accessibility Specialist in the Office of Human Rights, Conflict Resolution and Mediation at 519-253-3000, ext. 3400, or by email at hrcrm@uwindsor.ca.

Maintenance & Temporary Disruptions

The University's Facility Services provides services to plan, operate, and maintain the buildings, grounds, and infrastructure. Ensuring that the building structures are operational and that University properties are properly maintained is the mandate of this department and part of daily operations.

The University has several means to notify the campus community of temporary disruptions. These notifications include start and end dates, building and areas affected, details of the interruption or project, and steps to remediate.

- Facility Services lists all [Notice of Service Interruptions/Projects Centre](#) on their website.
- Notice of Service Interruptions (NOSI) is emailed to employees from Facility Services.
- University of Windsor news is delivered by email to all subscribers and contains links to Facility Services Projects.

Additionally, IT Services maintains a webpage that provides details on system disruptions. Follow the link for more information: [System Status & Notifications | Information Technology Services](#)

Student Accessibility Services

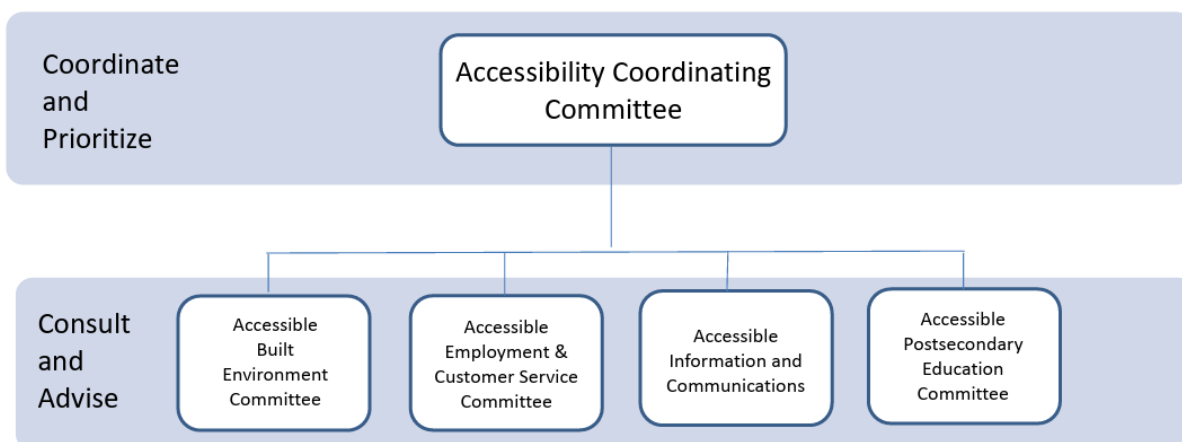
[Student Accessibility Services \(SAS\)](#) supports students through the facilitation of accommodations to navigate disability-related barriers to advance academic learning and performance. The SAS department, in collaboration with faculty and others, strives to create a barrier-free environment that promotes equitable student experience. Reporting to the Associate Vice-President, Student Affairs (Division of Students Affairs), the staff share their professional expertise with teaching and research staff and promote student autonomy, privacy, and independence. SAS is a valuable resource to the University community and an integral partner to the OHRCRM team and others on campus.

The University of Windsor’s Accessibility Committees

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

The membership of these committees comprises representation from OHRCRM and students, staff, and faculty from various departments and units from across campus. Employees and students with lived experience are encouraged to participate. This model facilitates education, contributing to purposeful change/action, information sharing, coordination of initiatives, and improved communication. Representatives on these committees also bring back knowledge gained from participating in these committees to their respective departments/units. The model that was in effect during the 2024-2025 academic year is described below:

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



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

ABEC Membership 2024-25

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

AECSC Membership 2024-25

Diane Rawlings (Chair)	Special Advisor (Division of Student Affairs)
Cherie Gagnon (Vice Chair)	Accessibility Specialist (OHRCRM)
Marcela Ciampa	Senior Organizational Effectiveness Strategist (Human Resources)
Emily Laliberte	Health & Safety Coordinator (ESW)
Lisa Milne	Access Services Administrator (Law Library)
Lindsey Boglitch	Academic Labour Relations Advisor (Academic Labour Relations)
Sandra Ondracka	Lancer Recreation Coordinator (Campus Recreation)
John Regier	Director - Facility Operations (Facility Services)
Nadia Rodwyn	Student Representative
Allison Sibley	Workplace Accommodation Specialist (Human Resources)
Kari Scott	Advisor (Student Accessibility Services)
Nicole Vignone-Kiborn	Career Advisor (Career Development and Experiential Learning)
Irene Schiller	Recording Secretary (OHRCRM)

AICC Membership 2024-25

Cherie Gagnon (Interim Chair)	Accessibility Specialist (OHRCRM)
Rob Aitkens	Web Development Team Leader (ITS - Web Support Services)
Meris Bray	Librarian (Law Library)
Anthony Gomez	Accessibility Advisor and Assistive Technologist (Student Accessibility Services)
Shelby Johnson	Multi-Media Coordinator (Public Affairs and Communications)

Mark Lubrick	Learning Specialist (Office of Open Learning)
Art Rhyno	Librarian (Leddy Library)
Femi Soluade	Student Representative
Irene Shiller	Recording Secretary (OHRCRM)

APEC Membership 2024-25

Nick Baker (Co-Chair)	Director (Open Learning)
Jessica Raffoul (Co-Chair)	Director - Centre for Teaching & Learning (CTL)
Cherie Gagnon (Vice Chair)	Accessibility Specialist (OHRCRM)
Jacqueline Brathwaite	Manager - Student Financial Aid (Student Awards and Financial Aid)
Jess Dixon	Head, Department of Kinesiology
Shetina Jones	AVP, Student Experience (Division of Student Affairs)
Joyceln Lorito	Student Development Specialist - Learning Strategist (Student Accessibility Services)
Marcin Pulcer	AVP, Information Technology Services (ITS)
Hannah Sauve	Student Representative
Renée Wintermute	University Secretary (University Secretariat)
Irene Schiller	Recording Secretary (OHRCRM)

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

ACC Membership 2024-25:

Marium Tolson-Murty (Chair)	Director - Human Rights (OHRCRM)
Cherie Gagnon (Vice Chair)	Accessibility Specialist (OHRCRM)
Nick Baker	Director, Open Learning (OOL)
Dan Castellan	Manager, Facility Planning, Renovations & Construction (Facility Services)
Laverne Jacobs	Faculty (Law)
Karen Pillon	Associate University Librarian (Leddy Library)
Jessica Raffoul	Director – Centre for Teaching and Learning (CTL)
Diane Rawlings	Special Advisor (Division of Student Affairs)
Stephen Temesy	Student Alumni
Magdalena Ciunajko	Recording Secretary (OHRCRM)

Annual Accessibility Report 2024-2025 Achievement Highlights

In accordance with the AODA and the Integrated Accessibility Standards Regulations (119/11), the highlights below outline the institution-wide progress of measures taken to implement the accessibility plan and to reduce and remove barriers, along with meeting legislative requirements. While this report is prepared by OHRCRM, it reflects the campus community's involvement in promoting accessibility for all.

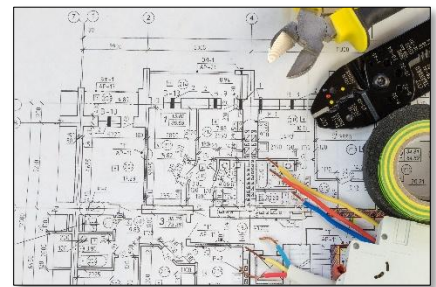
Accessible Built Environment Highlights

Between September 1, 2024 and August 31, 2025, the University of Windsor completed several renovations and new builds that considered accessibility in their design. Key highlights are featured in this section.

a) Accessibility Upgrades (small to mid-size)

Small to mid-size accessibility upgrades are prioritized yearly by the Accessible Built Environment Committee (ABEC). The funds to complete these projects are available through an annual budget that is co-managed by Facility Services and OHRCRM to improve accessibility in buildings and other physical spaces.

ABEC aims to uphold the principles of Universal Design and accessibility standards that exceed the Ontario Building Code as outlined in the [University of Toronto FADS](#). Universal Design means that all spaces and buildings are created so that the greatest number of people can access them to the greatest extent possible, regardless of age, stature, ability, or disability. This is intended to support access for all. ABEC also considers recommendations from the [Proposed Accessible Postsecondary Education Standards final report](#) to ensure the University is ready for new legislation when it is enacted. The committee recognizes that the recommendations have been developed by experts in the field and, therefore, are regarded as leading, inclusive practices. The accessible upgrade projects identified by ABEC in 2024-25 are listed below. These projects will be completed through the 2024-25 and 2025-26 budget years.



- Centre for Teaching and Learning – Improved handrails to the California Street entrance
- Leddy Library – Automatic door openers to the Media Centre (lower level)
- Joyce Entrepreneurship Centre – Add handrails along the ramp and place the card reader and the automatic door opener button on the same side of the entrance

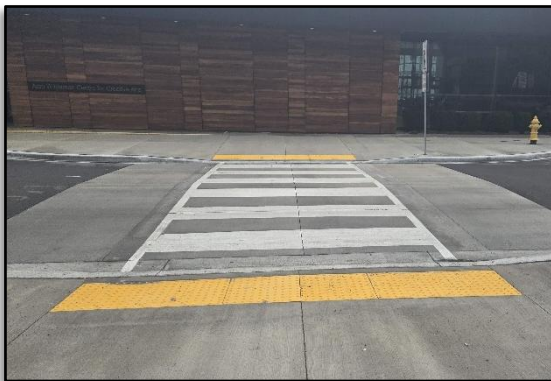
- Chrysler Hall North – Add an automatic door opener to the entrance leading to the Employee Safety and Wellness corridor
- Toldo Health Education – Add automatic door opener to room 104
- Addition of Annunciation Panels in select elevators

b) Classroom Upgrades

Classroom renovations are led by Facility Services in consultation with various campus partners. Accessibility is part of the decision-making criteria. ABEC often provides consultation on renovation plans. With significant organizational changes during this time period, the classroom renovations were paused while projects were reassessed and prioritized.

c) Downtown Campus Accessible Crossway

The University collaborated with the City of Windsor to install a crosswalk on Freedom Way between the Armouries and the Alan Wildeman Centre for the Creative Arts. This addition provides a direct route between the east entrance of the Armouries and the west entrance of the Centre, eliminating the need for individuals requiring curb cuts to travel to the end of the block to cross the street. The raised asphalt slows traffic, enhancing safety for people using the crossing. Applying Universal Design principles, the crosswalk also makes it easier for people to transport instruments, equipment, carts, strollers, and similar items between the buildings efficiently.



(above and right). Crosswalk features tactile warning surfaces, a gradual slope to the road, painted lines, and signage

d) Sunset House Transformation



Sunset House near the Sunset Circle and the Turtle Island Walkway.

University of Windsor Retirees' Association (WURA) approached the institution's leadership about becoming an age-friendly university. The Office of the President approved the use of the Odette House for use by WURA while the University made an application to join the [Age-Friendly University Global Network](#). As part of this work, the house was re-named to the "Sunset House".

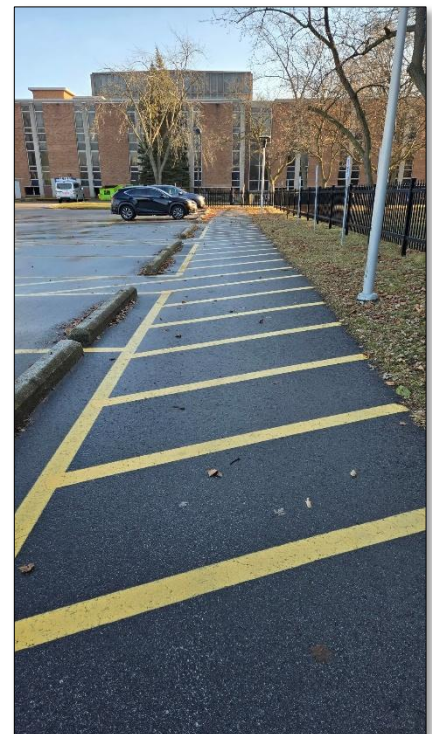
In order to prepare the space for an age-friendly initiative, ABEC was consulted on upgrades. This resulted in the installation of a new lift, a paved path of travel from the parking lot west of the house, and the installation of railings and grab bars. In addition, furniture was provided with accessibility in mind.

e) Leddy Library Parking Lot

In 2024, the Leddy Library Parking lot was repaved. During this process, three additional barrier-free parking spots were added for a total of nine accessible parking spaces. In addition, a walkway was added to the west side of the parking lot so people can cross the lot out of vehicular traffic.



(above) The freshly paved Leddy Parking Lot includes 3 new barrier-free spots for a total of nine accessible parking spaces. (right) The new parking lot design features a walkway on the west side of parking lot.



f) Design Review for Campus Upgrade Projects and New Builds

Accessibility and inclusion continued to be a priority as the University re-designed and upgraded spaces on campus during the 2024-2025 academic year. In addition to the projects mentioned above, members from the ABEC Committee provided accessibility feedback to the following: new medical residence, student lounge in Leddy Library West, new outdoor signage, Rodzik Dining Hall, FAHSS student lounge (CHT), and several other proposed upgrades that are still under consideration. Additionally, ABEC and Facility Services engaged with a third-party to undertake an accessibility review of 300 Ouellette. This information will be useful for future renovations and upgrades to this building when projects are approved.

Accessible Employment and Customer Service Highlights



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

a) Identifying Opportunities to Improve Accessibility

The Accessible Employment and Customer Service Committee (AECSC) has broad representation and identifies opportunities for improvement related to accessibility across campus. This feedback could be related to the built environment, processes, policies, guidelines, and technologies.

b) Employee Accommodation Fund

OHRCRM continued to utilize funds made available by the University of Windsor's Strategic Priority Fund to support the Employee Accommodation Fund (EAF). The EAF is an additional source of financial assistance for units and departments to provide disability-related accommodations in the workplace for our employees. Over 40 applications have been approved since 2014. Four new applications were approved in the 2024-25 academic year.

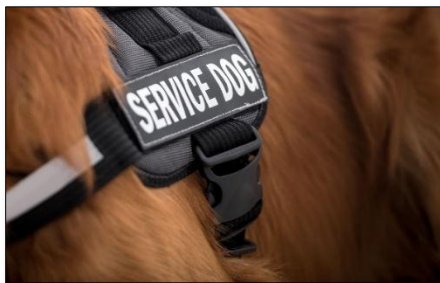
c) Accessible Equipment and Furniture Bank

An Accessible Equipment and Furniture Bank is in development but in operation. This short-term loan program enables a more agile response to accommodation requests, particularly during transitions or temporary injuries. While the inventory is growing, there are items available for trial and/or to bridge the gap from the time of ordering a product to delivery. In this reporting period, the University has identified a physical location to store items. Donations were made to the project through grants, Student Accessibility Services, the University of Windsor Student Association (UWSA), and the Organization of Part-time University Students (OPUS). Many thanks to the campus partners who contributed to this project.

A formal booking system is in the works. However, if items are needed on a loan basis, please contact the Office of Human Rights, Conflict Resolution and Mediation at hrcrm@uwindsor.ca or at extension 3400.

d) Service Animal Policy and Procedure Updates

At the beginning of 2025, the University of Windsor introduced a Non-Service Animal Policy, which restricts the presence of animals inside buildings to service animals only. This prompted



updates to the current service animal policy and procedures, which included a verification process to respect the privacy of service animal handlers and to ensure access to goods, services and facilities. General information about service animals and the University's related policies and procedures can be found on the [service animal webpage](#) hosted by OHRCRM.

e) Employee Mental Health Strategy (EMHS)

The EMHS, led by the Office of the Vice-President – People, Equity & Inclusion, was officially launched in November 2023. The University of Windsor recognizes the critical role workplaces play in supporting mental health. While work can provide purpose, financial security, identity, and social connection, it can also be a source of stress. To address this, the University has developed an Employee Mental Health Strategy that:

- Promotes mental health and well-being across the organization.
- Minimizes workplace risks that negatively impact mental health.
- Supports employees throughout the mental health continuum, from prevention to intervention.

- Builds a psychologically healthy and safe workplace culture grounded in care and inclusion.

This strategy serves as a roadmap for creating a positive, supportive environment where employees can thrive. Select the link to learn more about the progress of the [University of Windsor's EMHS](#).

Accessible Education, Training, and Awareness Highlights

a) 12th Annual Accessibility Awareness Day (AAD)

Led by OHRCRM, the University of Windsor has hosted this annual, free event since 2013 to highlight and celebrate accessibility. The 2025 event started with virtual, 30-minute mini-workshops held on the first three Tuesdays in March from 11:30 am – noon. The final week involved an hour-long morning and afternoon virtual sessions.



The 2025 event sessions included:

- Week 1: Maximizing Accessibility Features on Smartphones
- Week 2: Introduction to the Panorama Digital Accessibility Tool
- Week 3: Pathways to Inclusion: A Student's Perspective (In partnership with EDID Week)
- Week 4: Session 1 – AI for accessibility: How might AI support people with disabilities?; Session 2 – Exploring lived experiences of AI and disability

These sessions were well attended by students, faculty, staff, retirees, and community members. We thank all the presenters for their time and expertise! For more information about the sessions and the links to the recordings, please visit the [2025 AAD Webpage](#).

b) IDeA Competition

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

2025 IDeA Competition Winners

Many thanks to all the students who participated in the competition! The ideas were creative and innovative and demonstrated thoughtful consideration in developing ways to reduce or eliminate barriers. Congratulations to the 2025 Winners!

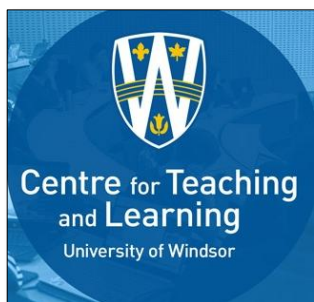
- **First Place** – Richard Nonso, “MyPath: Design Your Career”
- **Second Place** – Maram Al-Safadi, “TactiTalk Blister Packs”
- **Fourth Place (tie)** – Shivani Sharma Ramesh Kumar, “WinSor – A Smart Sensor to Inclusive Living”
- **Fourth Place (tie)** – Dania Kart “Rethinking Fitness Spaces: Building an Inclusive and Accessible TLC”

For more information about the contest, please visit the [IDeA Competition Webpage](#).



c) CLIF Grants 2025

The Centre for Teaching and Learning provided a funding opportunity to promote accessibility and inclusive design and practice in the learning environment. The [Centred on Learning Innovation Fund \(CLIF\) 2025](#) grant focused on the theme Education for All Who Want It:



Enhancing Accessible Learning at UWindsor. This initiative supported projects that advance accessibility in teaching and learning, guided by the Accessibility for Ontarians with Disabilities Act (AODA, 2005) and the University’s commitment to inclusivity and equity. Applicants were encouraged to address one or more recommendations in the AODA final report for a postsecondary education standard through innovative strategies that improve access for diverse learners. Two grants were awarded through this initiative.

d) Additional training opportunities

The Office of Human Rights, Conflict Resolution and Mediation provides workshops and sessions upon request for units and departments. During this reporting period, sessions included accessibility and ableism related to the service area/faculty.

Additional accessibility-related training and educational opportunities were provided through several departments across campus, including the Centre for Teaching and Learning (CTL),

Human Resources, and the Office of Open Learning (OOL). The training covered a variety of topics addressing teaching practices, educational material design, tools, and technology.

Accessible Information and Communication Highlights

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

a) Digital Accessibility Feedback

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

- A review of digital tools available for students, staff, and faculty
- A review of digital platforms with an accessibility lens to provide feedback to departments considering purchases
- Feedback on Web accessibility

Proposed Accessible Postsecondary Education Standard AODA



In June 2021, the Ministry for Seniors and Accessibility (MSAA) released recommendations for two new standards under the AODA that will impact the University. These new standards are the Accessible Postsecondary Education (PSE) Standards and the Accessible K-12 Education Standards. Recommendations have been developed by an expert panel called the [Standards Development Committee \(SDC\)](#). These recommendations cover a range of areas such as attitudes, finances, instruction, organizational barriers, training, physical barriers, campus life, and transition to post-secondary education. After public consultations, the SDC released the [final report](#) in April 2022.

The new Accessible PSE standard is not law yet; however, the recommended implementation timelines are fairly short. As a result, postsecondary education institutions are encouraged to begin the work. In preparation for these upcoming legislative changes, the Accessible Postsecondary Education Committee (APEC) was added to the University's Accessibility Reporting structure in Fall 2022.

Since its inception, APEC has reviewed all recommendations in the final report with valuable discussion and insights gathered on the potential impact on the institution, possible next steps, and relevant and required resources. The committee has also been a resource to the campus on questions regarding the new standard and has presented information to Senate and other groups upon request. Some committee members were able to take this information back to their areas, particularly the Centre for Teaching and Learning, to consider the recommendations within the scope of their current work (e.g., inclusive teaching practices and approaches). Finally, some members of the committee were able to participate in provincial consultations regarding the implementation of the new standard.

Multi-Year Accessibility Plan Update

2022-2027

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

Our Mission	
To empower positive change through regionally and globally engaged inquiry, learning, scholarship, creation, and research.	
Our Vision	
As a locally engaged, globally connected institution, the University of Windsor will enable people to transform their circumstances. As partners, leaders, and learners, we will engage in impactful research, relevant teaching, creative endeavours, and inclusive relationship building to foster positive change.	
Our Values	
1. Academic Excellence	V1
2. Action on Indigenization, Truth, and Reconciliation	V2
3. Community Impact	V3
4. Engagement with Students	V4
5. Environmental Sustainability	V5
6. Equity, Diversity, and Inclusion	V6
7. Openness to Change	V7
8. Prioritizing People	V8
9. Trustworthiness	V9
Our Foundational Commitments	
1. Establishing and Implementing an Institutional Data Strategy	F1
2. Foster Resilience and Institutional Learning through Connection, Reconnection and Collaboration	F2
3. Continue to Foster and Build Welcoming, Inclusive and Engaging Physical and Virtual Spaces	F3
4. Telling Our Stories and Sharing Our Knowledge	F4
5. Ensuring that Faculty and Staff Have the Skills and Support to Maximize Impact, Growth, and Engagement	F5
6. Improving Institutional Processes and Coordination of Services	F6
Our Strategic Priorities	
1. Advancing Bold, Impactful Research, Scholarship, and Creative Activity	P1
2. Advancing the Journey toward Truth and Reconciliation	P2

3. Becoming an Increasingly Equitable, Diverse, Inclusive and Just University	P3
4. Ensuring High Quality, Relevant, and Just Teaching, Learning, and Student Experience for Everyone	P4
5. Fostering an Engaged, Healthy, Safe, and Environmentally Sustainable Campus	P5
6. Generating Local and Global Impact through Partnership and Community Engagement	P6

A. Built Environment

Action Item	Timeline	Comments	Aspire Objectives
Identify and prioritize addressing existing barriers in the built environment annually. The university to commit to upgrading funds annually to address barriers.	Ongoing	The Accessible Built Environment Committee (ABEC) develops priority upgrade lists based on campus feedback and an accessibility audit completed in 2020 on 15 buildings. Upgrades are small to mid-sized. The budget is provided through annual funds co-managed by Facility Services and HRCRM as per the Accessibility Policy.	V6, V8, F3, P3, P5
Complete accessibility audit on additional buildings	2020-ongoing	ABEC to identify additional buildings to undergo an accessibility audit. In 2023, ABEC recommended an audit on 300 Ouellette (Computer Science) as it was a newly acquired building. Data to inform future renovations. The audit was presented to ABEC in Fall 2024.	V6, V8, F3, P3, P5
Complete addition of an accessible entrance to the Human Kinetics Building	2021-2024 Completed.	In July 2021, an application was made to the EnAbling Accessibility Fund: Mid-Sized Project grant. In 2022, the University was notified that it was one of the few successful applicants and was awarded \$722,000 toward the project. Construction began in spring 2023 and was completed in 2024.	V6, V8, F3, P3, P5
Identify dedicated accessible drop-off/pick-up points	2019-2026	Additional safe and accessible dedicated sites were identified for students and employees who are provided transportation to and from the University. Seven (7) locations have been identified (2023). Locations are to be added to the campus map or list made accessible on the OHRCRM website. Additional potential sites were noted. Signage or curb cuts may be required. ABEC is to be consulted.	V6, V8, F3, P3, P5

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

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

Action Item	Timeline	Comments	Aspire Objectives
		The University of Windsor released its Sustainability Framework (2024-2029) and the first Sustainability Report 2024 . Both documents consider the importance of embedding accessibility into planning and the development of future initiatives.	

B. Customer Service/Employment

Action Item	Timeline	Comments	Aspire Objectives
Provide training to the University community on organizing an accessible in-person and online meeting or event.	2023-2026	Multiple workshops are offered during the Accessibility Awareness Days event in March each year. Accessible Employment and Customer Service Committee to update the Accessible Event Checklist to include online accessibility. Updated list to be communicated campus-wide. Additional training is to be provided on campus via workshops.	V1, V4, V6, V8, F3, F5, P3, P5
Review and update the Policy on Service Animals on Campus and develop a communication plan regarding the policy.	2022-2025	Presentation delivered to Managers' Forum (2023) Service Animal Policy updated to complement the new Non-Service Animal Policy overseen by the Campus Emergency and Preparedness Department. Develop forms for service animal registration with OHRCRM, SAS, HR, and ALR to assist with the accommodation process. Updates were communicated to the Manager's Forum and at Human Resources Professional Development sessions (2025-26).	V6, F3, F6, P3

Action Item	Timeline	Comments	Aspire Objectives
Update Mandatory Accessible Customer Service training.	2023-2027	Updated in 2025: The general Accessible Customer Service Training; Volunteer Accessibility Training; and GA/TA AODA & the Human Rights Code training. Note: A full review of training will be required based on the proposed AODA Accessible Postsecondary Standard	V1, V4, V6, V8, F3, F5, P3, P5
Provide funding assistance to departments/units for employee accommodations via the Employee Accommodation Fund.	Ongoing	Accessible Employment and Customer Service Committee reviews applications and provides recommendations to the Executive Director of the Office of Human Rights, Equity and Accessibility. Funds are transferred to the applicable department.	V6, V8, F5, P3
Update individual workplace emergency response information documents and processes.	2024-2026	OHRCRM, HR, Health & Safety, Campus Emergency and Preparedness Department, SAS, and Residence Services to work together to update individualized workplace emergency response information and processes for employees who have a disability. Revisions will reflect changes to the workplace, such as flexible work arrangements, and also consider the transient work environment common in PSE settings.	V8, F6, P5
Rec Buddies	2018-2019 Ongoing	Rec Buddies is a program that helps with keeping up with an exercise routine. This program has been presented to the BUILD program so that students who may have a learning disability or ADHD can have the support of a buddy to access fitness opportunities at the LSRC.	V4, V6, V8, F3, P3
Prescription to Get Active (PRxTGA)	2023 - Ongoing	The University of Windsor is participating in RxTGA, which is a program that is a proven, evidence-based solution to assist physicians and counsellors in helping students become more physically active and improve overall health outcomes. This is delivered in collaboration between the Student Wellness Centre and the Lancer Recreation Program.	V4, V8, F6, P5

Action Item	Timeline	Comments	Aspire Objectives
Increase accessibility in Residence	2023-2027	Several rooms provide basic accessibility amenities in current residences. A fully accessible suite is available in Cartier Hall. The new residence, Rodzik Hall, will be built in partnership with Tilbury Capital and will include 68 barrier-free rooms (completion date Fall 2025). ABEC to provide accessibility-related feedback on future developments.	V4, V6, V8, F3, P3, P5
Add accessibility features within each classroom to the Classroom Database	2023-2026	Features were identified by a committee and an IGNITE student will conduct the audit and provide data to ITS. (2023) ITS to add information to the database. (2026) Communication will be sent to the campus partners to notify the availability of information. (2026) This will help students, staff, and faculty plan when there are accessibility-related needs.	V1, V4, V6, V8, F3, P3, P4, P5
Create an Accessible Equipment and Furniture Bank	2022-2026; ongoing	Bank to house accessible equipment for short-term use. Items to include height-adjustable tables/desks, chairs, sit/stand desk tops, magnifier, voice amplifier, etc. May assist employees with temporary or permanent disabilities to try out equipment before purchasing and to support implementing accommodations in the classroom for students and faculty on a per-semester basis. Bank is overseen by OHRCRM and is located in CHN G103. Inquiries should be sent to OHRCRM.	V1, V4, V6, V8, F3, P3, P5
Develop recommendations to enhance the accessible procurement processes	2024-2026	Accessibility Committees to review current AODA legislation, proposed AODA Accessible PSE Standard, and COU Accessible Procurement Guide. Recommendations will outline accessibility considerations when purchasing goods, services and facilities.	V1, V6, V8, F3, F6, P3, P5
Update Accessibility Policy	2024-2026	OHRCRM to update existing Accessibility Policy and Customer Service Guidelines. Policy to be reviewed by the appropriate accessibility committees and obtain necessary approvals.	V1, V6, F3, F6, P3

C. Education, Training, and Awareness

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

Action Item	Timeline	Comments	Aspire Objectives
AODA Training to Educators	2022 - 2027	<p>Ongoing training is available through the Centre of Teaching and Learning. Additional training is available through Human Resources Professional Development series.</p> <p>The University applied for an eCampus grant to develop an online training program and was awarded funds. In partnership with 9 other universities and colleges in Ontario. An online course entitled UDL for IDEA (Inclusion, Diversity, Equity and Accessibility) is available in eCampus Ontario Open Library.</p>	V1, V6, V8, F3, F5, P3, P5
Host annual OHREA Awards to celebrate achievements in human rights, social justice, employment equity, mental health (since 2017), and accessibility.	Established in December 2015. Completed.	OHREA Awards were held annually in December, close to December 10 th (U.N. Human Rights Day). OHREA Awards were a virtual event in 2022 and 2023 with announcements through the University of Windsor social media accounts. Awards were completed in December 2024 to be amalgamated with the divisional awards under the Office of the Vice-President of People, Equity, and Inclusion.	V1, V6, V8, F4, P3
Equity, Diversity, Inclusion and Decolonization (EDID) Awards to honour and celebrate those who have made contributions toward building a more diverse, equitable and inclusive campus and community.	2023 – ongoing	EDID Awards are administered by the Office of the Vice-President of People, Equity and Inclusion.	V1, V6, V8, F4, P3
Student Mental Health Strategy Implementation	2018-2023	This is a campus-wide initiative with representatives from numerous faculties and departments working together to develop a strategic framework for student mental health on Campus. The strategy was revealed in October 2018 and	V1, V4, V6, V8, F3, F4, F6, P3, P4, P5

Action Item	Timeline	Comments	Aspire Objectives
		recommendations were prioritized for the following five (5) years.	
Employee Mental Health Strategy (EMHS)	2022-2026; ongoing	Development of EMHS 2022-23.Implementation to begin in 2024. The development of this strategy is one of the key actions emerging from the Employee Engagement Survey results and is a Foundational Commitment of the Aspire Together for Tomorrow Strategic Plan	V6, V8, F3, F4, F5 F6, P3, P5
IDEA Competition	Established in 2016, ongoing annually	This is a campus-wide student competition that provides an opportunity for students to submit their ideas to improve accessibility and remove barriers.	V1, V4, V6, F3, F4, P1
Increase understanding, respect, and inclusion for people who identify as neurodivergent	2022-2023; Completed.	The ADHDe Project , a student-led initiative, received Provincial funding through the Provincial Government’s EnAbling Change Fund to develop resources, presentations, and social media campaigns to promote the goals of the project. This campaign is a permanent resource on UWindsor’s website and available for free on eCampus Ontario’s website . A campaign can be relaunched in subsequent years by interested students.	V1, V4, V6, V8, F3, F4, F5, P3, P4, P5

D. Information and Communications

Action Item	Timeline	Comments	Aspire Objectives
Implement a Web Governance Solution to promote website accessibility	2021-2025; ongoing	<p>The University engaged Acquia Optimize (formerly Monsido) as the organizational web governance solution. This software automatically scans the University’s centralized website to identify accessibility deficiencies. The software creates reports and provides content editors with tutorials on how to remediate errors.</p> <p>The software was implemented mid-2023 with content editor training beginning in Fall 2023. Training and updates will be ongoing.</p>	V6, V8, F3, F6, P3, P4
As per the AODA, all internet websites and web content under the management of the University must conform with WCAG 2.0 Level AA, other than success criteria 1.2.4 Captions (Live) and success criteria 1.2.5 Audio Descriptions (Pre-recorded).	2021-2023 Completed.	<p>Using the newly acquired Acquia Optimize software, the scan showed the centralized website was able to meet this AODA Standard to a 93-95% compliance rate. The University also maintains infrastructure, templates, policies, procedures, and training in alignment with AODA standards.</p> <p>The University developed a website compliance plan with the Ministry of Seniors and Accessibility in 2022 and reported compliance in December 2023 and December 2025.</p> <p>In 2025, PAC reported that website compliance had increased to 97%.</p>	V1, V6, V8, F3, F6, P3, P4
Development of strategies to ensure all videos and audio content added to the University websites are closed-captioned, including videos and audio used for e-learning.	2019-2020; Ongoing 2020-2021	<p>Educational resources and workshops have been made available that demonstrate how to caption using publicly available software/platforms, along with software available to the University campus.</p> <p>Microsoft Teams, the platform used by the University for virtual meetings, is equipped with live captioning.</p>	V6, V8, F3, F6, P3, P4

Action Item	Timeline	Comments	Aspire Objectives
		The Centre for Teaching and Learning supports the YuJa Enterprise Video Platform, which is integrated with the LMS. Videos created with the YuJa software capture or uploaded to YuJa are automatically captioned.	
Create an electronic form for Student's Perception of Teaching	2023-2024 Completed.	The Office of the Provost led this initiative and requested consultation from an accessibility advisory group.	V1, V4, V6, V7, V8, F3, F6, P3, P4
Acquire inclusive software to support students and employees who: 1) have literacy support needs, or; 2) will benefit from the digitization of scientific formulas and mathematical equations	2020-2025 2024-2025	Read & Write and EquatIO software licenses have been purchased for 5 years for the entire campus. The launch of the software was announced in the summer of 2020 through the DailyNews. Online training and in-person training began in the Fall of 2020. Ongoing training on this software has been provided by the Office of Open Learning and Student Accessibility Services. Software and usage are to be evaluated to determine contract renewal and potential funding sources if approved.	V1, V6, V8, F3, F5, P3, P4
Promote awareness of creating accessible documents and digital content. Workshops and training on the topic are provided on campus. Training ensures compliance with the AODA requirement to provide content in an	2019-2020 and ongoing	Accessible Content Cards were launched through the DailyNews and posted on the office website. CTL and OHRCRM have provided training on accessible documents, accessible online content, and enhancing accessibility with software available through the University. Sessions available through Human Resources PD Workshops, CTL Teaching and Learning Series, and Accessibility Awareness Days events.	V1, V6, V8, F3, F5, P3, P4

Action Item	Timeline	Comments	Aspire Objectives
accessible format upon request.			
Accessible Signage	2019-2020 and ongoing 2020-2021 2023-TBD TBD	<p>The Accessibility Audit (2020) report identified opportunities to improve signage. Accessible Content Quick cards were a first step in informing the campus on how to create accessible documents, such as signage.</p> <p>Summer students from the VABE program researched best practices, laws, and regulations related to accessible signage. A report was created with guidelines and recommendations for the campus to use on new builds or renovations.</p> <p>University to develop new outdoor and wayfinding signage. Indoor signage to follow. New signage was installed in 2026.</p> <p>Updated signage policy led by Facility Services to include accessibility standards.</p>	V6, V8, F3, F6, P3, P5
Accessibility Hub	2022-2025; ongoing	<p>The Accessibility Hub will act as a landing page with links to accessible resources on campus and in the local community. It is intended to reduce barriers to locating important accessibility information.</p> <p>Phase 1 (2022-23) – Development of content and structure (completed)</p> <p>Phase 2 (2024) – Soft Launch and collect feedback on content and revise (completed)</p> <p>Phase 3 (2025) – Complete updates and maintain ongoing</p>	V6, V8, F3, P3

Action Item	Timeline	Comments	Aspire Objectives
		Note: Project was paused during organizational restructuring 2024-25 and will need to be reassessed.	

E. Accessible Postsecondary Education

Action Item	Timeline	Comments	Aspire Objectives
Review 185+ recommendations from the Standards Development Committee for the new PSE Standard	2022-2027; Ongoing	APEC to lead the review of recommendations that will inform legislation and communicate to leadership and affected units/departments.	V1, V6, V7, V8, F1, F2, F3, F4, F5, F6, P1, P3, P4, P5
Prepare for new AODA PSE legislation through high-level planning	2022-2027	APEC Committee to provide high-level recommendations that could inform an institutional strategic plan for the implementation of recommendations and, eventually, legislation once enacted.	V1, V6, V7, V8, F1, F2, F3, F4, F5, F6, P1, P3, P4, P5
Prepare for new AODA PSE legislation through specific learning events that promote the goals or objectives of the recommendations.	2024-2027	Develop a learning event for faculty General information to be included in AAD events Additional workshops/resources are to be made available through CTL, OHRCRM, and other on-campus and community partners.	V1, V4, V6, V7, V8, F2, F3, F5, V6, P1, P3, P4
Develop a strategic plan to prioritize the implementation of new resources to promote accessible teaching practices based on AODA Accessible PSE Recommendations /	2023 - Ongoing	CTL with the support of OHRCRM, APEC, and other stakeholders.	V1, V4, V6, V7, V8, F2, F3, F5, V6, P1, P3, P4

Action Item	Timeline	Comments	Aspire Objectives
Standard (when enacted into law)			

Closing Comments

The 2024–2025 period was particularly challenging, marked by significant restructuring and a shift toward austerity. Numerous changes at both the provincial and federal levels had substantial budgetary impacts on postsecondary institutions across the province and the country. Despite the many challenges, our campus continued to press forward on accessibility. While there is much to do, our community strives to prevent, remove and reduce barriers to create a fully accessible university.

The highlights in the report reflect the efforts of many students, staff, faculty, retirees, and alumni. Accessibility is a collective responsibility. Collaborative action, open dialogue, and leveraging skillsets are necessary to create an impact across the various departments and units that make up our University of Windsor community. Many thanks to all who have contributed their time, expertise, and experiences.

**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. Update on Decanal Searches/Reviews

Multiple Dean Search/Reviews are underway, with Education in the early stages of the process, Law just past the midpoint in the process, and Engineering and Human Kinetics nearing the end of the process. An interim appointment for Graduate Studies will be announced before the end of June following consultation with the Advising Committee and Faculty Council.

2. Forum on Student Persistence

More than 100 instructors and staff attended the Forum on Student Persistence on April 29. The event was developed by the Educational Leadership Community of Practice, and featured a keynote presentation by Dr. Bryan Dewsbury, student stories of their persistence, and preliminary results of a campus-wide survey on students' perceptions of their teaching and learning experiences and their sense of belonging at the University. Our office extends our sincere thanks to Dr. Dave Andrews and Jessica Raffoul, along with the team of faculty leads and staff at the Centre for Teaching and Learning, for organizing the forum and launching this important initiative. For more details: [Forum-on-student-persistence-a-call-to-centre-belonging-on-campus.aspx](https://www.uwindsor.ca/centre-for-teaching-and-learning/forum-on-student-persistence-a-call-to-centre-belonging-on-campus.aspx)

3. UWindsor – St. Clair College Alternate Admission Pathway

There is a strong mutual desire within the University of Windsor and St. Clair College to provide meaningful pathways for students to cross institutional boundaries. The UWindsor–St. Clair College Alternate Admissions Pathway is one such opportunity. Several Ontario secondary school students who apply to programs within the Faculty of Arts, Humanities and Social Sciences (FAHSS) are not eligible for admission based on their final Grade 12 averages. In discussion with St. Clair College, we have identified an opportunity for students who have applied to the University of Windsor with entering averages below the 70% cutoff to complete a one-year General Arts and Science Certificate at St. Clair College as a potential alternate entry pathway. For students who choose this pathway, successful completion of the one-year St. Clair program will result in automatic admission to the University of Windsor to continue their progress toward a UWindsor FAHSS degree, along with 10 University of Windsor transfer credits. This program is currently slated for Senate approval at the May 29th meeting, with the hopes of adoption for the Fall 2026 admission cycle.

4. Integrated Academic Planning and Resource Committee

The Provost's Office is working in consultation with the faculty deans on terms of reference for an Integrated Academic Planning and Resource Committee (IAPRC) to be struck to ensure proper consideration of academic resource requests in year and for future budgetary cycles. All deans will sit on this committee which will be chaired by the Provost. One of the key goals of the committee will be to increase financial transparency across all academic units and to ensure academic leaders are involved in academic resource decisions and planning across the university.

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

Clinton Beckford

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

- A total of ten applications were approved for the March disbursement for Article U funding for a total of \$54,900. Applicants were notified on April 17th and that funding is available to use through April 30, 2027. The second disbursement for Article U funding will be for the June 2026 timeframe.

UWinsite People HRIS System

- Adaption of the agile project management process as allowed for improved efficiencies and planning for the team.
- Academic Recruitment has been fully integrated into UWinsite People. All faculty-related posting can be viewed on the UWindsor Career Portal ([UOW Careers](#)).
- Preparation has begun to launch a single website welcoming new talent to the University of Windsor.

Employee Engagement Survey 2026 – Closed March 27, 2026

- In follow up to the survey closing, next steps include data analysis, report development, and communicating information to the campus community.
- TalentMap, the survey administrator, randomly selected ten employee names for the draw for ten \$100 gas cards from the list of employees who had submitted a survey response. The gift card winners were notified by our office for card distribution.

Leadership Development

- Sessions in the Leader Series continue to be offered. The fourth and fifth session of the Leadership and Culture Program were held in April including *Psychological Safety* and *Psychological Safety & Social Power Notes*.

National Mental Health Week

- The campus community was invited to participate in events and learning opportunities for Mental Health Week May 4-10 and throughout the month of May. More details are available [at the event webpage](#).

Employee Safety and Wellness

- A Workplace Accommodations professional development session was held in April as part of the *Human Resources Foundations for Leaders* series.
- The Employee Safety and Wellness team is meeting with campus partners regarding the implementation of the *Abilities Management Program*
- Essex-Windsor EMS will be on site to conduct Naloxone Response Training and Automated External Defibrillator (AED) inspection training sessions with campus certified first aiders. The team is also working to confirm adequate departmental coverage for employee certified first aiders and fire evacuation committee members.

Report of Interim Vice-President, Finance and Operations

Marie Campagna

2026/27 Budget

Development of the 2026/27 budget has been completed, supported by a two-year projection and sensitivity analysis. The process included extensive engagement with deans and administrative leaders to align assumptions with academic and operational priorities, improve budget understanding, and confirm resource requirements. The budget continues to be built on a zero-based approach, with provisions to address short-term leaves and other unplanned operating pressures following the elimination of carryforward balances under the previous activity-based model. Management is following a transparent and collaborative budget process to support institutional alignment and accountability. All budget holders will receive formal confirmation of their approved budgets and will be asked to acknowledge receipt.

This year's budget process is an important step toward an Integrated Resource Plan model. A key feature of the 2026/27 budget is the creation of a \$2 million Strategic Position Investment Fund, financed in part through the removal of long-vacant positions from the base budget. Requests for new faculty positions will require a business case, defined performance indicators, and endorsement by Deans' Council. Requests for staff positions will also be subject to strengthened justification requirements.

With the budget submitted, management's focus will shift to strengthening financial reporting so that variances can be clearly identified, monitored, and managed at the faculty and departmental level through to the Board. Discussions have begun with a consultant to accelerate the development of timely and reliable reporting tools. In parallel, cross-functional teams will review administrative and operational processes to identify savings and revenue opportunities for implementation in 2027/28.

Internal Audit

The current internal audit agreement enters its final year in May 2026, and an RFP process will be initiated in the coming months. During the remaining term, Deloitte is expected to complete three audits: a review of the budgeting process, a review of Board-approved capital projects, and a potential additional audit at the request of the Audit Committee. Internal audit staff will undertake other reviews, including lean process assessments, payroll audits, PCard reviews, and continuous monitoring activities. This approach is expected to generate approximately \$100,000 in savings.

Information Technology

IT management will undertake a review of support for the Oracle systems implemented in recent years. The objective is to determine the appropriate support model across IT and user departments, assess whether current staffing levels are aligned with operational requirements, and identify any underlying issues related to system implementation or training. The review will inform future resourcing and optimization decisions.

The Executive Leadership Team recently participated in a tabletop exercise to assess the University's cybersecurity readiness. Deloitte facilitated the exercise as part of the internal audit program, and management will review the findings and develop an appropriate response plan.

To reduce cybersecurity risk associated with user behaviour, IT will introduce simulated phishing exercises for faculty and staff. Individuals who engage with the test links will receive immediate guidance on appropriate security practices, and repeated issues will be addressed through targeted cybersecurity training.

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 articulated in the Four Pillars Framework.

The OVPRI 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, supporting approximately 600 faculty members across campus.

1. Research and Innovation Strategy

The OVPRI is advancing two foundational planning documents to guide the University’s research and innovation priorities for 2026–2031. These documents have been discussed with the Deans, Associate Deans of Research, and the Executive Leadership Team, and further engagement with the community are expected.

Research and Innovation Strengths – Aspiration to Impact

This DRAFT document articulates UWindsor’s current and emerging research strengths across five thematic areas and two emerging priorities:

- **Thematic areas:** Waterways for Life; Tech-Future Forward; Justice in Action; Cultivating Creative Journeys; Healthy Together
- **Emerging priorities:** Growing Food Futures; Bridges Beyond Borders

The themes are grounded in previous institutional strategies, internal consultations, external environmental scans, asset/infrastructure mapping, SDG alignment, and regional/national priority scans. Next steps include verification and validation with stakeholders, appointment of theme leads, and development of a resourced implementation plan.

[DRAFT_UWIN Research Strengths30Apr2026.docx](#)

Research and Innovation Strategic Plan – Aspiration to Impact

The strategic plan translates these strengths into an actionable framework organized around five strategic priorities:

- Growing and nurturing research strengths
- Supporting researchers and students across career stages
- Strengthening inclusive excellence
- Building a dynamic research and innovation ecosystem
- Communicating and celebrating excellence

Each priority includes defined objectives, actions, and key performance indicators. An integrated implementation plan ensures coordinated delivery across faculties, institutes, and support units.

[DRAFTResearch Innovation Strategic Plan30Apr2026.docx](#)

2. Research and Innovation Policy and Governance

The OVPRI has undertaken a comprehensive review of research and innovation policies with a regular review cycle. In 2025/2026, four new policies have been introduced, two are currently in development, three have been reviewed or updated, and one is undergoing revision.

Category	Policy Title
In Progress, New	Eligibility to Apply for and Hold Research Funding Policy (Slated for Senate approval - May 2026)
	Research Data Management Policy
In Progress, revisions	Policy on the Establishment, Management, Renewal, and Transitions of University Research Centres and Institutes (Slated for Senate approval - May 2026)
Approved, New	Human Participants Research (Ethics) Policy
	Policy on Student Created Intellectual Property (IP)
	Internal Deadlines Policy for Grant Proposals and Related Documents
Approved, revised	Canada Research Chairs (CRC) Standard Budget Policy
	Research Overhead Costs Policy
	Policy on Responsibilities of Principal Investigators

3. Research Talent and Recruitment

The OVPRI continues to advance the recruitment and retention of research talent through federal chair programs, supporting the University’s growth and institutional research priorities.

Canada Research Chairs (CRCs)

Seven CRC searches are currently underway across four faculties, covering both Tier 1 and Tier 2 allocations. Two

nominations have been submitted and are awaiting decisions from the federal government, one has advanced to a formal nomination, two are in active recruitment or evaluation, and two remain for the next steps/reconsideration. In light of our growth in research, three new Tier 1 CRC allocations have been allocated to the University of Windsor, with searches to begin in the Fall. Institutional equity targets have been met.

CRC Title	Tier	Faculty	Type
Avian Bioacoustics	Tier 1	Science	Internal
Innovations in Automobility: Advancing Sustainable and Secure Transportation	Tier 1	Science	Internal
Advanced Materials Science	Tier 2	Science	Internal
Green Materials, Chemistry, and Infrastructure	Tier 2	Engineering	Internal
Decent Work and Economic Growth	Tier 2	Business	Internal
Indigenous Law and Policy in Canada: Governance, Rights, and Global Advocacy	Tier 2	Law	External
Quantum Innovations and Experimental or Theoretical Physics	Tier 2	Science	TBD

Canada Impact+ Research Chairs

The OVPRI is supporting ongoing selection and nominations for Canada Impact+ Research Chairs aligned with institutional strengths and federal priorities. The University holds four allocations with an envelope of \$4 million (4 chairs at \$1M each) plus CFI infrastructure allocation of \$4M per chair.

- **Wave 1 (Dec 2023–Feb 2024):** 54 applications received; 7 shortlisted; 3 selected for nomination
- **Wave 2 (Mar 10–Jun 3, active):** 60 applications received; 5 shortlisted; virtual interviews and presentations underway May 12–15
- **Next step:** Four nominations to be submitted to the federal government in June

4. Faculty Engagement and Support

The OVPRI is strengthening internal supports for faculty research through new and enhanced programs.

Spring into Research (April 22–23, 2026) was successfully delivered, reflecting our team’s ongoing commitment to responsive programming that supports evolving research practices, strengthens grant competitiveness, and creates opportunities for collaboration across disciplines. More than 115 faculty, postdoctoral fellows, and adjunct professors attended the 2-day on-campus event. Highlights included:

- A writing retreat featuring dedicated quiet space, structured time, and one-on-one real-time access to the expertise of Research Coordinators to support grant writing and related activities.
- Faculty-informed workshops on AI for Research, Tri-Agency CV preparation (Narrative CVs), Horizon Europe funding opportunities, and Research Data Management, along with a panel discussion with Tri-Agency reviewers.
- In activating our work around the Age Friendly Global University membership, a heavily attended Age-Related Research workshop that identified four key areas of current and emerging research trends: Health, Aging in Place, Technology, and Social Structures.
- A networking session highlighted research opportunities in aging and fostered interdisciplinary connections among participants.

Research Institutes and Centres

The University currently has five Senate-approved Research Institutes: the Great Lakes Institute for Environmental Research (GLIER), the Black Scholars Institute (BSI), the Cross-Border Institute (CBI), WE-SPARK Health Institute, and the Fluid Dynamics Research Institute (FDRI). The Institute for Diagnostic Imaging Research (IDIR) has been transitioned from a Senate-approved research institute to the Faculty of Science and is no longer classified as an institutional research institute. Under the policy on the Establishment, Management, Renewal, and Transitions of University Research Centres and Institutes, each Institute undergoes a five-year review led by the Office of the VPRI. The status of active reviews is as follows:

- **FDRI** – The five-year review has been completed. The Review Committee is currently preparing its final report with recommendations.

- **WE-SPARK Health Institute** – The Institute has submitted its review report to the VPRI. A Review Committee has been established, and the review is in progress.
- **GLIER, BSI, and CBI** – These institutes will proceed through their respective review cycles in accordance with the policy timeline.

An online survey was distributed to all current institute directors and 67 centre leads to create and strengthen engagement with faculty-based research centres across the University of Windsor. This inaugural outreach had two purposes, outlined below:

- **Administrative:** To confirm and update the publicly-listed information for the research centre (e.g., leadership, contact details, website links, and description).
- **Strategic:** To better understand the centres key research and innovation priorities over the next 1–3 years, and identify where institutional support could have the greatest impact.

The survey results are forthcoming and will be used to further improve and support the Centres and Institutes.

5. Research and Innovation Compliance Oversight

Research Ethics Board (REB)

Key statistics for January 1–December 31, 2025:

- New applications: 216 submitted, 193 approved | Requests to revise: 113 | Progress reports: 130 | Final reports: 122 | Files closed: 79

The REB conducted a major compliance project addressing more than 500 expired or out-of-compliance studies. On May 28, 2026, the REB Chair and staff will host an “Ask Me Anything” session in the Joyce Entrepreneurship Centre for informal discussion on research ethics processes.

Animal Care Committee

Activity during this period:

- New Animal Utilization Project Proposals: 10 | Progress reports: 26 | Requests to revise: 7 | Final reports: 9

The Committee is preparing for a regular full site visit from the Canadian Council on Animal Care in January 2027.

Research Safety Committee

Activity for January 1–December 31, 2025:

- New applications: 7 | Amendments: 18 | Renewals: 10

Processes for addressing expired biosafety permits and overlapping permits were reviewed and introduced. Application questions were streamlined to promote efficiencies. Communications and alignment between the Research Safety Committee and Animal Care, Research Ethics, and ORIS were strengthened.

Research Security and Legal Research Contract Reviews

Legal review - 35+ research contracts

Research Security processed 30+ files to ensure federal research security alignment

6. Institutional Initiatives

Digital Infrastructure and Services Hub (DISH) application has been submitted to the Department of National Defence’s Defence Innovation Secure Hubs (DISH) program under IDEaS/BOREALIS. UWindsor served as lead applicant, assembling a consortium of 20+ partners from industry, academia, and government. The proposal, valued at \$24 million over two years, positions the Windsor-Essex region as a nationally significant hub for defence-relevant technologies.

AI Sovereign Compute Infrastructure Program (SCIP). This federal opportunity has catalyzed internal conversation and collaboration across AI and advanced computing research groups. The team is actively identifying related funding opportunities and thematic areas to strengthen UWindsor’s AI research and innovation infrastructure.

Age-Friendly Global University (AFU) The University of Windsor, a member of the AFU Global Network, affirms its commitment to the Ten Principles of the Age-Friendly University. An AFU Campus Committee has been established to raise awareness, map existing initiatives, and embed age-inclusive practices across teaching, research, and campus life. More information: <https://www.uwindsor.ca/research/368/age-friendly-university>

Agriculture UWindsor (AgUWin) The University of Windsor’s multidisciplinary agricultural research and innovation initiative in partnership with Horteca (a joint venture of JEM Farms and Ecoation), will host the AgUWin Retreat on May 21. The interactive idea-generation session will bring together 16 key sector advisors, industry stakeholders, and the research community to discuss new initiatives, collaboration opportunities, research and training opportunities, future planning activities, and funding strategies to strengthen Windsor-Essex’s growing agriculture sector and position the University of Windsor as a leader in agriculture innovation.

7. Entrepreneurship and Innovation

FUSION

Fusion is the re-imagined vision for elevating and celebrating innovation and entrepreneurial culture at UWindsor. It is an integrated approach to developing entrepreneurial mindset through academics, culture-building activities, mentoring, coaching, and venture support—from social enterprises and not-for-profits to tech ventures. Fusion aims to connect thousands of students annually through workshops, connector events, pitch competitions, and classroom integrations while supporting University-affiliated startups.

Pre-launch accomplishments:

- Established MOUs with regional and campus organizations to align activities and build a support network
- Secured funding to operate the Innovation Fellowship program in collaboration with IPON
- Engaged sponsors and donors around the region's entrepreneurial opportunities

UWindsor Innovation Fellowship – IPON Funded

The IPE team launched the Innovation Fellowship Program, supported by \$155,000 from Intellectual Property Ontario (IPON). This 12-week program is designed for students, recent graduates, and faculty with novel innovations ready for market. Each participant receives up to \$12,000 in non-dilutive funding

Industry Engagement

Active engagements with the Ontario Vehicle Innovation Network, WEtech Alliance, and Bioenterprise for upcoming initiative launches. Showcased UWindsor’s innovation assets

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

- A planned gift of \$1.3M was realized which will support scholarships and unrestricted priorities at the Odette School of Business; demonstrating the impact of a coordinated, full-cycle advancement approach.
- Launching Leadership Giving program to bridge gap between annual/major gifts.
- Hosted numerous high-profile events for faculty, staff, students, community (including alumni/ donors): Moriarty Way celebration (115+ guests, 93% alumni), Four Pillars meeting, (200 attendees), 3M Thesis, (50+); ELT retreat, Red Dress Day Feast (35+). July 20 Alumni and Friends Golf Tournament (150+ people expected).
- Between April 2 and May 12, the AVP External participated in 12 engagements with municipal, provincial, and federal officials. Ongoing communication and information sharing is strengthening relationships and supporting long-term planning and responsiveness to evolving policy directions.
- GreenShield Partnership continues to evolve. GreenShield building unveiling taking place at a joint event on May 22nd.

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

- [Campus Life – People](#), [Campus Life – Students](#): Hit the 3,000+ follower mark at the end of winter term. [University News](#) 6,300+ subscribers; 53% open rate (20% above industry standard). Average views per story 30,000+

- Social channels: Follower growth/engagement continues to increase: Instagram 47,000 followers, Facebook, 77,000; LinkedIn, 140,000.
- PAC received 436 service requests in Q4 2025–26, up 12%, contributing to a total of 1,450 requests serviced during the year under the new service delivery model.
- Comprehensive marketing and communications plan for 2026-2028 in development, including a new brand campaign of institutional priorities. Leveraging owned media/proactive efforts; increasing Alumni subscriptions.

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

- Growing the Planned Giving program through annual targets, pipeline development, and enhanced stewardship of legacy donors.
- Relaunching cost-effective programs in partnership with the Alumni Association, with a focus on strengthening alumni-to-donor conversion.

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

- Introducing performance goals across all staffing levels, ensuring goals are linked to broader departmental and University-wide objectives, and ensuring KPIs are included for advancement and alumni teams.
- As key advancement roles are filled, we are transitioning to a team-based approach in Advancement & Alumni Relation that supports faculties across the full donor lifecycle- from annual through to major and planned giving - enhancing service consistency, efficiency, and over fundraising effectiveness.
- Held a training session on selecting and pitching national media stories for writers in PAC, with the goal of increasing the presence of UWindsor in global and national media outlets. Emphasized writing style, pitching to national media, and developing relationships with faculty and researchers to obtain best news/research story ideas.

Build Staffing and Leadership Capacity Across the External Portfolio Team

- Acting leadership position (Director, Public Affairs & Communications) is now a permanent position, increasing stability within the portfolio. Planned Giving position is posted and the outstanding Leadership Giving position and Digital Media position were filled through the recent bumping process. We continue to look to fill the remaining open/unfilled positions across units to have a complete and permanent team on board to strengthen capacity and meet the demands of the portfolio.

**University of Windsor
Board of Governors**

*4.2.1: **Internal Audit Plan for 2026-2027**

Item for: **Information**

Forwarded by: **Board Audit Committee**

Report of the Board Audit Committee:

The Board Audit Committee met on April 14, 2026 to review and approve the annual internal audit plan. The purpose of the internal audit plan is to establish priorities for the allocation of Internal Audit resources. The plan is based on a risk assessment framework and consistent with the Enterprise Risk Management (ERM) plan. Projects identified were determined with consideration to the institution's risk environment, objectives, and risks identified in the higher education industry. The plan details how the hours of Internal Audit will be allocated between audits, special projects, and other activities. The specific audit areas were selected by the Internal Auditors in consultation with members of senior management. In addition, the plan was reviewed by the University's external auditing firm, KPMG. Audit areas were finalized following discussion with the Board Audit Committee. Any significant changes to the plan will be brought to the attention of the Board Audit Committee.

To ensure that Internal Audit functions, as much as possible, as an independent office, Internal Audit reports directly to the Board Audit Committee, then to the President. For administrative matters only, Internal Audit reports to the Vice-President, Finance and Operations.

In addition to the annual internal audit plan, the Audit Committee also reviewed:

- 1) the results of several internal audits, as well as progress on follow-up actions stemming from the audits;
- 2) KPMG's Audit Planning Report for the year-ending April 30, 2026; and
- 3) updates on cybersecurity, the whistleblower program, and ERM dashboard.

University of Windsor
Board of Governors

*4.2.2: **Enterprise Risk Management Update (Dashboard)**

Item for: **Information**

Forwarded by: **Board Audit Committee**

See attached:

1. Memo: Enterprise Risk Management Report
2. Enterprise Risk Management Update



Interim Vice President, Finance & Operations

Assumption Hall, Room 128
400 Huron Church Road
Windsor, Ontario N9C 2J9
T 519-253-3000 (x 2092)

BG260526-4.2.2

Date: May 26, 2026
To: Board of Governors
From: Marie Campagna, Interim VPFO
Subject: **Enterprise Risk Management Report**

The update to the ERM is provided to the Board of Governors for its review. This is the final report of the ERM refresh that was completed in 2022. Following are some highlights from the report:

1. There were 117 Actions across 10 institutional risks
2. Of those, 89 actions are complete, 9 are closed, 13 are in progress and 6 have not been started
3. 5 of the top 10 risks are increasing; 1 is improving and 4 show no change
4. 3 emerging risks were identified; namely, Artificial intelligence (AI), Geopolitical (CAN/US) & Tariffs, Policy Uncertainty and Research Security

The Enterprise Risk Management Program is approaching the end of the 3-year cycle, with a full risk refresh scheduled in Spring/Summer 2026 to determine the new top 10 risks and action items to mitigate those risks, as well as opportunities within those risks/actions. The ERM Committee, Risk Sponsors, and Risk Champions will participate in the risk re-fresh.

Enterprise Risk Management Update

*Board of Governors
May 26, 2026*



University
of Windsor

**WINDSOR
PROUD.**

UWindsor ERM: Update and Context

For the Winter Term 2026 report (ending April 30th, 2026), administration has presented three documents for your review:

1. The ERM Dashboard (Winter Term Ending April 30th, 2026) (page 3);
2. The Previous ERM Dashboard for reference purposes (Fall Term Ending December 31st, 2025) (page 4);
3. A review of the current Top Ten Risks, including assigned Risk Champions and upcoming ERM related meetings & reporting dates (page 5).

The Audit Committee & Board of Governors is scheduled to review the ERM Dashboard next at its November 2026 meeting.



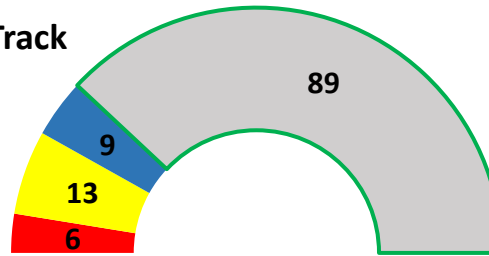
UWindsor ERM Dashboard (Winter Term ending April 30th, 2026)

UWindsor ERM Framework

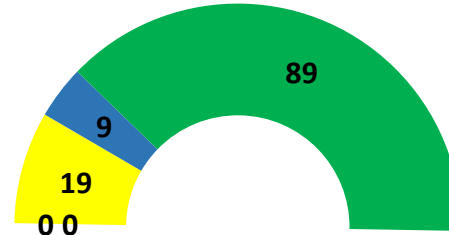


Risk Mitigation Actions - Key Indicators

Status: On Track



Action Status



■ Not Started ■ Pending Approval ■ In progress ■ Closed ■ Complete

New Actions Added December 2025 – April 2026
0

Actions Completed Since Last Reporting Cycle December 31st, 2025
1

Actions Marked as Closed: No Longer Relevant or Applicable
9

Actions to be Concluded in Spring 2026 (sample)

Information Management - Update the crisis communications management plan to ensure timely and appropriate responses in alignment with emergency preparedness plan (**Cyber Security Risk**).

Communications/Social Media Policy - Create a communications policy and social media policy to address inconsistencies and identify decision makers in issues management (**Brand and Reputation Risk**).

Communications Platform Audit - Undertake external comms platform audit to address inconsistencies, brand, reputation, cost efficiencies, and cybersecurity. (**Brand and Reputation**).

Top Risk Refresh Update

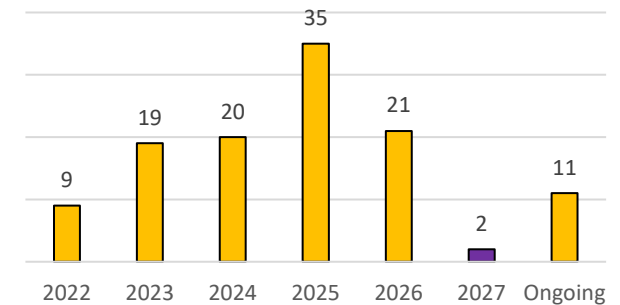
Cyber Security Risk	<input checked="" type="checkbox"/> <input type="circle"/>	Budgets and Planning	<input checked="" type="checkbox"/> <input type="circle"/>
Enrolment Targets and Recruitment	<input checked="" type="checkbox"/> <input type="circle"/>	Performance Measurement (Faculty & Staff)	<input checked="" type="checkbox"/> <input type="circle"/>
Human Resources Capacity	<input checked="" type="checkbox"/> <input type="circle"/>	Academic Program/Services Development	<input checked="" type="checkbox"/> <input type="circle"/>
Labour Relations	<input checked="" type="checkbox"/> <input type="circle"/>	Student Satisfaction and Retention	<input checked="" type="checkbox"/> <input type="circle"/>
Government Policy/Direction	<input checked="" type="checkbox"/> <input type="circle"/>	Brand and Reputation	<input checked="" type="checkbox"/> <input type="circle"/>

Emerging Risk Check In

Emerging Risks Identified

- Artificial intelligence (AI)
- Geopolitical (CAN/US) & Tariffs, Policy Uncertainty
- Research Security

Expected Completion Year



Executive Leadership Team agrees the risk remains of top significance for institution

Risk significance and/or likelihood is increasing (pointing up), decreasing (pointing down), or about the same (flat)



University of Windsor

WINDSOR PROUD.

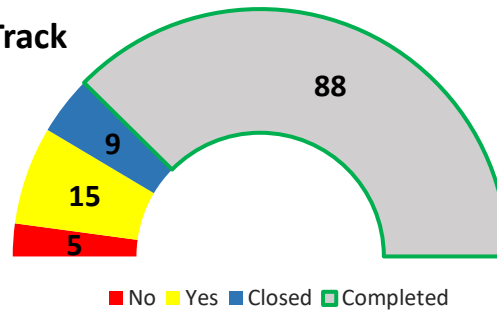
UWindsor ERM Dashboard (Fall Term ending December 31st, 2025)

UWindsor ERM Framework

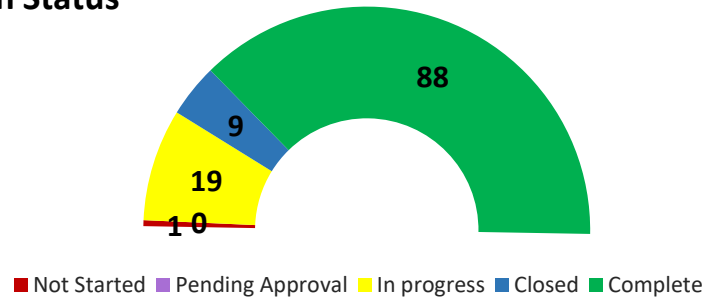


Risk Mitigation Actions - Key Indicators

Status: On Track



Action Status



- New Actions Added August 2025 to December 2025: 0
- Actions Completed Since Last Reporting Cycle August 31st, 2025: 2
- Actions Marked as Closed: No Longer Relevant or Applicable: 9

Actions to be Concluded in Spring 2026 (sample)

- Crisis Communication Plan** - Update the crisis communications management plan to ensure timely and appropriate responses in alignment with emergency preparedness plan (**Brand and Reputation**).
- Hazardous Materials** – Newly Added March 2025. Incident Management Response and creation of a joint plan for hazardous materials. (**Environmental Scan and Related Emergency Preparedness Risk**).
- HR Framework** - Develop a measurement framework to measure progress and comprehensive performance management framework and implementation plan aligned with the UWindsor Strategic plan and key institutional strategies (**Performance Measurement Risk**).
- Communications Platform Audit** - Undertake external comms platform audit to address inconsistencies, brand, reputation, cost efficiencies, and cybersecurity. (**Brand and Reputation**).

Top Risk Refresh Update

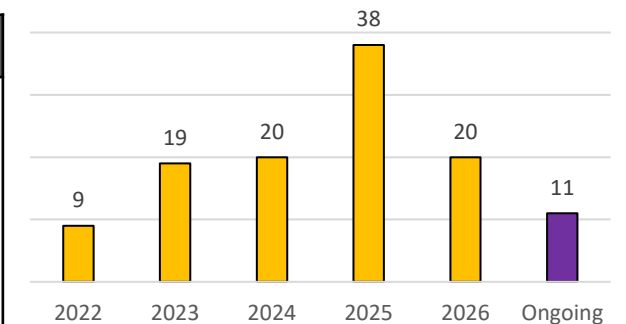
Cyber Security Risk	<input checked="" type="checkbox"/> →	Budgets and Planning	<input checked="" type="checkbox"/> ↗
Enrolment Targets and Recruitment	<input checked="" type="checkbox"/> ↗	Performance Measurement (Faculty & Staff)	<input checked="" type="checkbox"/> →
Human Resources Capacity	<input checked="" type="checkbox"/> →	Academic Program/Services Development	<input checked="" type="checkbox"/> ↗
Labour Relations	<input checked="" type="checkbox"/> ↓	Student Satisfaction and Retention	<input checked="" type="checkbox"/> ↗
Government Policy/Direction	<input checked="" type="checkbox"/> →	Brand and Reputation	<input checked="" type="checkbox"/> ↗

Emerging Risk Check In

Emerging Risks Identified

- Artificial intelligence (AI)
- Geopolitical (CAN/US) & Tariffs, Policy Uncertainty
- Research Security

Expected Completion Year



- Executive Leadership Team agrees the risk remains of top significance for institution
- Risk significance and/or likelihood is increasing (pointing up), decreasing (pointing down), or about the same (flat)



University of Windsor

WINDSOR PROUD.

UWindsor ERM Dashboard (as of April 30th, 2026)

UWindsor ERM – Top Ten Risks <i>(not in order of risk level – risk refresh scheduled Spring 2026)</i>	
Top Ten Risks	Risk Champion
Cyber Security Risk	AVP, ITS
Enrolment Targets and Recruitment	AVP, Enrolment Management
Human Resources Capacity	AVP, Human Resources
Labour Relations	Director, Labour Relations Services & Employee Safety and Wellness (Vacant) Director, Academic Labour Relations
Government Policy and Direction	AVP, External
Academic Program/Services Development	AVP, Academic
Student Satisfaction and Retention	AVP, Student Experience (Non-Academic Side) & AVP, Academic (Academic side)
Performance Measurement (Faculty & Staff)	AVP, Academic (Faculty) & AVP, HR (Staff)
*Environmental Scan and Related Emergency Preparedness	Director, Campus Safety & Emergency Planning,
*Recruitment and Retention of Staff & Faculty	Director, Talent and Employee Experience (Staff) & AVP, Academic (Academic)
*Budgets & Planning	VP, Finance & Operations
*Brand & Reputation	AVP, External

Key Upcoming ERM Dates

- **April 2026** – Report to Audit Committee and Board of Governors
- **Spring 2026** - A full risk refresh is scheduled for Spring 2026.
- **November 2026** – Report to Audit Committee and Board of Governors

On the Radar

- A full risk re-fresh is scheduled for Spring 2026
- Risk Champions who were newly appointed to their roles throughout 2025 have developed mitigating actions and timelines for each of their risks.
- The ERM Committee Meeting – TBD – Spring 2026
- The Risk Champions are closely monitoring the geopolitical risks.

**Risks in red have declined in importance, while risks in green have been identified as emerging risks; both sets will be monitored through the next reporting cycle.*



Appendix - UWindsor ERM – Risk Definitions

Top Risks	Risk Definition
Cyber Security Risk	Includes infrastructure, access and information security and privacy; risk of unauthorized access to systems, loss/misuse of data and/or risk of UW having ineffective IT governance/infrastructure to maintain robust cyber security operation
Enrolment Targets and Recruitment	The risk of UWindsor’s inability to achieve its enrolment targets and recruitment of sufficient, sustainable and quality domestic and/or international students
Human Resources Capacity	The risk of sub-optimized allocation of faculty, staff, roles, responsibilities and decision rights
Labour Relations	The risk of ineffective relations and/or conflicts with UWindsor’s labour unions
Government Policy and Direction	The risk of inadequate levels of federal, provincial, municipal government funding and/or changes in federal, provincial, municipal and international government commitment levels, directives/policies and direction (e.g., micro credentials)
Academic Program/Services Development	The risk that the UWindsor does not develop the right programs and services and or retire programs that are not fulfilling market needs to attract students/academics, align with the academic mission and achieve profitability requirements
Student Satisfaction and Retention	The risk of UWindsor lacking focus on students and/or alumni, threatening UWindsor’s capacity to meet or exceed expectations and retain its students
Performance Measurement (Faculty & Staff)	The risk that performance is not managed or lacks alignment with UWindsor’s strategies and objectives
Environmental Scan and Related Emergency Preparedness	The risk that UWindsor is not prepared for external national or global factors (e.g., economic downturn and pandemic)
Recruitment and Retention of Staff & Faculty	The risk of UWindsor not being able to attract, motivate, engage and retain top talent (i.e., executives, administrators, faculty, and staff) with the appropriate skills (e.g., bilingual), experience, diversity and capable of attracting students and raising the academic profile of UWindsor
Brand & Reputation	The risk of UWindsor failing to promote, protect and/or recover UWindsor’s reputation from brand damaging and/or enhancing events in a timely manner.
Budgets & Planning	The risk that non-existent, unrealistic, irrelevant or unreliable budget and planning information may cause inappropriate financial conclusions and decisions.

**University of Windsor
Board of Governors**

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

Item for: **Information**

Forwarded by: **Board Investment Committee**

Report of the Board Investment Committee

The Board Investment Committee met on May 13, 2026, and reviewed performance results for the pension plan fund, the endowment fund, and the working capital fund as at March 31, 2026. The first quarter of 2026 was characterized by a more cautious and uneven market environment, as investors navigated persistent macro uncertainty, including evolving interest rate expectations, geopolitical tensions, and mixed global growth signals. Canadian equity markets outperformed most markets while global equity returns were mixed, with developing markets underperforming, while emerging markets delivered solid positive returns. Canadian fixed income markets saw modest positive gains driven by bond income, as interest rates remained within a relatively stable range despite some volatility.

The Committee continues to regularly assess manager performance, with recommendations for changes to managers or asset mix brought to the Board as appropriate, to ensure there is the right mix of management styles, based on the institution's risk appetite, in order to offset market fluctuations and maximize returns. To this end and as part of its due diligence, the Committee has launched an asset liability study. ALS reviews are generally conducted every three to five years to ensure the strategic asset mix remains aligned with the University's long-term objectives, market conditions, and the evolving liability profile of each plan.

The responsible investing policy was reviewed. As per the policy, members received details of managers' proxy voting record for the last two quarters and did not note any concerns with the positions taken.

The University's credit ratings were reviewed for 2026.

University of Windsor
Board of Governors

4.7.1: **2026-2027 Operating Budget**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

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

Rationale:

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

See attached.



2026 - 2027

Operating Budget



To the University of Windsor Campus Community,

The University of Windsor enters the 2026/27 planning cycle at a pivotal moment—both for our institution and for the broader Canadian higher education sector. The financial pressures we face are real, persistent, and largely external, driven by significant shifts in international enrolment, evolving federal immigration policies, and a highly regulated provincial funding environment. Yet, despite these challenges, our commitment to long-term sustainability, academic excellence, and student success remains unwavering.

Over the past two years, the University has taken action to address substantial revenue declines, including a tuition shortfall of more than \$30 million in 2025/26 and a projected \$20 million decline for 2026/27. Actions were taken swiftly; the full benefit of those actions has yet to be fully realized. Through careful stewardship, cost reductions, operational restructuring, and strategic use of one-time MCURES funding, we plan to mitigate immediate pressures while laying the groundwork for deeper, structural change.

This moment calls for transformation—not temporary measures. The University is advancing an integrated, multi-year approach to planning that strengthens alignment across academic priorities, enrolment strategies, financial planning, and resource allocation. Central to this work is the implementation of **Integrated Resource Planning (IRP)**, a coordinated framework that ensures our financial, human, and physical resources are directed toward mission-advancing priorities. IRP enhances transparency, collaboration, and shared accountability across the institution.

Our planning continues to be guided by the University’s Four Pillars—**Enrolment, Government Grants & Research, Advancement, and Monetization**—which together provide a clear roadmap for sustainable growth and long-term financial resilience. The 2026/27 budget represents the first year of this integrated model, focused on reducing the structural deficit, stabilizing our financial position, and supporting mission-aligned investments.

While the challenges ahead are significant, so too is our opportunity. This community has demonstrated remarkable resilience and adaptability—most notably through the COVID-19 pandemic—and I am confident in our collective ability to navigate this next period of change with clarity, purpose, and determination. Together, we will continue to build a strong, sustainable future for the University of Windsor, grounded in our academic mission and strengthened by the shared commitment of our faculty, staff, students, and partners.

Dr. J.J. McMurtry, PhD
President and Vice-Chancellor

2026/27 Operating Budget

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I. EXECUTIVE SUMMARY

The University of Windsor's (UWindsor's or University's) 2026/27 Operating Budget sets out a multi-year response to significant sector and institutional pressures while reaffirming the University's commitment to academic excellence, student success, and long-term sustainability. The institution is beginning to emerge from a period in which domestic tuition rates were largely frozen following the sector-wide 10% reduction introduced in 2019/20. That environment increased the institution's reliance on international student revenues to offset rising operating costs. When the IRCC¹ introduced new international student visa requirements in fall 2024, a significant UWindsor revenue stream was disrupted, contributing to the structural deficit the University now faces.

This budget is shaped by continued external headwinds, including constrained provincial funding, ongoing tuition regulation, rising operating costs, and the effects of shifting international enrolment and federal immigration policy. Within this environment, the University is moving from short-term stabilization to a more integrated planning model grounded in the President's Four Pillars—Enrolment, Government Grants and Research, Advancement, and Monetization—and supported by Integrated Resource Planning (IRP) as a core operating principle.

For 2026/27, the University budgets total operating revenue of \$313.4M and operating expenditures of \$320.7M, reflecting ongoing structural pressure despite targeted mitigation efforts. Tuition revenue is projected at \$175.0M, down from the 2025/26 9-month projection, largely because of continued declines in international graduate enrolment, while provincial operating grants are budgeted to increase to \$116.6M under Ontario's evolving funding model. Enrolment is expected to decline in the near term, with Fall 2026 full-time headcount budgeted at 14,109, before recovering over the outer years through domestic undergraduate growth, selected graduate expansion, staged international undergraduate recovery, and new program development.

Expenditures remain dominated by salaries, wages, and benefits, underscoring the importance of disciplined position management, targeted cost containment, and shared accountability across units. The budget also includes strategic investment and reserve funding to support institutional priorities, deferred maintenance, research activity, environmental sustainability, enrolment growth, and financial resilience. Overall, the 2026/27 budget represents the first year of a three-year planning horizon designed to reduce structural pressures, stabilize the University's financial position, and create the conditions for sustainable, mission-aligned growth. A summary of the proposed 2026/27 Operating Budget, together with forecasts for 2027/28 and 2028/29, is provided in the table below. Full details appear in Appendix A.

¹ Immigration, Refugees, and Citizenship Canada

Table 1: 2026/27 Proposed Operating Budget in Summary with 2 Forecast Years (in \$000s)

Description	2024/25 Actual Results	2025/26 9-month Projection	2026/27 Proposed Budget	2027/28 Forecast	2028/29 Forecast
Total Operating Revenue	\$343,736	\$314,018	\$313,391	\$326,189	\$342,207
Direct Costs of Academic Delivery	184,983	164,473	162,586	164,470	166,985
Shared Service Costs	172,184	155,568	158,129	161,109	165,266
Investment & Reserve Funds	-	6,573	6,823	6,500	8,600
Base Operating Position	<u>(\$13,431)</u>	<u>(\$12,596)</u>	<u>(\$14,147)</u>	<u>(\$5,890)</u>	<u>\$1,356</u>
PSESF ²	9,782	7,924	6,666	-	-
Operating Budget Surplus/(Deficit)	<u>(\$3,649)</u>	<u>(\$4,672)</u>	<u>(\$7,481)</u>	<u>(\$5,890)</u>	<u>1,356</u>

² The Post-secondary Education Sustainability Fund is described in detail in the Government Grant section.

II. INTRODUCTION

1. ADVANCING FINANCIAL SUSTAINABILITY THROUGH STRATEGIC FOCUS

The University of Windsor’s 2026/27 Operating Budget reflects a deliberate step forward in how the institution plans, prioritizes, and positions itself for the future. While the University continues to operate within an evolving postsecondary environment, this budget marks a clear and confident shift from a short-term response to long-term, integrated action—balancing fiscal discipline with purposeful investment in academic excellence, student success, and institutional resilience.

In recent years, the University has taken thoughtful and, at times, challenging steps to address structural financial pressures driven by constrained government funding, prolonged tuition limitations, enrolment variability—particularly within international markets—and rising operating costs. These actions were essential in strengthening the institution’s financial footing and preserving stability during a period of considerable change. Although significant, the full impact has yet to be realized.

The 2026/27 Operating Budget builds on this foundation and reflects a shift toward a more proactive and opportunity-focused approach. It signals a renewed emphasis on execution—bringing strategy, resources, and decision-making into closer alignment within a clear and cohesive institutional framework. This evolution positions the University not only to manage ongoing pressures, but to move forward with greater confidence, enabling sustainable growth, targeted investment, and continued progress toward its academic and strategic priorities.

At the heart of this approach is a shared recognition that financial sustainability is not an end in itself, but a fundamental enabler of the University’s academic mission. Responsible stewardship, strong planning discipline, and integrated decision-making are essential to ensuring the University can continue to deliver high-quality education, expand research capacity, and serve its community in a meaningful way.

2. THE FOUR PILLARS FRAMEWORK AND THE 2026/27 OPERATING BUDGET

The 2026/27 Operating Budget is firmly anchored in the President’s Four Pillars Framework—a clear and purposeful vision that brings alignment, focus, and momentum to the University’s path forward. More than a strategic model, the Four Pillars represent a shared commitment to strengthening financial sustainability while advancing academic excellence and the broader aspirations set out in the *Aspire* Strategic Plan. In a landscape that continues to present complexity and constraint, this framework provides clarity—ensuring that decisions, investments, and trade-offs are guided by what matters most to the long-term success of the institution.

At its core, the Four Pillars Framework reflects an optimistic and forward-looking perspective: that by focusing our efforts, working collaboratively, and aligning resources with priorities, the University is well-positioned not only to navigate challenges, but to grow stronger through them.

The framework identifies four interconnected areas where coordinated, intentional action will drive sustainable growth and long-term financial strength:

- **Enrolment** – Strengthening recruitment, retention, and the overall student experience to support sustainable domestic and international enrolment growth.
- **Government Grants and Research** – Expanding research capacity and competitiveness to increase government and tri-agency funding, enhancing the University’s academic impact and reputation.
- **Advancement** – Growing philanthropic support through focused fundraising priorities, strategic partnerships, and community engagement.
- **Monetization** – Developing new and diversified sources of revenue beyond core government funding and tuition, aligned with the University’s academic mission and operational strengths.

Together, these pillars form a cohesive and integrated framework that brings alignment across academic planning, enrolment management, research growth, fundraising, and revenue diversification. They create a shared sense of direction—ensuring that efforts across the institution are coordinated, purposeful, and focused on achieving meaningful outcomes.

The 2026/27 Operating Budget translates this strategic vision into action. It reflects a deliberate effort to align financial planning with institutional priorities, directing resources toward initiatives that will have the greatest impact—both in the near term and over the longer horizon. In doing so, it supports not only financial stability, but also the continued evolution of the University as a dynamic, resilient, and forward-looking institution.

3. FROM REIMAGINING TO EXECUTION: A MULTI-YEAR FINANCIAL PERSPECTIVE

The University remains in a period of transformation. While earlier budgets necessarily focused on immediate stabilisation and cost containment, the 2026/27 Operating Budget reflects a deliberate transition toward multi-year financial planning and disciplined execution.

For the first time, the University is formally integrating a three-year forecasting outlook into its operating framework. This approach improves visibility into medium-term opportunities and financial risks, supports more responsible and transparent resource allocation decisions, and ensures that annual budget actions are aligned with longer-term institutional objectives. It also reinforces an essential reality: sustainable financial recovery cannot be achieved through one-time measures alone, but requires coordinated, phased actions implemented consistently over several fiscal years.

The 2026/27 budget represents Year 1 of this three-year horizon. It prioritizes tangible progress toward reducing structural pressures, managing risk, and stabilising the University’s financial position, while laying the groundwork for future investment under the Four Pillars. Subsequent years will continue to build on this foundation as enrolment strategies mature, research capacity expands, advancement efforts strengthen, and diversified revenue and cost containment initiatives take hold.

4. INTEGRATED RESOURCE PLANNING AS A CORE OPERATING PRINCIPLE

Central to the 2026/27 Operating Budget is the University's continued transition toward Integrated Resource Planning (IRP)—a foundational shift in how the institution plans, prioritizes, and aligns its resources with its long-term academic and strategic objectives. At its core, IRP recognizes that the University's most critical decisions—those related to academic programming, enrolment, staffing, infrastructure, and finances—are deeply interconnected. Managing these effectively requires a coordinated and intentional approach, rather than a series of independent or siloed processes.

For the University of Windsor, the move toward IRP reflects both a practical necessity and a strategic opportunity. In an environment where resources must be allocated with greater precision and impact, IRP provides a structured framework to ensure that decisions are grounded in institutional priorities and aligned with desired outcomes. It fosters stronger alignment across Faculties and administrative units, enabling the institution to move forward with a shared sense of direction, clarity, and purpose.

Under this model, the operating budget is no longer developed in isolation or viewed solely as a financial exercise. Instead, it becomes a central component of an integrated and continuous planning cycle—one that connects the *Aspire* Strategic Plan, Strategic Enrolment Management, research and innovation priorities, advancement and partnership strategies, and the operational capacity required to support them. This approach ensures that financial resources are not only managed responsibly but are deliberately directed toward advancing the University's mission and long-term goals.

This transition is already underway. The 2026/27 fiscal year represents an important early step in embedding IRP principles into institutional practice, supported by several initiatives designed to strengthen alignment between strategy and resource allocation, enhance multi-year planning, and improve coordination across portfolios. As this work continues to evolve, IRP will play a critical role in shaping a more agile, aligned, and resilient University—one that is better positioned to navigate complexity, make informed decisions, and deliver meaningful, sustained impact.

5. PURPOSEFUL INVESTMENT AND SHARED ACCOUNTABILITY

The 2026/27 Operating Budget is guided by the principle that, in an environment of limited resources, every allocation decision matters. Purposeful investment means directing resources toward initiatives that advance the Four Pillars' vision and deliver the greatest academic, enrolment, research, and financial impact over the multi-year planning horizon.

Undoubtedly, long-term financial sustainability is a shared institutional responsibility. Faculties, academic units, and service areas all play a role in aligning activities, staffing, and discretionary spending with sustainable levels of demand and available resources. The budget framework reinforces this shared accountability through clear assumptions, common planning parameters, and consistent expectations for financial discipline and strategic alignment across the institution.

III. BUDGETING ENROLMENT

1. ENROLMENT PLANNING FRAMEWORK

The 2026/27 operating budget and 2027/28 and 2028/29 forecasts are built on a set of common planning assumptions that connect enrolment, tuition revenue, and government operating grants. These shape multiple interacting factors, including student demand, enrolment conversion, programming mix, tuition-rate regulation, international recruitment conditions, and the provincial operating funding model.

I. Distinguishing between Budget and Forecast

The enrolment and tuition model distinguishes between the budget year and the forecast years. The 2026/27 year serves as the budget year and is based on the most current information available during budget development. By contrast, 2027/28 and 2028/29 are treated as forecast years intended to support multi-year planning, and therefore rely on broader, more forward-looking assumptions.

Budget-year enrolment assumptions are developed through an annual intake-planning process that draws on institutional modelling, application and registration data, historical conversion patterns, and consultation with Faculty leaders. Initial assumptions are established during fall planning discussions and revisited in winter as application data becomes available. This process informs the 2026/27 budget-year enrolment assumptions and supports development of the Primary Scenario.

For 2027/28 and 2028/29, the forecasting model incorporates forward-looking assumptions related to domestic enrolment growth, selected graduate growth, new program development, and international recruitment activity. These assumptions are intended to support multi-year planning and will continue to be refined through future budget cycles, faculty-level planning, enrolment monitoring, and recruitment activity.

II. Scenario Planning Framework

The enrolment and tuition budget model uses three planning scenarios: Primary, Low, and High. The Primary Scenario serves as the central planning case, while the Low and High scenarios provide downside and upside sensitivity views to support risk assessment and multi-year planning. Rather than predicting enrolment with certainty, this scenario framework establishes a disciplined range for assessing potential revenue outcomes.

Table 2: Enrolment and Tuition Planning Scenarios

Scenario	Purpose	Description
Primary	Central Planning Case	Reflects the University of Windsor’s main budget and forecast assumptions. The 2026/27 budget year is based on current enrolment information and intake planning, while 2027/28 and 2028/29 incorporate forward-looking assumptions related to domestic enrolment growth, selected graduate growth, new program development, and international recruitment.
Low	Downside Sensitivity	Represents a conservative planning case. It assumes the University does not fully realize the additional outer-year growth assumptions reflected in the Primary Scenario. Instead, it holds undergraduate and graduate intake targets largely flat from the current budget estimate. In this way, the Low Scenario helps illustrate the revenue risk associated with not fully connecting enrolment targets, program development, budget planning, and resource decisions through the University’s emerging integrated resource planning framework.
High	Upside Sensitivity	Provides an enrolment and revenue upside case by applying progressive intake-growth assumptions to direct-entry undergraduate and graduate full-time new student intake.

Note: For modelling purposes, direct-entry undergraduate intake includes Ontario secondary school applicants and other first-entry undergraduate applicants, including out-of-province, transfer, mature, international, and other non-secondary-school applicant groups.

III. The Importance of Enrolment Planning

Enrolment is a key driver of the University’s major operating revenue streams; however, it influences tuition revenue and government operating grants in different ways. Tuition revenue depends on enrolment volume, student and program mix, existing tuition and ancillary fee structures, approved fee assumptions, and the applicable provincial tuition framework.

For domestic students, tuition rates are governed by the Government of Ontario’s Tuition Fee Framework Implementation Guidelines for Publicly Assisted Universities, including the permitted increase for Ontario students and the separate framework for domestic out-of-province students. International tuition rates are set by the institution and are shaped by market conditions, program demand, comparator pricing, student mix, and recruitment strategy.

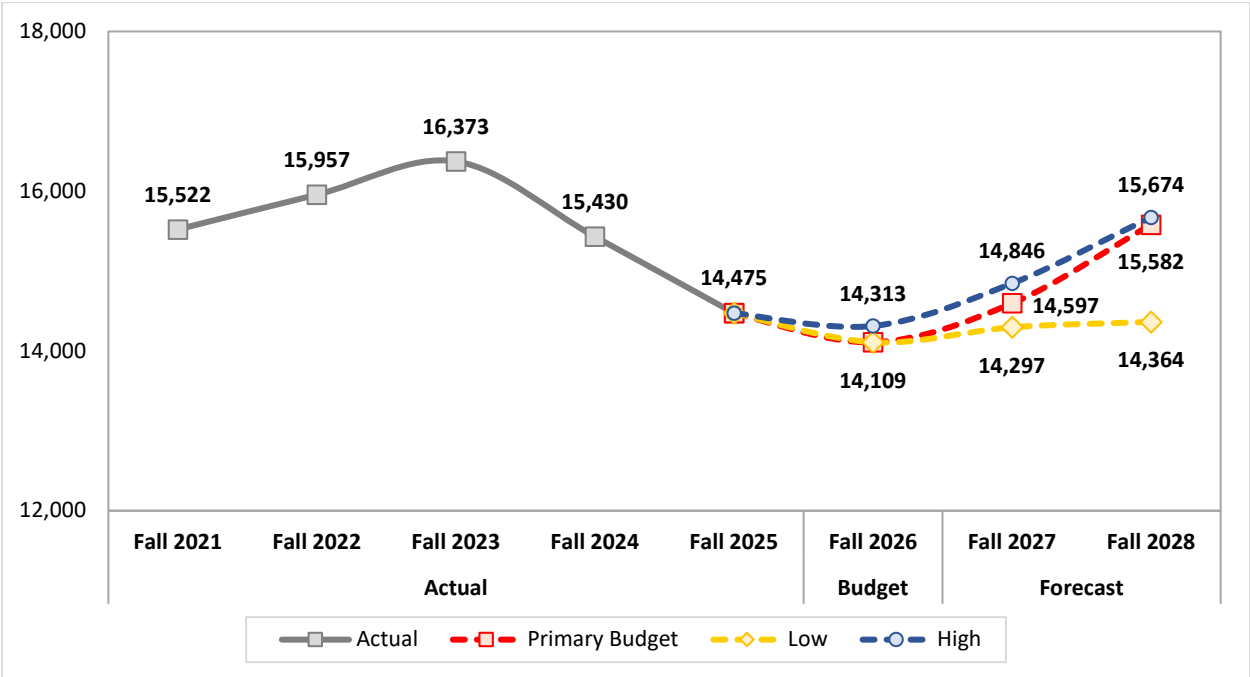
Government operating grants are also linked to enrolment, but they are determined through provincial funding rules such as corridor funding, weighted grant units (WGU), program weights, performance-based funding, special-purpose grant treatment, and future Priority Growth mechanisms.

As a result, changes in enrolment may affect tuition revenue and operating grants differently depending on student category, program, eligibility, funding status, fee framework, and the timing of provincial recognition. The budget therefore presents enrolment, tuition, and government operating grants as distinct but connected components of the revenue forecast.

2. ENROLMENT PROJECTIONS

Enrolment projections are developed early in the budget cycle, before final registration outcomes are known. As a result, the enrolment budget model uses multiple scenarios to support planning under uncertainty and to assess the potential revenue implications of different enrolment outcomes. This approach is especially important in the current environment, given ongoing volatility in international student recruitment, changing domestic application and conversion patterns, new program development timelines, and implementation of the new provincial operating funding model. The following chart compares the enrolment outlook under the three scenarios.

Chart 1: Fall Full-Time Enrolment Projections by Scenario



The University’s total full-time headcount enrolment is budgeted at 14,109 for Fall 2026, down from 14,466 in Fall 2025. Enrolment is then forecast to rise to 14,597 in Fall 2027 and 15,582 in Fall 2028 under the outer-year budget outlook. This reflects a near-term decline in the 2026/27 budget year, followed by a planned recovery in the outer years.

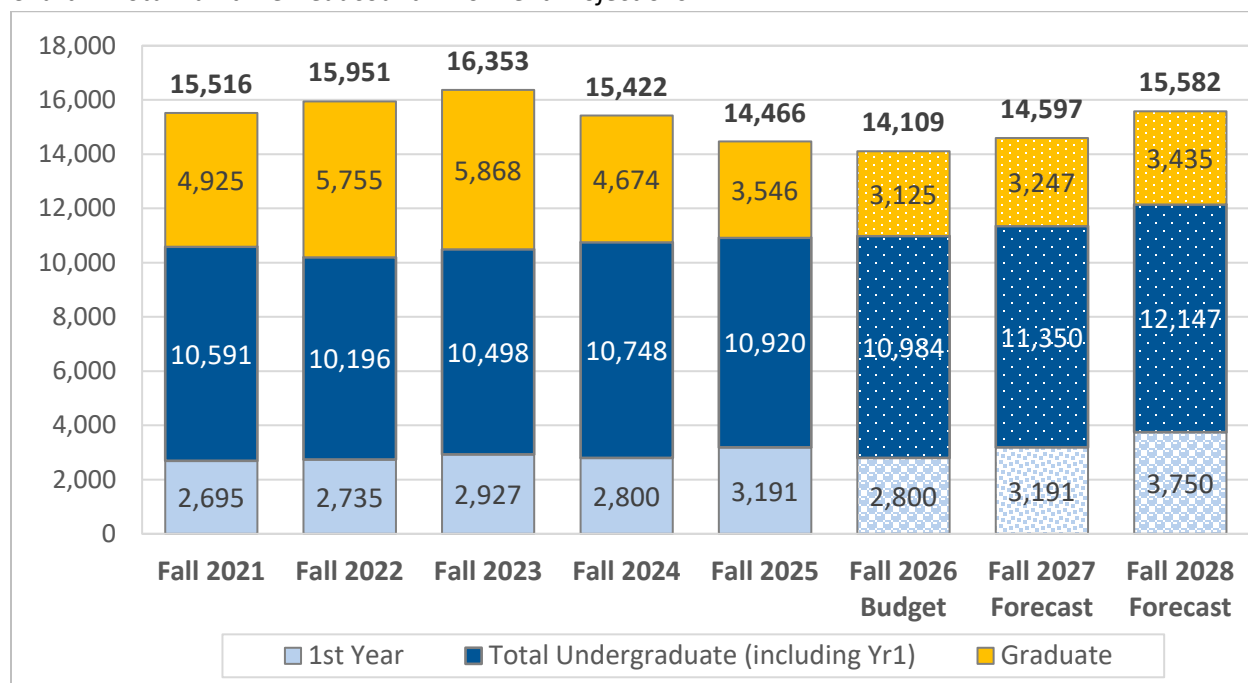
The near-term decline is driven primarily by continued reductions in graduate enrolment, particularly among international graduate students, following significant changes affecting international recruitment and study permit approvals. Undergraduate enrolment is expected to remain relatively stable in Fall 2026,

while graduate enrolment is projected to decline before stabilizing and returning to modest growth in the forecast years.

Although total enrolment is expected to recover after Fall 2026, the composition of the University’s enrolment is also projected to shift. Domestic undergraduate students are expected to account for a larger share of total full-time enrolment, increasing from 71.0% in Fall 2025 to 73.8% in Fall 2026 and remaining at approximately 74% in Fall 2027 and Fall 2028. By contrast, graduate international students are projected to decline as a share of total full-time enrolment, falling from 13.8% in Fall 2025 to 11.1% in Fall 2026 and remaining near 11% over the forecast period.

This shift has important implications for budget planning. In recent years, total enrolment and tuition revenue were more heavily influenced by international graduate enrolment, particularly in course-based master’s programs. The outlook reflects a different enrolment mix, with recovery increasingly dependent on domestic undergraduate growth, staged recovery in international undergraduate enrolment, selected graduate growth, and new program development. Forecasted improvements will be achieved through robust plans to bolster enrolment and retention.

Chart 2: Total Full-time Headcount Enrolment Projections

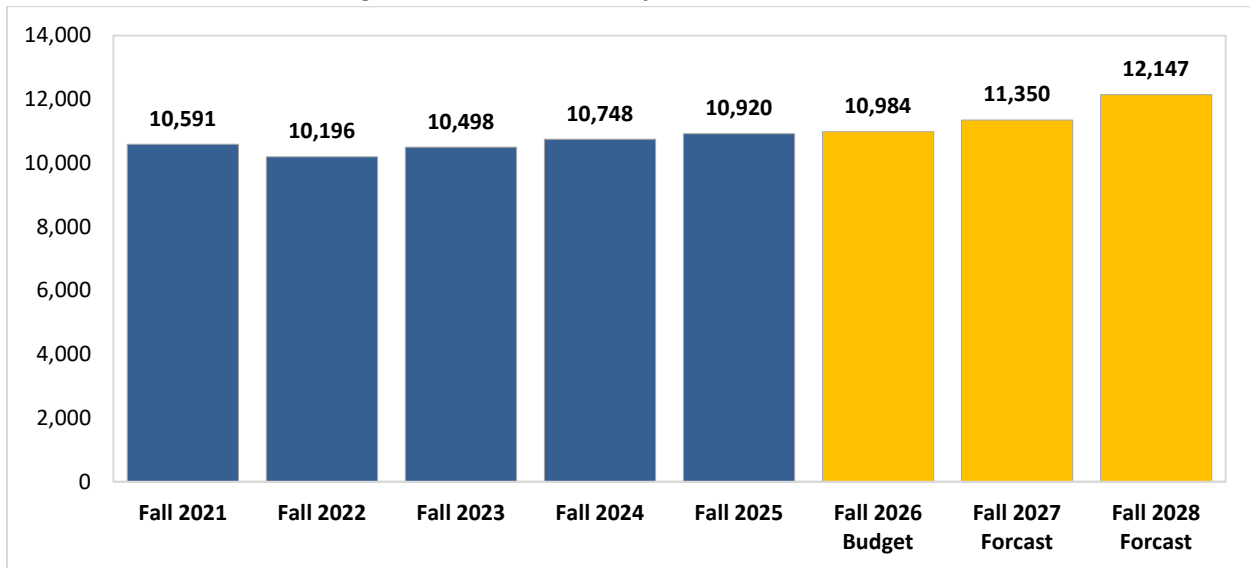


I. Undergraduate Enrolment

Undergraduate enrolment is expected to remain stable and then become the main source of enrolment recovery in the forecast years. Full-time undergraduate enrolment is budgeted at 10,984 in Fall 2026, a modest increase from 10,920 in Fall 2025, and forecast to increase to 11,350 in Fall 2027 and 12,147 in Fall 2028. This growth reflects a more forward-looking undergraduate intake plan for the forecast years, supported by domestic recruitment activity, direct-entry intake growth, transfer and out-of-province

pathways, mature learner activity, staged international undergraduate growth, and new program development.

Chart 3: Total Full-time Undergraduate Enrolment Projections



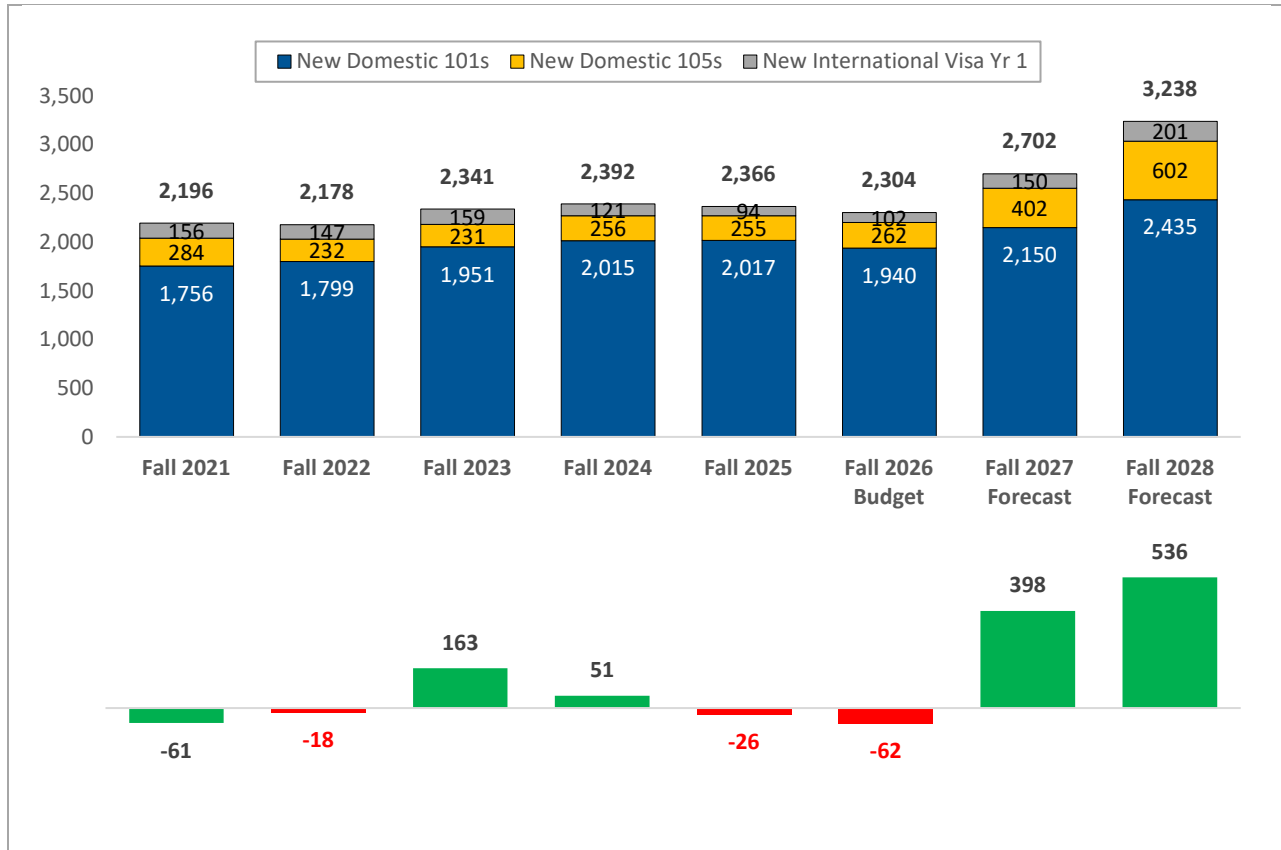
First-year full-time undergraduate intake is an important component of the University’s undergraduate enrolment base. New students entering first-year influence the current budget year and help shape future upper-year enrolment as they progress through their programs.

For budget planning purposes, first-year undergraduate direct-entry intake includes students entering from Ontario secondary schools as well as other first-entry undergraduate pathways, including out-of-province, transfer, mature, international, and other non-secondary-school applicant groups. This broader definition reflects the expectation that future undergraduate growth will come from multiple entry pathways, not only traditional Ontario secondary school recruitment.

Budget 2026/27 includes 2,304 first-year full-time undergraduate direct-entry students, slightly below the 2,366 students recorded in Fall 2025. The outer-year budget outlook increases direct-entry intake to 2,702 in Fall 2027 and 3,238 in Fall 2028. These increases are based on the University’s domestic enrolment growth plan, expanded first-entry pathways, staged international undergraduate recovery, and new program development activity.

The planned growth is driven primarily by domestic undergraduate intake. New domestic secondary-school entrants increase from 1,940 in Fall 2026 to 2,150 in Fall 2027 and 2,435 in Fall 2028. Domestic students entering through other first-entry pathways increase from 262 in Fall 2026 to 402 in Fall 2027 and 602 in Fall 2028. International first-year undergraduate intake increases from 102 in Fall 2026 to 150 in Fall 2027 and 201 in Fall 2028.

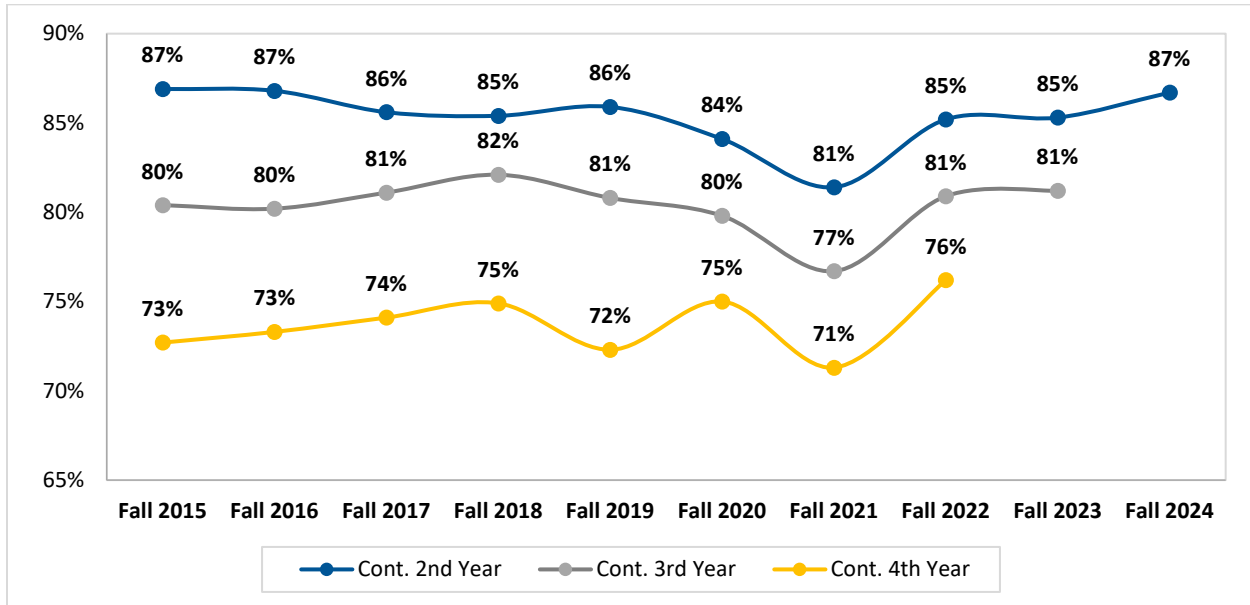
Chart 4: First-year Full-time Undergraduate Direct Entry New Student Intakes



Retention and progression are also central to the undergraduate enrolment outlook. While first-year intake establishes the entering cohort, sustained enrolment depends on students advancing successfully through subsequent years of study. Retention therefore supports both student success and the stability of the University’s future enrolment and tuition revenue base.

The University continues to support undergraduate retention through academic advising, student support services, financial assistance, student engagement, and initiatives that foster belonging and academic progression. These efforts are especially important in a budget environment that depends on planned undergraduate growth in the outer years. Strong retention helps ensure that gains in first-year intake carry forward into upper-year enrolment rather than needing to be replaced through additional new intake.

Chart 5: Undergraduate Retention Rates



II. Graduate Enrolment

The 2026/27 budget reflects a smaller graduate enrolment base than the University experienced during the recent peak in international graduate enrolment. Full-time graduate enrolment is budgeted at 3,125 in Fall 2026, down from 3,546 in Fall 2025, and is forecast to increase modestly to 3,247 in Fall 2027 and 3,435 in Fall 2028 under the outer-year budget outlook.

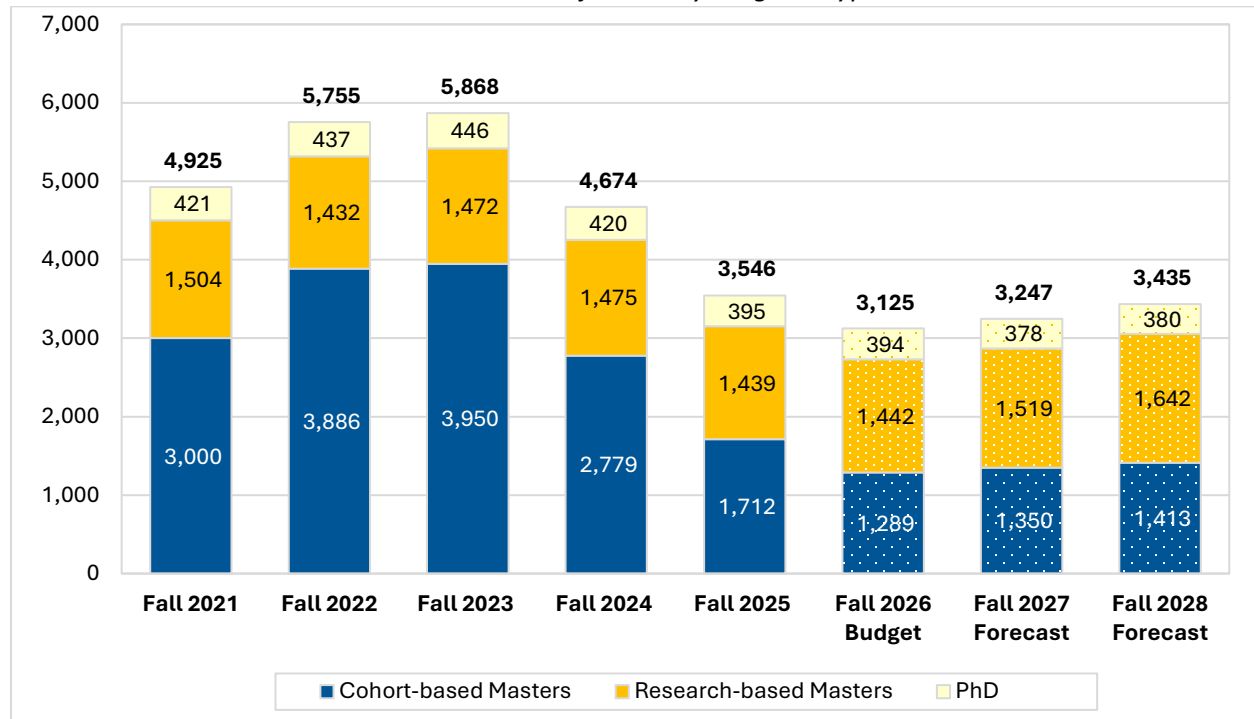
Although graduate enrolment declines in the 2026/27 budget year, it remains a significant part of the University's full-time enrolment base. Graduate students represented approximately 24.5% of total Fall full-time enrolment in Fall 2025. Under the budget and outer-year forecast, that share is projected at approximately 22.1% in Fall 2026, 22.2% in Fall 2027, and 22.0% in Fall 2028.

The decline from Fall 2025 to Fall 2026 reflects the continuing effect of lower international graduate enrolment, particularly in cohort-based master's programs. Graduate enrolment reached heights of 5,755 in Fall 2022 and 5,868 in Fall 2023, driven largely by international cohort-based master's enrolment. Since then, it has declined materially to 4,674 in Fall 2024, 3,546 in Fall 2025, and 3,125 in the 2026/27 budget.

The forecast does not assume a return to the peak levels of international graduate enrolment seen in Fall 2022 and Fall 2023. Instead, graduate enrolment is expected to stabilize after the 2026/27 budget year and grow modestly in Fall 2027 and Fall 2028, supported by selected growth in research-based master's enrolment and a more measured outlook for cohort-based master's programs.

Research-based master's enrolment remains stable in the budget year and increases in the outer years, rising from 1,439 in Fall 2025 to 1,442 in Fall 2026, 1,519 in Fall 2027, and 1,642 in Fall 2028. PhD enrolment also remains relatively stable, moving from 395 in Fall 2025 to 394 in Fall 2026, 378 in Fall 2027, and 380 in Fall 2028.

Chart 6: Total Full-time Graduate Enrolment Projections by Program Type



The 2026/27 budget assumes relative stability in domestic graduate enrolment. Domestic master’s enrolment is budgeted at 1,293 in Fall 2026, compared with 1,289 in Fall 2025, while domestic PhD enrolment is budgeted at 270, up slightly from 266 in Fall 2025. In the outer years, domestic master’s enrolment is forecast to increase to 1,348 in Fall 2027 and 1,474 in Fall 2028, while domestic PhD enrolment remains relatively stable.

The international graduate outlook is volatile. International master’s enrolment is projected to decline from 1,861 in Fall 2025 to 1,438 in Fall 2026, before increasing to 1,521 in Fall 2027 and 1,582 in Fall 2028. International PhD enrolment remains comparatively stable, moving from 129 in Fall 2025 to 124 in Fall 2026, 117 in Fall 2027, and 115 in Fall 2028.

Chart 7: Full-time Domestic Graduate Enrolment

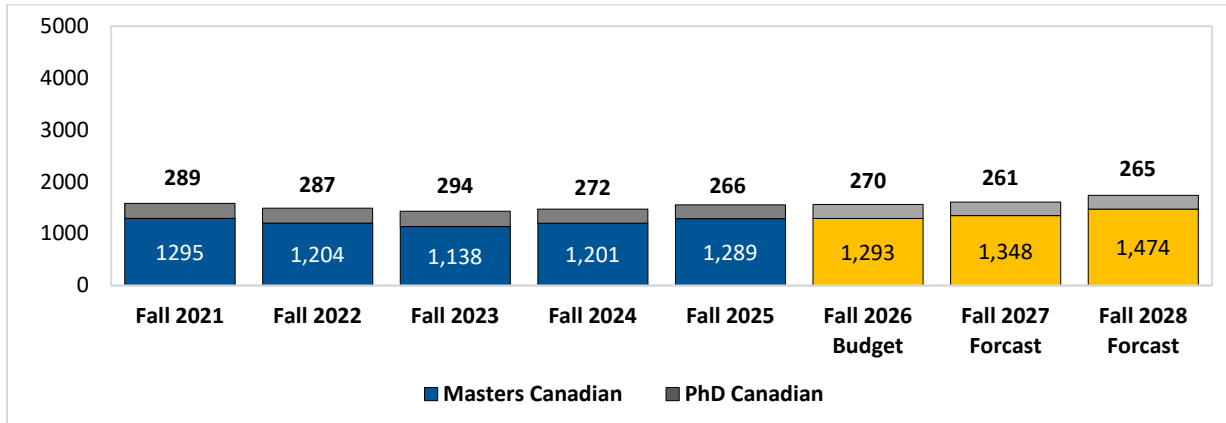
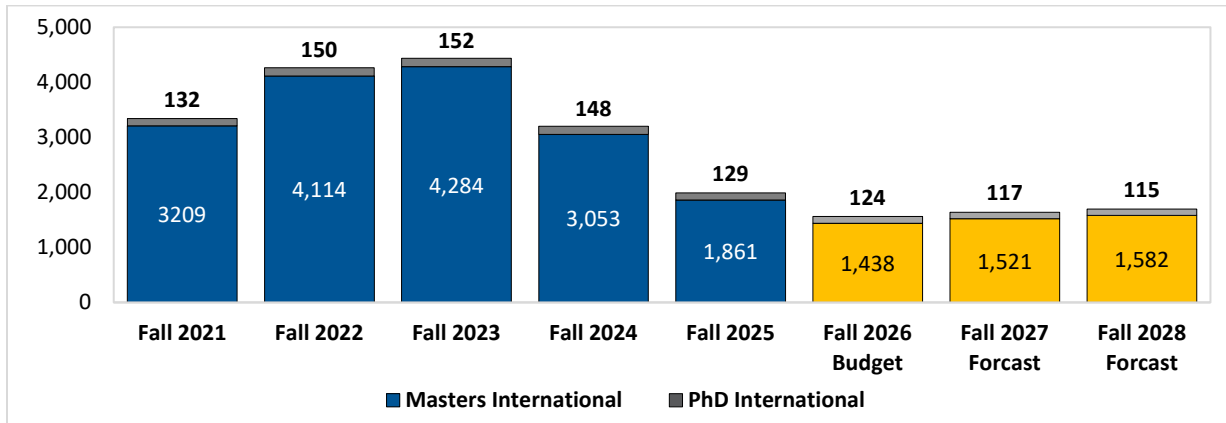


Chart 8: Full-time International Graduate Enrolment



IV. OPERATING REVENUE

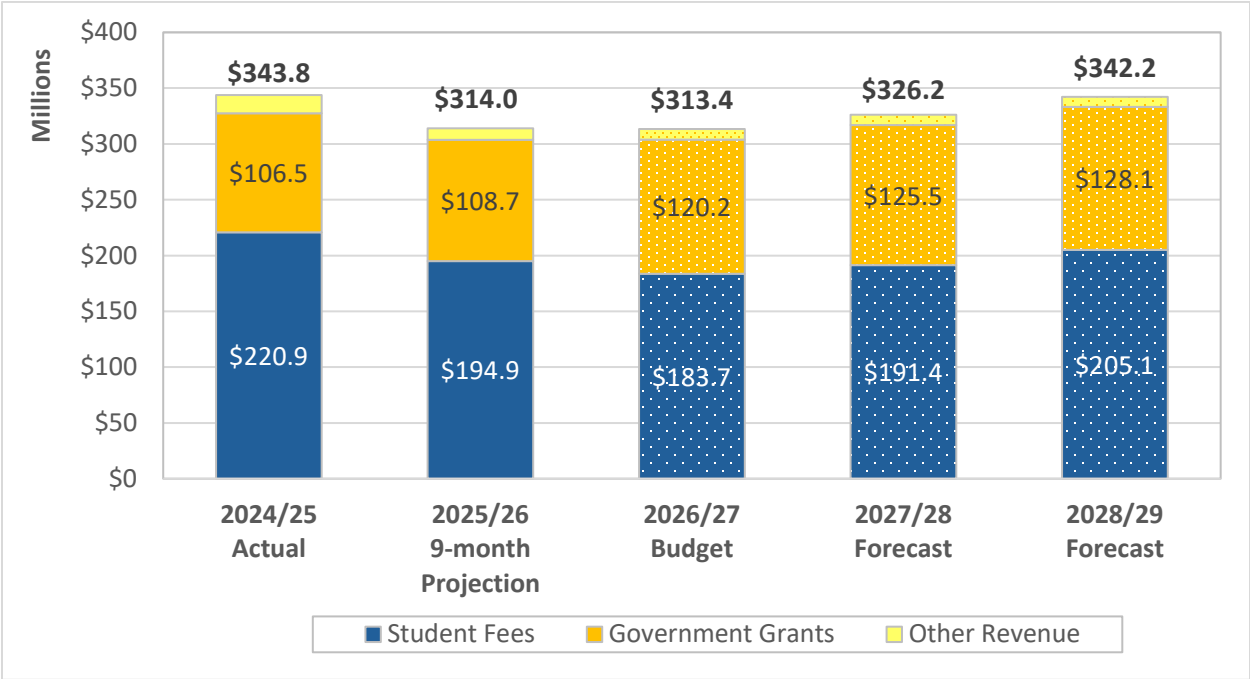
The University’s operating revenue is derived principally from student academic fees and provincial operating grants. Student academic fees continue to represent the largest component of operating revenue and consist of tuition fees, net of an enrolment contingency reserve, together with student incidental fees. Provincial operating grants comprise the University’s core, performance-based, special purpose, and collaborative grant funding, net of the international student recovery. Other institutional revenues include the Federal Research Support Fund, investment income on working capital, student application fees, and other miscellaneous revenues.

Total operating revenue for 2026/27 is budgeted at \$313.4M, representing a decrease of \$627K, or 0.2%, relative to the 2025/26 9-month review projection. This outcome reflects a mixed revenue profile. Student academic fee revenue is projected to decline from \$182.9M in the 2025/26 9-month review projection to \$175.0M, primarily because of continued decreases in international cohort-based master’s programs.

At the same time, provincial operating grants are projected to increase by \$11.6M, from the 2025/26 9-month projection to \$116.6M, reflecting the University’s current operating grant assumptions under the province’s new university funding model. This increase excludes the Post-secondary Education Sustainability Fund (described in the Government Grant section below), which was not incorporated into the base budget and was instead applied directly to mitigate the institutional base operating deficit.

In the outer-year budget forecast, operating revenue is projected to increase to \$326.2M in 2027/28 and \$342.2M in 2028/29. This growth reflects an anticipated recovery in student tuition fee revenue and continued increases in provincial operating grants in alignment with the new funding model.

Chart 9: Total Institutional Operating Revenue (in \$M)



1. STUDENT ACADEMIC FEES

Student academic fees constitute a significant component of the University's operating revenue and are influenced by enrolment levels, student composition, program mix, existing fee structures, approved tuition and ancillary fee changes, and the applicable provincial and institutional fee frameworks. The 2026/27 budget incorporates the approved tuition and compulsory ancillary fee proposal, including the Government of Ontario's renewed domestic tuition framework, differentiated treatment for domestic out-of-province students, program-specific international tuition assumptions, and the continuation of the UWindsor International Student Tuition Guarantee. A detailed table outlining tuition fee changes by student category, program type, and cohort is provided in Appendix B.

I. Domestic Tuition Framework

Domestic tuition for publicly assisted universities is governed by the Government of Ontario's tuition framework. The Ministry's memorandum dated February 12, 2026 confirms that a renewed Tuition Fee Framework will take effect in September 2026 for the 2026/27 academic year. Under this framework, institutions may implement tuition increases of up to 2% annually for a three-year period. Thereafter, allowable tuition increases will transition to an automatic three-year rolling average of the Consumer Price Index, subject to a maximum of 2%. The Ministry further confirmed that the existing 5% cap on domestic out-of-province tuition remains in effect.

For the University of Windsor, the 2026/27 budget incorporates the maximum permitted 2% increase to Ontario domestic tuition effective Fall 2026. As the renewed framework takes effect in September 2026, this increase does not apply to Spring/Summer 2026 activity. Domestic out-of-province tuition is addressed separately, with differentiated increases applied by program. Selected high-demand programs are subject to a 5% increase, while other undergraduate programs are subject to a 2.5% increase, consistent with the approved tuition and ancillary fee proposal.

The 2026/27 tuition changes also distinguish between regulated domestic tuition and domestic tuition in unregulated course-based master's programs. These unregulated course-based master's programs are not governed by the provincial domestic tuition framework in the same manner as regulated programs. For these programs, the approved fee proposal aligns domestic tuition increases with the corresponding international course-based master's program rates.

II. International Tuition Fees

International tuition is established by the University through its annual tuition and fee approval process. Unlike domestic tuition, international tuition is not subject to the limits prescribed under the Government of Ontario's domestic tuition framework. International tuition rates are reviewed on a program-specific basis, considering student demand, market conditions, sector comparator rates, recruitment objectives, student mix, and program-level financial sustainability.

The 2026/27 budget continues the UWindsor International Student Tuition Guarantee, under which tuition for returning international students remains fixed at their cohort rate. For new international students entering in 2026/27, tuition rates are established on a program-specific basis and are informed

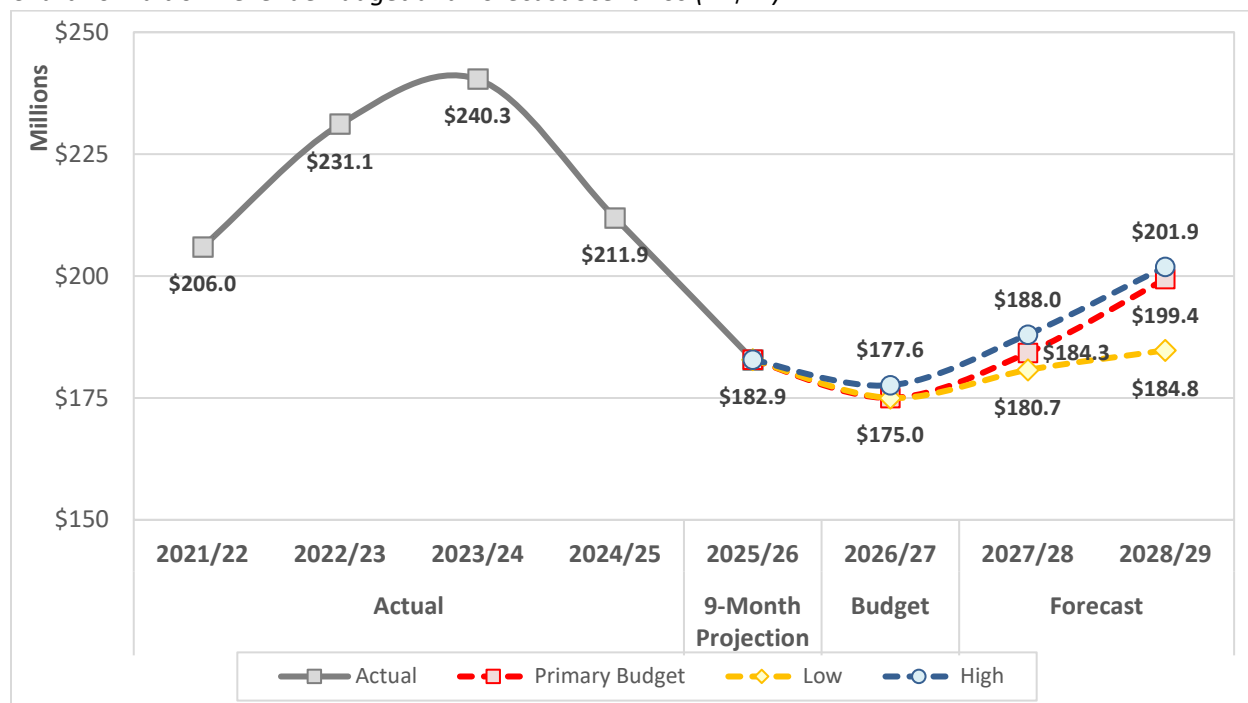
by comparator pricing, student demand, market conditions, program cost considerations, and input from Deans, recruiters, current students, and prospective students.

International tuition for research-based master’s and PhD programs is held flat for 2026/27 to support competitiveness in graduate research recruitment and to acknowledge continued uncertainty in international recruitment and study permit approvals. International tuition for course-based master’s programs is adjusted on a program-by-program basis, informed by market acceptance, comparator information, and program demand.

III. Tuition Revenue Planning Scenarios

The tuition fee changes outlined above are applied to the enrolment planning scenarios to project tuition revenue for the 2026/27 budget year and the 2027/28 and 2028/29 forecast years. The Primary Budget reflects the University’s central tuition revenue outlook, while the Low and High scenarios present the range of potential revenue outcomes associated with weaker or stronger enrolment performance.

Chart 10: Tuition Revenue Budget and Forecast Scenarios (in \$M)



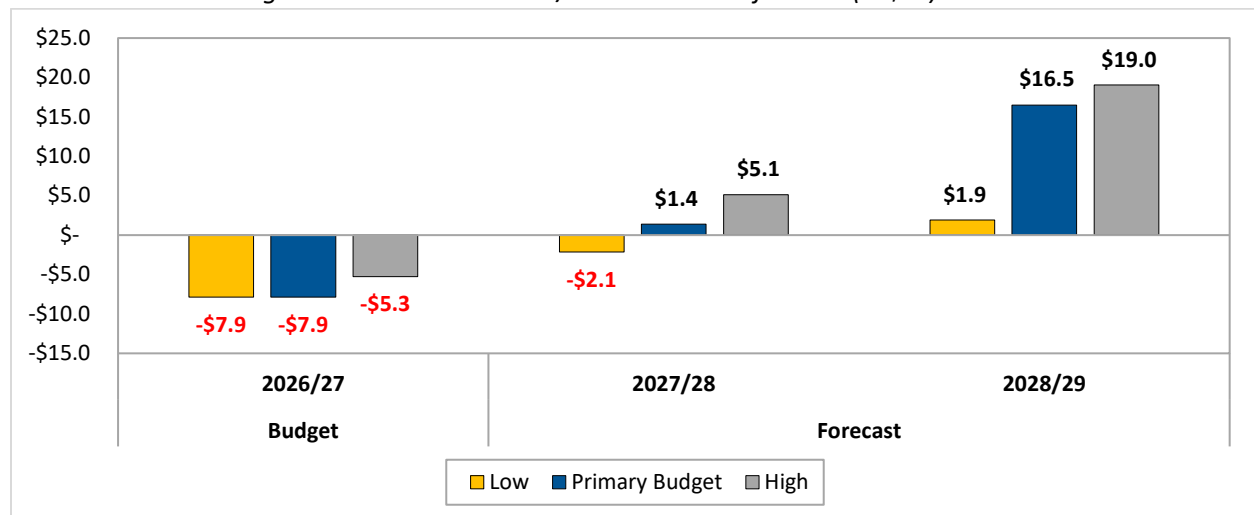
Tuition revenue under the Primary Budget is projected at \$175.0M in 2026/27, compared with the 2025/26 9-month projection of \$182.9M, representing a decline of approximately \$7.9M. This decrease reflects continued pressure on tuition revenue associated with lower international graduate enrolment, particularly in course-based masters’ programs. Under the Primary Budget scenario, tuition revenue is projected to increase to \$184.3M in 2027/28 and \$199.4M in 2028/29.

The scenario range illustrates the sensitivity of tuition revenue to enrolment outcomes. Under the Low Scenario, tuition revenue shows variances of -\$7.9M in 2026/27, -\$2.1M in 2027/28, and \$2.1M in 2028/29 when compared to the 2025/26 9-month Projection. Under the High Scenario, tuition revenue

remains below the 2025/26 9-month Projection in 2026/27 by \$5.3M but rises above the 2025/26 level by \$5.1M in 2027/28 and \$19.0M in 2028/29.

These scenario outcomes underscore the importance of enrolment performance to the tuition revenue outlook and the impact of connecting enrolment targets, program development, budget planning, and resource decisions through an integrated planning framework. The 2026/27 budget year continues to reflect revenue pressure, while the outer-year forecast depends on the achievement of planned undergraduate intake growth, selected graduate growth, staged international undergraduate recovery, and program-level enrolment activity.

Chart 11: Tuition Budget Scenario versus 2025/26 9-month Projections (in \$M)

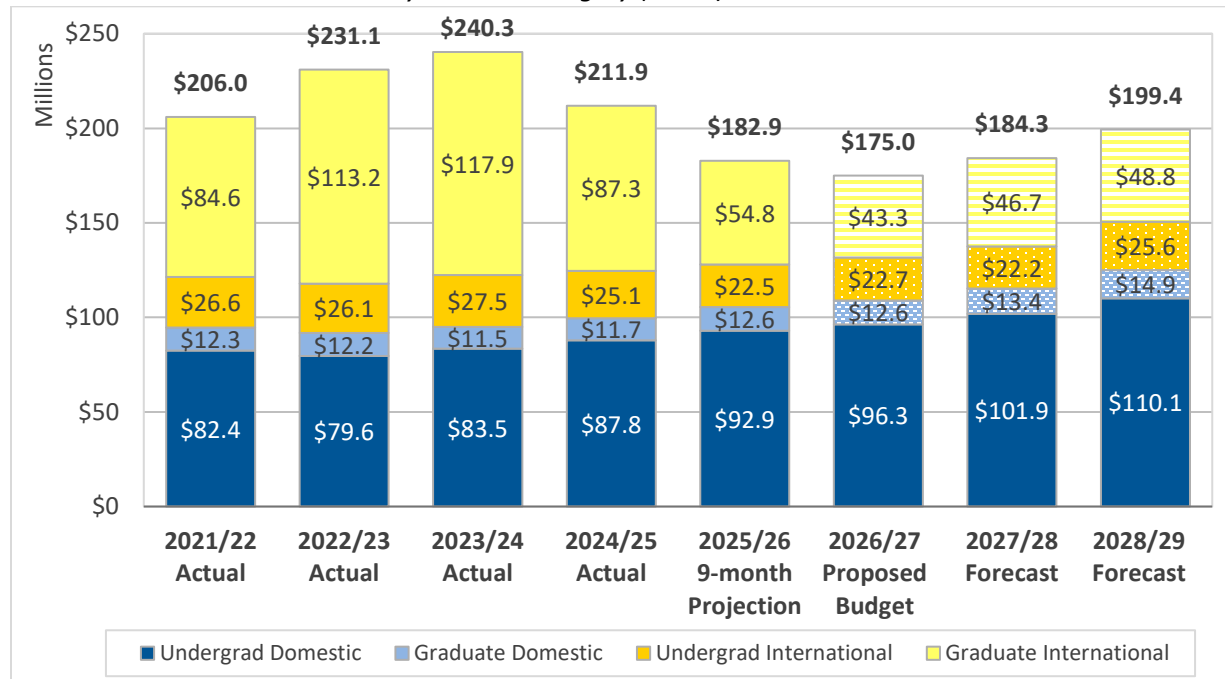


IV. Tuition Revenue by Student Category

The tuition revenue outlook reflects a different revenue composition than the University experienced during the recent international enrolment peak. Domestic undergraduate tuition now represents a larger share of total tuition revenue, while international graduate tuition is significantly lower than in 2021/22, 2022/23, and 2023/24. This shift is consistent with the enrolment pattern described earlier in the budget: the University’s tuition revenue base is becoming less concentrated in international graduate activity and more reliant on domestic undergraduate enrolment, selected graduate activity, and staged international recovery.

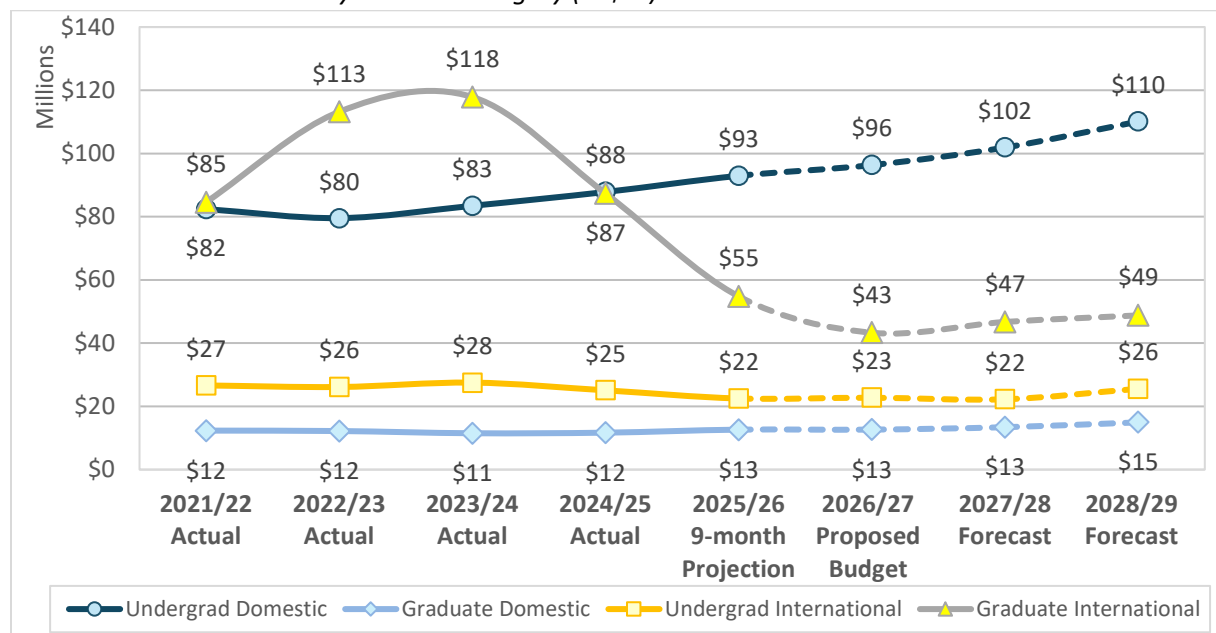
While the 2026/27 budget incorporates the renewed domestic tuition framework and approved program-specific tuition assumptions, these increases do not fully offset the reduction in international graduate tuition revenue from the recent peak years. The outer-year outlook therefore depends on the University’s ability to achieve planned undergraduate intake growth, stabilize and selectively grow graduate enrolment, and support international enrolment recovery in targeted areas.

Chart 12: Total Tuition Revenue by Student Category (in \$M)



The student category breakdown shows that domestic undergraduate tuition is the largest and most stable component of the tuition revenue base. International graduate tuition, which was a major contributor to tuition revenue during the recent peak years, remains materially lower in the 2026/27 budget. This change affects both the level of tuition revenue and the distribution of tuition revenue across Faculties.

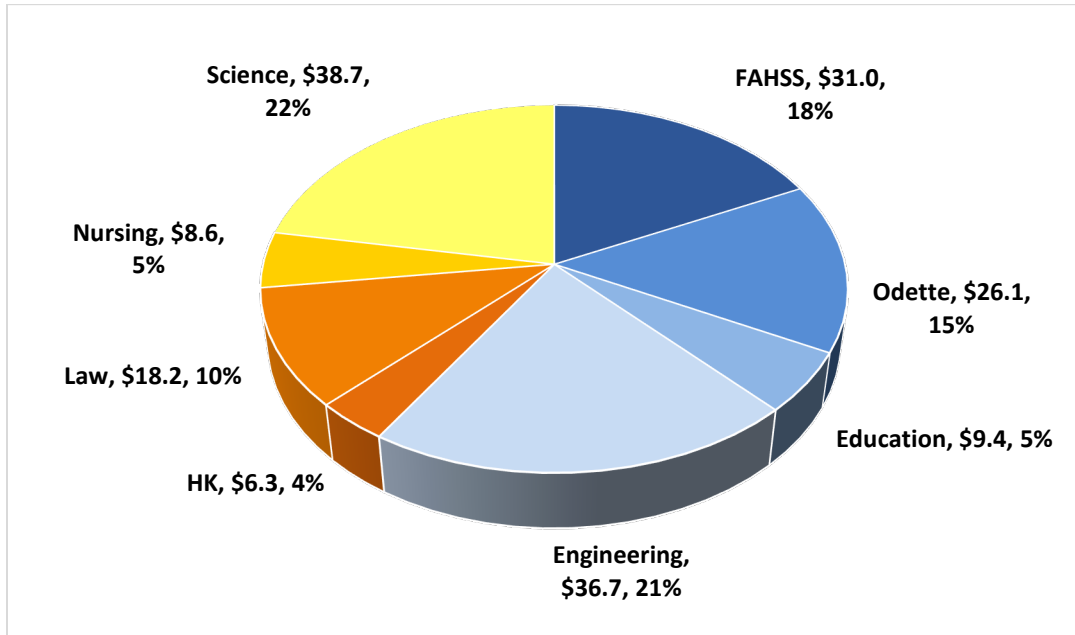
Chart 13: Tuition Revenue by Student Category (in \$M)



V. Tuition Revenue by Faculty

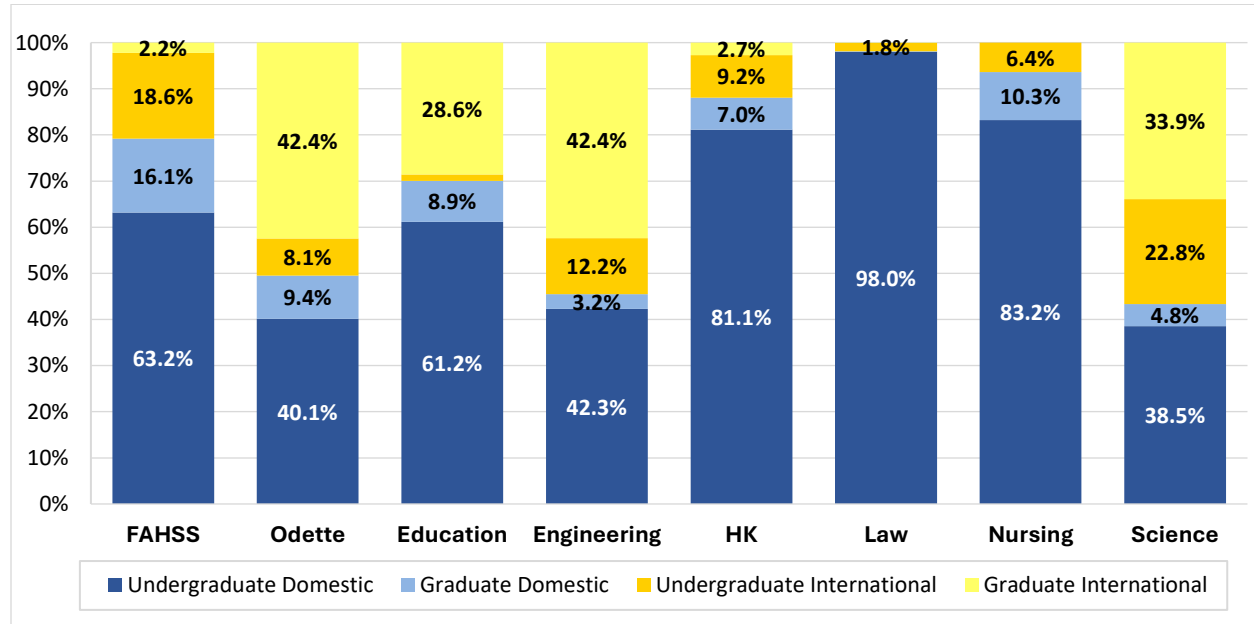
The distribution of tuition revenue by Faculty reflects the differences in enrolment scale, program structure, and student mix. In the 2026/27 budget, the largest tuition revenue contributors are Science (\$38.7M), Engineering (\$36.7M), FAHSS (\$31.0M), Odette (\$26.1M), and Law (\$18.2M).

Chart 14: 2026/27 Tuition Revenue by Faculty (in \$M)



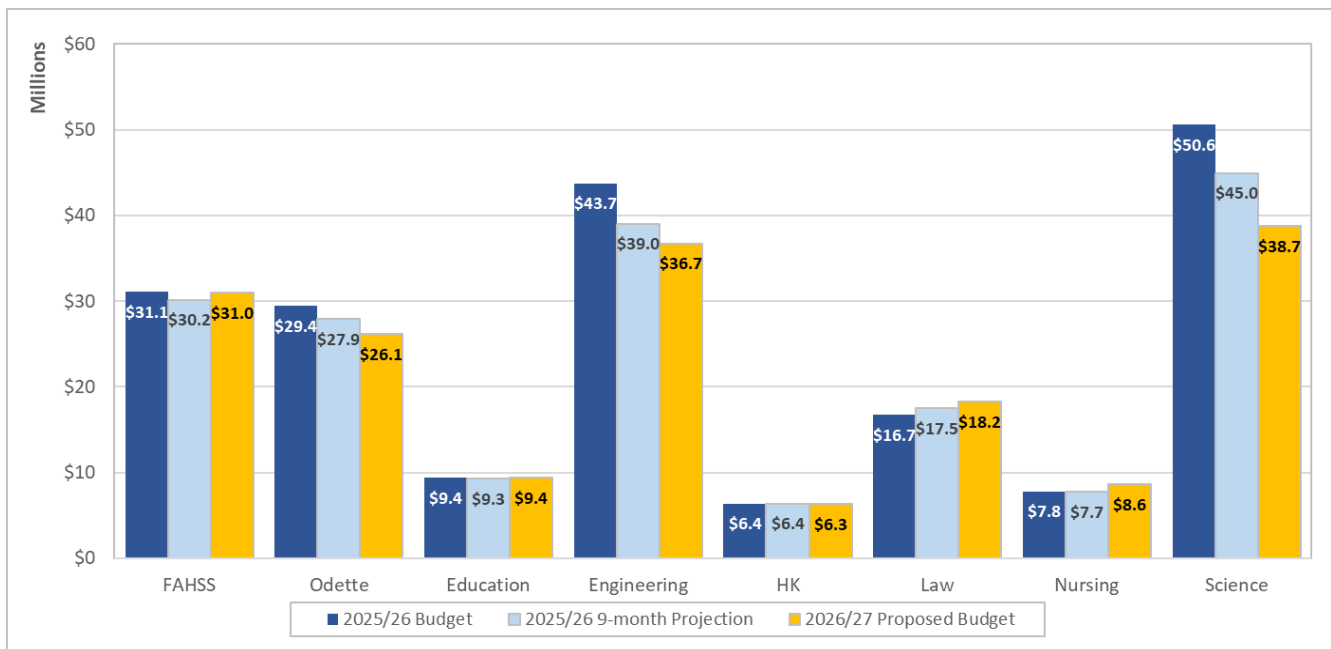
Tuition revenue varies across Faculties based on both the size and composition of enrolment. Faculties differ in total enrolment volume, domestic and international mix, undergraduate and graduate distribution, program mix, and tuition-rate structure. As a result, changes in enrolment do not affect all Faculties in the same way. Faculties with larger international graduate or course-based master's activity are more exposed to changes in international enrolment, while Faculties with larger domestic undergraduate populations are more closely tied to undergraduate intake, retention, and progression.

Chart 15: 2026/27 Tuition Revenue Mix by Faculty



The year-over-year Faculty comparison shows how tuition revenue has changed from the original 2025/26 budget to the 2025/26 9-month Projection and the 2026/27 proposed budget. This view helps identify where revenue changes occurred during the current year and how those changes carry into the 2026/27 budget. Faculties with greater exposure to international graduate and course-based master’s enrolment show larger declines, while Faculties with more stable domestic undergraduate enrolment show less volatility. Science, Engineering, and Business are the faculties with the greatest exposure to international students and thus show the most significant revenue decline.

Chart 16: Year-over-year Comparison of Tuition Fee Budgets by Faculty (in \$M)

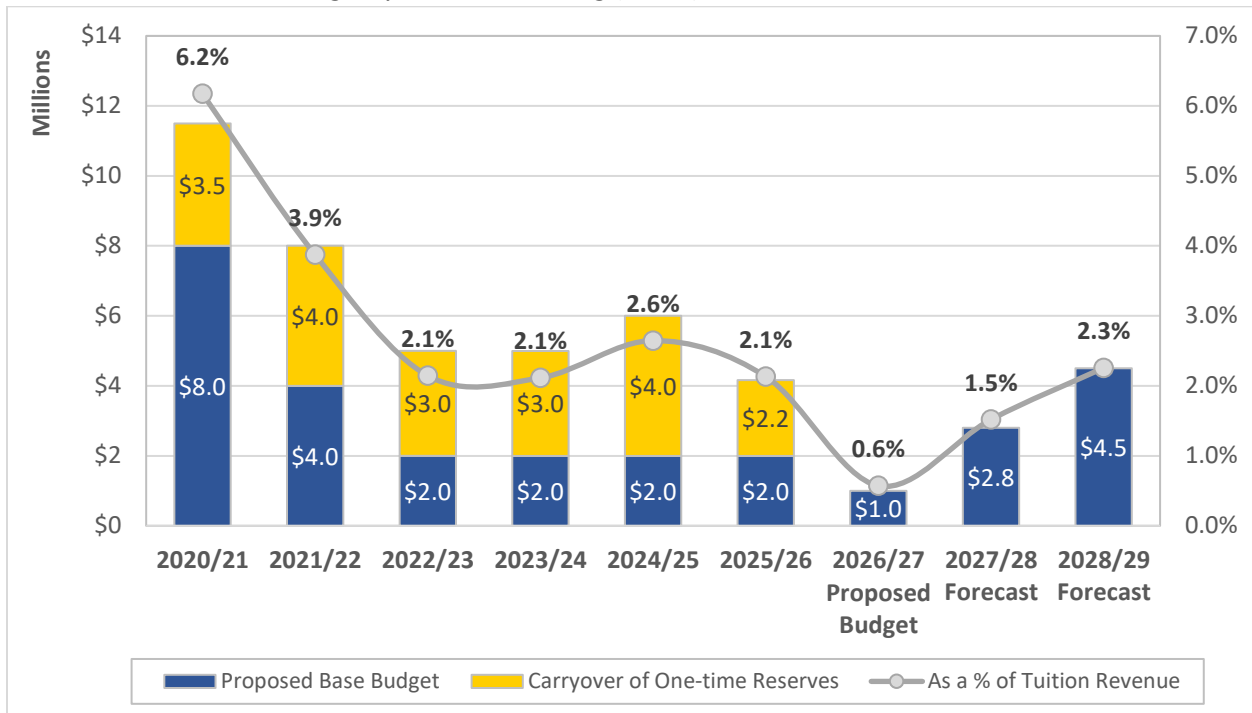


VI. Enrolment Contingency Reserve

The Enrolment Contingency Reserve (ECR) was introduced during the COVID-19 pandemic period as a hedge against potential tuition revenue shortfalls. Funding from the ECR was utilized in the previous two fiscal years to help mitigate the impact of underperformance in tuition revenue results. The reserve had been supported by a carry forward balance, which has now been fully exhausted and will need to be re-established.

The ECR is budgeted based on the gap between the Primary Budget scenario and the Low Budget scenario for the 2026/27 budget year and the 2027/28 and 2028/29 forecast years. As this variance increases, the ECR provision also rises to mitigate potential tuition revenue losses should the institution not achieve the Primary Budget scenario. Accordingly, the ECR is budgeted at \$1.0M in 2026/27, increasing to \$2.8M in the 2027/28 forecast and \$4.5M in the 2028/29 forecast as the tuition revenue scenario variances widen.

Chart 17: Enrolment Contingency Reserve Planning (in \$M)



VII. Student Incidental Fees

Compulsory student incidental fees include Student Late Payment Fees, Student Health Fees, Co-op Fees, Athletics & Recreation Service Fees, among others. In 2026/27, these fees are budgeted at \$9.7M, representing a decrease of approximately \$200K relative to the 2025/26 9-month projection. In most cases, approved rate increases, including CPI-based and other approved adjustments, offset anticipated enrolment declines. Incidental fees are budgeted to increase to \$10M and \$10.2M in the 2027/28 and 2028/29 forecasts as student enrolment begins to rebound.

Revenue generated from these fees is either specifically designated to support related expenditures or allocated to non-academic units to fund costs associated with supporting academic programs.

2. GOVERNMENT OPERATING GRANTS

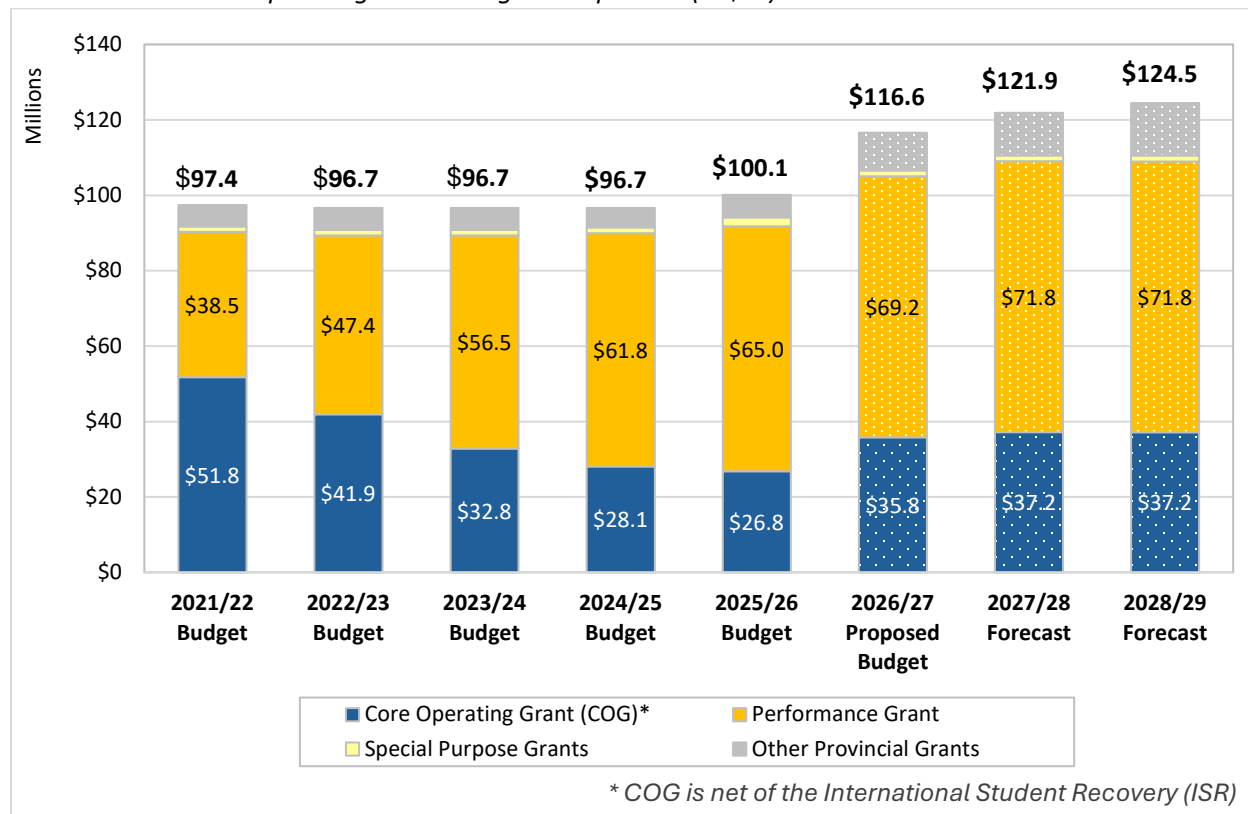
Government operating grants represent a major component of the University's operating revenue. For budget presentation purposes, this section distinguishes between provincial operating grants and total government grant revenue. Provincial operating grants reflect funding provided by the Government of Ontario through the provincial university funding framework and related grant programs. Total government grant revenue also includes the Federal Research Support Fund, which supports the indirect costs associated with federally funded research.

I. Provincial Operating Grant Context

The 2026/27 budget reflects the University's current assumptions under Ontario's new university funding model. The Ministry has indicated that the model includes changes to funded enrolment recognition, per-student funding rates, program weightings, performance-based funding, the treatment of special purpose grants, and future priority growth mechanisms. For budget purposes, these changes have been incorporated based on the information available at the time the budget was prepared. Final implementation details remain subject to Ministry confirmation, technical guidance, and amendments to the Strategic Mandate Agreement.

Provincial operating grants, excluding the Post-secondary Education Sustainability Fund (PSESF), are budgeted at \$116.6M in 2026/27, compared with \$100.1M in the original 2025/26 budget. This increase reflects the University's current assumptions under the province's new funding model, including changes to core operating support, performance-based funding, other provincial grants, and selected grant categories. The University also receives smaller special purpose grants from the province that are typically announced during the fiscal year. Because these grants are not known when the original budget is prepared, they are not included in the base budget. In 2025/26, however, these in-year special purpose grants totalled \$4.9M and are reflected in the 9-month review, increasing total operating grant revenue to \$105.0M.

Chart 18: Provincial Operating Grant Budget Comparison (in \$M)



The University’s provincial operating grant revenue includes several major components and adjustments. These include core operating support, performance-based funding, the International Student Recovery, special purpose grants, sustainability-related funding, and other provincial grant categories.

COG and Performance Grants

The Core Operating Grant and Performance Grant represent the largest components of provincial operating grant revenue. These grants are associated with the provincial university funding framework and Strategic Mandate Agreement requirements. For budget presentation purposes, they are shown separately because they continue to represent distinct grant categories within the University’s operating revenue.

International Student Recovery

The International Student Recovery is a provincial grant reduction applied to international enrolment in eligible undergraduate and master’s categories. It reflects the provincial funding treatment whereby institutions receive reduced operating grant support associated with international enrolment in those categories. The recovery does not apply to PhD students.

Special Purpose Grants

Special Purpose Grants provide targeted provincial funding to support specific priorities, programs, student services, and policy objectives. These grants are distinct from the University’s core operating and performance-based funding and are generally associated with defined government priorities or program areas.

The 2026/27 budget reflects current assumptions regarding special purpose grant funding based on the information available at the time the budget was prepared. This includes funding expected to continue in support of targeted provincial priorities, while recognizing that certain grant categories remain subject to change as the province implements the new university funding model and revises the treatment of selected special purpose and enrolment-based grants.

Post-secondary Education Sustainability Fund

The Postsecondary Education Sustainability Fund (PSESF) was introduced by the province in 2024/25 in response to sector-wide financial sustainability pressures, including constrained domestic tuition revenue, limited growth in base operating grants, inflationary cost pressures, and the financial effects of changes in international student enrolment. The Fund was established as a three-year provincial initiative totalling \$903M, consisting of a \$700M broad-based allocation for publicly assisted institutions and a \$203M top-up allocation targeted to institutions identified as having greater financial need.

For the University of Windsor, the PSESF has provided important short-term support during a period of significant fiscal pressure. Under the main PSESF allocation, the University received \$2.8M in 2024/25, \$4.7M in 2025/26, and is budgeted to receive \$6.7M in 2026/27. Across the three-year period, this represents approximately \$14.2M in time-limited support under the main PSESF allocation. These funds are treated as one-time special-purpose funding and consistent with the University’s budget treatment, PSESF funding are applied directly against the institution’s overall operating position and deficit mitigation strategy. Beginning in 2027/28, the PSESF is no longer presented as a separate grant line in the University’s provincial operating grant outlook.

The 2026/27 budget does not include a separate PSESF top-up allocation. Funding previously provided to select universities through the top-up component is assumed to be reflected through broader provincial funding model changes rather than continuing as a separate Windsor-specific top-up allocation. To-date the institution has received \$10.2M over two years in PSESF top-up funding. The table below summarizes Windsor’s PSESF allocation history.

Table 3: PSESF Allocations (in \$000s)

PSESF	2024/25 Actual	2025/26 Actual	2026/27 Proposed Budget
Initial Funding	\$2,792	\$4,710	\$6,666
Top-up Funding	6,990	3,214	n/a
Total PSESF	\$9,782	\$7,924	\$6,666

II. Federal Research Support Fund

The federal Research Support Fund (RSF) aids postsecondary institutions for the indirect costs associated with research, including facility maintenance, institutional resources, administration, laboratory modernization, security, and knowledge mobilization. The program has a federal budget of more than \$500M and supports over 150 institutions across Canada. It is a tri-agency initiative administered by

SSHRC³ on behalf of SSHRC, NSERC⁴, and CIHR⁵, and is intended to strengthen the institutional environments required to support world-class research.

RSF funding is allocated annually to Canadian post-secondary institutions based on a formula tied to the level of federal research funding received. For 2026/27, the University has budgeted RSF revenue at \$3.6M; in line with prior year actual.

3. OTHER INSTITUTIONAL REVENUE

I. Investment Income

The operating budget includes \$5.4M in investment income generated through the investment of working capital funds managed in accordance with the Statement of Investment Policies and Procedures for Working Capital Funds (the SIPP). This is \$945K lower than the 2025/26 9-month Projection based on conservative rates of returns and slightly lower working capital balances as cash reserves become more strained. Working capital will continue to be managed and reinvested in response to evolving market conditions within the parameters of the SIPP.

II. Other Operating Revenues

Other miscellaneous sources of operating revenue, including student application fees and recoveries from the ancillary operations of the institution, are budgeted at \$4.1M. The institution remains focused on the development and implementation of alternative revenue strategies.

³ Social Sciences and Humanities Research Council of Canada

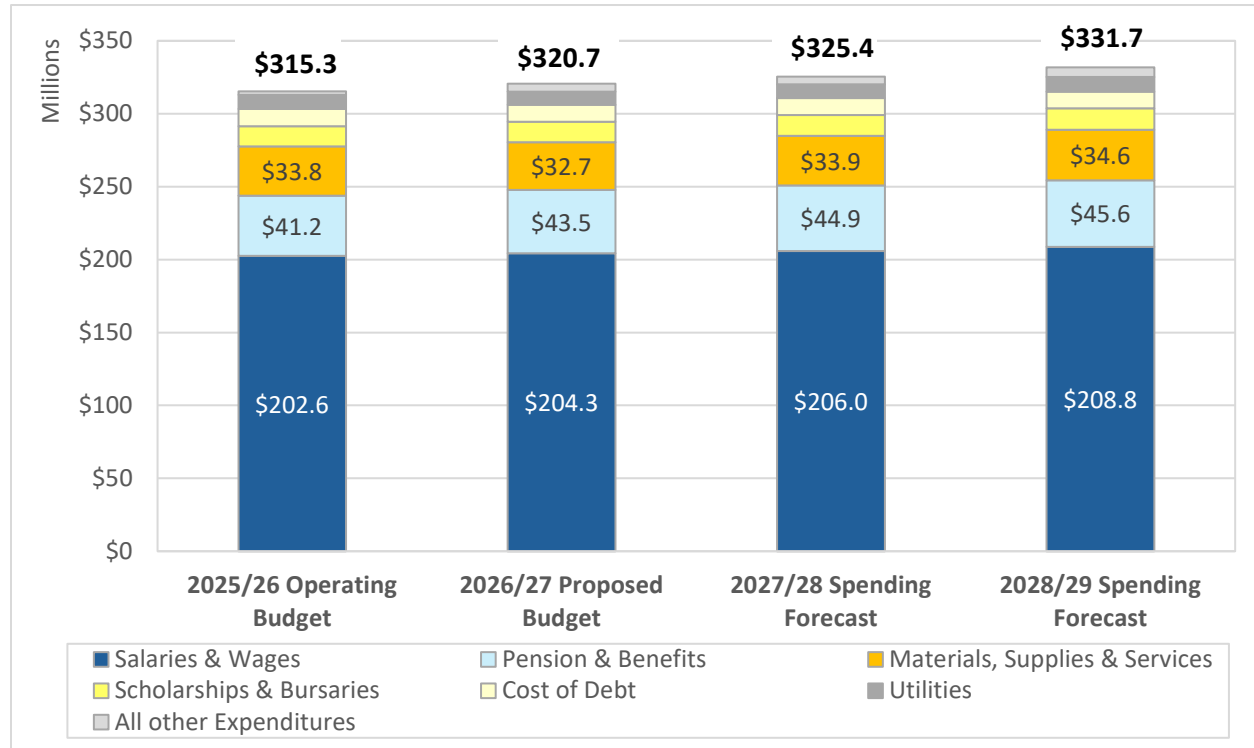
⁴ Natural Sciences and Engineering Research Council of Canada

⁵ Canadian Institutes of Health Research

V. OPERATING EXPENDITURES

Operating expenditures, excluding strategic investment and reserve funds which are detailed in the next section, are budgeted at \$320.7M for 2026/27, up \$5.4M and \$674K from the prior year board-approved budget and 9-month review projections, respectively. The chart below provides an overview of the 2026/27 operating budget by expenditure type with comparison to prior year budget and a forecast of spending for the next two fiscal years.

Chart 19: Operating Expenditure Budget by Type



1. OPERATING EXPENDITURES BY TYPE

The UWindsor operating budget can be broadly separated into two types of expenditures: I. Salaries, Wages, and Benefits, and II. all other operating costs. The first category comprises 75.6% of the total operating expenditure budget (including strategic investment/reserve funds) at almost \$248M. All other costs—including materials, supplies & services, equipment, repairs & renovations, scholarships & bursaries, cost of debt, utilities, and net transfers from the operating fund to other institutional funds—account for 22.3%, at almost \$73M. The remaining 2.1% is budgeted in the form of strategic investment and reserve funds (explained in detail in the next section).

I. Faculty & Staff Salaries, Wages, and Benefits

Salaries, wages, and benefits can be separated into 3 categories: a) position-based salaries (i.e. our faculty and staff members), b) non-position-based contracted employee wages (i.e. sessional/overload teaching, assistantships, casual wages, student contracts, etc.), and c) pension and benefit costs.

a) Position-based Salaries

A position is a unique "seat" within the UWindsor organizational chart that is filled by exactly one person (or remains vacant while waiting to be filled). The University tracks nearly 1,950 unique positions across the institution with approximately 1,400 of these positions budgeted during the 2026/27 fiscal year. Positions are classified into employee groups generally related to their respective union representations as detailed in the table below.

Table 4: UWindsor Employee Groups and Representation

Employee Group	Representation
Executives	n/a
Non-union (including Managerial & Professional)	n/a
Faculty (including Librarians, Ancillary Academic Staff (AAS), & Sessional Lecturers)	Windsor University Faculty Association (WUFA)
Special Constables	Unifor Local 444
Office & Clerical staff	Unifor Local 2458 (FT & PT)
Stationary Engineers	Unifor Local 2458 (Engineers)
Housekeeping & Grounds staff	CUPE Local 1001
Trades, Technical, & Professional staff	CUPE Local 1393

All bargaining units have collective agreements in place that extend through the 2026/27 fiscal year. The table below provides rate increase details used to budget position salaries.

Table 5: Wage Rate Changes and Effective Dates used in Salary Budgeting

Employee Group	Wage Rate Change	Effective Date
Executives	0%	n/a
Non-union (including M&P)	2%	May 1, 2026
Faculty (including Librarians, Ancillary Academic Staff (AAS) & Sessional Lecturers)	2% + PTR (progression thru-the-rank)	July 1, 2026
Special Constables	2%	September 1, 2026
Office & Clerical Staff	2%	September 1, 2026
Stationary Engineers	2%	September 1, 2026
Housekeeping & Grounds Staff	2%	August 1, 2026
Trades, Technical & Professional Staff	2%	April 1, 2027

In 2026/27, we are budgeting position-based salaries at \$178M which is down \$3.3M from the prior year adjusted budget. The table below provides details of year-over-year changes in the position-based salary budget.

Table 6: Year-over-year changes in Position-Based Salaries (in \$000s)

Employee Group	2025/26 Adjusted Budget	Rate Changes	Eliminated Vacant Positions	New Positions	Other Changes*	2026/27 Proposed Budget
Executive	\$7,014	\$0	-\$243	\$0	\$16	\$6,787
M&P	9,028	185	-86	134	14	9,277
Non-union FT	3,790	94	-86	62	0	3,859
Temp non-union	242	4	0	0	0	246
Faculty	102,829	2,823	-4,172	0	153	101,632
Unifor 444	2,154	35	-83	0	0	2,106
Unifor 2458 Eng	1,669	23	-97	0	0	1,595
Unifor 2458 FT	17,052	170	-267	0	-54	16,901
Unifor 2458 PT	1,336	43	-125	40	22	1,315
CUPE 1001	3,753	64	-471	0	0	3,346
CUPE 1393 Professional	25,922	782	-1,117	267	-128	25,726
CUPE 1393 Skill Trade	1,363	57	-173	0	0	1,247
Central set aside**	5,258	0	0	0	-1,216	4,042
Total Budget	\$181,409	\$4,280	-\$6,922	\$503	-\$1,192	\$178,079

*Other changes include salary stipend additions, position range resets, and other anomalous salary adjustments.

** The Central set aside includes funds budgeted as contingency or in reserve to fund estimated future position changes or positions not yet created but anticipated to be created in within the fiscal year.

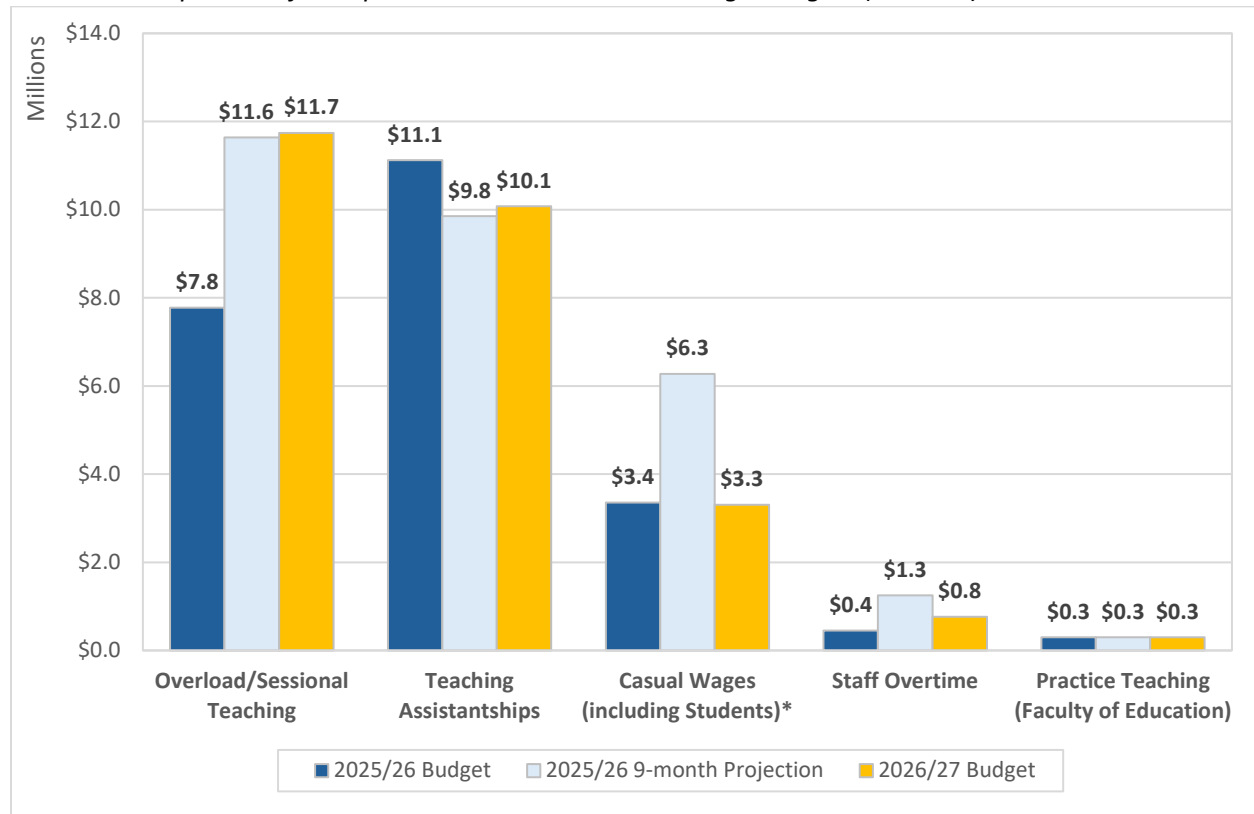
A Strategic Investment Fund for position-based salaries has been established to support future staffing commitments and strategic hiring priorities. This includes funding for anticipated obligations such as job evaluation outcomes, as well as positions that have been approved in principle but are not yet established at the start of the fiscal year. As these obligations materialize and positions are formally created and filled, the associated funding will be allocated to Faculties and administrative units throughout the 2026/27 fiscal year. The University continues to apply a disciplined and strategic approach to position management through a formal review process for all vacant roles. Each vacancy is assessed by the Executive Leadership Team (ELT) to ensure alignment with institutional priorities and the President's Four Pillars framework. Positions that are not aligned with current strategic or operational needs may be discontinued, with the associated budget capacity redirected to support institutional priorities, including mitigating the University's budget deficit.

b) Non-position-based Contracted Employee Wages

Contracted employee wages are the most flexible personnel costs in the operating budget. They include sessional and overload teaching contracts, graduate and undergraduate teaching assistantships (GA/TA), casual wages for contracted staff (such as temporary replacements for permanent positions and student casual roles, including co-op or Ignite program contracts), and staff overtime.

These budgets are established differently from position-based salary budgets, which are built from the full salary cost of each budgeted position within a department. Instead, non-position-based contracted wage budgets are allocated as funding pools to be managed by individual Faculties and departments.

Chart 20: Comparison of Non-position-based Contracted Wage Budgets (in \$000s)



* 2025/26 9-month Casual Wage projections include spending funded from position-based salary savings and student programs (including ignite and co-op) that are funded from carryover reserves and trust funds.

Overload and sessional teaching and teaching assistantship budgets are predominantly budgeted within the Faculty units. The table below provides details of the overload/sessional and GA/TA budget allocations to each of the Faculties in 2026/27.

Table 7: Overload/Sessional and Teaching Assistantship Budgets by Faculty (in \$000s)

Faculty	2026/27 Overload/Sessional Budget			Preliminary 2026/27 GA/TA Budget ²
	Base	One-time ¹	Total	
FAHSS	\$1,300	\$0	\$1,300	\$2,200
Odette	2,300	0	2,300	450
Education	2,220	0	2,220	168
Engineering	900	0	900	2,520
Human Kinetics	110	0	110	600
Law	800	0	800	13
Nursing	2,300	700	3,000	195
Science	950	0	950	3,810
Other Areas	160	0	160	125
Contingency ³	700	0	700	0
Total	\$11,740	\$700	\$12,440	\$10,081

- 1) *One-time funding from reserves used to bridge sessional support until Consolidated clinical tuition becomes available in 2027/28.*
- 2) *Preliminary GA/TA budget allocation only. Actual allocation to be based on 2025/26 student WGU and FTE counts.*
- 3) *Funds held in contingency as reserve for Faculty on short-term leave.*

The largest casual wage budget can be found in the Athletics and Recreation Services area and supports their student hiring strategy—especially related to children summer camp programs. Other areas with significant casual wage budgets include IT Services, Student Affairs, and Student Recruitment, all of whom contract students as additional support for their regular salaried employee complement during peak times.

c) Benefit Costs

Pension and benefits are budgeted as a percentage of salary and wage budgets by position classification based on historical trends and future changes to benefit rates anticipated by our providers and/or the government. Benefits are separated into three categories for the purpose of budgeting: i) pension costs, ii) legislated benefits, and iii) negotiated benefits. The table below provides details by position classification of the benefit rate assumptions (as a % of salaries/wages) applied in 2026/27.

Table 8: 2026/27 Benefit Rates (as a % of Salaries/Wages)

Position Classification	Pension Rate	Legislated Rate	Negotiated Rate	Total Benefit Rate
Faculty-Permanent	8.50%	6.00%	5.00%	19.50%
Faculty-Temporary	8.50%	7.00%	5.75%	21.25%
Dean	9.00%	5.00%	5.50%	19.50%
Sessional Lecturer	9.00%	7.00%	6.00%	22.00%
Overload/Sessional Teaching	3.50%	8.50%	3.00%	15.00%
Assistantships	0.05%	8.50%	0.00%	8.55%
Admin Staff-F/T	6.30%	8.50%	10.70%	25.50%
Admin Staff-P/T	3.00%	10.00%	10.00%	23.00%
Casual Wages	1.50%	10.00%	1.00%	12.50%
Other Salaries	1.50%	7.00%	1.00%	9.50%
Weighted Average	6.67%	6.38%	8.23%	21.28%

i) Pension Plan Costs

Planning for pension plans is continuous due to the volatile nature and significant cost. The Financial Services Regulatory Authority (FSRA) of Ontario requires tri-annual actuarial valuations. These actuarial valuations dictate contribution levels from both plan members and the University.

An elective valuation for the Faculty Plan was filed on July 1, 2025, with a valuation for the Employees' Plan filed as of July 1, 2024. A new Employees' Plan filing is currently being prepared by actuaries with an effective date of January 1, 2026, following the introduction of benefit improvements based on a surplus

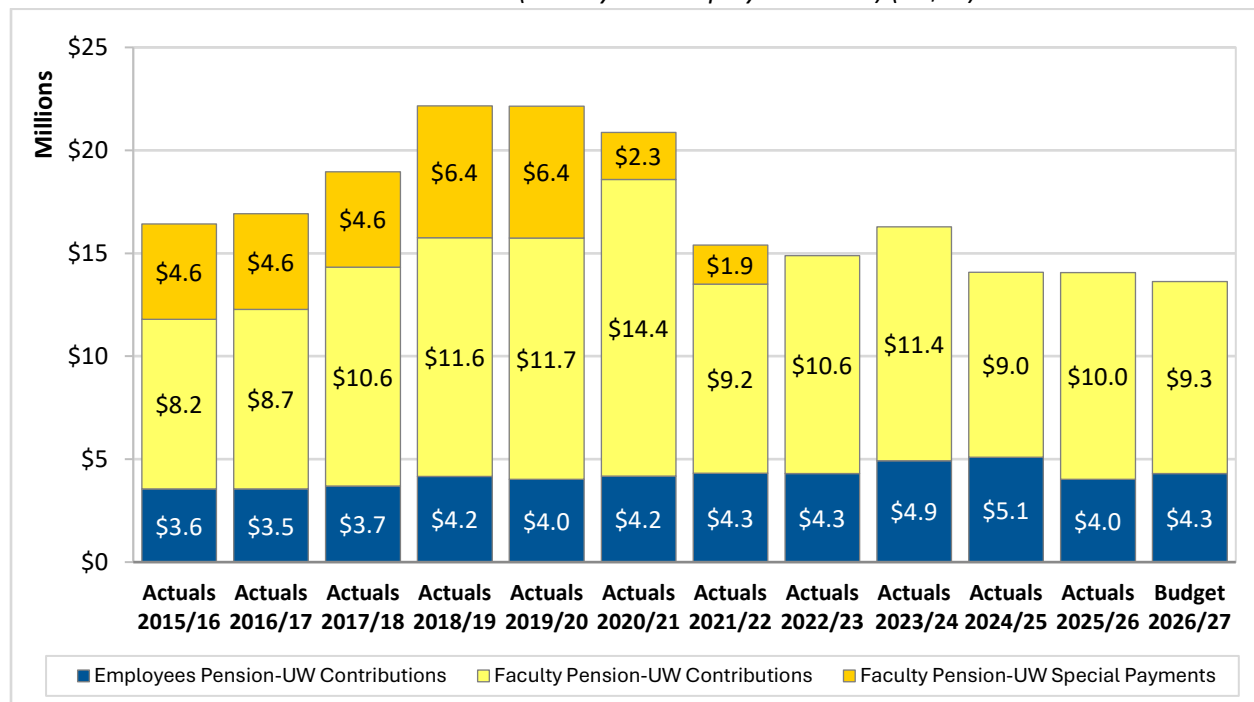
position as per the Plan’s funding policy. This means the next required valuations are due on or before July 1, 2028, for the Faculty Plan and January 1, 2029, for the Employees’ Plan.

As of the July 1, 2024, valuation, the Employees’ Plan shows a going-concern surplus (115%) and a solvency surplus (114%). The plan actuaries estimate the plan will have a going concern surplus (112%) and solvency surplus (106%) as of the January 1, 2026 valuation, which includes recently negotiated benefit improvements. The total budgeted cost of the Employees’ Plan (current service costs) for the University in 2026/27 is \$4.3M.

The Faculty Plan is a hybrid plan comprised of a Money Purchase Plan (MPP) and Minimum Guaranteed Benefit (MGB). Contributions to the MPP component for the Faculty Plan are currently 9% for plan members and 6% for UWindsor, subject to Income Tax Act annual contribution limits. UWindsor is solely responsible for funding the MGB liability which represents the amount paid to ensure pensions are at the defined benefit level as prescribed in the Plan. The total budgeted cost of the Faculty Plan (current service cost) for the University in 2026/27 is \$9.3M.

As of the July 1, 2025 valuation, the Faculty Plan has a going-concern surplus (108%) and a solvency surplus (207%). As a result, no special contributions are required at this time, and the funding position will be reassessed at the next actuarial valuation date of July 1, 2028. The University established a Pension Sustainability Reserve following 2021/22 when the last Faculty Plan special payment requirement ended. Annual investment in this reserve has built a carryover balance of \$6.9M. New annual investments into the Pension Sustainability Reserve have been paused based on the current reserve balance and there is no risk of special payments until July 2029.

Chart 21: UWindsor Pension Contributions (Faculty and Employees’ Plans) (in \$M)



ii) Legislated Benefits

Legislated benefits are often referred to as statutory deductions or mandatory benefits and include the Canada Pension Plan (CPP), Employment Insurance (EI), Workers' Compensation, and legislated leaves.

iii) Negotiated Benefits

GreenShield Canada is the University's current Administrative Services Only (ASO) provider for most employee physical and mental health benefits, including prescription drugs, dental care, extended health services, hospital accommodation, and vision care. Under this self-insured model, the University pays the actual cost of eligible health and dental claims rather than fixed insurance premiums. UWindsor participates in the Canadian Association of University Business Officers (CAUBO) benefits consortium in partnership with GreenShield and currently operates under a contracted ASO rate of 2.75%. These GreenShield-administered health benefits represent the largest component of the negotiated benefits budget. These plans are well utilized, and costs have been increasing over time.

Other negotiated benefit costs include life insurance and long-term disability coverage provided by Sun Life of Canada, employee tuition waivers administered internally, uniforms for employees in designated departments, and the Employee Assistance Program (EAP), which is delivered through GreenShield.

II. Other Operating Expenditures

All other UWindsor operating expenditures, net of cost recoveries and transfers from other funds, comprise 22.3% of the operating budget, totaling almost \$73M – up almost \$2M from the prior year Board approved budget. These types of costs can be divided broadly into a) infrastructure obligations, and b) discretionary spending.

a) Infrastructure Obligations

Infrastructure obligations typically represent the behind-the-scenes expenditure required to facilitate teaching and research activities. A selection of some of the most prominent categories of infrastructure costs at UWindsor include:

- \$14.1M for student entry awards
- \$11.5M in debt financing
- \$10.6M in utility expenses (hydro, water, and gas)
- \$8.5M for property maintenance and repairs
- \$5.8M in library acquisitions
- \$4M in ITS software and system licenses
- \$3M for international student recruitment partner fees
- \$2.3M in faculty professional development funds
- \$1.5M in institutional legal fees
- \$1.4M in insurance premiums
- \$1.2M for municipal taxes
- \$1.2M for international in-country recruitment expenses

b) Discretionary Spending

Discretionary spending is the most flexible component of the UWindsor expenditure budget and includes external services, materials and office supplies, printing, lab supplies, marketing and communications, travel and events, training, equipment, rentals, and PCs and software. For 2026/27, these budgets have been reset and reallocated using meaningful activity-based drivers. For example, office supply budgets have been distributed across Faculties and departments based on employee FTE counts.

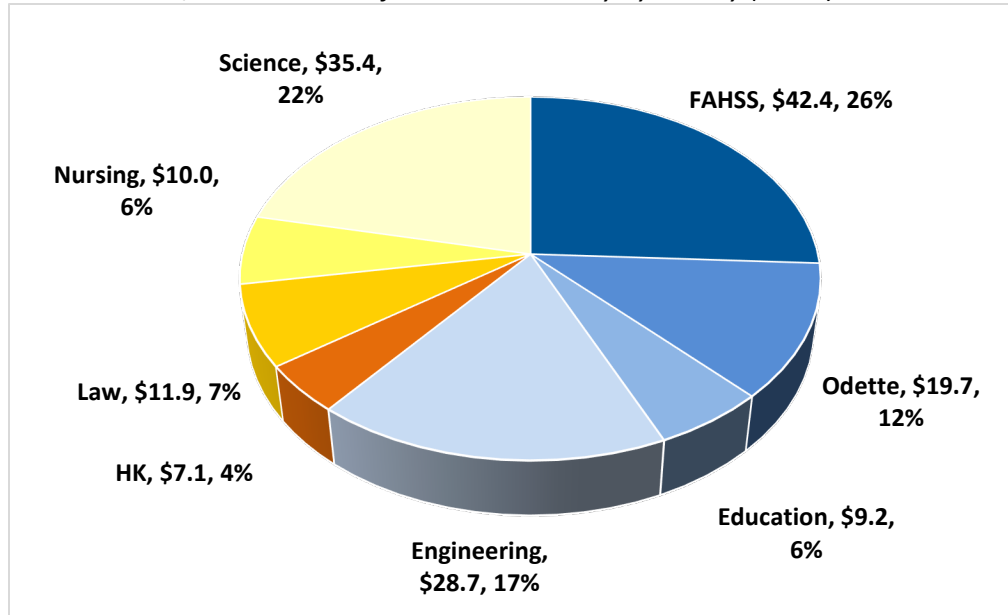
2. OPERATING EXPENDITURES BY OPERATIONAL DIVISION

The previous section examined operating expenditures by expenditure type or category. This section considers the budget from an operational perspective, distinguishing between the direct costs of academic delivery and the shared service costs that support the University’s academic and research activities. This view helps identify which areas are operationally responsible for these expenditures.

I. Direct Costs of Academic Delivery

The direct costs of academic delivery include all salaries and benefits for all faculty and staff working within the Faculties, as well as sessional instruction, teaching assistantships, direct lab costs, faculty travel, office supplies, printing, audio/visual software, computers, other equipment used by the Faculties, support services, and other discretionary charges. The diagrams below provide the 2026/27 budget by Faculty for these costs.

Chart 22: 2026/27 Direct Cost of Academic Delivery by Faculty (in \$M)



II. Shared Service Costs

Costs of delivering key services in support of the academic and research activities of the institution can be broadly divided into two categories: i) costs linked with supporting the student experience, and ii) costs indirectly linked that provide the infrastructure from which academic and research services are provided.

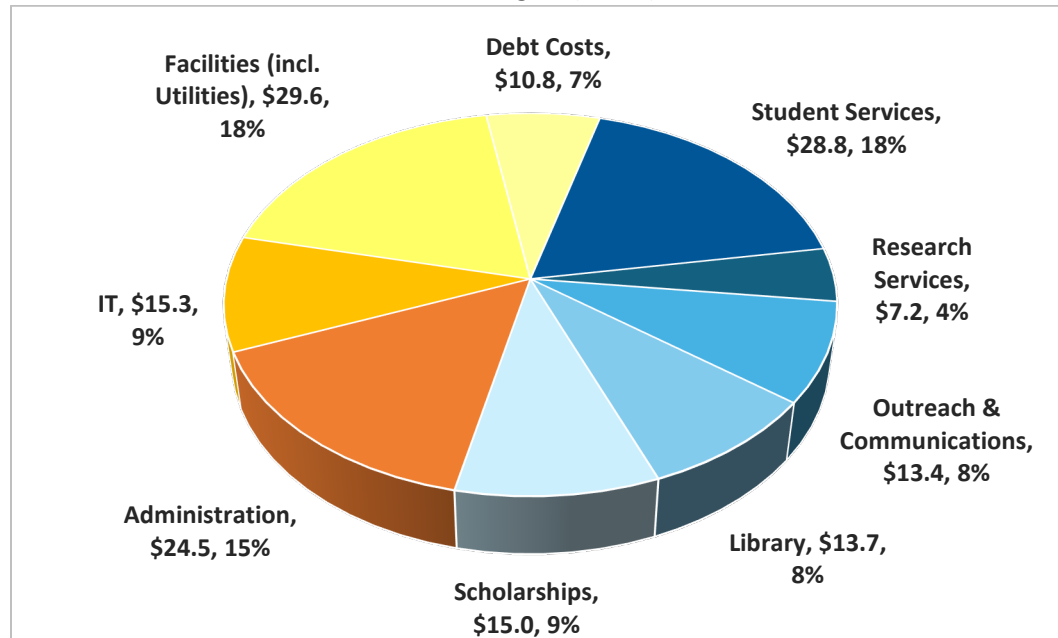
Within the first category are the costs of student services (Student Affairs, Student Experience (i.e. co-op), Athletics and Recreation Services, Teaching & Learning), research services (Research and Innovation Services and all Research Centre costs), the Leddy and Law Libraries, student outreach and communications (i.e. marketing and student recruitment costs), and operating scholarship and bursary expenses.

The second category includes the costs of Facilities (including utilities), IT Services, Debt Charges, and Administration (Human Resources (including People, Equity & Inclusion initiatives), Financial Services, and Central Administration expenditures). There are significant cost pressures across all the shared services, primarily:

- **Labour costs** – annual salary increases and benefit improvements consistent with ratified collective agreements.
- **Inflationary pressures** – utility costs, library resources, IT systems, maintenance agreements continue to see significant year-over-year increases consistent with market supply and demand pressures.
- **Costs related to maintaining current service levels** – variable costs calculated on a per student basis (i.e. international recruitment partner consulting fees) also continue to escalate as demand for international students heightens.

Administration has made every effort to align service area budgets with their forecasted spending requirements with a priority on reducing spending where it is not essential. The chart below provides details of the 2026/27 budget by shared service area.

Chart 23: 2026/27 Shared Service Unit Budgets (in \$M)



3. FORECASTING FUTURE EXPENDITURES

Significant effort was undertaken during development of the 2026/27 budget to align expenditure budgets with anticipated spending obligations. This right-sized expenditure base then served as the foundation for forecasting expenditures over the subsequent two fiscal years.

In aggregate, the 2027/28 expenditure forecast (excluding strategic investments and reserves) is estimated at \$325.4M, an increase of \$4.7M, or 1.5%, from the proposed 2026/27 expenditure budget. The 2028/29 forecast rises to \$331.7M, a further increase of \$6.4M, or 2.0%, over the 2027/28 forecast. The table below summarizes the assumptions used to project institutional expenditures over the forecast period.

Table 9: 2027/28 and 2028/29 Forecast Assumptions

Expenditure Type	2027/28 Adjustment	2028/29 Adjustment
Faculty Scale	2% scale increase	2% scale increase
Faculty PTR	\$3,000 PTR rate	\$3,060 PTR rate
Faculty Attrition	Selected replacement based on enrolment projections	
Staff Union	2% wage rate increase	2% wage rate increase
Staff Non-union	2% wage rate increase	2% wage rate increase
Staff Executive	0% wage rate increase	2% wage rate increase
Staff Attrition	Selected replacement based on heightened position management	
Benefits	% of salaries/wages consistent with 2026/27 rates	
Sessional Instruction	\$2M reduction	Consistent with 2027/28
Assistantships	\$1M reduction	Consistent with 2027/28
Staff Overtime	\$200K reduction	\$100K reduction
Other Wages	\$300K reduction	\$300K reduction
Interfund Transfers	Held consistent	Held consistent
Materials, Supplies & Services	2% increase (CPI)	2% increase (CPI)
Equipment (including PCs)	3% increase	3% increase
Software (including systems)	5% increase	5% increase
Contractors/Repairs	3% increase	3% increase
Utilities Hydro	5% increase	5% increase
Utilities Water	1% increase	1% increase
Utilities Gas	5% increase	5% increase
Cost of Debt	Held constant	Held constant
Scholarships & Bursaries	2% increase	2% increase

In addition to the assumptions outlined above, the 2027/28 forecast incorporates a \$1.0M expenditure savings target. This target reflects management's expectation that further expenditure reductions will be identified and implemented through the 2027/28 budget development process.

VI. STRATEGIC INVESTMENT AND RESERVE FUNDS

The institution maintains several investment and reserve funds for the purpose of enabling key strategic initiatives and protecting against unexpected fiscal hardships. In 2026/27 they make up 2.1% of the institution operating budget at \$6.8M. The table below provides a year-over-year comparison of the UWindsor strategic and reserve fund investments included in the operating budget.

Table 10: New Investment in Strategic and Reserve Funds (in \$000s)

Fund Name	2025/26 9-month Projection	2026/27 Proposed Budget	2027/28 Forecast	2028/29 Forecast
<i>Strategic Investment Funds</i>				
Strategic Priority Fund	\$2,000	\$750	\$1,000	\$1,500
Strategic Research Activity Fund	998	998	1,000	1,000
Strategic Position Investment Fund	-	2,000	-	-
Strategic Enrolment Growth Fund	-	-	900	1,500
Deferred Maintenance Fund	1,500	1,500	1,500	1,500
Environmental Sustainability Fund	75	75	100	100
	<u>\$4,573</u>	<u>\$5,323</u>	<u>\$4,500</u>	<u>\$6,100</u>
<i>Reserve Funds</i>				
For the Future Fund	\$3,000	\$ -	\$500	\$1,000
Reserves applied to balance in-year	(3,000)	-	-	-
Pension Stabilization Reserve	500	-	-	-
Energy Sustainability Reserve	1,500	1,500	1,500	1,500
	<u>\$2,000</u>	<u>\$1,500</u>	<u>\$2,000</u>	<u>\$2,500</u>
Total Investment & Reserve Funds	<u>\$6,573</u>	<u>\$6,823</u>	<u>\$6,500</u>	<u>\$8,600</u>

1. STRATEGIC INVESTMENT FUNDS

Strategic Priority Fund

The Strategic Priority Fund (SPF) was launched in 2017/18 as the “SPF 50” to provide base funding for 50 new faculty positions over two years. In recent years, it has become senior administration’s primary investment tool for advancing high-priority initiatives aligned with the *Aspire* strategic plan. A selection of investments made from the SPF in recent years includes:

- 10-year, \$5.6M commitment to improve infrastructure in the Alumni Hall residence
- \$1.5M allocated in 2023/24 to support *Aspire* initiatives, directed by Executive Leadership Team members within their divisions
- \$1M to support the January 2025 one-time budget call, allocated across initiatives institution-wide
- \$335K in base funding for new Black Scholars faculty positions
- \$150K in base funding to establish the Black Scholars Institute
- \$100K to cover search firm costs for the Black Scholars hiring initiative

- \$190K in base funding to establish the Student Rights & Responsibilities Office
- \$130K in base funding for a teaching-intensive faculty position in the Science BIT program
- \$110K in base funding for a new Mental Health Coordinator position
- \$52K in base funding to convert the Sexual Violence Specialist position from part-time to full-time
- \$415K for classroom A/V equipment upgrades, matched through government TERF funding
- \$400K over four years to fund an Issues Manager position in Legal Services
- \$320K toward the new Student Services Hub
- \$150K for start-up costs for the Campus Wayfinding project
- \$150K to create the new FAHSS student lounge in Chrysler Hall
- \$150K to support the 2025 Presidential search
- \$100K for the Turtle Island statue installation
- \$100K for an India campus feasibility study
- Among others

At fiscal year-end 2025/26, the fund is expected to carry over \$2.35M. After consideration for \$1.5M in committed spending, the remaining balance will be approximately \$850K. The University plans to invest an additional \$750K in 2026/27, increasing to \$1M in 2027/28 and \$1.5M in 2028/29.

Strategic Research Activity Fund

Overseen by the VP, Research and Innovation, the Strategic Research Activity Fund represents approximately 30% of the Federal Research Support infrastructure grant allocated based on institutional research grant success. It funds new research support positions, seeds and launches research grants, supports institutional research-focused memberships, and covers other research-related operating costs.

Strategic Position Investment Fund

To help address the significant budget deficit identified during the 2026/27 budget process, the University reviewed all vacant faculty and staff positions. Funding was removed where position vacancies were not supporting a temporary replacement, were not approved for renewal, or were not actively being filled. Rather than continuing to carry these vacancy budgets, the University created a \$2M Strategic Position Investment Fund for 2026/27. Faculties and departments may apply for funding to (i) backfill positions previously held vacant, or (ii) create new positions considered strategically important to operations. The Executive Leadership Team (ELT) will oversee allocations through an adjudication committee of ELT members, supported by Human Resources and Finance. Once approved, base funding from the Strategic Position Investment Fund will be built into the position budgets of the authorized Faculty or department.

Strategic Investment in Enrolment Growth

Funding from the Strategic Position Investment Fund is expected to be fully allocated in 2026/27. Beginning in 2027/28, the University will introduce a new fund to support strategic enrolment growth opportunities aligned with achieving enrolment objectives outlined in the Four Pillar Framework. Annual funding for Strategic Investment in enrolment growth will be set at approximately 10–20% of the projected year-over-year tuition and international revenue increase attributable to enrolment growth. Current forecasts are \$900K in 2027/28 and \$1.5M in 2028/29; these amounts may increase as enrolment targets and projections are refined.

Deferred Maintenance Fund

The Deferred Maintenance Fund supports ongoing upkeep and improvements to existing buildings. It helps reduce safety risks and avoids higher costs from reactive “break-fix” repairs. Funding is set at \$1.5M for 2026/27, consistent with the prior year, and is allocated to projects outlined in the 2026/27 Capital Budget.

Environmental Sustainability “Small Cap” Fund

Work toward the institution’s carbon-neutrality goals is primarily funded through the Capital Budget. However, smaller, grassroots projects across campus also advance environmental sustainability and deliver high value in the fight against climate change. Introduced in 2022/23, the Environmental Sustainability “Small Cap” Fund provides the Sustainability Steering Committee with funding to support these projects. Consistent with last year, this fund is set at \$75K in 2026/27 and forecast to rise to \$100K in 2027/28 and 2028/29.

2. RESERVE FUNDS

For the Future Fund

The University established the For the Future reserve fund shortly after the COVID-19 pandemic to strengthen reserves and provide a buffer against continued volatility in international enrolment and related tuition revenue. Since 2022/23, the fund has received annual investments of nearly 1% of total revenues, building a reserve balance of \$13.6M as of 2025/26 year-end. New contributions to the For the Future fund will be paused in 2026/27 as the University considers utilizing these reserves to help address the institutional budget deficit. Senior Leadership expects to resume contributions to the For the Future reserve fund as enrolment growth under the Four Pillar Framework materializes. Planned investments of \$500K in 2027/28 and \$1M in 2028/29 are included in the future forecast and subject to review through the annual budget development process.

Pension Plan Stabilization Reserve

As discussed under Pension Plan Costs in the previous Operating Expenditure section of this document, the University established a Pension Plan Sustainability Reserve fund following 2021/22 when the last Faculty Pension Plan special payment requirement ended. Annual investment since this time has built this reserve to \$6.9M. New investments in the reserve have been paused based on this current balance and because there would be no risk of special payments required until at least July 2029 based on current pension plan valuation results.

Energy Sustainability Reserve

The University considers the impacts of climate change and evolving government energy regulation in assessing future institutional risk. The operating budget includes a \$1.5M Energy Sustainability Reserve to help mitigate potential increases in energy costs. This fund can be assigned to support utility base budgets if rates rise unexpectedly, or in the near term, the reserve may fund campus energy sustainability initiatives, including matching government support for capital or repair projects. UWindsor continues to monitor government policy and energy costs and will adjust this reserve as needed.

VII. CONCLUSION

The University of Windsor's 2026/27 Operating Budget reflects a deliberate and institution-wide response to a period of significant financial and sector-wide change. It recognizes the immediate pressures created by constrained funding, enrolment volatility, rising operating costs, and changing international student dynamics, while also establishing a clearer long-term path forward. Through the President's Four Pillars Framework and the continued implementation of Integrated Resource Planning, the budget advances a more coordinated approach to aligning academic priorities, enrolment strategies, financial planning, and resource allocation.

While the 2026/27 budget continues to reflect structural financial pressure, it also marks the beginning of a three-year planning horizon intended to stabilize the University's financial position and support sustainable, mission-aligned growth. Achieving this outcome will require disciplined execution, continued cost stewardship, purposeful investment, and shared accountability across the institution. With a renewed focus on strategic priorities, prudent risk management, and long-term resilience, the University is positioning itself to navigate current challenges while strengthening its capacity to support students, research, academic excellence, and community impact in the years ahead.

APPENDIX A: 2026/27 OPERATING BUDGET

	2024/25 ACTUAL RESULTS (\$000s)	2025/26 9-MONTH PROJECTION (\$000s)	2026/27 PROPOSED BUDGET (\$000s)	2027/28 FORECAST (\$000s)	2028/29 FORECAST (\$000s)
OPERATING REVENUE					
Student Academic Fees	\$ 212,520	\$ 182,878	\$ 175,012	\$ 184,251	\$ 199,380
Less: Enrolment Contingency Reserve	-	2,160	(1,000)	(2,800)	(4,500)
Student Incidental Fees	8,360	9,855	9,658	9,957	10,207
Government Grant - Provincial Operating	102,503	105,026	116,593	121,866	124,455
Government Grant - Federal Research Support Funds	4,003	3,639	3,613	3,650	3,650
Investment Income	12,051	6,380	5,435	5,185	4,935
Other Revenue	4,299	4,080	4,080	4,080	4,080
TOTAL OPERATING REVENUE	\$ 343,736	\$ 314,018	\$ 313,391	\$ 326,189	\$ 342,207
OPERATING EXPENDITURES					
Faculty Expenditures	\$ 184,983	\$ 164,473	\$ 162,586	\$ 164,470	\$ 166,985
Research & Innovation	8,049	6,885	7,154	7,322	7,459
Outreach & Communications	14,019	14,120	13,424	13,790	14,028
Academic & Student Services	31,854	27,745	28,805	29,286	29,645
Library	14,129	13,481	13,673	14,098	14,359
Scholarships	12,949	15,030	15,019	15,252	15,471
Administration	28,453	23,381	24,307	25,252	25,807
Information Technology	12,347	14,790	15,343	15,809	16,150
Facility Costs (including Utilities)	40,544	29,687	29,625	30,555	31,601
Debt Costs	9,840	10,449	10,779	10,745	10,745
Expenditure Savings Target	-	-	-	(1,000)	-
<i>Subtotal Base Operating Expenditures</i>	\$ 357,167	\$ 320,041	\$ 320,715	\$ 325,579	\$ 332,251
STRATEGIC INVESTMENT & RESERVE FUNDS					
Strategic Investment Funds	\$ -	\$ 4,573	\$ 5,323	\$ 4,500	\$ 6,100
Reserve Funds	-	2,000	1,500	2,000	2,500
<i>Subtotal Strategic Investment & Reserve Funds</i>	\$ 0	\$ 6,573	\$ 6,823	\$ 6,500	\$ 8,600
TOTAL EXPENDITURES	\$ 357,167	\$ 326,614	\$ 327,538	\$ 332,079	\$ 340,851
BASE OPERATING POSITION	\$ (13,431)	\$ (12,596)	\$ (14,147)	\$ (5,890)	\$ 1,356
<i>Postsecondary Education Sustainability Fund</i>	9,782	7,924	6,666	-	-
OPERATING BUDGET SURPLUS/(DEFICIT)	\$ (3,649)	\$ (4,672)	\$ (7,481)	\$ (5,890)	\$ 1,356

APPENDIX B: 2026/27 TUITION FEE CHANGES

Program/Category	Year 1 and/or Fiscal 2026/27 Intake	Upper Year/Returning Students
<i>Undergraduate Programs</i>		
Ontario (Domestic)	2% (government relegated)	2% (government relegated)
Out of Province (OOP)	Business 5%	Business 5%
	Computer Science 5%	Computer Science 5%
	Engineering 5%	Engineering 5%
	Law and Law Dual JD 5%	Law and Law Dual JD 5%
	Science (general, not including Computer Science) 5%	Science (general, not including Computer Science) 5%
	All other 2.5%	All other 2.5%
International	Computer Science 0%	0% (covered by guarantee)
	Engineering 5%	
	Business 5%	
	Nursing 5%	
	All other 3%	
<i>Research-based Masters</i>		
Ontario (Domestic)	2% (government relegated)	2% (government relegated)
Out of Province (OOP)	5% (government relegated)	5% (government relegated)
International	0%	0%
<i>Regulated Course-based Masters (CBM)</i>		
Ontario (Domestic)	2% (government relegated)	2% (government relegated)
Out of Province (OOP)	MBA 4.7%	MBA 4.7%
	All other 5%	All other 5%
<i>Unregulated Course-based Masters (CBM)</i>		
Ontario (Domestic)	MArtSc 3.2%	Returning students pay the 2025/26 rate
	MAC 2.9%	
	MOM 2.1%	
	MMB 4.5%	
	MMCE 2.5%	
	MEng (Auto) 0%	
Out of Province (OOP)	MArtSc 3.2%	Returning students pay the 2025/26 rate
	MAC 2.9%	
	MOM 2.1%	
	MMB 4.5%	
	MMCE 2.5%	
	MEng (Auto) 0%	

Program/Category	Year 1 and/or Fiscal 2026/27 Intake	Upper Year/Returning Students
International	MArtSc 3.2%	Returning students pay the 2025/26 rate
	MSTHS 5.6%	
	MAEP 1.6%	
	MAC 2.9%	
	MMB 4.5%	
	MMCE 2.5%	
	MEng 0%	
	MEng (Auto) 0%	
	MEM 5%	
	MOM 2.1%	
	MBA 4.7%	
	MBA (M&P) 5%	
	MBA-PAS 5%	
<i>PhD</i>		
Ontario (Domestic)	2% (government relegated)	2% (government relegated)
Out of Province (OOP)	5% (government relegated)	5% (government relegated)
International	0%	0%
<i>US Good Neighbour Fees</i>		
Undergraduate (International)	2.1%	2.1%
	Law Dual JD 2.1%	Law Dual JD 2.1%
	Education 2.1%	Education 2.1%
Masters	2.6%	2.6%
MAB-PAS	5%	5%
PhD	0%	0%

**University of Windsor
Board of Governors**

*4.7.2: **2026-2027 Cash Flow Budget**

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

Rationale:

- The Cash Flow Budget provides the Board with projected cash flows from operations, financing, and capital purchasing activities to inform the Board on the impact of each activity on the university's resources.
- See attached Memo dated May 26, 2026 – "Cash Flow Forecast – Fiscal 2026/27".



Finance Department

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

To: Members of the Board of Governors

From: Rachel McRae, Associate Vice-President, Finance

Date: May 26, 2026

Subject: **Cash Flow Forecast – Fiscal 2026/27**

The University administration is pleased to present the attached cash flow budget for the 2026/27 fiscal year. The cash flow budget incorporates information from the 2026/27 Operating Budget, 2026/27 Ancillary Services Budget, 2026/27 Capital Plan, and other material items that are expected to impact our cashflows during the fiscal year. Key items of note include:

Operating Cash outflows: \$2.9M

The proposed 2026/2027 operating budget includes a -\$14.1M base deficit position which is partially offset by the application of one-time government funding from the Postsecondary Education Sustainability Fund resulting in a net operating deficit budget position of -\$7.5M. Key items from Appendix A of this Operating Budget have been included within the Operating Activities section of this cashflow forecast.

Within the Operating Budget, we include expenses of approximately \$6.8M for various strategic reserves (i.e. For the Future Fund, Enrolment Contingency Reserve, Energy Sustainability Reserve, etc.) that are excluded from the operating cashflow budget. Where applicable, planned expenditures will be shown below as part of the Investing Activities section. For example, capital expenditures funded from the Energy Sustainability Reserve.

The forecasted 2026/27 profit of \$508K from Ancillary Services is also included within this section. While advancement funding is anticipated, it has not been incorporated into the cash flow forecast at this time.

Financing Cash outflow: \$2.1M

These are the principal repayments on our long-term debt with TD. Interest payments on long-term debt are shown as part of our operating cashflows.

Investing Cash outflow: \$13.6M

Capital expenditures in fiscal 2026/27 are forecasted to be \$25.3M. These expenditures are partially offset by anticipated inflows from Facility Renewal grants and other grants totaling \$11.6M, an increase of over \$600K from prior year, as well as additional external funding arrangements.

Overall, activities planned for 2026/27 fiscal year will result in a decrease of \$19M in our cash and working capital investments balances. Our cash and working capital balances are forecast to remain strong at \$162.8M as of April 2027.

UNIVERSITY of WINDSOR
2026/27 Cash Flow Budget

	(\$000s)	
Operating Activities		
Student Academic & Incidental Fees	183,670	
Government Grants	126,872	
Investment Income & Other Revenues	9,515	
Profit from Ancillary Operations	508	
Salaries & Wages	(204,261)	
Pension & Benefits	(43,471)	
Utilities	(9,077)	
Computer System Costs	(4,060)	
Library eResources	(5,847)	
Interest on long-term debt	(11,479)	
Operating Scholarships & Bursaries	(14,145)	
All Other Operating Expenses	(31,099)	
	(31,099)	(2,873)
Financing Activities		
Principal Repayments on long-term debt	(2,174)	
	(2,174)	(2,174)
Investing Activities		
Capital Expenditures per 25/26 capital plan	(25,289)	
FRP & other grants	6,644	
Other	5,070	
	5,070	(13,574)
Net change in Cash and Working Capital Investments		(18,621)
Cash & cash equivalents, and Working Capital Investments, beginning of year		181,446
Cash & cash equivalents, and Working Capital Investments, end of year*		162,824

* Ending balance includes \$99M of cash & working capital for externally funded research grants, trusts, and restricted donations (based on year end estimates)

University of Windsor
Board of Governors

*4.7.3: **SMA4 – Year 1 Evaluation (2025-2026)**

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

See attached.

SMA4 – YEAR 1 EVALUATION 2025-26

Office of the Provost and the Office of Institutional Analysis

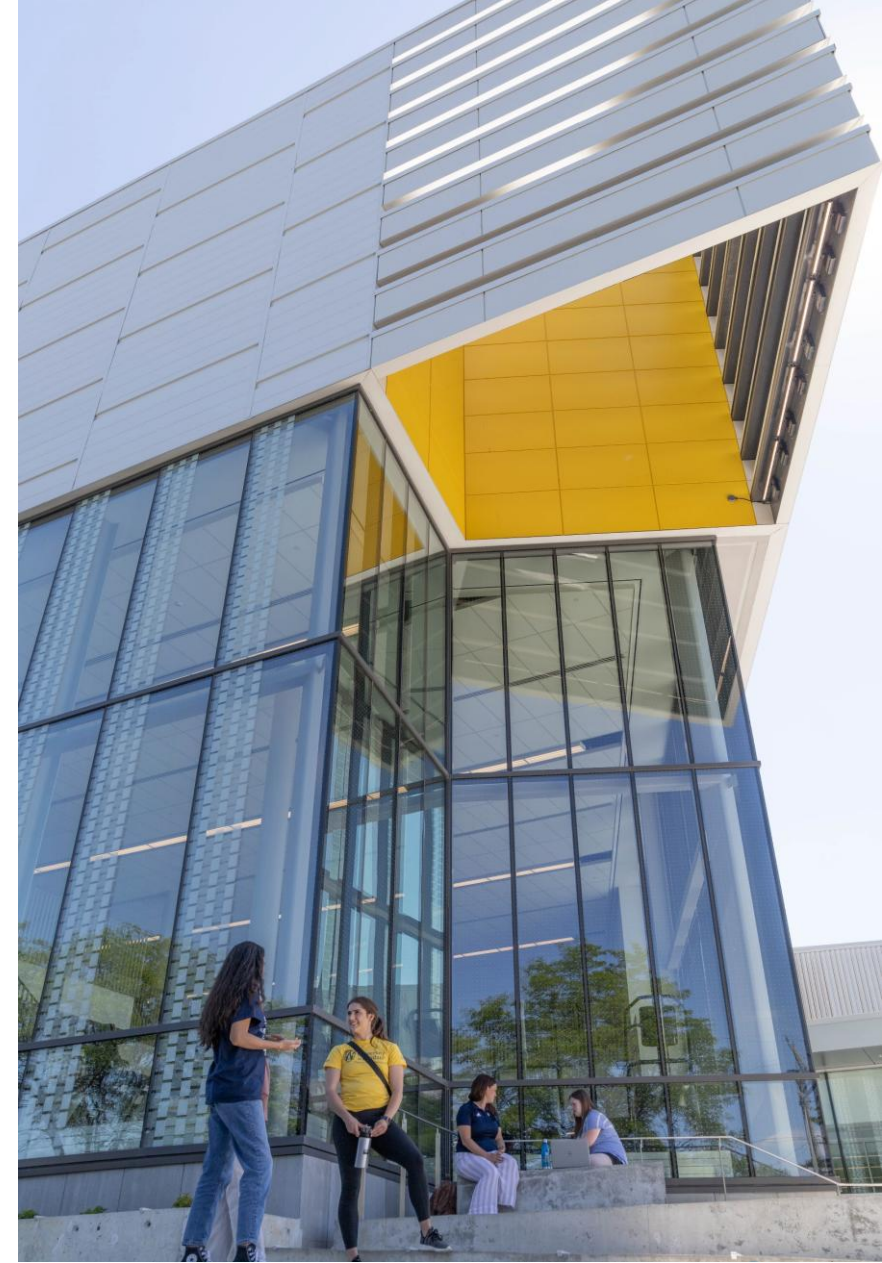
Prepared for RAC, May 19, 2026



OVERVIEW: SMA4 YEAR 1 SUBMISSION & RESULTS

The following presentation provides an overview of the University of Windsor's **SMA4 Year 1 data workbook submission and performance**

Windsor's Year 1 submission and performance reflects a strong institutional position. The materials presented today represent the collective work of the Office of the Provost, OIA and academic and administrative partners across the University.



SMA4 OVERVIEW: What RAC Needs to Know

A short overview of the Strategic Mandate Agreement framework, annual review cycle, and decision points for the University

WHAT IT IS

SMA4 is the current Ontario accountability and performance framework between universities and MCURES.

WHAT IT DOES

- **Performance Metrics:** Sets the University's performance metrics, targets, and the annual Stage 1 and Stage 2 review cycles.
- **Funding exposure:** In Years 1-2, 25% of core operating funding is at risk.
- **Stop-loss:** A 5% cap is retained, limiting Windsor's maximum annual loss in each of the first two years.

CURRENT FOCUS FOR RAC

Metric weightings, attestations/disclosures, the March 27th Workbook submission, and Year 1 Performance

How the annual cycle works

- 1 Stage 1 | Data validation**
OIA reviews the MCURES pre-populated workbook, validates metric values, adds institutional where required and flags any definition or source-data issues.
- 2 Stage 2 | Targets, attestations, final review**
MCURES issues the Stage 2 workbook. The University finalizes targets, confirms metric weightings, completes attestations, and prepares the final submission.
- 3 ELT | Institutional approval**
ELT reviews the near-final package, provides direction where needed, and supports final sign-off before submission to MCURES.



What is New in SMA4 Year 1

The Year 1 cycle adds new accountabilities, a new STEM reporting section, and more explicit ELT decision points

1 Hard reporting deadlines are now funding-linked

Key annual submissions must now be made on time, including audited enrolment, the Graduate Record File, and financial accountability reporting.

2 Annual attestations are now part of the cycle

Year 1 requires institutional attestations for efficiency metrics, skills and competencies, research security, and commercialization – plus related disclosures.

3 New STEM accountability reporting section

The workbook now includes a STEM accountability tab and an annual narrative on how STEM funding supports enrolment, programming, and student opportunities.

4 Methodology updates affect validation work

The Year 1 process includes changes in source methodology for graduate earnings and new validation challenges tied to STEM definitions and supporting detail.

5 Metric weightings must be confirmed in Stage 2

The University must finalize its weighting strategy across the eight metrics annually as part of the Stage 2 submission.

6 Some requirements are phased in, not fully live yet

STEM faculty/cost reporting has been deferred to a later cycle, so Year 1 is focused primarily on validation, narrative reporting, and participation-based attestations.

Implication for RAC

Year 1 combines performance reporting, metric reweighting, new attestations/disclosures, and executive review within a short March decision window.



SMA4 - Metrics

Metric Number	Metric Name	Priority Area	Definition	Data Source
1	Graduate Employment Rate in a Related Field	Student & Graduate Outcomes	Proportion of domestic graduates employed full-time in jobs related to the skills they acquired in their program of study, two years after graduation.	Ontario University Graduate Survey (OUGS)
2	Graduation Rate	Student & Graduate Outcomes	Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within 7 years.	University Statistical and Enrolment Report (USER) - & Degrees Awarded data collections
3	Graduate Employment Earnings	Student & Graduate Outcomes	Median graduate employment earnings of domestic graduates using tax file data provided by Statistics Canada, two years after graduation.	Statistics Canada. Postsecondary Student Information System (PSIS), & Administrative Personal Income Masterfile (APIM)
4	Experiential Learning	Student & Graduate Outcomes	Proportion of domestic students who had experiential learning/work-integrated learning opportunities as part of their program of study.	Data provided by universities
5	Community/Local Impact	Community & Economic Outcomes	Proportion of domestic enrolment in the city(cities)/town(s) in which campuses of the institution are located divided by the population (age 15 to 64) of that city(cities)/town(s).	University Statistical Enrolment Report (USER) & Statistics Canada 2021 Census
6	Institutional Strength/Focus	Community & Economic Outcomes	Proportion of domestic enrolment in an institution's self-identified program area(s) of strength compared to their total domestic enrolment.	University Statistical Enrolment Report (USER)
7	Investment and Innovation: Tri-Agency Funding: Total Amounts	Community & Economic Outcomes	Amount of funding received by university from federal research granting agencies.	Council of Ontario Finance Officers (COFO) Financial Report
8	Institution Specific: Year 1 to Year 2 retention	Community & Economic Outcomes	Percentage of first-time, full-time domestic undergraduate university students who commenced their study in a given fall term and have continued to study at the same institution in the next fall.	Consortium for Student Retention Data Exchange (CSRDE)



DATA WORKBOOK – DATA & TARGETS

SMA Year	Metric Number	Metric Name	Target Setting Value 1	Target Setting Value 2	Target Setting Value 3	Eligible for Top and Steady	Eligible for Consistent Performance	Eligible for the Community/Local Impact Adjustment	Target	BoT	APT	Actual	Achievement	Notes from Ministry
Year 1(2025-26)	1	Graduate Employment Rate in a Related Field	90.37%	90.48%	88.75%	-	-	-	89.98%	2.00%	88.18%	89.85%	101.89%	-
Year 1(2025-26)	2	Graduation Rate	74.76%	77.01%	75.83%	-	Y	-	75.87%	2.26%	74.15%	78.49%	105.85%	NZ - February 27 - Confirmed that these numbers are accepted
Year 1(2025-26)	3	Graduate Employment Earnings	\$51,672	\$58,419	\$60,834	-	-	-	\$59,391	8.60%	\$54,285	\$64,095	118.07%	-
Year 1(2025-26)	4	Experiential Learning	78.66%	74.66%	75.64%	-	-	-	77.31%	3.20%	74.83%	79.12%	105.73%	-
Year 1(2025-26)	5	Community/Local Impact	8.62%	8.36%	8.42%	-	-	-	8.53%	1.90%	8.37%	8.62%	102.98%	-
Year 1(2025-26)	6	Institutional Strength/Focus	15.80%	17.41%	18.93%	-	-	-	18.96%	9.45%	17.17%	20.22%	117.76%	-
Year 1(2025-26)	7	Investment and Innovation	\$11,491,333	\$12,787,667	\$12,842,667	-	-	-	\$12,428,889	5.86%	\$11,701,111	\$12,713,667	108.65%	-
Year 1(2025-26)	8	Institution Specific	83.55%	85.90%	87.17%	-	-	-	86.81%	2.14%	84.95%	87.82%	103.38%	-
Year 2(2026-27)	1	Graduate Employment Rate in a Related Field	90.48%	88.75%	89.85%	-	-	-	90.79%	2.00%	88.97%	-	-	-
Year 2(2026-27)	2	Graduation Rate	77.01%	75.83%	78.49%	-	Y	-	77.11%	2.51%	75.17%	-	-	-
Year 2(2026-27)	3	Graduate Employment Earnings	\$58,419	\$60,834	\$64,095	-	-	-	\$63,531.70	4.75%	\$60,515.72	-	-	-
Year 2(2026-27)	4	Experiential Learning	74.66%	75.64%	79.12%	-	-	-	77.46%	2.96%	75.17%	-	-	-
Year 2(2026-27)	5	Community/Local Impact	8.36%	8.42%	8.62%	-	-	Y	8.47%	1.53%	8.34%	-	-	-
Year 2(2026-27)	6	Institutional Strength/Focus	17.41%	18.93%	20.22%	-	-	-	19.00%	7.78%	17.52%	-	-	-
Year 2(2026-27)	7	Investment and Innovation	\$12,787,667	\$12,842,667	\$12,713,667	-	-	-	\$12,836,333	1.00%	\$12,707,970	-	-	-
Year 2(2026-27)	8	Institution Specific	85.90%	87.17%	87.82%	-	-	-	87.61%	1.11%	86.64%	-	-	-
Year 3(2027-28)	1	Graduate Employment Rate in a Related Field	-	-	-	-	-	-	-	-	-	-	-	-
Year 3(2027-28)	2	Graduation Rate	-	-	-	-	-	-	-	-	-	-	-	-
Year 3(2027-28)	3	Graduate Employment Earnings	-	-	-	-	-	-	-	-	-	-	-	-
Year 3(2027-28)	4	Experiential Learning	-	-	-	-	-	-	-	-	-	-	-	-
Year 3(2027-28)	5	Community/Local Impact	-	-	-	-	-	-	-	-	-	-	-	-
Year 3(2027-28)	6	Institutional Strength/Focus	-	-	-	-	-	-	-	-	-	-	-	-
Year 3(2027-28)	7	Investment and Innovation	-	-	-	-	-	-	-	-	-	-	-	-
Year 3(2027-28)	8	Institution Specific	-	-	-	-	-	-	-	-	-	-	-	-
Year 4(2028-29)	1	Graduate Employment Rate in a Related Field	-	-	-	-	-	-	-	-	-	-	-	-
Year 4(2028-29)	2	Graduation Rate	-	-	-	-	-	-	-	-	-	-	-	-
Year 4(2028-29)	3	Graduate Employment Earnings	-	-	-	-	-	-	-	-	-	-	-	-
Year 4(2028-29)	4	Experiential Learning	-	-	-	-	-	-	-	-	-	-	-	-
Year 4(2028-29)	5	Community/Local Impact	-	-	-	-	-	-	-	-	-	-	-	-
Year 4(2028-29)	6	Institutional Strength/Focus	-	-	-	-	-	-	-	-	-	-	-	-
Year 4(2028-29)	7	Investment and Innovation	-	-	-	-	-	-	-	-	-	-	-	-
Year 4(2028-29)	8	Institution Specific	-	-	-	-	-	-	-	-	-	-	-	-
Year 5(2029-30)	1	Graduate Employment Rate in a Related Field	-	-	-	-	-	-	-	-	-	-	-	-
Year 5(2029-30)	2	Graduation Rate	-	-	-	-	-	-	-	-	-	-	-	-
Year 5(2029-30)	3	Graduate Employment Earnings	-	-	-	-	-	-	-	-	-	-	-	-
Year 5(2029-30)	4	Experiential Learning	-	-	-	-	-	-	-	-	-	-	-	-
Year 5(2029-30)	5	Community/Local Impact	-	-	-	-	-	-	-	-	-	-	-	-
Year 5(2029-30)	6	Institutional Strength/Focus	-	-	-	-	-	-	-	-	-	-	-	-
Year 5(2029-30)	7	Investment and Innovation	-	-	-	-	-	-	-	-	-	-	-	-
Year 5(2029-30)	8	Institution Specific	-	-	-	-	-	-	-	-	-	-	-	-



DATA WORKBOOK – FUNDING

SMA Year	Metric Number	Metric Name	Metric Weighting	Notional Allocation	Target Achievement	Target Achievement with Stop-loss	Amount Available for Reallocation	Institutional Share of Reallocation	Actual Allocation
Year 1 (2025-26)	1	Graduate Employment Rate in a Related Field	5%	\$1,206,194	101.89%	101.89%	-	-	-
Year 1 (2025-26)	2	Graduation Rate	25%	\$6,030,972	105.85%	105.85%	-	-	-
Year 1 (2025-26)	3	Graduate Employment Earnings	5%	\$1,206,194	118.07%	118.07%	-	-	-
Year 1 (2025-26)	4	Experiential Learning	5%	\$1,206,194	105.73%	105.73%	-	-	-
Year 1 (2025-26)	5	Community/Local Impact	25%	\$6,030,972	102.98%	102.98%	-	-	-
Year 1 (2025-26)	6	Institutional Strength/Focus	5%	\$1,206,194	117.76%	117.76%	-	-	-
Year 1 (2025-26)	7	Investment and Innovation	25%	\$6,030,972	108.65%	108.65%	-	-	-
Year 1 (2025-26)	8	Institution Specific	5%	\$1,206,194	103.38%	103.38%	-	-	-
Year 1 (2025-26)	All	TOTAL	100%	\$24,123,889	-	-	-	-	-
Year 2 (2026-27)	1	Graduate Employment Rate in a Related Field	5%	\$1,206,194	-	-	-	-	-
Year 2 (2026-27)	2	Graduation Rate	5%	\$1,206,194	-	-	-	-	-
Year 2 (2026-27)	3	Graduate Employment Earnings	5%	\$1,206,194	-	-	-	-	-
Year 2 (2026-27)	4	Experiential Learning	25%	\$6,030,972	-	-	-	-	-
Year 2 (2026-27)	5	Community/Local Impact	25%	\$6,030,972	-	-	-	-	-
Year 2 (2026-27)	6	Institutional Strength/Focus	25%	\$6,030,972	-	-	-	-	-
Year 2 (2026-27)	7	Investment and Innovation	5%	\$1,206,194	-	-	-	-	-
Year 2 (2026-27)	8	Institution Specific	5%	\$1,206,194	-	-	-	-	-
Year 2 (2026-27)	All	TOTAL	100%	\$24,123,889	-	-	-	-	-



DATA WORKBOOK – NEW ACCOUNTABILITIES

ELT electronic signatures are required for these attestations:

- 1. Research Security:** participate in ministry-led engagement to support development of the approach to institutional research security planning and provide information (including disclosure of international agreements) where requested **(Already completed)**.
- 2. Efficiency Metrics:** participate in the development of consistent and verifiable efficiency metrics and benchmarks, and respond to ministry information requests, including resolving data collection issues as required **(Upcoming)**.
- 3. Skills and Competencies Assessment:** participate in a sector working group to scope and develop an implementation approach for standardized skills and competencies assessment **(Already completed)**.
- 4. Commercialization Attestation:** that the University of Windsor has submitted the 2025-26 Annual Commercialization Plan (ACP), meeting the commercialization metrics data reporting requirement **(Already completed)**.



DATA WORKBOOK – NEW ACCOUNTABILITIES

Reporting & Attestation															
University of Windsor will meet the following accountabilities under the Efficiency, Accountability and Transparency priority area in SMA4															
Timely Reporting of Key Data															
Accountability	SMA4 Year 1 (2025-26)			SMA4 Year 2 (2026-27)			SMA4 Year 3 (2027-28)			SMA4 Year 4 (2028-29)			SMA4 Year 5 (2029-30)		
	Due Date	Submission Date	Compliance (Y/N)	Due Date	Submission Date	Compliance (Y/N)	Due Date	Submission Date	Compliance (Y/N)	Due Date	Submission Date	Compliance (Y/N)	Due Date	Submission Date	Compliance (Y/N)
Audited Enrolment	31-Dec-25	31-Dec-25	Y												
Graduate Reports	15-Feb-26	20-Jan-26	Y												
University Financial Outlook*															
*Note that reporting on the university financial outlook will begin in SMA4 Year 2 (2026-27)															
Attestation of Key Activities															
Efficiency Metrics:															
University of Windsor will participate in engagement with the ministry on the development of efficiency metrics and benchmarks (i.e., as requested, send representatives to meetings scheduled on the topic), including meeting expectations and timelines aligned with Phase I efficiency metric development. The university will complete the TBS Workforce Data Collection Initiative survey and work with the ministry to resolve any issues with respect to data collection.															
<input checked="" type="checkbox"/> Confirm completion of the activities listed above															
Name:		Marie Campagna, Chief Financial Officer		Signature:				Please provide an e-signature							
Skills and Competencies Assessment:															
University of Windsor has participated in a sector Working Group or engaged with ministry otherwise to scope and develop an implementation approach for the skills and competencies assessment.															
<input checked="" type="checkbox"/> Confirm completion of the activities listed above															
Name:		Dr. Cheryl Collier, Provost and Voce- President		Signature:				Please provide an e-signature							
Research Security:															
University of Windsor has attended meetings with the ministry to discuss the development of a research security plan.															
<input checked="" type="checkbox"/> Confirm completion of the activities listed above															
Name:		Dr. Shanthi Johnson, Vice-President (Research and Innovation)		Signature:				Please provide an e-signature							
Commercialization Attestation															
University of Windsor has submitted the 2025-26 Annual Commercialization Plan (ACP), meeting the commercialization metrics data reporting requirement.															
<input checked="" type="checkbox"/> Confirm completion of the activities listed above															
Name:		Dr. Shanthi Johnson, Vice-President (Research and Innovation)		Signature:				Please provide an e-signature							



DATA WORKBOOK – STEM ACCOUNTABILITIES

STEM Accountability Requirement

Given the significant policy changes to the postsecondary funding announced on February 12, 2026, STEM data and information collected for SMA4 Year 1 (2025-26) will be used for information purposes only and will not guide decisions. The ministry anticipates changes to STEM mapping for programs, enrolment, and STEM metrics, as well as adjustments to the methodology for some of the metrics and will engage with the institutions on these changes through the process of amending SMA4 agreements in advance of the Year 2 Annual Evaluation. Note that the STEM narratives with all required elements must be included in the workbook as an accountability requirement for STEM funding.

STEM Data	SMA4 Year 1 (2025-26)			SMA4 Year 2 (2026-27)			SMA4 Year 3 (2027-28)			SMA4 Year 4 (2028-29)			SMA4 Year 5 (2029-30)		
	STEM Total	Total	Percent	STEM Total	Total	Percent	STEM Total	Total	Percent	STEM Total	Total	Percent	STEM Total	Total	Percent
Enrolment	3,837	11,510	33.34%												
Programs	64	131	48.85%												
STEM Graduate Outcomes	Numerator	Denominator	Value	Numerator	Denominator	Value	Numerator	Denominator	Value	Numerator	Denominator	Value	Numerator	Denominator	Value
Employment Rate in a Related Field	133	149	89.26%												
Graduation Rate	679	829	81.91%												
Employment Earnings			\$68,036												
Experiential Learning	662	836	79.19%												
If STEM allocation is above \$500,000:	Data Point 1	Data Point 2	Value	Data Point 1	Data Point 2	Value	Data Point 1	Data Point 2	Value	Data Point 1	Data Point 2	Value	Data Point 1	Data Point 2	Value
Number of STEM Faculty and Staff															
STEM Costs Per Student															

Note: In recognition of reporting undertaken as part of the Funding Model Review, the SMA4 Year 1 Annual Evaluation will not require institutions to report on STEM faculty and costing data

STEM Narrative

500 words maximum

Institutions will include an annual narrative with an explanation of how STEM funding supports the continued delivery or enhancement of STEM programs at the institution, such as maintaining enrolment and program offerings or providing more experiential learning (EL) opportunities.

The narrative will include the following elements:

- The list and breakdown of the use of funds by expenditure categories to support STEM program costs: salaries and wages, student services, program delivery, equipment / supplies, communications, and technology / IT services. Unused funds that were not used to support STEM costs in these areas may be recovered by the ministry in the following year.
- If STEM enrolment is less than projected in a given SMA4 year or there is a reduction in STEM programming, the institution must provide an explanation and outline its plan to rebuild STEM enrolments.



SMA4 YEAR 1 - PERFORMANCE

SMA Year	Metric Number	Metric Name	Performance Target (APT)	Actual Performance	Achievement	Notional Allocation	Actual Allocation
Year 1 (2025-26)	1	Graduate Employment Rate in a Related Field	88.18%	89.85%	101.89%	\$1,206,194	\$1,206,923
Year 1 (2025-26)	2	Graduation Rate	74.15%	78.49%	105.85%	\$6,030,972	\$6,034,471
Year 1 (2025-26)	3	Graduate Employment Earnings	\$54,285	\$64,095	118.07%	\$1,206,194	\$1,206,194
Year 1 (2025-26)	4	Experiential Learning	74.83%	79.12%	105.73%	\$1,206,194	\$1,206,194
Year 1 (2025-26)	5	Community/Local Impact	8.37%	8.62%	102.98%	\$6,030,972	\$6,030,972
Year 1 (2025-26)	6	Institutional Strength/Focus	17.17%	20.22%	117.75%	\$1,206,194	\$1,210,086
Year 1 (2025-26)	7	Investment and Innovation: Tri-Agency Funding: Total Amounts	\$11,701,111	\$12,713,667	108.65%	\$6,030,972	\$6,031,219
Year 1 (2025-26)	8	Institution Specific: Year 1 to Year 2 Retention	84.95%	87.82%	103.38%	\$1,206,194	\$1,206,194
						\$24,123,886	\$24,132,254



**University of Windsor
Board of Governors**

4.7.4: **Measuring the Success of Cost Cutting/Centralization**

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

See attached.



Interim Vice President, Finance & Operations

Assumption Hall, Room 128
 400 Huron Church Road
 Windsor, Ontario N9C 2J9
 T 519-253-3000 (x 2092)

Date: May 26, 2026
 To: Board of Governors
 From: Marie Campagna, Interim VPFO
 Subject: **Cost Cutting & Centralization Results**

During the last fiscal year’s planning process there were some significant budget reductions required to reduce the projected deficit. In particular, there were faculty, sessional, staff salary and benefits reductions totalling approximately \$19M and involving 258 positions as well as salary pool reductions. This note will describe the salary reductions budgeted and achieved as well as the general impact of the reductions.

The salary reductions were achieved through cancellation of vacant positions, offering retirement incentives, general reductions, and centralizing some services. Following is a summary of the reductions:

Salary Cost Reductions	Budget Reductions	Positions added	Rate Increase -- bumping	Sessionals & GA/TA	Total Salary Savings	Benefit Savings	Other	Total
Vacant Positions	(12,078)				(12,078)	(2,657)		(14,736)
Faculty Retirement Incentives	(3,052)	3,195			143	31		174
Staff Retirement Incentives	(501)				(501)	(110)		(612)
CUPE Layoffs	(3,829)	3,057	173		(599)	(132)	887	156
UNIFOR Layoffs	(3,365)	2,275			(1,090)	(240)	729	(600)
Manager & Professional Terminations	(341)				(341)	(75)		(416)
Non Staff Salary	-			(2,207)	(2,207)	(486)		(2,693)
Other						(246)		(246)
Total Reductions	(23,166)	8,527	173	(2,207)	(16,673)	(3,668)	1,616	(18,971)

The ongoing salary reduction was budgeted at **\$16.7M** and detailed as:

- The **\$23M** reductions also caused some ongoing increases totaling **\$8.5M** including staff additions for centralization of services and faculty replacement due to retirements.
- The bumping chains within CUPE resulted in some staff moving into higher rated positions generating an incremental cost of **\$.2M**.
- The sessional savings of **\$2.2M**.

The associated benefit savings was **\$3.4M**.

There were one-time costs in of **\$1.6M** for 2025/26. For CUPE members who would have a pay reduction, there was a 1 year salary protection which totaled **\$.2M**. Also, there was a delay in executing the bumping chains which resulted in costs of **\$.7M** for CUPE and **\$.7M** for UNIFOR.

2025/26 Projected Actual

The actual salary and benefit costs for the year are projected to be **\$9.7M**; **\$ 9.2 M** short of the target savings.

\$M	2024/25				
	Reclassified Budget	2025/26 Projection	Projected Savings	Budgeted Savings	Savings Shortfall
Faculty Salaries	111.2	109.1	(2.1)	(2.2)	(0.1)
Sessional, GA/TA, and Other Instruction	21.4	21.4	0.0	(2.2)	(2.2)
Staff Salaries	80.1	72.9	(7.2)	(9.0)	(1.8)
Other Salaries	3.7	6.2	2.4	(0.4)	(2.8)
Benefits	46.8	43.9	(2.9)	(5.2)	(2.3)
Total Salaries & Benefits	263.2	253.5	(9.7)	(19.0)	(9.2)

The sessional savings target of \$2.2M was not achieved as instructors were required to deliver program requirements. There were some staff additions totaling \$2.2M, which accounts for the reduced savings achieved. Other salaries include part time staff required to cover for various leaves of absence and other unexpected events. The benefit savings correlate to the salary savings.

Staff Layoffs

Unionized staff member layoffs included **105 individuals** and had an initial savings of \$7.2M, partially offset by new hires of \$5.3M for **net savings of \$1.9M**. Of the 105 staff, 98 were able to bump into other positions, and 7 accepted layoff or resigned. Following are some details highlighting the bumping details:

1. Unifor 2458 (59 staff laid off)
 - 128 individuals impacted through initial notification to completed bumping chains
 - The longest bumping chain impacted 9 individuals.
2. CUPE 1393 (46 staff laid off)
 - 42 individuals impacted through initial notification to completed bumping chains

The layoff and bumping process caused significant issues within the university. First, a change of this magnitude will cause inefficiencies within an organization. Second, staff did not have to demonstrate requisite skills and competencies to bump into a position. As a result, departments accepting a “bumping in” employee had to manage the change of personnel in their area and some also had to accept employees who could not adequately perform their new roles. Of the individuals impacted by the layoffs/bumping, 1 in 4 is on a performance improvement plan.

Lessons Learned:

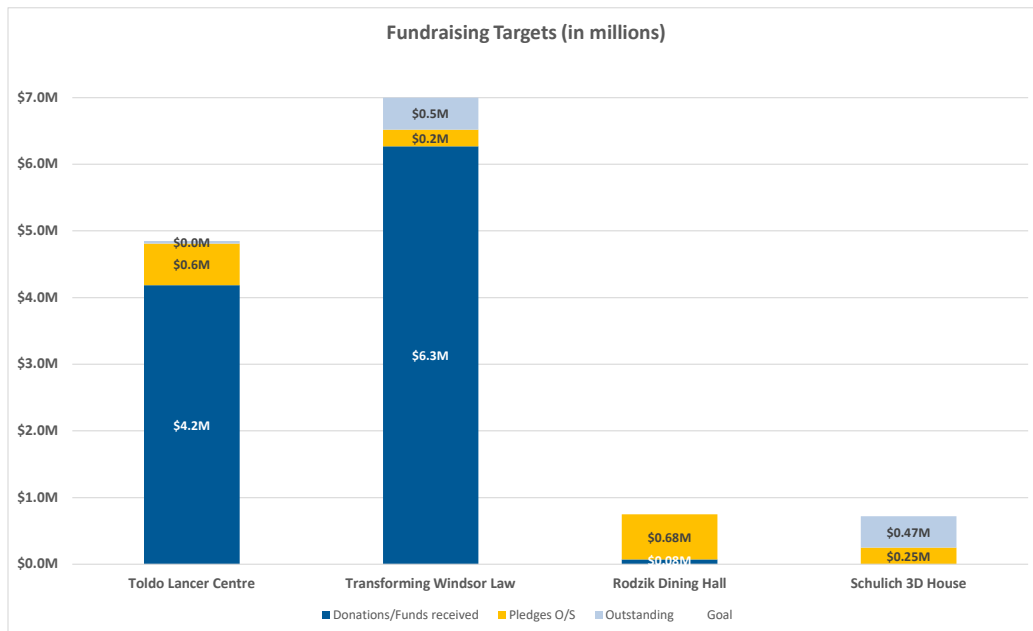
1. **Most effective savings from elimination of vacant positions**
 - ✓ Caused the least disruption and relatively easy to implement
 - ✓ Replacement of positions would require a thorough review and analysis
2. **Layoff/bumping process requires significant planning and management**
 - ✓ Bumping causes disruption in operations as new people need to be trained and oriented
 - ✓ Need to ensure that individuals bumping into positions have the requisites skills and competencies
3. **Major restructuring like moving to centralized service delivery requires significant change management and Process Review**
 - ✓ Changes in process need to be clearly understood and articulated
 - ✓ Performance Agreements (e.g. service level agreements) need to be developed and agreed prior to change
 - ✓ Staff need to be supported through the transition

Capital Projects Quarterly Report April 30, 2026

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

Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
Essex Hall Theatre Classroom Transformation	\$2.0M	\$0.18M	Project Status - Proposed design finalized. Procurement activities ongoing. Substantial completion - May 2027
CAW HVAC Controls Upgrades	\$2.3M	\$2.44M	Project Status - Construction activities ongoing in phased implementation. Substantial completion - Multi-year project, first phase scheduled for completion May 2026
Leddy West - 1st Floor Student Collaboration Hub	\$2.27M	\$2.04M	Project Status - Construction activities in progress. Substantial Completion - Jun 2026
Campus Wide Card Acces Conversion	\$1.85M	\$1.88M	Project Status - Installation first phase completed. Remaining phases to be completed per project schedule. Substantial completion - Oct 2027

Annual Capital Campaign Fundraising Updates



Board Approved Capital Projects > \$2.5M

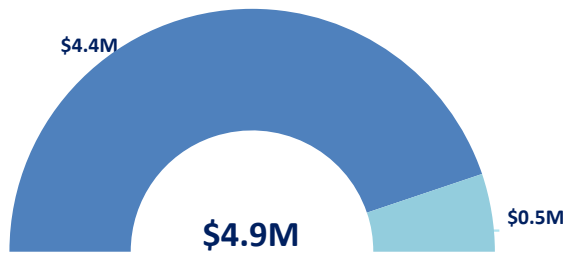
HCM Implementation

Board Approval Date: January 2024

Substantial Completion Date: January 2026

Total Project Spend*

* to March 31, 2026



- Actual Spend
- O/S Commitments
- Available Funds
- ✓ On Budget
- ✓ On Schedule

Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
HRIS/HCM Implementation	\$4.9M	\$4.4M	Project Status - Go Live Completed for Phase I&II with full implementation for round of hiring in Winter 2026; Phase III H&S module scheduled for January 2026 Substantial completion Release 3 - January 2026 Funding Source - Internal Reserves, Internal Loan

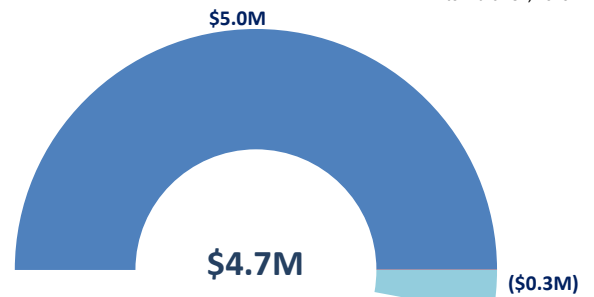
300 Ouellette - YMCA

Board Approval Date: November 2024

Substantial Completion Date: September 2025

Total Project Spend*

* to March 31, 2026



- Actual Spend
- O/S Commitments
- Deficit
- ✓ On Budget
- ✓ On Schedule

Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
300 Ouellette - YMCA - 1st (ground) and 2nd floor services only	\$4.7M	\$5.0M	Project Status - Construction completed. Finalizing project close out costs. Substantial completion - September 2025 Funding Source - Internal Loan funded by external lease

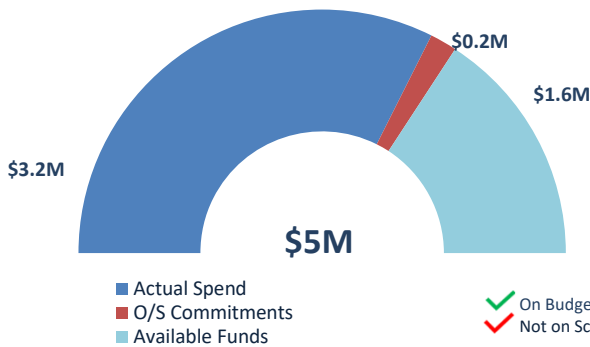
Board Approved Capital Projects > \$2.5M

Rodzik Hall -Dining Hall

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

Total Project Spend*

* to March 31, 2026



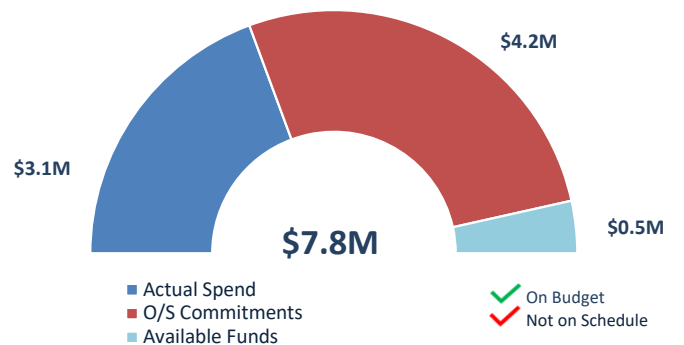
Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
Rodzik Hall - Dining Hall	\$5M	\$3.4M	Project Status - Construction completed. Finalizing project close out costs. Substantial completion - November 2025 Funding Source - External (Sodexo), Fundraising

Schulich 3D Printed House

Board Approval Date: May 2025
Substantial Completion Date: January 2027 (TBD)

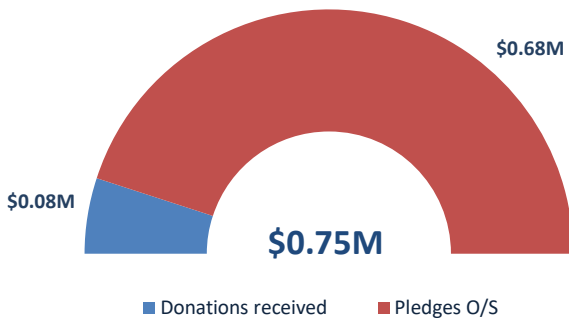
Total Project Spend*

* to March 31, 2026

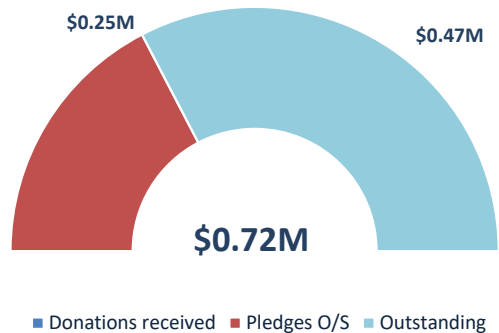


Project Name	Budget	Expenditures and O/S Purchase Orders	Notes
Schulich 3D Printed House	\$7.8M	\$7.3M	Project Status - Construction initiated. Project paused for weather conditions, to resume in Spring (TBD). Substantial completion - Jan 2027 (TBD) Funding Source - FedDev Government funding, Fundraising, Internal Loan funded by external lease

Status of Fundraising



Status of Fundraising



University of Windsor
Board of Governors

4.7.5a: **Rodzik Hall and Sodexo Update**

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

See attached.



Interim Vice President, Finance & Operations

Assumption Hall, Room 128
400 Huron Church Road
Windsor, Ontario N9C 2J9

Date: May 26, 2026
To: Board of Governors
From: Marie Campagna, Interim VPFO
Subject: **Ancillary Services – Rodzik Hall & Sodexo**

Background

Ancillary services revenue are a means that many universities utilize to assist with their operating budgets. The University of Windsor operates several ancillary programs; primarily, residence services, parking, food services, and miscellaneous others. Ancillary service programs may contribute to the budget through administrative and/or overhead charges. They also are required to cover debt charges and capital upgrades within their programs.

Over the past few years, management entered into contracts with third parties to provide residence and food services to the campus community. The current residences were aging and in need of upgrading; the capital cost outlay and the resulting debt associated with a new build were deemed to be undesirable for the University. A partnership with Tilbury Capital was established and Rodzik Hall was built and opened in Fall 2025.

Food services had generally delivered poor financial results, particularly during the COVID pandemic period. Management believed that an outsourced food delivery model would ensure that food services would generate a profit or at least a break even. A contract was established with Sodexo in February 2023.

This note is designed to outline the financial terms of these agreements as well as the results to date.

Tilbury Capital Ground Lease Agreement – Rodzik Hall

In February 2022, the Board authorized administration “to proceed with the execution of the ground lease with Tilbury Capital in support of a new student residence consistent with the stated business objectives and key terms”. Initially, it was contemplated that Tilbury Capital would provide both residence and food services. At that time, year one cash flows were estimated to be \$580K.

The terms of the ground lease agreement were adjusted in September 2022 and include the following:

- 99 year term; 452 bed total
- 90% Occupancy guarantee (407 beds) for first 30 years; \$4.6M guaranteed revenue to Tilbury
- UWindsor to receive the greater of \$100,000/year or 3% on revenue from 407 beds (\$137,295); 12% on revenue above that threshold;
- UWindsor to receive \$37,500 to support marketing services for the first 7 years
- UWindsor received \$32K/year for three years to compensate for parking losses
- Post construction, 32 parking spots valued at \$16K/year were lost with no compensation

Operating Agreement

Tilcap Residence Inc. operates and manages Rodzik Hall.

- 10 year term
- Tilcap assumes all operational & maintenance responsibilities
- Tilcap purchases services from the University:
 - Fee Collection and Assessment \$10,000
 - Building Security \$45,000
 - Residence Life programming \$168,000
 - Landscaping; ice & snow removal \$33,800
 - **Total Recoveries** **\$256,800**
- Tilcap to re-imburse University for salaries & benefits of up to 11 Residence Assistants
- University to provide a residence co-ordinator at its cost and subsidizes residence fees for RAs and residence co-ordinator

Food Hall and Retail Rental Agreement

Landlord –TILCAP Residences Inc (TRI); Tenant – UWindsor (UW);

- 22 year, renewable term
- UW to pay for maintenance/repairs for HVAC and Electrical systems
- UW to pay Utilities
- UW to pay common fees

Minimum Rent – \$759,186/year

- Dining Hall – 13,500 Sq ft @ \$49.62 = \$669,870
- Retail Space – 1,800 Sq ft @ \$49.62 = \$89,316

No identified use for the retail space

CPI increase every 5 years; minimum 10.4%; maximum 15.9%; cost will increase to \$838K up to \$880K

There was a \$4.96M budgeted cost to fit out the dining hall within Rodzik Hall. This is funded by:

- Sodexo \$ 4,260K
- Donation – Rodzik Family Foundation \$ 500K
- Donation – UW Student Alliance \$ 750K

The total actual costs are anticipated to be \$5,260K due to the need to accelerate the opening of the dining hall. UWindsor will need to fund the differential.

Sodexo Agreement

The agreement was signed in February 2023, with the following terms:

- Lease term – 12 years, 4 months; Can terminate earlier; however, with significant termination costs
 - Unamortized capital contributions
 - Severance costs of employees
- Operates 224 days/year
- Commissions – 10% on retail, meal plans; 10 – 20% on catering, depending on volume; offers higher catering commissions for extending contract beyond current term; offers share of net income margins > 3%

Includes contributions to UWindsor:

Capital Contributions – \$6,760K

- Dining Hall Fitout \$4,260
- Various Others across campus \$ 900
- Retail Upgrades \$1,600

Other:

- Refreshment funds \$1M over 5 years
- \$10K scholarships/year
- In kind meal donations – ~\$25K/year

Budgeted 2026/27 Revenue

Sodexo Commissions	\$1,500	
Other Revenue	<u>196</u>	
Total Revenue		\$1,696
Salaries & Benefits	358	
Maintenance & Repairs	100	
Custodial	150	
Overhead Contribution to Operating Fund	179	
Dining Hall Rent – Base and CAM	<u>719</u>	
Total Expense		<u>\$1,506</u>
Net Income		<u>\$ 190</u>

Comments

- Commission revenues are promising
- Students enjoy the food hall and value the food
- Some costs borne by UWindsor should like be borne by Sodexo; Salaries, Maintenance, and Custodial
- Large rent payments impact profitability

Conclusion

These projects will help to improve the net income from ancillary services. The significant operating costs associated with these projects will impact the anticipated net income. The long contract terms, particularly the long lease agreement in the Tilbury Capital agreements means there will not be an opportunity to improve the terms.

There are current and upcoming projects that will require further thought and analysis as well as the application of the lessons learned from these projects. Furthermore, the Campus Master Plan, currently being contemplated will also assist in developing the campus.

**University of Windsor
Board of Governors**

*4.7.6: **Downtown Bus Depot License**

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

See attached.



Interim Vice President, Finance & Operations

Assumption Hall, Room 128
400 Huron Church Road
Windsor, Ontario N9C 2J9
T 519-253-3000 (x 2092)

Date: May 26, 2026
To: Board of Governors
From: Marie Campagna, Interim VPFO
Subject: **Downtown Bus Depot License**

Background

In June 2014, the University of Windsor entered into an agreement with the City of Windsor whereby the City provided the right and licence to use the bus station and parkette lands for parking, leisure and other University purposes related to the downtown campus.

Under the terms of the agreement, the University was responsible to keep the land free of dirt, rubbish, ice and snow. In addition, the University was responsible to keep and maintain the licenced lands, including any lawns, shrubs, trees, gardens, fences, curbs, sidewalks and parking areas, in good repair and condition. The bus depot itself is a designated heritage site, and the University was responsible for the preservation, improvement, renovation, repair and maintenance of the existing building. Inherent in this agreement, the risks associated with the licensed lands were assumed by the University.

Since the agreement was signed, the University has incurred \$75K in capital costs. These costs primarily related to professional fees assessing the viability of proposed projects for the site. Since these lands are situated over the Windsor Detroit Tunnel, there is limited ability for any material design/construction on the site.

The annual operating costs for maintaining the licensed land is \$20,000. These relatively high costs are required due to the need for biohazard remediation and other measures to ensure the site is secure. Any damage or deterioration of the site would incur additional costs. Over the years, costs have been incurred to fence the property, repair damages, guard against trespassers, etc.

A review of this agreement in line with University priorities indicates that it is unlikely that the lands will be required for any initiatives. The annual costs of maintaining the site, along with the ongoing risks of damage to the property lead to the decision to terminate the licensing agreement.

In March 2026, Management advised the City of Windsor of their decision and the City advised their concurrence.

University of Windsor
Board of Governors

*4.7.7: **Fighting Against Forced Labour and Child Labour in Supply Chains Act Annual Report**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve the Fighting Against Forced Labour and Child Labour in Supply Chains Act Annual Report.

See attached.



University
of Windsor

2025/26



FIGHTING AGAINST FORCED LABOUR AND CHILD LABOUR IN SUPPLY CHAINS ACT PUBLIC SAFETY CANADA REPORT

For the Reporting Period May 1, 2025 - April 30, 2026

www.uwindsor.ca/finance

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- Actions Taken to Remediate the Loss of Income Resulting from Forced and Child Labour
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Introduction

The University of Windsor acknowledges that forced labour and child labour remain serious global human-rights concerns and that such risks may exist within complex domestic and international supply chains. As a public, comprehensive, research-intensive university, the University is committed to conducting its operations in a manner that respects fundamental labour rights and supports responsible and ethical procurement practices.

This report is prepared in accordance with the Fighting Against Forced Labour and Child Labour in Supply Chains Act (S.C. 2023, c. 9) which came into force on January 1, 2024. The Act requires certain entities, including publicly funded post-secondary institutions, to report annually on steps taken during the previous financial year to prevent and reduce the risk that forced labour or child labour is used in the production of goods that are produced, purchased, or distributed by the institution.

University's Structure and Activates

Corporation Profile

- **Reporting entity's legal name:** University of Windsor
- **Financial reporting year:** May 1, 2025, to April 30, 2026
- **Identification of a revised report:** N/A
- **Business number(s):** 10816 2611
- **Identification of a joint report:** N/A
- **Identification of reporting obligations in other jurisdictions:** N/A
- **Entity categorization according to the Act:** Entity (University)
- **Sector/industry:** Public Sector / Higher Education
- **Location:** Windsor, Ontario,

Reporting Entity and Governance Structure

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

About the University of Windsor

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

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

and agricultural innovation, healthy Great Lakes, cross-border issues, and the development of safe, resilient communities.

The University of Windsor continues to gain recognition globally. The QS World University Rankings (June 2025) named UWindsor the most improved Canadian institution, rising nearly 100 places since 2021 to rank 546th of over 1,500 universities evaluated. This is the second year in a row that the University of Windsor has been ranked among the world's top 550 Universities, and the highest rank ever achieved. Additionally, the University of Windsor was ranked 501-600 against institutions worldwide in the Times Higher Education (THE) 2025 World University Rankings and has improved its position among the top 400 sustainable universities

University of Windsor Vision, Mission and Institutional Values

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

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

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

Trustworthiness

Trustworthiness is founded on accountability, transparency, honesty, and integrity. It requires us to thoughtfully measure and report our progress. Where we miss the mark, we will acknowledge it, learn from our missteps, and use what we learn to inform future approaches. As a public institution, we are accountable for our stewardship of public funds: financial sustainability is critical to fulfilling our mission

Equity, Diversity, and Inclusion

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

Supply Chains

The University of Windsor has an active supply chain which supports the delivery of our academic mission. The University of Windsor's spend for fiscal reporting year May 1, 2025, to April 30, 2026, is approximately \$42.5M of which an estimated 94% Canadian Vendors, and 6% International Vendors. Prioritizing the use of Canadian vendors and where possible, Ontario vendors, with supply

chains located in Canada is a key risk mitigation strategy for the University of Windsor when it comes to reducing the risk of forced or child labour within the supply chain.

While the University of Windsor's procurement profile demonstrates a strong reliance on Canadian and Ontario-based vendors, the University recognizes that geographic concentration alone does not fully eliminate supply-chain labour-rights risks. During the reporting period, the University initiated preparatory work to support a more structured approach to supply-chain risk identification, including review of procurement spend data and supplier information to inform future risk assessment activities.

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

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

University Policies and Due Diligence Processes

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

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

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

- Procure goods and services from Ontario businesses and businesses of Ontario's trading partners,
- Apply weighted domestic criteria in procurement evaluations (e.g. vendors to demonstrate how they meet Ontario's environmental and labour standards), and

- For procurements with an estimated value of \$50 million or more, include an Industrial Regional and Technology Benefit (IRTB) requirement for vendors. The IRTB requires vendors bidding on large procurements to detail how their proposals would provide local economic benefits for the province

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

While the University maintains a comprehensive set of procurement policies and ethical standards, the University recognizes opportunities to further strengthen and consolidate communication of labour-rights expectations to suppliers. During the reporting period, initial internal discussions were initiated to assess the development of a consolidated Supplier Code of Conduct that would clearly articulate expectations related to forced and child labour across all procurement activities.

Supply Chain Code of Ethics

In accordance with the Broader Public Sector (BPS) Procurement Directive, effective April 1, 2011, and as amended April 13, 2026, and from time to time, the University of Windsor formally adopts the Ontario BPS Supply Code of Ethics, as follows:

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

Personal Integrity and Professionalism:

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

Accountability & Transparency:

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

Compliance & Continuous Improvement:

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

Procurement Code of Ethics

The University of Windsor further requires that all individuals involved in purchasing or other supply chain-related activities must adhere to the principles and standards promulgated by the

University's Procurement Code of Ethics below, to ensure ethical, professional, and accountable supply chain activities.

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

The Code of Ethics is comprised of 3 elements:

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

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

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

Supplier Portal

In the prior year the University of Windsor implemented enhanced compliance language within its standard procurement templates to reflect requirements under the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Bill S-211). Updates to the online supplier registration portal have been initiated to incorporate supplier confirmation of awareness of, and alignment with, Bill S-211 requirements. This enhancement is intended to support more consistent supplier compliance verification in future reporting periods. Additionally, we are looking at the possibility of an annual re-certification toggle that can incorporate any new guidelines or policies as applicable.

Risks of Forced Labour or Child Labour in Supply Chains

The University of Windsor recognizes that the risk of forced labour or child labour may exist in certain global supply chains associated with goods purchased by the institution. The University does not directly produce goods and procures the majority of goods and services through domestic suppliers; however, some goods purchased by the University of Windsor may involve multi-tiered international supply chains where labour standards and enforcement practices may vary.

Goods that may present a higher inherent risk under the Act include information technology and electronic equipment, laboratory and research equipment, apparel and promotional items, and furniture. The University's overall exposure to these risks is further mitigated by the predominance

of service-based procurement, including professional, academic, and consulting services, which are considered to present minimal risk of forced labour or child labour.

The University acknowledges that supply-chain risk identification is an evolving area and will continue to strengthen its understanding of potential risks over time, including through alignment with Broader Public Sector procurement requirements and emerging best practices. Ongoing education and awareness will be provided to individuals involved in purchasing activities on behalf of the University to help mitigate potential exposure to risks prior to the initiation of procurement activities with suppliers.

Risk Mitigation and Measurement of Effectiveness of Policies and Controls

During the reporting period, the University of Windsor maintained procurement practices aligned with applicable federal and provincial legislation, including the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Bill S-211).

While a comprehensive, institution-wide forced and child labour risk assessment was not completed during the reporting period, the University initiated foundational work to design a structured assessment approach. This includes an anticipated focus on strategic suppliers, defined as suppliers that, based on spend significance, nature of goods or services, or operational importance, represent a higher potential leverage point for identifying and managing labour-rights risks. Consideration will also be given to supplier geography and procurement categories as part of this approach.

To support ongoing risk mitigation, the University of Windsor continues to enforce flexible policies that enable effective management of supplier relationships while maintaining compliance with all legislative obligations. The University's procurement strategy prioritizes Ontario and Canadian vendors where feasible, which reduces reliance on foreign supply chains where risks of forced or child labour may be more prevalent in direct or indirect sources.

The University's active vendor database includes over 16,000 suppliers, with approximately 2,000 new vendor profiles added each year. In the 2026/27 fiscal year, a formal due diligence process will be incorporated through supplier selection, requiring foreign vendors to provide attestation of compliance with Bill S-211.

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

Actions Taken to Remediate the Loss of Income Resulting from Forced and Child Labour Elimination Measures

Based on the University's current knowledge and ongoing supplier oversight practices, no instances of forced labour or child labour associated with the University's procurement activities were identified during the reporting period. As a result, the University did not implement any measures to remediate loss of income to vulnerable families related to forced or child labour.

Training Provided to Employees on Forced Labour and Child Labour

During the reporting period, University of Windsor employees with purchasing and procurement responsibilities were informed of the requirements under Bill S-211 through ongoing communications, targeted training, and access to supporting guidance materials.

While awareness-based training was delivered during the reporting period, the University recognizes opportunities to further formalize and expand procurement-related training by documenting training content, frequency, and participation. Initial planning was undertaken to support enhanced tracking and reporting of training activities in future reporting periods, enabling clearer demonstration of training coverage and effectiveness.

Assessing Effectiveness in Ensuring that Forced Labour and Child Labour are Not Being Used

The University recognizes the importance of establishing measurable indicators to assess the effectiveness of its policies and controls. During the reporting period, preparatory steps were taken to identify potential metrics related to supplier attestations, procurement categories reviewed, and monitoring activities, which are expected to support more formal effectiveness assessments in subsequent reports.

Continuous Improvement and Forward-Looking Actions

The University of Windsor recognizes that compliance with the Fighting Against Forced Labour and Child Labour in Supply Chains Act is an evolving process. While several foundational controls and policy-based measures were in place during the current reporting period, the University identified opportunities to further strengthen risk assessment, supplier engagement, and measurement of effectiveness.

Initiatives initiated during the reporting period are expected to support measurable enhancements in supply-chain due diligence, documentation, and monitoring in the next annual reporting cycle. These actions are intended to ensure ongoing compliance with the reporting obligations set out in the Fighting Against Forced Labour and Child Labour in Supply Chains Act and to support continuous improvement in the University's supply-chain due-diligence practices.

Approval and Attestation

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

Carolyn Brown
Chair, Board of Directors
University of Windsor

Marie Campagna
Interim Vice President, Finance and Operations
University of Windsor

Date

Date