

NOTICE OF MEETING

There will be a meeting of the
Board of Governors
Tuesday, October 20, 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 May 26, 2026	Brown-Approval BG260526M
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 BG261020-4.1.2
4.1.2.1 Annual Report on Sexual Misconduct Policy (2025-2026) (p. 5)	Johnstone-Information BG261020-4.1.2.1
4.1.3 Questions Arising from the Reports of the Vice-Presidents and Associate Vice-President, External (p. 8)	VPs/AVPE-Information BG261020-4.1.3
4.2 Audit Committee	
4.2.1 Audited Financial Statements for the year-ended April 30, 2026 (p. 19)	Butts-Approval BG261020-4.2.1
*4.2.2 External Auditor's Findings Report for the year-ended April 30, 2026 (p. 89)	Butts-Information BG261020-4.2.2
*4.2.3 Bank Signing Authority – Revision (p. 90)	Butts-Approval BG261020-4.2.3
*4.2.4 Appointment of External Auditors for 2026-2027 (p. 92)	Butts-Approval BG261020-4.2.4

4.3 Executive Committee

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| *4.3.1 Faculty and Staff Hiring Trends and Employment Equity Data Comparisons with Other Universities (p. 94) | Brown-Information
BG261020-4.3.1 |
| *4.3.2 Delegation of Authority Regarding Collective Agreements (p. 98) | Brown-Approval
BG261020-4.3.2 |
| *4.3.3 Employee Engagement Survey Results (2026) (p. 99) | Brown-Information
BG261020-4.3.3 |

4.4 Governance Committee

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| *4.4.1 Sexual Misconduct Policy – Revisions (p. 102) | Cunningham-Approval
BG261020-4.4.1 |
| *4.4.2 Annual Review of New Board Member Orientation and Ongoing Education/Training (p. 116) | Cunningham-Information
BG261020-4.4.2 |
| 4.4.3 Student Non-Academic Misconduct Framework (p. 121) | Cunningham-Information
BG261020-4.4.3 |
| 4.4.4 Role of Governing Boards (p. 123) | Cunningham-Information
BG261020-4.4.4 |

4.5 Investment Committee

4.6 Pension Committee

4.7 Resource Allocation Committee

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| 4.7.1 Master of Management – Domestic Fee Proposal (p. 125) | Sonego-Approval
BG261020-4.7.1 |
| 4.7.2 Global Lancer Scholarship Offering for 2027/28 Academic Year (p. 128) | Sonego-Approval
BG261020-4.7.2 |
| 4.7.3 Operating Fund – Year to Date (YTD) Budget to Actual Report (p. 131) | Sonego-Information
BG261020-4.7.3 |
| 4.7.4 Capital Budget Update (p. 133) | Sonego-Information
BG261020-4.7.4 |

5 In Camera

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| 6 Implementing Policy and the Board (p. 138) | Cunningham-Information
BG261020-6.0 |
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7 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. Executive Search Updates

I am excited to share that Henrique Géa is joining the University of Windsor as the new University Registrar, beginning October 1, and that Sarah Padfield has agreed to join us as the next Vice-President of Finance and Operations beginning October 19. We are excited to welcome them to the University of Windsor community, and look forward to the experience, expertise, and leadership they will bring to their roles.

2. Academic Partnerships & Pathways

In July, we signed a three-year pilot agreement with St. Clair College establishing a new pathway into the Faculty of Arts, Humanities, and Social Sciences. Under the pilot, applicants with averages between 65% and 69.9% may complete St. Clair's General Arts and Science Certificate, and those who achieve a 70% average will be admitted directly into FAHSS with 10 transfer credits.

The University of Windsor signed a partnership agreement with the American Canadian School of Medicine (ACSOM), creating a new accelerated pathway to medical school for UWindsor students. Beginning in fall of 2026, qualified students from any undergraduate program can move into medical studies after as few as two years at the UWindsor, earning both a UWindsor degree and an ACSOM MD in as little as six years. At least 50 conditional admission spots will be available to our students each year.

3. Priority Growth Fund Submission

The University submitted our proposal the Ministry of Colleges, Universities, Research Excellence and Security's Priority Growth call, which invited institutions to propose enrolment growth in programs that meet labour market needs and student demand that build on institutional strengths. Our submission focused on areas including Engineering, Science, Nursing, and Teacher Education. We received initial feedback from the Ministry, and I look forward to sharing more with Senate once details can be made public.

4. Student Service Hub Launch

In September, the University launched the new Student Service Hub in the Joyce Entrepreneurship Centre, bringing key student services together in one central, accessible space. As part of this change, several offices moved into the Hub so that services and supports are better aligned around students' needs. The Hub brings together the Office of the Registrar, including Student Awards and Financial Aid, Admissions, Recruitment and Student Accounts, along with Co-op, Career, and Experiential Education, UWinCARD, and Parking Services.

5. Institutional Planning

Over the summer, I brought our senior leadership team together for two Leadership Retreats, in June and August. Out of those conversations came the launch of our Integrated Resource Planning process, which will guide our work in the year ahead. The leadership team continues to meet bi-weekly to ensure we remain on track.

I have identified the creation of a Faculty of Health Sciences as a priority for the University, and planning for this work will be included in our Integrated Resource Plans. A dedicated faculty would make it easier for prospective students to find programs that align with securing careers in the health sector. It would also strengthen support for graduate programs and pathways into medicine.

A review of the Faculty of Graduate Studies' processes is underway, focused on identifying gaps and improving coordination with other offices. The aim is a more efficient graduate admissions process and stronger support for graduate students from application through to completion.

6. Meetings & Events

In June, I welcomed the Honourable David J. McGuinty, Minister of National Defence, and his team to campus. The Minister toured our SHIELD Automotive Cybersecurity Centre, Turbomachinery and Unsteady Flows Research Group, CHARGE Lab, and the Great Lakes Institute for Environmental Research. The visit ended with a working lunch where we discussed how the University's expertise can support Canada's defence priorities. Also in June, I attended and participated in the Indigenous Sharing Circle.

In July, I hosted the Honourable Julie Dabrusin, Minister of the Environment, Climate Change and Nature, and Mayor of LaSalle, Crystal Meloche at our Freshwater Restoration Ecology Centre, where we discussed our research on water quality and freshwater biodiversity, and briefed the Minister on the Canadian Centre for Security and Environmental Sovereignty. The visit concluded with a research vessel trip on the Detroit River, where the conversation continued on the challenges facing the Great Lakes.

In September, I attended the announcement at McMaster University in Hamilton, where the Minister of Colleges, Universities, Research Excellence and Security announced 40,000 new funded postsecondary seats in programs tied to in-demand careers. I also attended the Council of Ontario Universities' Ontario Universities Fair in Toronto, where prospective students and families from across the province came to learn about UWindsor. While in Toronto, I connected with our MBA alumni at an alumni event, and it was a great chance to hear about their careers and keep them engaged with the University.

Also in September, I joined the Graduate Student Society at the grand opening of the new GSS Study Commons at the Leddy Library. The space was made possible by a \$1.2 million donation from the GSS. I welcomed new and returning students to campus during Welcome Week at the Involvement Fair and the Welcome Celebration, and I cheered on the Lancers at the Football Home Opener from the President's Tent.

In September, I met with the Chief and Council of the Caldwell First Nations in Leamington. I am working to meet with the Chiefs and Councils of the First Nations across Southwestern Ontario as we work to develop a tuition waiver policy for local First Nation members, targeting a 2027-28 academic year roll-out.

7. Convocation

Preparations for Fall Convocation are well underway, and I am looking forward to celebrating the accomplishments of our graduating students across all faculties and programs on October 15.

**University of Windsor
Board of Governors**

4.1.2.1: Annual Report on Sexual Misconduct Policy (2025-2026)

Item for: **Information**

Forwarded by: **Office of Sexual Violence Prevention, Resistance, and Support (OSVPRS)**

REPORT

1.0 Purpose and Background

Bill 132, section 17, subsections 7 and 7.1 state that universities are to provide annual reports to their Boards containing the following information:

1.1 The number of times supports, services and accommodation relating to sexual violence were requested and obtained by students enrolled at the university, and information about the supports, services and accommodations.

- The Office of Sexual Violence Prevention, Resistance, and Support (OSVPRS) is the central site for the coordination of support, services, and accommodation relating to sexual assault.
- Of the 99 new cases opened by OSVPRS in 2025-2026, 21 resulted in the provision of academic support or accommodation, and 4 resulted in the coordination of financial or housing support. 15 cases were referred to the Special Constable Service or to Windsor Police Service.
- In addition to internal offices and resources, OSVPRS collaborated with and/or referred clients to the following community organizations: Sexual Assault Crisis Centre of Windsor-Essex, Windsor-Essex Youth Wellness Hub, Violence Against Women Coordinating Committee of Windsor-Essex, Victim's Services of Windsor & Essex County, Victim Assistance Unit of Windsor Police Service, and the Gender-Based Violence Clinic at Legal Assistance Windsor.

1.2 Any initiatives or programs established by the university to promote awareness of supports and services available to students.

- **The Bystander Initiative** was responsible for the delivery of **112 *Bringing in the Bystander: A Prevention Workshop for Establishing a Community of Responsibility*** workshops to **1680 students** across Fall and Winter semesters.
- The OSVPRS provided delivery of sexual violence resistance education for women through the delivery of **Wen Do Women's Self Defense**, as well as ***Flip the Script with EAAA: Sexual Assault Resistance Education*** in collaboration with St. Clair College.
- In collaboration with Residence Services, OSVPRS developed and piloted ***Have You Asked? Consent is Everything***, an online asynchronous training available on Brightspace, with the goal of making this required training for all incoming Residence students in Fall 2026.
- The OSVPRS also collaborated with the Windsor-Essex County District School Board to train high school students to peer-facilitated workshops on technology-facilitated sexual violence in local schools.
- The OSVPRS facilitated a broad compliment of workshops, events, and guest lectures to advance public education on consent, dating and relationships, and professional boundaries, and hosted a variety of outreach events in support of Welcome Week, International Women's Day, Afrofest, and #IBelieveYouDay, among others.

1.3 The number of incidents and complaints of sexual violence reported by students, staff, or faculty and information about such incidents and complaints.

- In total, 133 cases were opened by OSVPRS in 2025-2026. The adoption of case management has improved our ability to track direct support and community consultations.
- 99 new survivor support cases were opened in 2025-2026 for the provision of guidance, emotional support, and access to resources for community members directly harmed by sexual or intimate partner violence. Consistent with previous years, the majority of direct support was provided to students. Of our clients, 89 were students, 8 were employees, and 2 were former members of the campus community. There were 26 cases that involved sexual assault or rape; 30 cases of sexual or gender-based harassment; 12 cases of technology facilitated sexual violence; 7 cases of stalking; and 1 case of extortion. Additionally, we supported 10 cases of intimate partner violence and 3 of family violence. It should be noted that in some cases the survivor disclosed more than one type of violence and in some cases the survivor chose not to disclose the specific violence that occurred.
- Additionally, we opened 8 cases involving parties who caused harm (Respondents). In four of these cases we provided respondent education; in the remaining cases we assisted with institutional processes and system navigation. The OSVPRS has worked closely with Residence Services to develop a referral process for Respondent education through the delivery of the STARRSA (*Science-based Treatment, Accountability, and Risk Reduction for Sexual Assault*) psychoeducation program.
- Beyond direct support, OSVPRS offered consultation and guidance in the management of 26 situations of concern across various units and faculties.
- 10 complaints were filed through OSVPRS under the Policy on Sexual Misconduct, although one of these was an omnibus complaint that included 9 students who had been harmed by sexual violence. Eight complaints were forwarded to the AVP Student Experience for review under the Procedures for Non-Academic Misconduct, and two were forwarded to Academic Labour Relations.

1.4 The implementation and effectiveness of the policy.

The Policy on Sexual Misconduct was implemented in 2016. Since that time the OSVPRS has provided direct support to 699 clients. The number of cases that have been opened and complaints filed annually are reported in the chart below.

Year	New Cases	Complaints
2016-2017	17	1
2017-2018	66	10
2018-2019	70	11
2019-2020	90	14
2020-2021	33	2
2021-2022	51	3
2022-2023	101	10
2023-2024	78	5
2024-2025	94	6
2025-2026	99	10
Total	699	62

Although the mandate of the OSVPRS is sexual violence specifically, there has been increasing demand for support in cases of intimate partner violence (IPV) broadly, which are not necessarily sexual in nature but involve other forms of abuse and coercive control. The increase in referrals has been influenced by frequent collaboration with the Office of Occupational Health and Safety as OHS is responsible for the administration of the Workplace Violence and Workplace Harassment policies and programs under OHSA. Despite the increase in referrals for IPV support, OSVPRS and

OHS statistics would suggest IPV is highly under-reported in part due to the lack of advertised supports on campus. For the time being OSVPRS and OHS will continue to support the University's response to IPV, but recognize the possibility that demand for service may exceed our resources, at which time this matter will need to be given consideration for increased resourcing.

2.0 Summary of Consultations/Communication

None.

3.0 Attachments and Presentations

None.

**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 Provost and Vice-President, Academic

Barbara Crow

1. Update on Decanal Searches/Reviews

The search for the Dean of the Faculty of Education is currently underway, and the advertisement closed on September 15, 2026. The Deans of the Faculties of Law, Engineering, and Human Kinetics have been renewed, and Dr. Jess Dixon was appointed Interim Dean of the Faculty of Graduate Studies for a two-year term effective July 1, 2026.

2. Academic Partnerships and Strategic Initiatives – Status Update

St. Clair College Collaborations

Engagement with St. Clair college continues to progress positively through ongoing relationship building and collaborative discussions focused on strengthening academic partnerships, pathway development and opportunities for enhanced coordination between our institutions. Recent efforts have included connecting academic leaders and exploring areas of mutual interest to identify opportunities to support student mobility and program alignment. Current focus is on preparing for an upcoming joint meeting to be held at St. Clair College on October 21st which will bring together both Chairs and Deans from both institutions to further explore pathways, share priorities and identify actionable areas for future partnerships. Overall collaboration remains on track with strong engagement from stakeholders and continued momentum towards pathway development.

RN Prescribing MOU (Trent and Western)

The RN-Prescribing MOU with Trent University and Western University is nearing completion and is currently in the final stages of review and preparation for execution. Recent efforts have focused on refining key operational provisions, including reimbursement eligibility, seat allocation, enrollment management, and the treatment of unused reimbursable seats, to ensure a clear and consistent understanding among all parties.

Following these discussions, the agreement is being finalized and prepared for circulation to the participating institutions for review and signature. Key focus was on confirming institutional administrative processes, addressing outstanding questions related to student registration and reimbursement eligibility, and to ensure the agreement provides a clear and sustainable framework for program delivery and funding administration.

Overall, the MOU is progressing well and is expected to move into the formal approval and signing phase shortly.

Curriculum Management Project

The Curriculum Management Project continues to advance and is currently in the RFP drafting phase. To support this work, implementation strategy reviews have been completed with three peer institutions providing valuable insights into governance models, implementation approaches, lessons learned and best practices.

The project team is also conducting vendor demonstrations to better understand available solutions and inform the development of the RFP, while leveraging feedback and evaluation findings from other institutions that have recently implemented curriculum management systems. Current activities are focused on confirming project

scope, validating functional and technical requirements, refining institutional priorities and incorporating findings from institutional reviews and vendor engagements into the procurement process.

Overall, the project remains on track and is progressing toward the completion of the RFP, positioning the University to elevate solutions that align with its long-term curriculum governance, approval, and management objectives.

3. AI and Teaching and Learning | Centre for Teaching and Learning

Over the past year, the CTL has been actively engaged in supporting the campus community's understanding of, and engagement with, AI in teaching and learning. Members delivered more than 15 campus-wide and discipline-specific information sessions and communities of practice, reaching 376 total participants (208 unique) across every Faculty, with sessions covering AI agents and models, AI's impact on learning and assessment, and the ethical considerations of AI use. Beyond formal sessions, CTL offered more than 100 consultations with departments, individual faculty and staff, and external partners; as well as guest lectures and invited campus talks to service units. We also continued to develop and refine resources on [AI and Assessment](#) and [Academic Integrity](#).

Planned activities include:

- Offering a [Centred on Learning Innovation Fund grant](#) call focused on effective use of AI in teaching, learning, and assessment (Deadline: October 19).
- Evaluating AI tools with potential benefit to students and instructors, including a Fall 2026 pilot of [Studiosity](#) and a review of MIT's [Universal AI](#) platform.
- As members of eCampus Ontario, promoting access to their free AI resources including their [TeachingWith AI Microcredential](#).
- Re-launching the [AI Curious Community of Practice](#).
- Exploring the viability of an institutional forum on AI, creating space for campus dialogue and exchange.
- Facilitating workshops and targeted sessions.

4. Integrated Resource Planning (IRP)

Supporting the implementation of the IRP is a key focus for the Provost. Areas have been completing the first round of IRP submissions, taking a structured approach to aligning financial and human resources to support strategic priorities. The first drafts were submitted September 30, 2026, and will be reviewed, with iterative feedback.

5. Welcome Week 2026: A Fantastic Start to the Year!

Welcome Week 2026 was an incredible success for the University of Windsor! From the moment students began arriving on campus, there was a wonderful sense of excitement, energy, and Lancer pride throughout the university community.

The week kicked off on September 5 with early Residence Life move-in for second-, third-, and fourth-year students. More than 700 students successfully moved into residence, with the process running smoothly and resulting in minimal concerns and complaints. Their arrival brought campus to life as students reconnected with friends, settled into their spaces, and prepared for another exciting academic year.

On September 6, Lancer pride was on full display as the University community came together for the home opening football game. The Lancers celebrated a thrilling victory over the Wilfrid Laurier Golden Hawks—a football victory more than a decade in the making! The energy in the stands and across campus was a memorable highlight of Welcome Week and a fantastic way to bring students, faculty, staff, alumni, and supporters together.

Our first-year students also experienced a dynamic and engaging welcome to the University of Windsor. Throughout the week, students participated in a variety of activities designed to help them build connections, develop a sense of belonging, explore campus, connect with their faculties, and begin creating their Lancer

community. From orientation activities to an exhilarating Welcome Reception, students had numerous opportunities to meet new people, discover campus resources, and begin their Windsor journey with confidence and excitement.

Overall, Welcome Week 2026 set the tone for a vibrant and connected year ahead. With a smooth residence move-in, spirited Lancer athletics, engaging orientation experiences, and a strong focus on belonging and student connection, the University of Windsor welcomed students back to campus with energy, pride, and a true sense of community.

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

Clinton Beckford

Office of Human Rights, Conflict Resolution and Mediation (OHRCRM)

- The Student Self-Identification Survey is being promoted to ensure campus awareness and encourage students to identify themselves and be counted. OHRCRM is working with IT Services to obtain high level access to the data while maintaining strict guardrails for confidentiality.
- The OHRCRM Complaints Process Procedural Manual is in the process of being finalized. This is a revised guideline considering the additional institutional roles in Legal Services including the Associate General Counsel Labour and Employment and the Associate General Counsel Investigations.
- The Alternative Dispute Resolution Manual for campus mediators is near completion with the additional review phase underway.
- Developing ADR Campus Communication Plan which includes website resources for staff, faculty, union leaders, and scheduling information sessions.
- The EDIID Community of Practice Teams channel has officially launched. This is a platform to share information with resources pertaining to equity, diversity, inclusion, Indigenization, and decolonization within the institution.
- An increased number of equity training sessions are being offered in collaboration with the Office of the Provost with special attention to assisting members of search committees.
- The team continues to receive and process complaints that come to the OHRCRM and process accordingly with adherence to due diligence protocols.

Employee Mental Health Awareness

- An Employee Mental Health and Well-Being Online Toolkit has been developed and is preparing to launch this fall. The Toolkit is structured around an adapted Mental Health Continuum and includes information that supports employee self-awareness, coping and help-seeking.
- The Employee Mental Health Professional Development Calendar is being finalized for the 2026-2027 academic year, featuring a variety of workshops and training sessions that support employee mental health skill-building.
- The Employee Mental Health Ambassador volunteer program is undergoing redevelopment to expand from Employee Mental Health Strategy promotion to a broader scope of employee mental health promotion.
- The suicide awareness and prevention work has been expanded to the Employee Mental Health portfolio. Current initiatives include:
 - The University's 4th annual *It Matters that You're Here Walk of Hope & Healing*, in partnership with Student Health, Counselling & Wellness Services and Central Events, will take place the morning of October 8.
 - Hosting of the Canadian Mental Health Association's annual community Suicide Awareness Month Walk on Sunday, September 27. Dr. Clinton Beckford will be delivering remarks on behalf of the University.
 - Partnership with Athletics, the Canadian Mental Health Association, and student wellness on Suicide Awareness Month outreach booths at Lancer home football games.

- Planning is underway for the on-campus Applied Suicide Intervention Skills Training (ASIST) and Mental Health First Aid (MHFA) Certification for priority areas. These initiatives are supported through grant-funded seats by the Canadian Mental Health Association.
- We are collaborating on a community-based suicide prevention research project aimed at learning more about potential factors that contribute to mental health or increase suicide risk in Windsor-Essex County.
- The Employee Mental Health Coordinator provides representation on community-based committees including the Windsor-Essex County Suicide Prevention Coalition and the Working Toward Wellness Committee.

Indigenous Relations and Initiatives

- Participate in the Rematriation Committee and the EECC Inclusion and Retention Sub Committee.
- Supported Spring 2026 Convocation Committee coordination including Indigenous elements, arrange Elders, smudging of Toldo Lancer Centre, arrange volunteers, and preparation of medicines.
- Supporting process for the development of policy and procedures for the Affirmation of Indigenous Citizenship or Membership.
- Collaborating to customize the online learning module on Anti-Indigenous Racism for the University of Windsor which is now available to our campus community.
- Supported the development of the campus Indigenous Allyship Guide with Siso Consulting Company and Turtle Island Student Services.
- Supported the May 5th Red Dress Day Event Planning Committee to Raise Awareness of Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+
- Hosted the campus KAIROS Blanket Exercise in partnership with Human Resources and the Office of the President and supported various departments with coordination of the KAIROS Blanket Exercise including information sharing, facilitating connects to Elders, and providing education and protocols on working with Elders.
- Provided support at the Pow Wow Event hosted by Turtle Island Indigenous Student Services
- Supported the Vice-President of Research and Innovation to plan a session on First Nations Principles of Ownership, Control, Access and Possession for the campus community.

Food Security Action Plan

- The Office of the Vice-President, People, Equity and Inclusion continues to support the implementation of the University's Food Security Action Plan by advancing initiatives aimed at improving equitable access to safe, nutritious, culturally appropriate, and affordable food for students.
- Collaborating with campus partners, students, and community stakeholders to coordinate and launch the Free Food Alert program October 2026 addressing food waste and student food insecurity – the University of Windsor will be the second post-secondary institute in Canada to launch the program.
- A team of Ignite students will be working with implementation Lead of the Food Security Action Plan to develop a supportive, stigma-free campus awareness campaigns, and student-centered engagement activities.
- The implementation of the Food Security Action Plan this academic year will be centred on supporting the identification and reduction of systemic barriers to food access while fostering cross-campus and community partnerships focused on sustainable, long-term solutions to food insecurity.

#IAmSahraBulle Conference

- The Office of the Vice-President, People, Equity and Inclusion is supporting the planning and implementation of the fourth annual #IAmSahraBulle Conference 2026, taking place on **November 26, 2026**. Delivered in partnership with the [Sahra Bulle Foundation](#), the conference advances awareness, education, and collective action related to gender-based violence, equity, and social justice, and is held in recognition of the UN's 16 Days of Activism Against Gender-Based Violence.
- A collaborative planning working group comprised of University of Windsor faculty members, staff, and representatives from the Sahra Bulle Foundation is developing and promoting conference programming

that fosters dialogue, knowledge sharing, and actionable strategies to address systemic barriers and advance gender equality.

- Conference engagement opportunities are underway, including a [Student Track Call for Proposals](#). Additional opportunities for participation will include *feeling deeply*, an art installation hosted by the Office of Sexual Violence Prevention, Resistance, and Support, designed to showcase and normalize the wide range of emotions experienced by individuals impacted by gender-based violence.
- The finalized conference schedule, keynote announcements, and registration details are anticipated to be released in October, with additional information shared through conference communications and outreach channels.

Anti-Racism

- A new online learning module “Unpacking and Addressing Anti-Indigenous Racism” is now available. We invite you to complete the module and continue your personal learning journey in Indigeneity and Reconciliation.
- The University hosted the National Day for Truth and Reconciliation and Orange Shirt Day activities on September 30th, including the raising of the Every Child Matters flag. Many thanks to everyone who worked to make the day a success and for all who participated in the activities.

Report of the Acting Vice-President, Human Resources

Shelby Askin Hager

- Due to recent changes in the leadership of the Human Resources area, the department is currently reporting to General Counsel and Acting Vice-President, Human Resources. Additional support is being provided by Mary Benson-Albers to help guide the team.
- To foster closer collaboration and improve coordination with Legal Services, the Labour Relations team recently moved from Chrysler Hall Tower to a shared location on the third floor of Assumption Hall.
- The HRIS team, in partnership with the Office of the Provost, has successfully launched Academic Recruitment within UWinsite People. All internal and external permanent faculty appointments are being posted to the centralized career portal
- Campus safety audits were completed over the summer months to ensure compliance for campus building fire evacuation committee members and certified first aiders.
- The GreenShield and Group Life Insurance annual renewal processes have been completed, effective May 1, 2026.
- LTD renewals, effective September 1, 2026, have shown significant increases particularly for non-taxable/employee paid groups; mitigation options for future will be explored including plan design changes and/or through the Request for Proposal process.

Report of Interim Vice-President, Finance and Operations

Marie Campagna

2026/27 Budget and Reporting

With the budget submitted, management is now focused on strengthening financial reporting to clearly identify, monitor, and manage variances. The University’s complex fund-accounting structure makes it difficult to produce interim financial statements in the same format as the year-end audited statements. However, separate statements can be prepared for the Operating and Ancillary Funds, which capture most financial activity and will support year-end forecasting over time. As a first step, the October Board package includes the Operating Fund’s September year-to-date results. Future reports will be enhanced and will include the Ancillary Fund.

In parallel, the IT team has begun developing financial dashboards for leadership and all budget holders. These dashboards will provide real-time, scalable views ranging from high-level summaries to detailed results, enabling budget holders to identify and address variances promptly.

2027/28 Budget and Integrated Resource Planning

Work will begin shortly on the 2027/28 budget, including the integration of IRP into the process. The University will continue to prepare a three-year plan, with the first year serving as the budget and years two and three as forecasts. Revenue and expense targets will be established and communicated across campus.

Internal Audit

We have launched a new co-sourced internal audit approach under which selected projects are identified for completion. We initially considered reviews of both the budgeting process and capital projects. After assessing Deloitte's proposed approach and fees, we concluded that proceeding with the budget review as proposed would not be cost-effective. *We will seek another provider, likely one specializing in this service.* Scoping for the capital projects review will begin shortly. Sufficient funding remains available should the Audit Committee request another audit from Deloitte. As Deloitte's current contract is ending, we will soon launch a competitive procurement process for these services.

The University benefits from an excellent Internal Auditor who is certified in internal auditing and fraud examination and skilled in lean methodology. She has played an important role in identifying issues and process improvements and will continue to conduct audits and process reviews. We engage the outsourced provider when additional capacity or specialized expertise is required.

Information Technology

The March 2026 cyber tabletop exercise involved the Executive Leadership Team and was facilitated by Internal Audit and Deloitte. Implementation of the resulting management action plan involves ITS and, where applicable, General Counsel, Finance and Procurement, Public Affairs and Communications, Research and Innovation, and institutional business owners. A key action that will be undertaken is consolidating the University's disaster recovery plans.

The National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) 2.0 provides voluntary guidelines and best practices to help organizations manage and reduce cybersecurity risk. The University completed self-assessments using this framework in 2016 and 2025. Its score rose significantly from 1.36 to 3.31, compared with a North American higher education average of 2.5. An independent maturity assessment could help validate the University's internal results.

To reduce cybersecurity risks associated with user behaviour, IT has introduced simulated phishing exercises for faculty and staff. Individuals who interacted with test links received immediate guidance on appropriate security practices. Repeated issues will be addressed through targeted cybersecurity training.

Procurement

Deloitte completed and reported on an internal audit of procurement. Management accepted the recommendations and developed an implementation roadmap. It has also conducted lean reviews of other procurement processes to identify efficiency improvements. However, significant staff turnover and reductions within Procurement mean that implementing all planned improvements will take time.

Facilities

The Facilities team completed several projects over the summer. Key achievements included relocating student services to a central location on the main floor of the Joyce Entrepreneurship Centre and assisting with preparations for the launch of FUSION on the building's second floor, adding parking spaces, updating Alumni Hall, and completing the Leddy West Library study space. Work has also begun on the Essex Hall classroom renovation and on planning for the Nurse Practitioner-Led Clinic, the WRH Research and Education Partnership Space, and the Campus Master Plan.

Construction of the 3D-printed house is on hold pending resolution of several permit matters with decision to be revisited in early 2027. The space was initially intended to house Schulich medical school residents. Since then, we have developed a program to provide these residents with dedicated space in Alumni Hall. This arrangement will increase residence revenue and strengthen the University's relationship with Schulich.

Campus Safety and Emergency Planning

Work continued throughout the summer to reinforce campus safety and emergency preparedness. Building access controls were updated and communicated to ensure facilities are accessible when required and secured at other times. Designated building owners can now manage access for their facilities. Fire drills were conducted across campus to reinforce emergency protocols. The University is also developing and documenting organization-wide disaster recovery plans built on a common framework, with adaptations for specific events.

University Welcome Week was well attended, with Campus Safety personnel present to support the safe delivery of programming.

Permanent VPFO – Sarah Padfield

Following the Board's approval on September 28th, Sarah will join the University on October 19th. An overlap period will support the orderly transfer of files and relevant information. The team reporting to Sarah has also prepared comprehensive materials for each area to facilitate a seamless and efficient transition.

As this is my final Board meeting, I would like to thank the Board and Administration for the opportunity to serve the University. It has been an honour and a privilege, and I have greatly valued the experience. The University is well positioned for the future, and I am confident it will continue to thrive.

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. OVPRI has also recently moved to the second floor of the JEC.

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

Strengthening the University's Research and Innovation Capacities

New Internal Grants Program

- After a comprehensive review, and in response to feedback from the UWindsor research community, ORIS has launched a new [Internal Grants Program](#) providing strategic support across Faculties, disciplines and career stages.
- Its 11 new funding opportunities offer nimble support for innovative ideas and impactful partnerships, helping researchers translate their work into benefits for our community, region, nation and the world.
- Calls for Tri-Agency Explore and Exchange and VPRI Research Chairs have been issued, with further calls to follow in the coming weeks and months.
- The program will be reviewed on a three-year schedule to make sure it keeps meeting the needs of the research community.

Canada Research Chairs Program

- We launched 7 CRC searches -
 - We submitted two successful nominations, for a Tier 1 and a Tier 2 CRC in Science, and one successful Tier 2 renewal in Engineering.
 - One search was unsuccessful
 - Nominations for a Tier 1 CRC in Engineering and a Tier 2 CRC in Business are in progress, along with a Tier 2 search in Engineering.
- The University has also been allocated three additional Tier 1 CRCs. Areas for the remaining two Tier 2 CRCs and the three new Tier 1 CRCs will be determined in the coming weeks, with searches launched soon after.

Canada Impact+ Research Training Awards Program

- In June, UWindsor submitted three Postdoctoral Fellow and four Doctoral Canada Impact+ Research Training Award nominations, and all seven were successful. Postdoctoral and Doctoral awards are valued at \$70,000 and \$40,000 per year over two years, respectively.
- The research areas are:
 - Advanced Digital Technologies (AI, quantum and cybersecurity);
 - Clean Technology and Resource Value Chain;
 - Health, including biotechnology; and
 - Food and Water Security.

Canada Impact+ Research Chairs Program

- UWindsor also submitted five nominations (one withdrew) for Eddie Goldenberg Research Chairs of Canada (Canada Impact+ Research Chairs), valued at \$32 million over eight years.
- Results are expected in October.

Research Excellence and Recognition

- In September, we learned that two UWindsor researchers have been recognized by their peers in the Royal Society of Canada:
 - Dr. Aaron Fisk will be inducted as a Fellow, one of the highest honours conferred on Canadian researchers, recognizing national and international impact in their field.
 - Dr. Catherine Febria will be inducted as a Member of the College of New Scholars, Artists and Scientists, which recognizes exceptional contributions and future promise among early-career researchers.
- Both have made outstanding contributions to the study of the Great Lakes region.

Research Data Management Policy

- Over the past year, the VPRI has led development of the [University of Windsor Research Data Management Policy](#), working with an Executive Steering Committee from Leddy Library, ITS and ORIS, and an Operational Leadership Committee co-chaired by Leddy Library and ORIS with members from across campus.
- The policy responds to Tri-Agency requirements and was developed in consultation with Deans, Associate Deans Research, the Senate Research and Innovation Advisory Committee and the RDM Researcher Advisory Group.
- It provides a framework for the ethical, responsible and effective management of research data, in line with Tri-Agency best practices and FAIR data principles, and supports implementation of the University's RDM Strategy.

Fostering Innovation, Partnership and Entrepreneurship

IPE's focus this quarter was the wrap-up of its first Innovation Fellowship cohort, progress on commercializing the University's first software IP, and the upcoming launch of Fusion, the University's innovation and entrepreneurship network.

Fusion: Innovation and Entrepreneurship Network

- Fusion officially launched on October 1, 2026 at 3:00 pm.
- It is a community-building and support initiative designed to engage and empower the University's entrepreneurial culture, built on three design principles: integration, sustainability and impact.
- Fusion brings the entrepreneurial mindset into the classroom through academic integration, offers training and network building for aspiring innovators, and provides direct support for faculty and students launching their first small business, tech venture or not-for-profit.
- Launch partners are Intellectual Property Ontario (IPON), the City of Windsor, WEtech Alliance, the Ontario Vehicle Innovation Network and Libro Credit Union.
- Fusion will carry forward successful programs such as the Innovation Fellowship.

Innovation Fellowship Program

- The IPON-sponsored Innovation Fellowship (\$155,000) held its final pitch competition in late August.
- Ten fellows (five faculty and five graduate students), along with their teams, took part in the 14-week program to move a research idea from lab to venture.
- They progressed through market and customer validation, IP strategy, and marketing and sales while refining their solutions with a \$10,000 support fund.
- The winner, Dr. Dan Xiao, a faculty member in physics, has taken a lab-based theory and readied it for incorporation, with interest from venture capitalists on the final judging panel.

Technology Transfer & Commercialization

- IPE is close to commercializing the University's first IP: software developed at UWindsor that gives chemists a library for discovering new peptide chains.
- It will save scientists time during discovery and will generate direct revenue for the University.

Industry and Community Partnerships

- New corporate and community partnerships continue to develop, including exploration with Nissan and NEXE Innovations.
- To prepare for new defence partnerships, IPE is hosting a faculty-wide workshop on defence projects on October 5.

Advancing Research Institutes and Centres

- In May 2026, Senate approved the updated Policy on Research Institutes, which provides a clear framework for establishing, reviewing and transitioning institutes.
- Under this policy, the reviews of the Cross-Border Institute (CBI) and Fluid Dynamic Research Institute (FDRI) are complete. A search for the CBI Director is being launched.
- The recommendation that FDRI transition to a faculty-level research centre, accepted by the Faculty of Engineering and the Vice-President, Research and Innovation, will go to Senate at its next meeting.
- Reviews of the WE-SPARK Health Institute and the Great Lakes Institute for Environmental Research (GLIER) are in their final stages, with consultation sessions held in September 2026.
- Following a survey of the faculties, OVPRI removed inactive centres and outdated links, reducing the list of faculty-level research centres from 73 to 23. The updated list is now published on the OVPRI website.

OVPRI thanks the institute Directors, review committee members, external partners and Faculties for their commitment throughout this process.

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

- Deepened government engagement, with the AVP External participating in 52 engagements with municipal, provincial and federal government officials between May 12 and October 8th. Including hosting campus visits by the federal Minister of National Defence, Minister McGuinty, Wendy Hadwen, Assistant Deputy Minister, Policy-Industry National Defence, Minister Dabrusin from Environment, Climate Change and Nature as well as provincially, from Minister Nolan Quinn, Minister of Colleges, Universities, Research Excellence and Security.
- In collaboration with the Office of Institutional Analysis, Provost and President's office submitted several governmental reports as well as the Priority Growth Funding Application.
- Strengthened municipal partnerships, signing a new MOU with the Town of Tecumseh on Oct. 1 that identifies opportunities for collaboration; discussions underway with the Town of LaSalle toward a potential MOU, with several areas of collaboration being explored.
- Advanced alumni engagement through targeted activities during Alumni Week, including a Toronto Odette reunion, a decades-based alumni email campaign, Cooper's Hawk alumni/donor event, Chancellor's Leadership Brunch and Alumni Tailgate at the football game, with an additional Toronto alumni/donor event planned for Oct. 29.
- Continued development of a new annual and leadership giving program to modernize digital fundraising and strengthen the donor pipeline through leadership giving. Lancer Giving Day scheduled for Oct. 29.
- Strengthened planned giving capacity by filling the Planned Giving Officer position, securing an initial \$1M–\$2M bequest intention, and advancing plans for a Legacy Giving Society.
- Developed enhanced fundraising reporting, with monthly reports and dashboards being built to align advancement metrics with future campaign reporting.

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

- Advanced the University's institutional brand and marketing strategy, including development of a new brand marketing approach and initiation of the RFP process for a media-buying partner.
- Strengthened UWindsor's positioning around provincial and regional priorities, including strategic communications support for the creation of the successful Priority Growth Program submission and opportunities for growth in health, technology and AI, education, law and justice, science and business, and post announcement support.
- Elevated the University's research and innovation profile through strategic storytelling highlighting research excellence, industry collaboration, commercialization, and student opportunities.
- Launched the first phase of the University website renewal, including securing external expertise/support for the Drupal 11 migration. The 12- to 18-month initiative will engage campus partners and focus on improved user experience, search-engine optimization and greater brand consistency.
- Strengthened institutional brand governance, with approval of a new Social Media Policy and development of the Brand Policy and Strengthening the Shield campaign.
- Expanded the University's LinkedIn presence, adding approximately 3,400 followers in 90 days, with increased emphasis on alumni, research and national-recognition content.

Reimagine Communication and Outreach to Enhance Internal & External Relationships

- Expanded student-focused social media engagement, growing @uwincampuslife by 43 per cent in five months to approximately 4,450 followers, with reels regularly generating more than 20,000 views.
- Continued strong growth in University News, reaching approximately 7,600 subscribers while maintaining an open rate of 46 per cent or higher (good industry average newsletter open rate is 35 percent).
- Strengthened alumni outreach and engagement, with a targeted digital campaign resulting in more than 700 alumni updating their contact information.

- Continued to refine the centralized PAC service model, strengthening PAC's role as a strategic partner to faculties and units and aligning support with institutional communications priorities.

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

- Continued to refine service delivery and accountability across the External portfolio, including the development of Integrated Resource Plans in Governmental Relations, PAC, Advancement and Alumni, to align resources, priorities, service delivery and performance with institutional objectives, and to align Advancement goals with campaign measures and fundraising targets.
- Continued modernization of Advancement operations, including work with HJC New Media to strengthen annual and leadership giving through improved digital tools and strategies and development of new reporting dashboards to support campaign measurement and decision-making.
- Ongoing professional development across Advancement and Alumni, with new tools, training and reporting dashboards including in Blackbaud Raiser's Edge NXT, EAB and the annual Advancement Academy.

Build Staffing and Leadership Capacity Across the External Portfolio Team

- Strengthened permanent leadership capacity, appointing permanent leaders in Public Affairs and Communications and Strategic Brand, Digital Experience and Production.
- Continued rebuilding Advancement and Alumni staffing capacity, with Associate Director positions moving toward recruitment and work continuing to address vacancies in leadership giving and Senior Development Officer roles.
- Added dedicated planned giving capacity, supporting a more strategic approach to prospect development, legacy giving and long-term donor stewardship.
- Invested in leadership and fundraising capacity across the institution through the Advancement Academy, which brought senior leaders together with Advancement and Alumni staff for training in campaign strategy, fundraising fundamentals and priority setting.

**University of Windsor
Board of Governors**

4.2.1: Draft Audited Financial Statements for the year-ended April 30, 2026

Item for: **Approval**

Forwarded by: **Board Audit Committee**

MOTION: That the Board of Governors approve the audited financial statements of the University of Windsor for the year ended April 30, 2026.

Board Audit Committee – Report:

The Audit Committee reviewed the Audited Financial Statements of the University of Windsor for the year-ended April 30, 2026 at its September 23, 2026 meeting. The audited financial statements were also presented for information to the Resource Allocation Committee at its meeting of October 7, 2026. Both the Audit Committee and the Resource Allocation Committee noted that KPMG is prepared to issue a clean audit opinion, subject to Board approval of the audited financial statements.

The Audit Committee also reviewed progress relating to cybersecurity, credit rating agency consolidation, and internal audits, in addition to the other items listed separately on the Board's October 20, 2026 meeting agenda.

REPORT/RATIONALE RE: AUDITED FINANCIAL STATEMENTS

1.0 Background, Purpose, and Analysis

The University is required to prepare annual consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations. The statements consolidate the University's financial activities and present its financial position as at April 30, 2026, and its results of operations and cash flows for the year then ended. Board approval is required as part of the University's annual financial reporting and governance process.

KPMG LLP, the University's external auditor, audited the statements in accordance with Canadian generally accepted auditing standards. Its draft independent auditor's report contains an unmodified opinion that the financial statements present fairly, in all material respects, the University's financial

1.1 Key Consolidated Results

- Total assets increased by \$10.6M to \$902.4M, primarily due to a \$40.3M increase in investments. This increase was partially offset by a \$26.3M decrease in cash and a \$8.6M reduction in the net book value of capital assets.
- Cash and cash equivalents decreased to \$60.5M; however, the University generated \$9.1M in cash from operating activities during the year. The overall decrease largely reflects the movement of available cash into investments, along with \$18.9M invested in capital assets.

- Liabilities and deferred contributions decreased by \$14.0M to \$570.6M. This included a \$9.4M reduction in accounts payable and accrued liabilities, primarily reflecting the settlement of restructuring obligations recorded in the prior year, and an approximately \$4.0M reduction in long-term debt through scheduled principal payments and sinking-fund activity.
- Total revenue was \$425.2M, a decrease of \$24.6M from 2025. Student fee revenue declined by \$30.9M, primarily due to a \$32M reduction in international tuition revenue. This was partially offset by growth in domestic tuition revenue and increases in grants, investment income, donations and other revenue.
- Total expenses decreased by \$29.1M to \$426.2M. Salaries and benefits decreased by \$20.4M, reflecting restructuring initiatives, voluntary contract terminations completed in the prior year and continued vacancy management. Materials, supplies and services and repairs and renovations decreased by a combined \$8.1M, although a portion of this change relates to reduced activity in restricted funds, where revenue is recognized as the related expenditures are incurred.
- The deficiency of revenue over expenses before the fair value adjustment on interest-rate swaps improved to \$1.1M from \$5.6M in 2025. After recognizing a \$1.8M fair value gain on interest-rate swaps, the University reported a consolidated surplus of \$689K. This compares with a \$9.9M deficiency in 2025, which included a \$4.3M fair value loss on the swaps.
- Net assets increased by \$24.6M to \$331.8M, primarily due to strong Endowment investment performance. The Endowment balance increased by \$26.6M to \$191.9M after investment income, allocations for spending and new external contributions.

1.2 Overall Assessment

The results demonstrate an improved year-over-year consolidated position despite continued pressure from lower international tuition revenue. Cost reductions and restructuring measures lowered the University's expense base, while investment performance strengthened net assets. Liquidity and international enrolment remain important areas of focus. The approved 2026/27 Operating Budget and multi-year outlook include targeted cost reduction measures, domestic and international enrolment initiatives, renewed domestic tuition flexibility and additional government and research funding opportunities.

The accompanying Annual Financial Highlights Report provides additional analysis of the financial statements, including the principal year-over-year changes, capital activity, investment performance, appropriations and operating and ancillary budget-to-actual results.

2.0 Financial Implications

Approval of the consolidated financial statements does not authorize new expenditures or require additional funding. Rather, it fulfills the Board's financial oversight responsibilities by confirming the University's audited financial position and results for 2025/26 and authorizing the statements for issuance. The University reported a consolidated surplus of \$689K after recognizing a \$1.8M fair value gain on interest rate swaps, compared with a \$1.1M deficiency before this non-cash adjustment. At year-end, the University had total net assets of \$331.8M and generated \$9.1M in cash from operating activities. Although cash balances decreased during the year, this was accompanied by a \$40.3M increase in investments. Continued pressure on international tuition revenue and liquidity reinforces the importance of executing the approved 2026/27 budget, closely monitoring cash flow and enrolment, and advancing the University's multi-year financial plan.

3.0 Risk Assessment

The MCU Financial Accountability Framework uses a series of liquidity, sustainability and performance ratios to assess the financial health of Ontario universities and determine whether additional Ministry monitoring or an institutional action plan is required. The framework assigns an overall risk rating based on the University's results against established thresholds, providing a consistent measure of financial performance across the sector.

Financial sustainability and liquidity: Based on the 2025/26 consolidated financial results, the University's MCU Financial Health Rating remains unchanged at 1.5 points, within the Medium Risk category. This rating requires the University to maintain and report on a financial action plan and results in continued monitoring by the Ministry. It is an accountability designation and does not, on its own, indicate that the University is unable to meet its obligations or that a going-concern uncertainty exists.

The University's liquidity measures remain relatively strong. The Primary Reserve Ratio improved from 90.2 to 103.1 days and remains within the low-risk range, reflecting the reduction in annual expenditures. The Working Capital Ratio decreased from 1.29 to 1.25 because current assets declined more than current liabilities, primarily due to the reduction in cash, but the ratio remains within the low-risk threshold.

Sustainability measures were mixed. The Debt Ratio improved from 47% to 45% as total liabilities decreased and total assets increased, while the Viability Ratio improved to 56%, indicating a stronger level of expendable net assets relative to debt. The Debt-to-Revenue Ratio increased from 49% to 50% and moved into the high-risk threshold because consolidated revenue declined while long-term debt remained relatively stable. The Interest Burden Ratio increased slightly from 2.5% to 2.7% and remains within the medium-risk range.

Performance measures continue to be the primary driver of the overall rating. The Net Operating Revenues Ratio decreased from 4.6% to 2.1% but remains within the medium-risk threshold. The Net Income Ratio improved from negative 1.2% to negative 0.3%; however, it remains within the high-risk threshold because the University reported a small deficiency before the fair value adjustment on interest rate swaps. The University is addressing these pressures through its approved 2026/27 budget and multi-year financial plan, with a focus on expenditure controls, revenue growth, enrolment initiatives, regular forecasting and cash-flow monitoring.

4.0 Summary of Consultations/Communication

The consolidated financial statements were prepared by the Finance office and audited by KPMG LLP. Administration and KPMG reviewed the significant accounting, audit and financial reporting matters arising from the year-end process. The statements have been presented to the Audit Committee and the Resource Allocation Committee and are being recommended for approval to the Board of Governors. Once approved by the Board, the financial statements will be issued and made publicly available in accordance with the University's normal reporting process.

5.0 Attachments and Presentations

- Appendix 1: Annual Financial Highlights Report for the year ended April 30, 2026 (9 pages) (BG261020-4.2.1a)
- Appendix 2: Draft Consolidated Financial Statements for the year ended April 30, 2026 (27 pages) (BG261020-4.2.1b)
- Appendix 3: Audited Financial Statements for the year ended April 30, 2026 Presentation (28 pages) (BG261020-4.2.1c)

**ANNUAL FINANCIAL HIGHLIGHTS REPORT
FOR THE YEAR ENDED APRIL 30, 2026**

BG261020-4.2.1a

The audited financial statements for the University of Windsor reflect a resilient overall financial position during a period of continued operating pressure. Total assets increased by approximately \$10M year over year, driven primarily by strong investment performance. While reduced international student revenues continued to affect operating results, the annual loss declined significantly from the prior year. Cost-mitigation measures, including restructuring initiatives, are beginning to generate meaningful savings, although the full financial benefit will continue to emerge over time.

Cash balances decreased by \$26M, consistent with the significant reduction in student fee revenues during the year. This was partly offset by continued strength in the University's investment portfolio, which increased by approximately \$40M. The Endowment portfolio earned a 16.3% return, net of investment management fees, compared with 8.5% in 2025, while working capital investments generated average gains of 5.6%. In addition, interest rate swaps generated a \$1.7M gain in the statement of operations, compared with a \$4.3M loss in 2025. This gain is excluded for the Strategic Mandate Agreement (SMA) metric purposes but nevertheless represents a favourable year-over-year change.

The University also continued to make targeted capital investments that support long-term sustainability, revenue generation, research, and the student experience. Key projects included the substantial completion of the \$4.7M renovation and fit-out of leased YMCA space at 300 Ouellette, which is expected to generate revenue; the completion and opening of the \$3.1M Rodzik Dining Hall at Tilcap Residence; and \$6.2M in research and operating equipment upgrades. Other initiatives underway include the innovative Schulich 3D Printed House for medical residents and ongoing classroom modernization.

Liabilities decreased by more than \$14M during the year, principally due to a \$9M reduction in accounts payable and accrued liabilities and a \$4M reduction in debt through regular principal payments. The reduction in accrued liabilities largely reflects the settlement of voluntary contract termination and restructuring obligations recorded in the prior year. These initiatives were deliberate components of the University's 2024/25 budget realignment strategy, intended to permanently reduce the ongoing salary and benefit cost base. As voluntary contract terminations were not offered again in 2025/26, there were significantly lower related costs and accruals in the current year. Net assets increased by approximately \$24M, driven almost entirely by the Endowment's strong investment return.

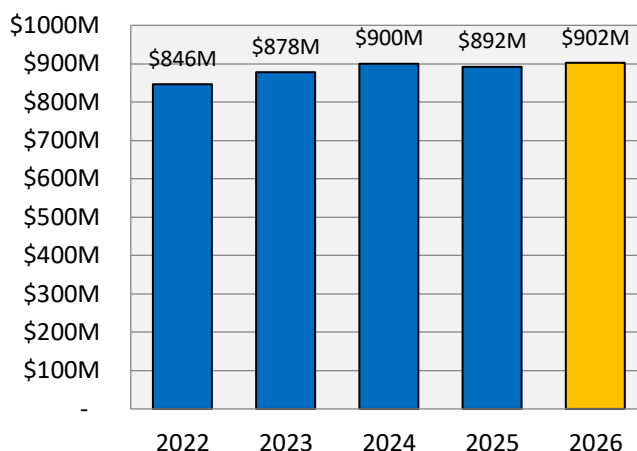
The 2025/26 statement of operations, excluding the impact of the interest rate swap, reported a net loss of \$1.1M, compared with a \$5.6M loss in 2025. International tuition revenue declined by approximately \$32M, or 37%, resulting in an overall tuition revenue decrease of \$31M, or 13%. This was partly offset by a \$5M, or 6%, increase in domestic enrolment and tuition revenue, as well as modest increases in grant revenue, investment income, and other revenues. **Other revenue included a one-time \$1.8M settlement related to historical PST rebate matters.** Salaries and benefits decreased by \$20.3M, or 7%, reflecting prior-year restructuring, additional voluntary contract terminations, and the hiring freeze implemented in 2024/25. Materials and repairs expenses decreased by \$8M, or 10%. A significant portion of this decrease related to lower spending within restricted funds, which also resulted in a corresponding decrease in restricted grant and deferred-contribution revenue recognized during the year.

Overall, 2025/26 was a year of significant transition in which the University continued to manage the effects of lower international enrolment while making measurable progress in reducing its cost base, strengthening its balance sheet, and positioning the institution for recovery. Although the University continues to have a structural deficit, there is a clear and realistic plan to improve results over the next several years. The approved 2026/27 Operating Budget and multi-year outlook are supported by targeted cost measures, renewed domestic tuition flexibility, strategic enrolment growth, increased research and government funding opportunities, and expanded advancement and partnership activity. Guided by the President's Four Pillars Framework and the Integrated Resource Planning process, these actions will strengthen financial resilience, support the University's academic mission, and establish a sustainable long-term operating position.

The following 2025/26 financial indicators present an overview of the financial position of the University.

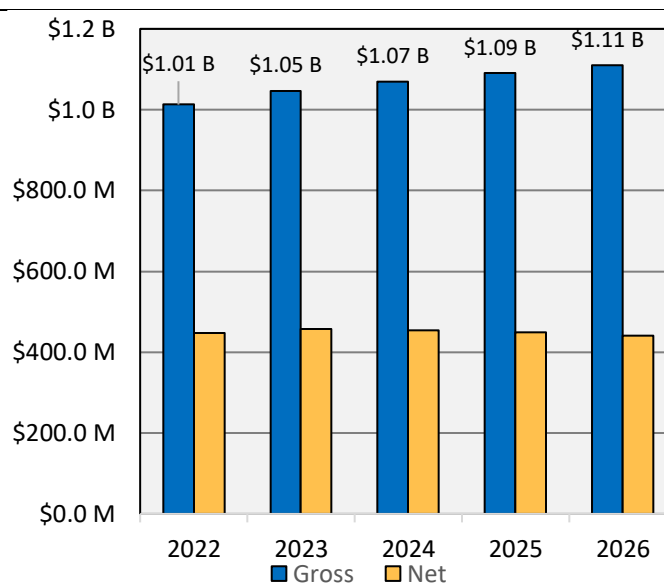
TOTAL ASSETS (in millions)

- Total assets are **\$902M**, an increase of \$10M from the prior year.
- The **cash and investment balance** ended the fiscal year at **\$421M** and increase of **\$14M** from last fiscal year mainly from investment income earnings.
- The **Accounts Receivable** balance increased significantly by **\$4.6M** due to collaborative nursing accrual from St. Clair that were received in 2026/27.
- The balance of the interest rate SWAP increased by **\$1.7M** due to steady or slightly increased longer term interest rates.



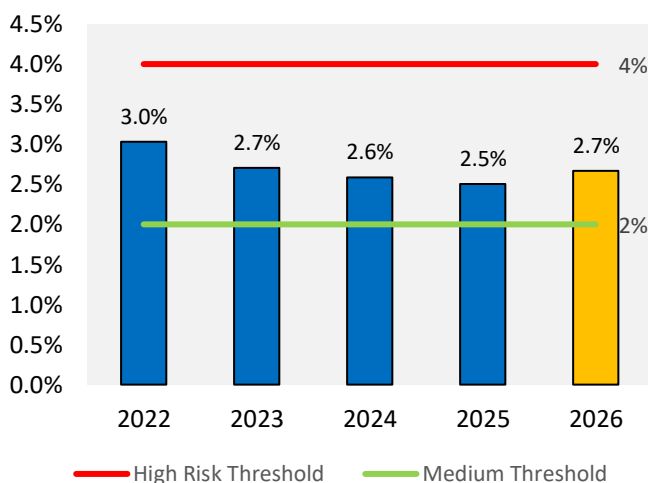
GROSS CAPITAL ASSETS (in millions/billions)

- Gross capital assets** are **\$1.11B** this year, an increase of \$19M.
- Included in building, land and house additions is net **\$0.8M** for MEB simulation labs, **\$0.3M** for 7-Eleven and **\$4.7M** for YMCA Fit-Out of 300 Ouellette. In Leasehold Improvements, **\$3.1M** was added for the Rodzik Dining Hall.
- Equipment additions were **\$6M** from continued investment in **research equipment**, and investment in **information technology hardware**. Parking Lot renovations of **\$0.5M**.
- Computing Systems additions were **\$0.8M** with the Phase 2 implementation of UWinsite People (HRIS).
- The major Construction in Progress (CIP) increase of **\$4M** included **\$2M** for the 3D Printed House project and classroom renovations.



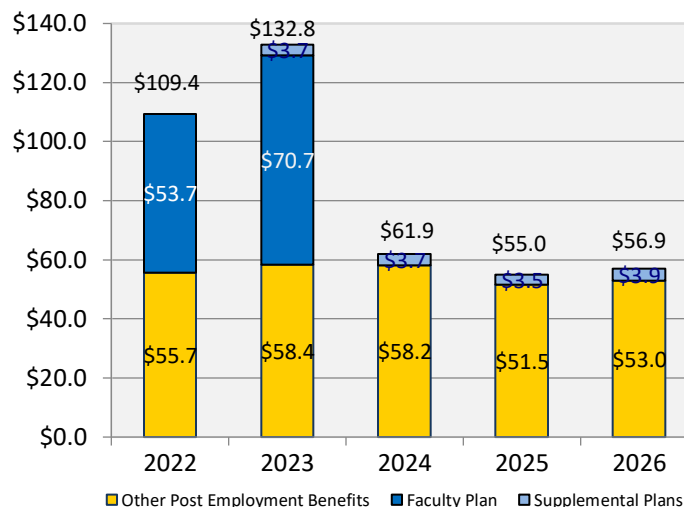
DEBT AND INTEREST BURDEN RATIO

- Debt** at the University decreased by **\$4M** (2%) for a total liability of **\$216.7M**.
- The decrease is explained by a \$2M in **scheduled principal payments**, amortization of costs, as well as an increase in the value of the Series A sinking fund.
- Interest expense** this year totalled **\$10.6M**. The interest burden ratio was **2.7%**, consistent with one peer institution and slightly more than others.
- The **long-term debt per Student FTE** in 2025/26 is **\$13,867**, which is quite a bit higher than comparable institutions. This is due to lower enrolment figures in year.

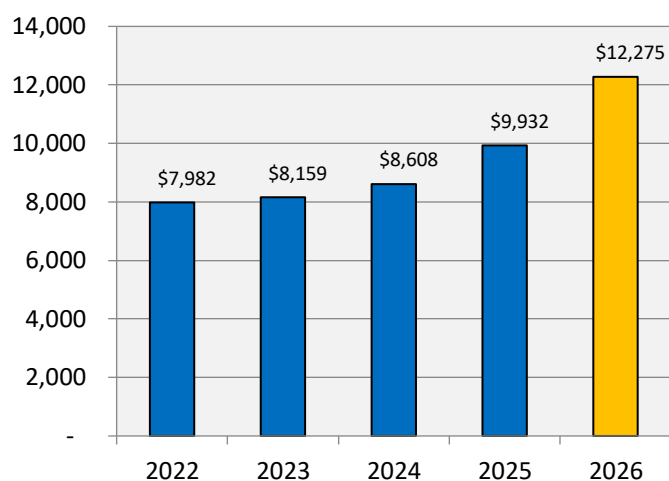


EMPLOYEE FUTURE BENEFITS (in millions)

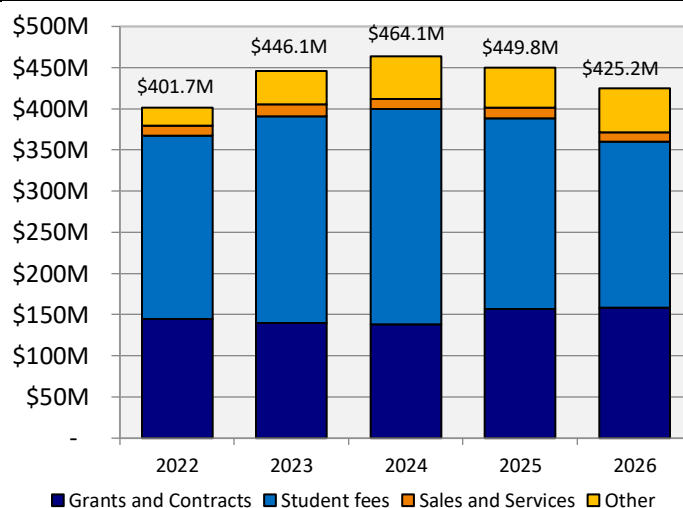
- The University conducts actuarial valuations of the pension plans at least triennially. Valuations for funding purposes were filed for the Employee Plan as of **July 1, 2024**, and the Faculty Plan as of **July 1, 2025**.
- The liability for Other Post-Employment Benefits was increased by an actuarial loss, which resulted from updated assumptions on future claims based on a three-year analysis of survivor benefit claims.
- Included in salaries and benefits expense are costs of **\$20.4M** related to the Pensions and Other post-employment benefits (\$20.9M in prior year).

**ENDOWMENTS PER FTE**

- The University's **Endowment Fund** continued to grow to **\$191.8M** at April 30, 2026, achieving a 1-year rate of return of 16.3% (net), a large increase from prior year's gain of 8.5%.
- Donations for the Endowment (**\$2.6M**) which have decreased by 11% or \$0.3M. Allowable spending is \$13.6M for 2025/26 initiatives, an increase of **\$4.6M** from prior year.
- The **Endowments per Student FTE** in 2025/26 is **\$12,275**. This increase is partially related to lower FTE. Fundraising efforts are ongoing to support Endowment Fund.

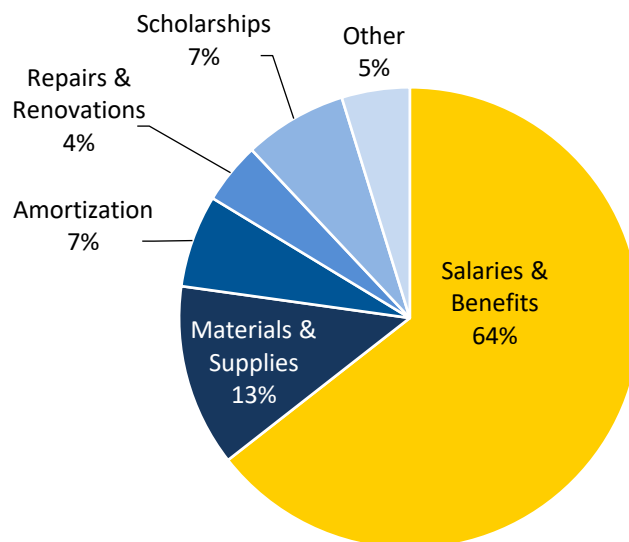
**CONSOLIDATED REVENUE** (in millions)

- **Consolidated revenue** decreased by 3% over the prior year to **\$425.2M**.
- **Student fees of \$201M** represent 47% of the consolidated revenues of the University.
- **Grants and contracts of \$158.7M** represent 37% of consolidated revenues. In addition to the Provincial operating grants, **research grants** and contracts of **\$31M** are included in this amount.
- **Sales and services revenue of \$11.4M** represents ancillary operations including parking, commissions on bookstore and food services sales, and residence services.



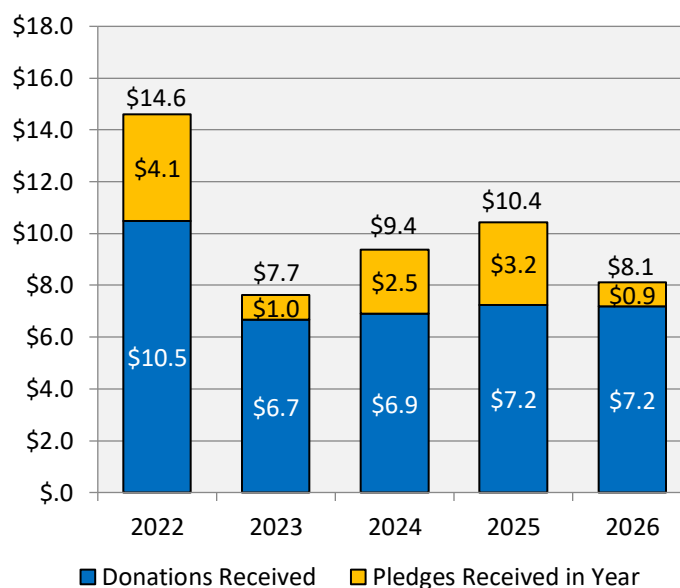
CONSOLIDATED EXPENDITURES

- **Consolidated expenditures** totalled **\$424.4M** this year. After removing the impact of the swaps, this represents a decrease of \$29M from 2024/25.
- The **interest rate swaps** were in a gain position of **\$1.7M** this year. This is a non-cash gain.
- **Salaries and benefits** remain the University's largest expense. This expense, through our restructuring measures, has decreased **7%** or **\$20M** from 2024/25. This total includes **\$6.9M** (\$11.9M in 2024/25) in salary continuance and related to voluntary retirement programs.
- **Materials and Repairs** expense decreased by **10%** to **\$8.1M**. The decrease was primarily related to trust and research funds, where spending can vary from year to year and is matched by corresponding revenue.



FUNDRAISING – ACTIVITY (in millions)

- The University raised **\$8.1M** in 2025/26 for endowments, scholarships, and other purposes.
- Of the amount raised, **\$0.9M** relates to pledged donations. Total outstanding pledges to be received at April 30, 2026, are **\$5.9M**. These outstanding pledges include ongoing capital projects notably the Rodzik Dining Hall, Odette Innovation Fund and the Toldo Lancer Centre. The University does not recognize pledges in its financial statements until the donation is received.
- Of the monies received this year, **\$2.5M** were for Endowment Funds, **\$1.5M** for capital projects, **\$0.2M** for research and the remaining for non-endowed scholarships or other initiatives.



Year-Over-Year Reconciliation of Appropriations (Reserves)**Unexpended operating funds only**

(in thousands of dollars)

	Opening Balance Apr 30 2025	Budgeted Increases in Reserves	Transfers to/from Other Reserves	Budgeted Use of Reserves in Year	Surpluses/(Deficits) from Operations	Ending Balance Apr 30 2026
	\$	\$	\$	\$	\$	\$
Internally financed capital or repair projects	(14,813)	1,518	-	-	-	(13,295)
Departmental carry forwards*	15,968	1,420	289	(506)	(1,043)	16,129
Contingency reserves	22,775	-	(289)	(1,783)	-	20,702
Employee benefits reserves	7,629	500	-	-	-	8,129
Enrolment deviation reserves	17,336	5,000	-	(5,160)	-	17,176
Earmarked for capital and repair projects	3,146	3,075	-	(3,227)	(446)	2,548
Funds held for strategic initiatives	2,980	3,098	-	(2,381)	-	3,697
	55,020	14,612	-	(13,058)	(1,489)	55,085

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

Year-Over-Year Reconciliation of Appropriations (Reserves)

The University of Windsor's unexpended Operating and Ancillary funds, or reserves, remained stable during the 2025/26 fiscal year, increasing slightly by approximately **\$55K** to **\$55.085M**. This modest increase was achieved despite international student tuition revenue falling **\$13.6M** below the original budget.

The following sections summarize the year-over-year changes in reserves by category.

Budgeted Increases in Reserves

Budgeted increases in reserves reflected several targeted allocations and strategic investments. The University continued to pay down more than **\$1.5M** in internal loan balances and received **\$1.42M** in new Nursing Clinical Expansion funding to be allocated towards future projects in support of hands-on learning opportunities for Nursing students.

The University also invested **\$500K** in the Pension Sustainability Reserve, set aside **\$2M** in the Enrolment Contingency Reserve (ECR) to help mitigate tuition revenue shortfalls, and added **\$3M** to the "For the Future" fund. Additional investments included **\$1.5M** for deferred maintenance, **\$1.5M** in the Energy Sustainability Reserve to support energy-efficiency projects and manage variability in utility rates, and **\$75K** for environmental sustainability initiatives. Finally, the University allocated **\$2.1M** to the Strategic Priority Fund (SPF) to support institutional strategic initiatives, along with **\$1.0M** to advance strategic research activities.

Transfers to/from Other Reserves

The University continued its review of general and departmental, as well as program and restricted carry-forward balances during 2025/26 to ensure available funds were appropriately managed and aligned with institutional priorities. As part of this process, most general and departmental carry-forward balances remained frozen, while legacy program and restricted balances were reviewed in accordance with their applicable terms. Where funds were no longer required for their original purposes or the related funding had expired, available balances were transferred to institutional contingency reserves. Approved requests resulted in the return of certain previously frozen balances to Faculties and departments. Overall, the net frozen carry-forward balance decreased by approximately **\$289K** during the year.

Budgeted Use of Reserves in Year

Institutional reserves and investment funds are routinely used throughout the fiscal year to support approved priorities and address emerging financial pressures. During the year, the University used **\$506K** from the Nursing Clinical Expansion funds in accordance with Ministry spending requirements. In addition, **\$1.8M** from contingency reserves was applied to staff displacement costs, including wage and benefit protections and bridge funding for eliminated positions subject to bumping processes.

The University also applied **\$4.16M** from the ECR to offset international tuition revenue shortfalls, fully utilizing the remaining balance of the reserve. The Extraordinary Enrolment Fund (EEF), established during the COVID-19 pandemic to support international student services, capacity, and recruitment initiatives, continued to fund strategic enrolment-related priorities. In 2025/26, the University invested **\$1M** from the EEF to upgrade a Master of Medical Biotechnology laboratory.

Several reserve funds were reinvested in facilities-related projects. These included **\$1.5M** to support the institutional deferred maintenance plan (DMS4), **\$1.7M** for energy sustainability projects, including BAS controls upgrades, metering initiatives, HVAC upgrades, lighting and controls improvements, and a high-voltage line review, and **\$140K** for environmental sustainability improvements, including new bottle-fill stations, landscaping work, and electric vehicles for the Facilities department. The University also invested **\$1.3M** in the A.D. Knox retrofit project (in cooperation with the City of Windsor) in support of Windsor Lancer Hockey teams.

Finally, approximately **\$1.5M** from the SPF was used to support various initiatives aligned with the *Aspire* strategic plan, while **\$707K** in strategic research funding was directed toward research initiatives.

Surpluses/(Deficits) from Operations

In 2025/26, the University of Windsor's Operating Fund generated a net loss of approximately **\$2.3M**. This loss is reflected in the "Departmental carry forward" and "Earmarked for capital and repair projects" categories within the Appropriations Reconciliation table. The operating loss was partially offset by net income of approximately **\$887K** from Ancillary operations, primarily generated by Housing and Residence Life and Parking Services. Ancillary expenditures included approximately \$419K in capital investments for Parking Services and \$2.374M in debt-servicing costs, consisting of \$1.476M for Housing and Residence Life and \$898K for Parking Services.

Operating and Ancillary Funds
Budget to Actual Variance Analysis
(in thousands of dollars)

Fund 01 – Operating*

	Original Budget	Actuals per General Ledger	Variance to Budget
Total Revenue	\$ 334,812	\$ 358,080	\$ 23,268
Total Expenditures	\$ 339,485	\$ 360,419	(\$ 20,934)
Net Income/(loss)	(\$ 4,674)	(\$ 2,339)	(\$ 2,334)

This analysis compares the University's 2025/26 actual operating results recorded in the general ledger with the original budget approved by the Board in spring 2025. The significant budget variances and their underlying causes were previously presented in detail through the six-month and nine-month budget reviews for the 2025/26 fiscal year. With the general ledger now closed as of April 30, 2026, this analysis provides a final assessment of the University's actual operating results compared with the original budget.

The University recorded a net loss of **\$2.3M**, which was **\$2.3M** better than the budgeted loss of \$4.7 million. Revenue was **\$23.3M** above budget, mainly due to additional government funding for teacher education, nursing and other programs, **\$3.2M** in additional Postsecondary Education Sustainability Fund revenue, and investment income exceeding budget by **\$4.8M**. These increases helped offset a **\$5.7M** shortfall in student academic fees. International tuition was **\$13.6M** below budget due primarily to lower international course-based master's enrolment and greater international undergraduate attrition. This shortfall was partially offset by higher domestic tuition and student incidental fees, as well as the **\$2.0M** Enrolment Contingency Reserve included in the budget.

Expenditures recorded in the general ledger were **\$20.9M** above budget. Salaries and benefits were higher mainly due to additional sessional teaching costs, collective-agreement increases, job-evaluation adjustments, overtime, replacement staffing and higher benefit costs. These increases were partially offset by savings from vacant faculty positions and lower costs for debt, scholarships and bursaries, and utilities. Overall, the University's results were better than budget because additional government funding and stronger investment income more than offset the pressures from lower international tuition and higher operating costs.

Operating and Ancillary Funds
Budget to Actual Variance Analysis
(in thousands of dollars)

Fund 03 – Ancillaries*

	Original Budget	Actuals per General Ledger	Variance to Budget
Total Revenue	\$ 12,740	\$ 13,447	\$ 707
Total Expenditures	\$ 11,772	\$ 12,560	(\$ 788)
Net Income/(loss)	(\$ 968)	(\$ 887)	(\$ 81)

This analysis compares the University's 2025/26 actual ancillary results recorded in the general ledger with the original budget. With the general ledger now closed as of April 30, 2026, Ancillary Services generated revenue of **\$13.4M**, approximately **\$707K** above budget. The favourable variance was primarily driven by Parking Services, where revenue exceeded budget by approximately **\$593K** as student permits sold out and permit sales returned to pre-pandemic levels. Residence revenue was approximately **\$206K** above budget following the opening of Rodzik Hall and a 29% increase in overall residence occupancy. Fines and other fee revenue also exceeded budget by approximately **\$136K**. These gains were partially offset by lower Campus Card revenue of approximately **\$288K**, lower internal Bookstore sales of approximately **\$106K**, and rebate and commission revenue that was approximately **\$97K** below budget.

Ancillary expenditures were approximately **\$788K** above budget. The variance included approximately **\$192K** in higher salary and benefit costs, **\$337K** in additional service costs, and higher institutional support and funding costs. These increases reflect, in part, the higher level of ancillary activity during the year and the continued transition to new service-delivery models, including the opening of Rodzik Hall and its new dining facility. The additional costs were partially offset by repairs and renovations coming in approximately **\$302K** below budget and savings in certain other operating expenses. Ancillary expenditures included approximately \$419K in capital investments for Parking Services and \$2.374M in debt-servicing costs, consisting of \$1.476M for Housing and Residence Life and \$898K for Parking Services. Overall, Ancillary Services generated net income of approximately **\$887K**, which was **\$81K** below the budgeted net income of **\$968K**. Stronger parking and residence results therefore offset most, but not all, of the additional expenditures incurred during the year.

** The actual results presented above are based on Fund 01 and Fund 03 operating activity recorded in the general ledger and are intended to support comparison with the operating budget. They are not expected to agree directly with the consolidated financial statements, which include all University funds, year-end accounting adjustments, reclassifications, and the elimination of internal transfers. Accordingly, the table provides a budget-to-actual operating comparison rather than a reconciliation to the consolidated financial statements.*

Financial Statements of

UNIVERSITY OF WINDSOR

And Independent Auditor's Report

thereon Year ended April 30, 2026

DRAFT

Statement of Administrative Responsibility

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

The Administration has prepared the financial statements in accordance with Canadian accounting standards for not-for-profit organizations. In order to achieve the objective of fair presentation in all material respects, reasonable estimates and judgments were employed. The Administration believes that the financial statements present fairly the University's financial position as at April 30, 2026 and the results of its operations for the year then ended.

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

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

The financial statements for the year ended April 30, 2026, have been reported on by KPMG LLP, Chartered Professional Accountants, the external auditors appointed by the Board of Governors. The independent auditor's report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.

Dr. John-Justin McMurtry
President & Vice-Chancellor

Ms. Marie Campagna
Interim Vice-President, Finance and Operations



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INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of the University of Windsor

Opinion

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

- the statement of financial position as at April 30, 2026
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at April 30, 2026, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

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

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



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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DRAFT

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

Approval Date

UNIVERSITY OF WINDSOR

Statement of Financial Position

(in thousands of dollars)

As at April 30, 2026, with comparative financial information for 2025

		2026 \$	2025 \$
ASSETS			
Current			
Cash and cash equivalents		60,487	86,819
Short-term investments	note 2	70,291	65,161
Accounts receivable		28,738	24,135
Inventories, prepaid expenses and other assets		11,175	10,661
Total current assets		170,691	186,776
Investments	note 2	290,526	255,316
Capital assets, net	note 3	441,152	449,716
		902,369	891,808
LIABILITIES and DEFERRED CONTRIBUTIONS			
Current			
Accounts payable and accrued liabilities	note 11	51,712	61,142
Deferred revenue		12,527	14,906
Current portion of deferred contributions	note 4	69,747	66,930
Current portion of long-term debt	note 7	2,174	2,108
Total current liabilities		136,160	145,086
Deferred capital contributions	note 5	160,528	163,356
Deferred contributions	note 4	2,443	2,523
Employee future benefits	note 6	56,894	55,037
Long-term debt	note 7	214,573	218,636
		570,598	584,638
NET ASSETS			
Unrestricted			
Funded operations		-	-
Unfunded operations		(48,991)	(48,450)
Total unrestricted		(48,991)	(48,450)
Internally restricted	note 8	188,900	190,392
Endowment	note 9	191,862	165,228
		331,771	307,170
Commitments and contingencies	note 14		
		902,369	891,808

See accompanying notes

UNIVERSITY OF WINDSOR**Statement of Operations**

(in thousands of dollars)

Year ended April 30, 2026, with comparative financial information for 2025

	2026	2025
	\$	\$
REVENUE		
Grants and contracts	158,694	156,490
Student fees	201,113	231,990
Sales and services	11,436	12,926
Investment income	26,163	23,644
Donations, non-endowment	4,008	2,967
Amortization of deferred capital contributions	note 5 9,425	9,688
Other revenue	14,343	12,045
	425,182	449,750
EXPENSES		
Salaries and benefits	274,684	295,057
Materials, supplies and services	54,409	59,822
Repairs and renovations	18,339	21,075
Utilities	9,684	9,264
Interest on long-term debt	10,634	10,704
Scholarships and bursaries	30,876	31,607
Amortization of capital assets	note 3 27,623	27,812
	426,249	455,341
Deficiency of revenue over expenses before fair value adjustment	(1,067)	(5,591)
Change in fair value of interest rate swaps	note 7 1,756	(4,323)
Surplus (deficiency) of revenue over expenses	689	(9,914)

See accompanying notes

UNIVERSITY OF WINDSOR

Statement of Changes in Net Assets

(in thousands of dollars)

Year ended April 30, 2026, with comparative financial information for 2025

					2026	2025
	Unrestricted		Internally	Endowment		
	Funded	Unfunded	Restricted	(note 9)	Total	Total
	Operations	Operations	(note 8)			
	\$	\$	\$	\$	\$	\$
Net assets, beginning of year (Note 16)	-	(48,450)	190,392	165,228	307,170	295,735
Surplus (deficiency) of revenue over expenses	3,714	(3,025)	-	-	689	(9,914)
Change in unexpended operating and restricted funds	(1,421)	-	1,421	-	-	-
Net contribution to investment in capital assets	5,486	-	(5,486)	-	-	-
Related party transaction (note 15)	(14)	-	-	-	(14)	440
Investment income allocated	-	-	-	32,370	32,370	15,061
Allocation for spending from accumulated investment returns	-	-	-	(13,637)	(13,637)	(9,069)
Employee future benefit remeasurement costs (note 6)	-	2,484	-	-	2,484	11,836
Contributed assets	-	-	136	-	136	192
Transfers and internal endowment contributions	(7,765)	-	2,437	5,328	-	-
External contributions	-	-	-	2,573	2,573	2,889
Net assets, end of year	-	(48,991)	188,900	191,862	331,771	307,170

See accompanying notes

UNIVERSITY OF WINDSOR**Statement of Cash Flows**

(in thousands of dollars)

Year ended April 30, 2026, with comparative financial information for 2025

	2026	2025
	\$	\$
OPERATING ACTIVITIES		
Surplus of revenue over expenses	689	(9,914)
Add (deduct) non-cash items:		
Deferred contributions, net	2,737	2,183
Amortization of deferred capital contributions	(9,425)	(9,688)
Amortization of capital assets, net of loss on disposal	27,623	27,597
Employee future benefits	4,341	4,977
Interest rate swaps	(1,756)	4,323
Related party transaction	note 15 (14)	440
Amortization of debt transaction costs	66	66
Net change in non-cash working capital	note 13 (15,170)	893
Cash provided by operating activities	9,091	20,877
FINANCING ACTIVITIES		
Repayments of long-term debt	(2,108)	(2,044)
Trusted sinking fund	(1,955)	(1,859)
Contributions deferred for capital purposes	6,597	5,982
Investment income allocated to endowments	32,370	15,061
Endowment investment income for spending	(13,637)	(9,069)
External endowment contributions	2,573	2,889
Cash provided by financing activities	23,840	10,960
INVESTING ACTIVITIES		
Net change in investments	(40,340)	8,027
Net purchase of capital assets	(18,923)	(22,123)
Cash used in investing activities	(59,263)	(14,096)
Net (decrease) increase in cash and cash equivalents	(26,332)	17,741
Cash and cash equivalents, beginning of year	86,819	69,078
Cash and cash equivalents, end of year	60,487	86,819

See accompanying notes

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

AUTHORITY

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

NOTE 1

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

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

The significant accounting policies of the University are summarized below:

(a) Cash and cash equivalents

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

(b) Financial Instruments

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

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

(c) Investments and investment income

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

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

NOTE 1

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

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

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

(d) Derivative financial instruments

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

(e) Inventories

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

(f) Capital assets

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

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

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

NOTE 1

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

(g) Revenue recognition

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

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

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

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

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

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

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

(h) Employee future benefits

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

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

NOTE 1

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

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

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

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

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

(i) Unrestricted unfunded operations

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

(j) Internally restricted net assets

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

(k) Contributed services

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

NOTE 1

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

(l) Use of estimates

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

(m) Agency obligations

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

NOTE 2

INVESTMENTS

	2026	2025
	\$	\$
Deposits, money market funds, term notes and treasury bills	69,550	67,522
Government and corporate bonds	96,649	88,854
Real assets	26,433	23,635
Canadian equities	52,754	42,196
Global equities	92,695	75,662
Investment in LSRC Corp. (note 15)	22,736	22,608
	360,817	320,477
Less amounts reported as:		
Short-term investments	70,291	65,161
	290,526	255,316

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 3
CAPITAL ASSETS

	Cost	Accumulated Amortization	2026 Net Book Value	2025 Net Book Value
	\$	\$	\$	\$
Land	17,879	-	17,879	17,803
Land improvements	9,346	4,469	4,877	5,344
Buildings and plant equipment	620,240	277,813	342,427	350,403
Parking lots	4,366	3,128	1,238	861
Equipment	264,633	224,216	40,417	42,769
Library and books	151,874	145,201	6,673	6,271
Computing systems	30,499	12,879	17,620	18,770
Leasehold improvements	4,345	1,239	3,106	175
Collections	2,483	-	2,483	2,445
Capital in progress	4,432	-	4,432	4,875
	1,110,097	668,945	441,152	449,716

In the year, amortization of capital assets totaled \$27,623 (2025 - \$27,812) including net write downs or loss on disposals for 2026 of \$nil (2025 - \$215).

NOTE 4
DEFERRED CONTRIBUTIONS

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

	2026 \$	2025 \$
Balance, beginning of year	69,453	67,270
Grants, contributions, donations, and investment income	62,041	60,470
Recognized to revenue	(59,304)	(58,287)
	72,190	69,453
Less amounts reported as:		
Current portion of deferred contributions	(69,747)	(66,930)
Deferred contributions	2,443	2,523

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 5
DEFERRED CAPITAL CONTRIBUTIONS

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

	2026	2025
	\$	\$
Balance, beginning of year	163,356	167,062
Additions for capital purchases	6,597	5,982
Amortization of deferred capital contributions	(9,425)	(9,688)
Balance, end of year	160,528	163,356

In the year, amortization of deferred capital contributions totaled \$9,425 (2025 - \$9,688) including net write downs for 2026 of \$nil (2025 - \$nil).

NOTE 6
EMPLOYEE FUTURE BENEFITS

Defined benefit plans

The University measures its accrued benefit obligations and the fair value of plan assets for accounting purposes as at April 30 of each year. The latest actuarial valuations for funding purposes were completed as of July 1, 2025, for the Faculty Plan and July 1, 2024, for the Employee Plan. The next valuation for the Faculty Plan is required to be completed as of July 1, 2028. There is a valuation currently in process for the Employee Plan as of January 1, 2026. Valuation results report a going concern surplus for the Faculty Plan and a going concern surplus for the Employee Plan.

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

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

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 6
EMPLOYEE FUTURE BENEFITS (cont'd)

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

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

	2026				
	Pension		Supplemental Pensions	Other	Totals
	Faculty	Employee			
	\$	\$	\$	\$	\$
Accrued benefit obligation	697,772	311,834	3,940	52,954	1,066,500
Fair value of plan assets	781,197	362,442	-	-	1,143,639
Valuation allowance	(83,425)	(50,608)			(134,033)
Plan deficit	-	-	(3,940)	(52,954)	(56,894)

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

With respect to the Supplemental Pensions, the University has invested \$876 (2025 - \$863) outside of the plans to fund these obligations.

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

	2026				Other
	Pension				
	Faculty	Employee	Supplemental Pensions		
	\$	\$	\$	\$	\$
Employer contributions	10,046	3,824	295	450	1,874
Employee contributions	9,656	3,824	-	449	-
Benefits paid	39,496	18,047	295	n/a	1,874

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 6
EMPLOYEE FUTURE BENEFITS (cont'd)

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

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

	2026		
	Pension	Other	Total
	\$	\$	\$
Difference between actual and expected return on plan assets	(85,045)	-	(85,045)
Actuarial losses (gains)	30,852	(1,830)	29,022
Decrease in valuation allowance and impact on finance cost	53,539	-	53,539
Remeasurements and other items	(654)	(1,830)	(2,484)

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

Included in the salaries and benefits expense on the Statement of Operations, are the current service costs and finance costs of \$20,380 (2025 - \$20,924).

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 6

EMPLOYEE FUTURE BENEFITS (cont'd)

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

	2026			
	Pension			Other
	Faculty	Employee	Supplemental Pensions	
Accrued Benefit Obligation:				
Discount rate	6.45%	6.50%	6.46%	5.13%
Rate of compensation increase	5.00%	1.50%	n/a	n/a
Initial weighted average health care trend rate	n/a	n/a	n/a	5.40%
Ultimate weighted average health care trend rate	n/a	n/a	n/a	4.00%
Year ultimate rate reached	n/a	n/a	n/a	2040
Benefit Cost:				
Discount rate	6.50%	6.25%	6.43%	4.93%
Rate of compensation increase	3.00%	1.50%	n/a	n/a
	2025			
	Pension			Other
	Faculty	Employee	Supplemental Pensions	
Accrued Benefit Obligation:				
Discount rate	6.50%	6.25%	6.41%	4.93%
Rate of compensation increase	3.00%	5.00%	n/a	n/a
Initial weighted average health care trend rate	n/a	n/a	n/a	5.66%
Ultimate weighted average health care trend rate	n/a	n/a	n/a	4.00%
Year ultimate rate reached	n/a	n/a	n/a	2040
Benefit Cost:				
Discount rate	6.50%	5.50%	6.16%	5.19%
Rate of compensation increase	3.00%	1.75%	n/a	n/a

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 7
LONG-TERM DEBT

Details of the long-term debt are as follows:

	Maturity	Interest Rate	2026 Principal Outstanding \$	2025 Principal Outstanding \$
Series A Senior Unsecured Debentures	June 2046	5.37%	108,300	108,300
Less: Trusted Sinking Fund			(39,919)	(37,964)
Transaction costs			(798)	(838)
			67,583	69,498
Series B Senior Unsecured Debentures	July 2057	3.745%	40,000	40,000
Less: Transaction costs			(405)	(418)
			39,595	39,582
Series C Senior Unsecured Debentures	September 2060	2.786%	60,000	60,000
Less: Transaction costs			(461)	(474)
			59,539	59,526
TD Bank, Tranche 1	January 2043	3.03%	19,128	19,992
TD Bank, Tranche 2	June 2044	3.13%	30,902	32,146
			216,747	220,744
Current portion of long-term debt			(2,174)	(2,108)
			214,573	218,636

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

The fair value of the interest rate swaps of \$3,516 (2025 – \$1,760) is recorded on the Statement of Financial Position (Net Assets, Unfunded Operations). The change in fair value of the interest rate swaps of \$1,756 gain (2025 – \$4,323 loss) is recorded in the Statement of Operations.

The University has line of credit agreements available for up to \$28 million (\$25 million with Scotiabank and \$3 million with TD). As of April 30, 2026, \$nil has been drawn on these agreements (2025 - \$nil).

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 7
LONG-TERM DEBT (cont'd)

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

<u>Fiscal Year</u>	<u>Principal</u>
2027	\$2,174
2028	\$2,242
2029	\$2,312
2030	\$2,385
2031	\$2,459

NOTE 8
INTERNALLY RESTRICTED NET ASSETS

Details of the internally restricted net assets are as follows:

	2026	2025
	\$	\$
Invested in capital assets	97,252	102,738
Board of Governors restricted funds for debt repayment	14,618	12,181
Unexpended operating funds		
Internally financed capital or repair projects	(13,295)	(14,813)
Departmental carryforward for operations	16,129	16,148
Contingency reserves	20,702	22,717
Employee benefits reserves	8,129	7,388
Enrolment deviation reserves	17,175	17,336
Earmarked for capital and repair projects	2,548	3,146
Funds held for strategic initiatives	3,697	3,097
	55,085	55,019
Unexpended restricted funds		
Unspent departmental research funds	14,652	15,841
Unspent departmental trust funds	7,279	5,053
Other internally restricted funds	14	(440)
	21,945	20,454
Total unexpended operating and restricted funds	77,030	75,473
Total internally restricted net assets	188,900	190,392

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 9
ENDOWMENT

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

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

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

	Externally Endowed \$	Internally Endowed \$	2026 Total Endowed \$	2025 Total Endowed \$
Endowment, beginning of year	146,958	18,270	165,228	151,903
Internal contributions	2,816	2,512	5,328	4,444
External contributions	2,453	120	2,573	2,889
Investment income allocated	32,370	-	32,370	15,061
Allocation for spending from accumulated investment returns	(13,637)	-	(13,637)	(9,069)
Endowment, end of year	170,960	20,902	191,862	165,228

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 10

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

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

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

	2026	2025
Endowment Funds:	\$	\$
Balance, beginning of year	10,608	10,123
Investment income	1,320	389
Preservation of capital	106	96
Balance, end of year	12,034	10,608
Expendable Funds:		
Balance, beginning of year	602	562
Investment income	615	583
Bursaries awarded (2026 – 250; 2025 - 229)	(460)	(444)
Transfer from Endowment	(106)	(99)
Balance, end of year	651	602

Transfer from Endowment figures in 2026 include transfers out of unused expendable funds and into the preservation of capital in the endowment funds to ensure the capital is maximizing interest earned.

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

	2026	2025
Endowment Funds:	\$	\$
Balance, beginning of year	3,852	3,432
Preservation of capital	552	420
Balance, end of year	4,404	3,852
Expendable Funds:		
Balance, beginning of year	192	185
Realized investment income, net of direct investment-related expenses and preservation of capital contributions	136	142
Bursaries awarded (2026 – 201; 2025 - 221)	(118)	(135)
Balance, end of year	210	192

The market value of the endowment as at April 30, 2026 is \$5,106 (2025 - \$4,482).

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 10

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

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

	2026	2025
	\$	\$
Endowment Funds:		
Balance, beginning of year	38,398	34,223
Donations	193	144
Preservation of capital	5,542	4,031
Balance, end of year	44,133	38,398
Expendable Funds:		
Balance, beginning of year	1,874	1,612
Realized investment income, net of direct investment-related expenses and preservation of capital contributions	1,226	1,266
Bursaries awarded (2026 – 660; 2025 - 700)	(963)	(1,004)
Balance, end of year	2,137	1,874

The market value of the endowment as at April 30, 2026 is \$51,118 (2025 - \$44,251).

NOTE 11

ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities, are government remittances payable of \$4,264 (2025 - \$2,295) which includes amounts payable for HST and payroll related taxes.

During the year, the University incurred \$6,799 (2025 - \$11,867) in expenses related to salary continuance, retirement incentives and severance, of which \$4,581 (2025 - \$9,952) is included in Accounts Payable and Accrued Liabilities at April 30, 2026.

NOTE 12

FINANCIAL INSTRUMENTS

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

(a) Interest rate risk

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

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 12
FINANCIAL INSTRUMENTS (cont'd)

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

(b) Currency risk

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

(c) Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause another party to incur a financial loss. Accounts receivables are recorded net of an allowance for doubtful accounts of \$6,472 (2025 - \$5,701). The University does not expect other counterparties to fail to meet their obligations given their high credit ratings. The University has established policies and minimum credit rating requirements for such investments.

NOTE 13
STATEMENT OF CASH FLOWS

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

	2026	2025
	\$	\$
Accounts receivable	(4,603)	7,515
Inventories, prepaid expenses, and other assets, net of impact of swaps	1,242	546
Accounts payable and accrued liabilities	(9,430)	(560)
Deferred revenue	(2,379)	(6,608)
Net change in non-cash working capital balances	(15,170)	893

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 14
COMMITMENTS AND CONTINGENT LIABILITIES

At April 30, 2026, commitments for future construction and renovations amounted to approximately \$6,536 (2025 - \$4,587). These projects will be financed by grants, internal funds, external borrowings and fundraising. Commitments for operations are reported in Note 8.

The University is a member of the Canadian University Reciprocal Insurance Exchange (CURIE). CURIE insures general liability, property and certain other risks. Annual premiums paid by the University will be determined by an Advisory Committee on the advice of the Actuary. There is provision under the agreement for assessments to the University if these premiums are not sufficient to cover any losses of CURIE.

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

On April 29, 2022, the University entered into a long-term ground lease with TILCAP Residences Inc. (the Developer) for the development of a student residence, Rodzik Hall, which opened on August 31, 2025. During the term of the lease, the University will make occupancy payments derived from student residence fees to the Developer. During the first 30 years of the initial term, the University will provide the Developer with certain guaranteed occupancy payments, recorded in the period to which they relate. During the year, the University expensed \$82 (2025 - \$nil) of occupancy payments. In addition to the occupancy guarantee, the University is entitled to annual operating rent equal to the greater of \$100,000 and 3% of specified residence revenues. During the year, the University recognized \$138 rental revenue (2025 - \$32). The University has implemented strategies to mitigate the risk of expensing occupancy payments and considers the risk to be low. The University participates in student revenues in excess of established occupancy rates and in other non-traditional revenue streams generated in the building. The Developer is responsible for the operating expenses related to the residence space.

UNIVERSITY OF WINDSOR
NOTES TO THE FINANCIAL STATEMENTS
(in thousands of dollars, unless otherwise noted)
APRIL 30, 2026

NOTE 15
RELATED PARTY TRANSACTIONS

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

At April 30, 2026, LSRC Corp. recognized a net loss of \$1,801 (2025 - \$3,191). As a result of the University's 25% share in LSRC Corp., the University recorded an investment loss of \$450 (2025 - \$797) at April 30, 2026. Total investment cumulative loss incurred at April 30, 2026, is \$2,045 (2025 - \$1,595).

In 2026, the University obtained an additional \$578 (2025 - \$823) preferred shares in LSRC Corp. Total preferred shares owned by the University at April 30, 2026, was \$24,780 (2025 - \$24,202). This was in exchange for the University's financial contribution to the LSRC Corp. at April 30, 2026. These transactions have been recorded at the carrying value. The University has no Other Assets related to LSRC Corp. as at April 30, 2026 (2025 - \$nil).

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

	2026	2025
	\$	\$
Funds provided by (returned to) the University to LSRC Corp.	464	357
Investment loss in Common Shares	(450)	(797)
Related party transaction	14	(440)

Total investment in LSRC related to Note 2:

	2026	2025
	\$	\$
Balance, beginning of year	22,608	22,582
Investment in Preferred Shares	578	823
Investment loss in Common Shares	(450)	(797)
Balance, end of year	22,736	22,608



University
of Windsor

Audited Financial Statements for the year ended April 30, 2026

Board of Governors
October 20, 2026

2025/26 Year End Audit

- KPMG has completed its audit and expects to issue an unmodified audit opinion.
- KPMG continued to perform certain procedures (subsequent events, legal letters) up to the financial statements being approved by the Board of Governors.
- The University made no changes to its accounting practices during fiscal 2025/26.
- The audit did not note any deficiencies to report to the Audit Committee
- Draft Financial Statements will be finalized upon Board approval



Statement of Operations for the year ended April 30, 2026

**Board of Governors
October 20, 2026**



University of Windsor

2025/26 Financial Statements Operating Results

Consolidated net income was \$.7 M, compared to \$3.6M budgeted deficit and \$9.9M prior year deficit

- Budget to actual improvement primarily due to one time items
- Improvement to prior year due to one time items and improvement in grants

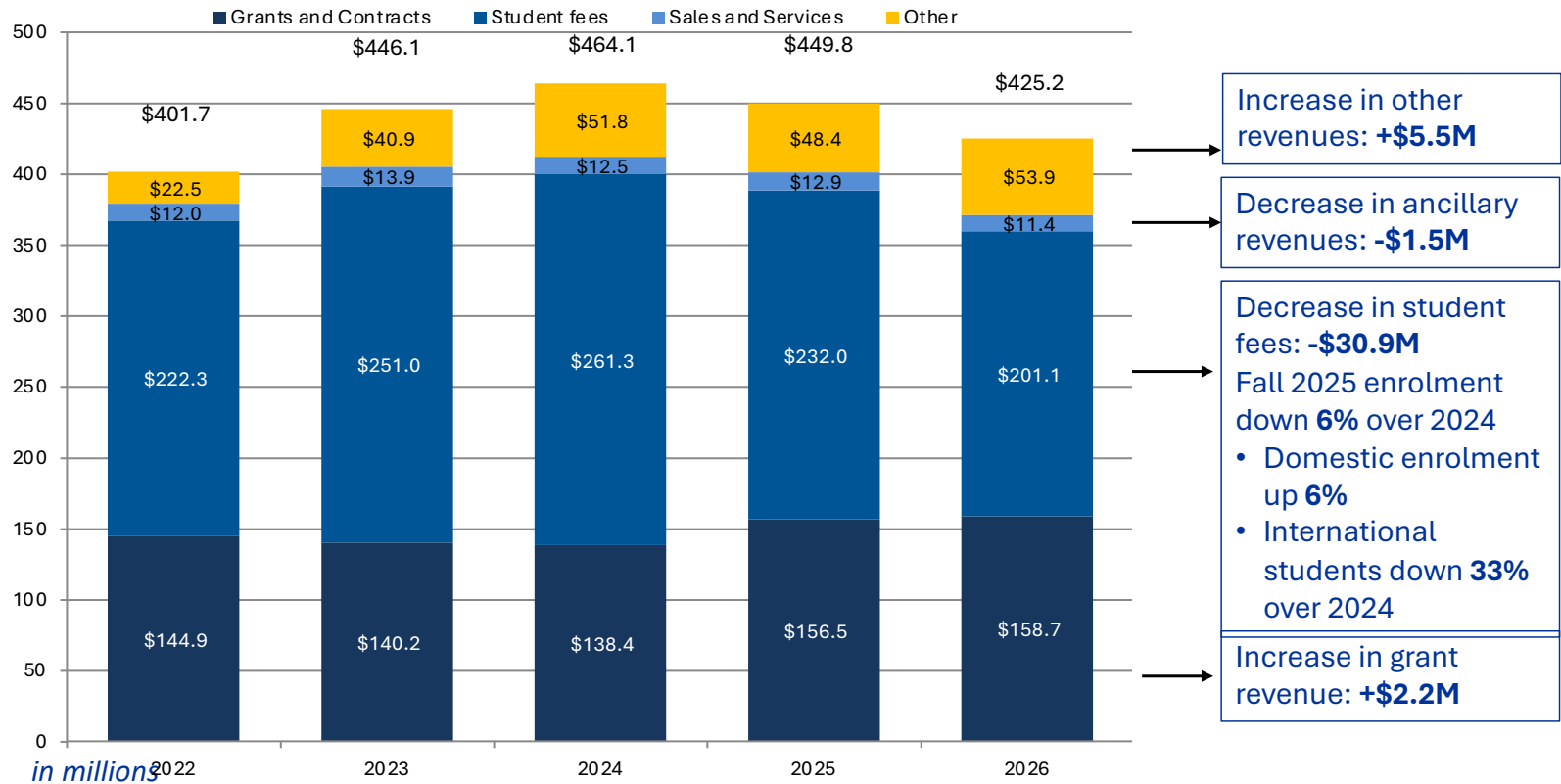
Structural deficit continues to be approximately \$9M

	25/26 Budget	25/26 Actual	Variance	24/25 Actual	25/26 Actual	Variance	Comment
Net Deficit	(\$3.7)	\$0.7	\$4.4	(\$9.9)	\$0.7	\$10.6	
<i>Less:</i>							
Interest Rate Swaps		\$1.8	\$1.8	(\$4.3)	\$1.8	\$6.1	<i>Accounting Treatment; no cash value</i>
Retail Sales Tax; Unclaimed Tuition		\$2.8	\$2.8		\$2.8	\$2.8	<i>One time settlement amounts</i>
Post Secondary Sustainability Funding	\$4.7	\$4.7	-	\$2.8	\$4.7	\$1.9	<i>One time funding; ended after 2026/27</i>
Structural Deficit	(\$8.4)	(\$8.6)	(\$0.2)	(\$8.4)	(\$8.6)	(\$0.2)	



Consolidated Revenue – \$425.2M

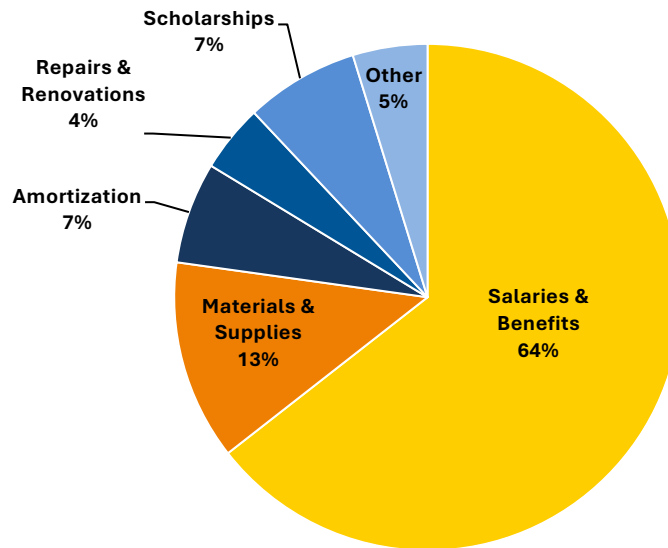
- \$24.6M lower than 2024/25



University of Windsor

Consolidated Expenditures – \$426.2M

- \$29.1 M lower than 2024/25



Salaries and benefits:

- **-\$20.4M** and decrease of 7%. reflecting planned savings from restructuring and voluntary contract terminations offered in the previous fiscal year

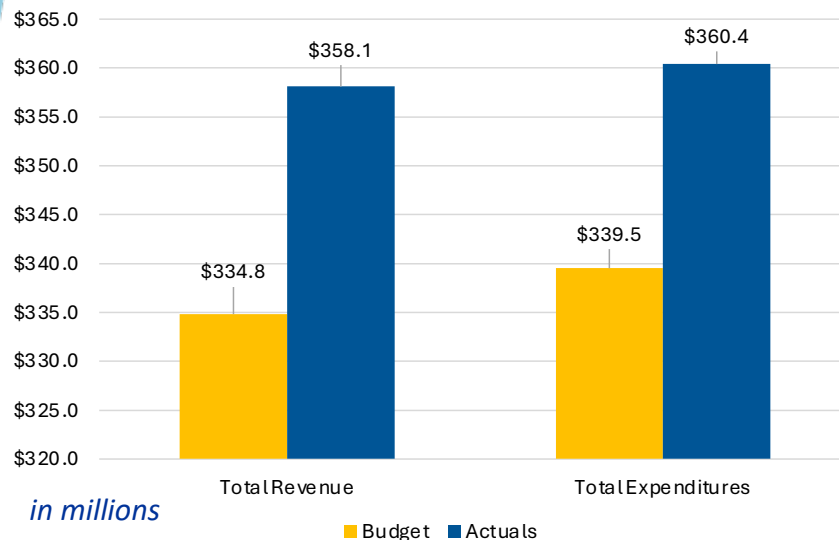
Materials & Repairs:

- **-\$8.1M** spending in these areas has decreased as discretionary budgets were scaled back and many repairs were capital in nature.
- Variance reflects project mix, with more 2025/26 costs qualifying for capitalization as capital assets.



Operating Fund – Budget vs. Actual

\$2.3M Deficit is \$2.4M better than budget

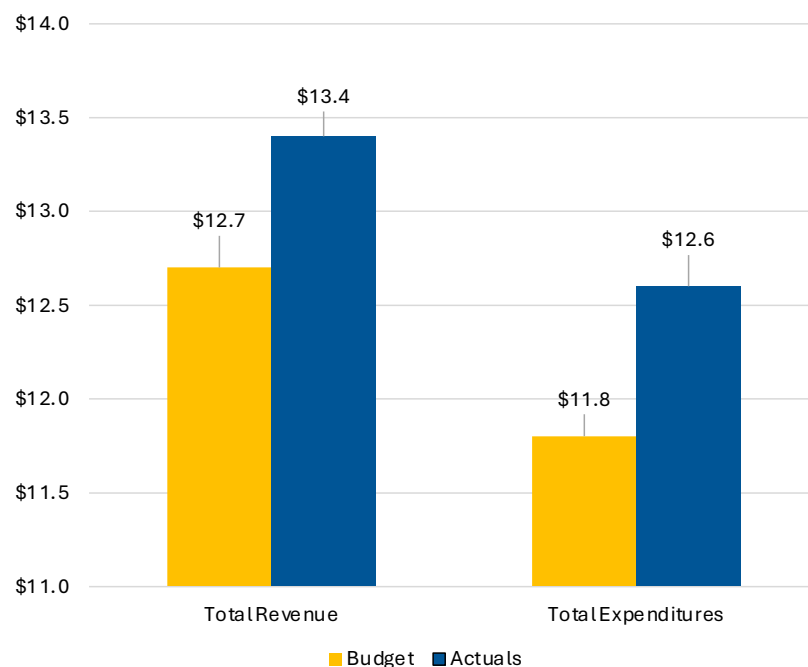


- Revenue of **\$358.1M**, **\$23.3M** above budget
 - Grants and contracts were **\$11.9M** above budget, reflecting additional government funding for teacher education, nursing and other programs.
 - Other revenue was **\$11.1M** above budget, including **\$14M** in internal transfers offset in other funds and a one-time **\$2.1M** PST rebate settlement and other one time items
 - Investment income exceeded budget by **\$4.6M**, offsetting the **\$4.4M** student-fee shortfall primarily related to lower-than-budgeted ICBM enrolment.
- Total operating expenses were **\$360.4M**, **\$20.9M** above budget.
 - Salaries and benefits were **\$11.6M** above budget, reflecting 2% salary increases, additional VCT and termination costs, **\$0.8M** in job-evaluation adjustments and higher GreenShield benefit claims.



Ancillary Fund - Budget vs. Actuals

Net income \$.1M below budget



in millions

Total ancillary revenue was **\$13.4M**, **\$0.7M** above the **\$12.7M** budget.

- Parking revenue exceeded budget by **\$0.6M**, driven by stronger space utilization and sold-out student permits.
- Residence revenue was **\$0.2M** above budget, supported by higher occupancy following the opening of Rodzik Hall.
- Ancillary expenditures were **\$788K** above budget,
 - Higher Salary and benefit costs (**\$192K**), as well as higher service costs (**\$337K**) and increased activity associated with Rodzik Hall
 - Expenditures included **\$419K** in Parking capital investments and **\$2.374M** in debt-servicing costs



University of Windsor

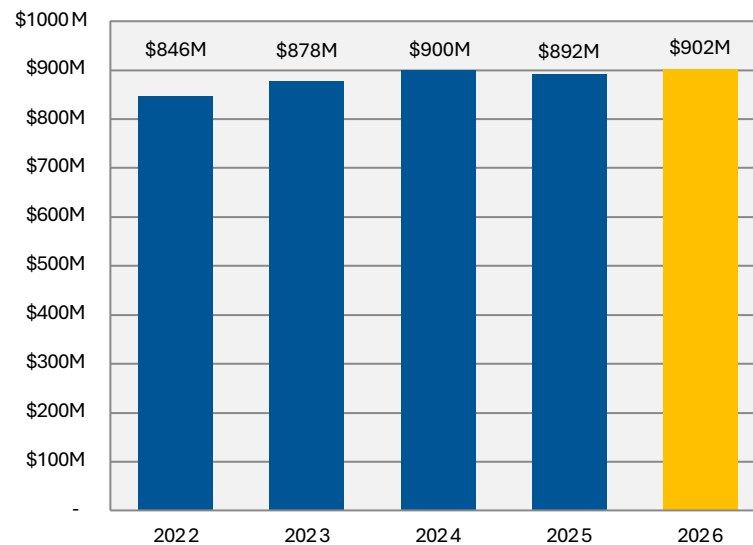
Statement of Financial Position for the year ended April 30, 2026

**Board of Governors
October 20, 2026**



University of Windsor

Total Assets – \$902.4M



in millions

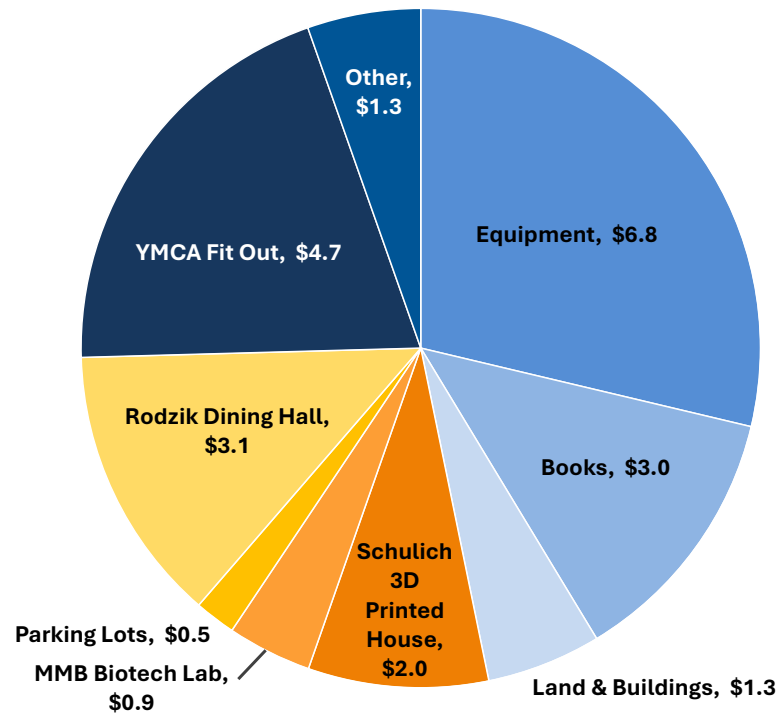
Assets increased by \$10.6M:

- Cash and cash equivalents: **-\$26.3M**
- Accounts Receivable and Prepaid expenses: **+\$5.1M**
- Investments: **+\$40.3M**
- Capital Assets (net): **-\$8.5M**



University of Windsor

Capital Asset Additions (\$M) – \$23.6M



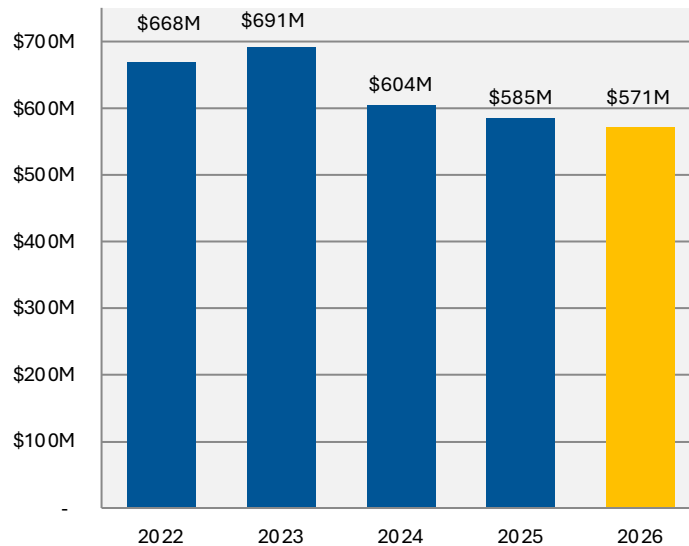
in millions

- MEB Simulation labs, **\$0.9M**
- Equipment purchases including research related equipment and furniture for Rodzik Hall Residence, **\$6.8M**
- Parking lot upgrades, **\$0.5M**
- Schulich 3D Printed House (CIP additions), **\$2.0M**
- YMCA Fit Out at 300 Ouellette, **\$4.7M**
- Rodzik Dining Hall, **\$3.1M**



University of Windsor

Total Liabilities (\$M) – \$570.6M



in millions

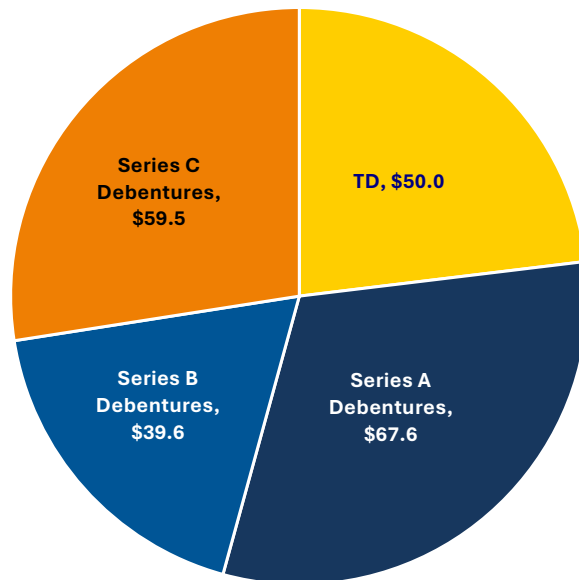
Liabilities decreased by \$14M:

- AP and Accrued Liabilities: **-\$9.4M**
- Deferred Revenue and contributions: **-\$2.4M**
- LT Debt: **-\$3.8M**
- Employee future benefits liability: **+\$1.9M**



University of Windsor

Long Term Debt (\$M) – \$216.7M



in millions

2006 - Series A (Maturity Jun 2046)

- externally restricted sinking fund (netted against debt for financial statements presentation)

2017 - Series B (Maturity Jun 2057)

- Internally restricted sinking fund

2020 - Series C (Maturity Jun 2060)

- Internally restricted sinking fund

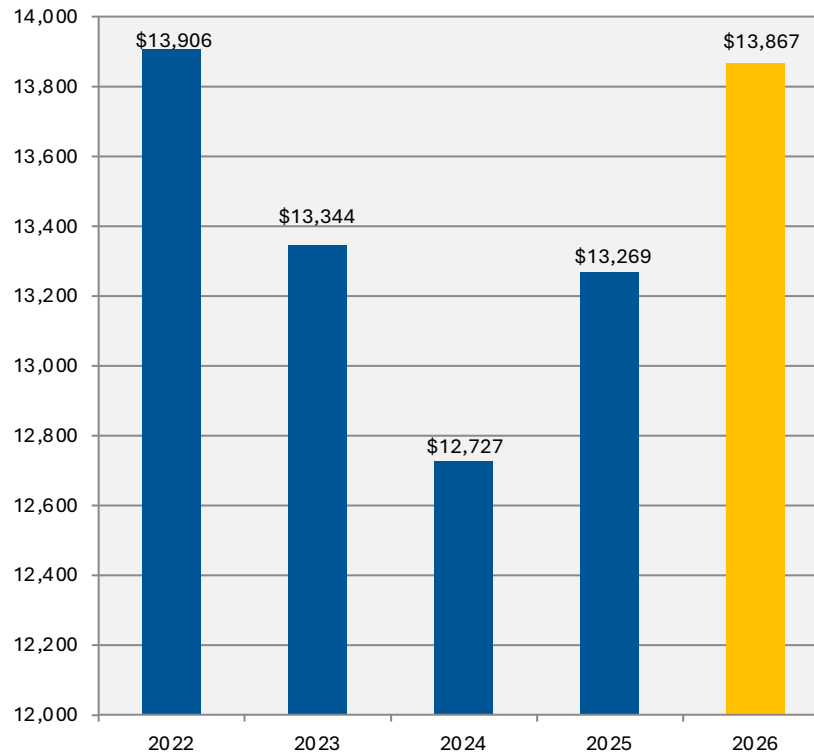
TD Loans:

- Principal paid annually (\$2.1M)
- TD Loans (Maturity 2043 & 2044)



University of Windsor

Long Term Debt per Student FTE



- **UWindsor's Credit Ratings:**
 - DBRS – A
 - Moody's – Aa3 Stable
- **Debt per FTE for 2025/26: \$13,867**; rolling 3-year average (as per University Debt Policy): **\$13,288**
- **Debt per FTE Average** (Ontario medium university sector, 2025): **\$11,444**
- **Debt per FTE, Average** for Universities rated "A" or higher by DBRS (2025): **\$10,740**



Net Assets \$331.8M

Net assets represent the University's total assets remaining after deducting its liabilities and are categorized based on how those resources are invested, restricted or available for future use.

Components of Net Assets as of April 30, 2026:

1. Unfunded operations **(\$49M)**
2. Internally Restricted **\$188.9M**
3. Endowment **\$191.9M**



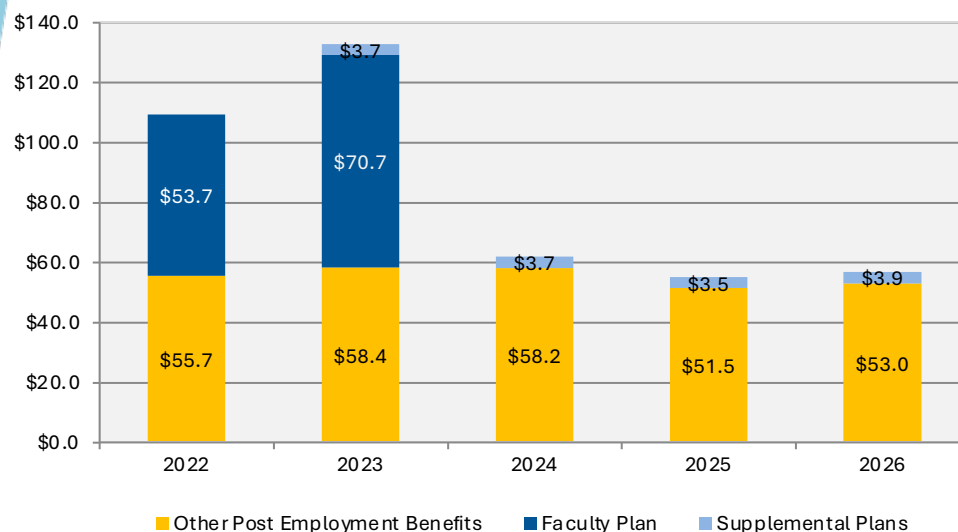
Unfunded Operations – \$49.0M

Represents long-term accounting obligations that do not have an equivalent pool of assets specifically set aside to fund them.

- **Employee future benefits: (\$56.9M)** primarily relates to retiree health, dental and life insurance benefits and supplemental pension obligations.
- **Interest-rate swaps: \$3.5M** accounting adjustment related to swap agreements that fix interest rates and provide certainty over future borrowing costs.
- **LSRC Corp. investment: \$4.4M** represents the portion of the University's investment in the Toldo Lancer Centre project classified within unrestricted net assets.
- Together, these components result in a net unfunded operations balance of **(\$49.0M)** at April 30, 2026.



Employee Future Benefits – \$56.9M



in millions

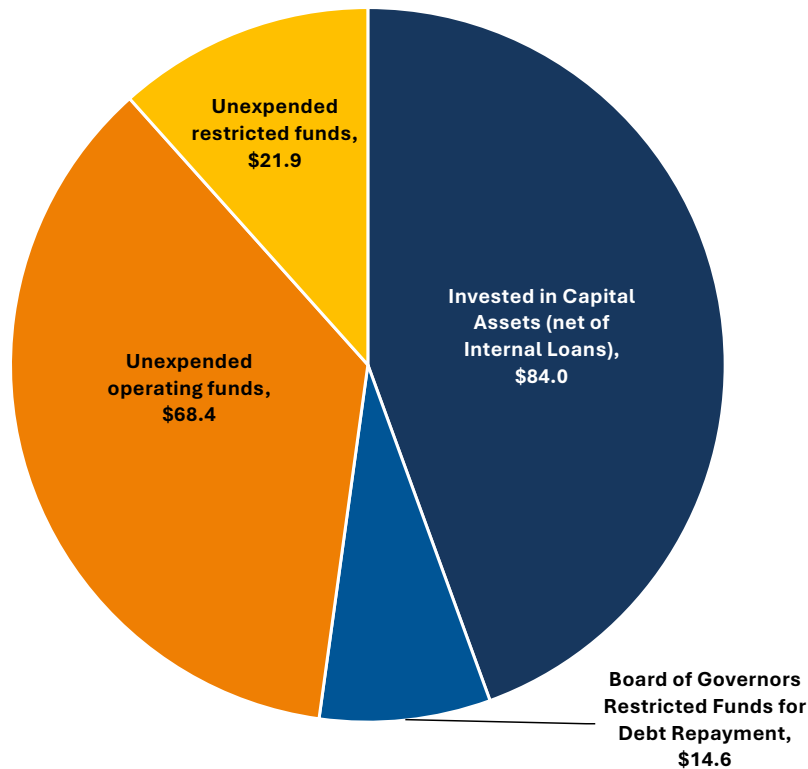
Employee future benefit liabilities increased by **\$1.9M** (3%), from **\$55.0M** to **\$56.9M**.

- The liability consists of Other Post Employment Benefits (OPEB) **\$53.0M** for retiree health, dental and life insurance benefits, and **\$3.9M** for supplemental pension obligations.
- Liabilities show a net increase of \$1.9M over the prior year. This is due to higher current service and finance costs, net of contributions and benefit payments as well as an actuarial gain, resulting from updated assumptions and actual experience.
- The Faculty Plan liability was reduced to nil in 2024 after the plan moved into an actuarial surplus position and remains in a surplus position to date.
- **Pension liabilities** are based on the **July 2025** actuarial valuation for the **Faculty Plan** and **January 2026** actuarial valuations for the **Employee Plan**



University of Windsor

Internally Restricted Net Assets - \$188.9M



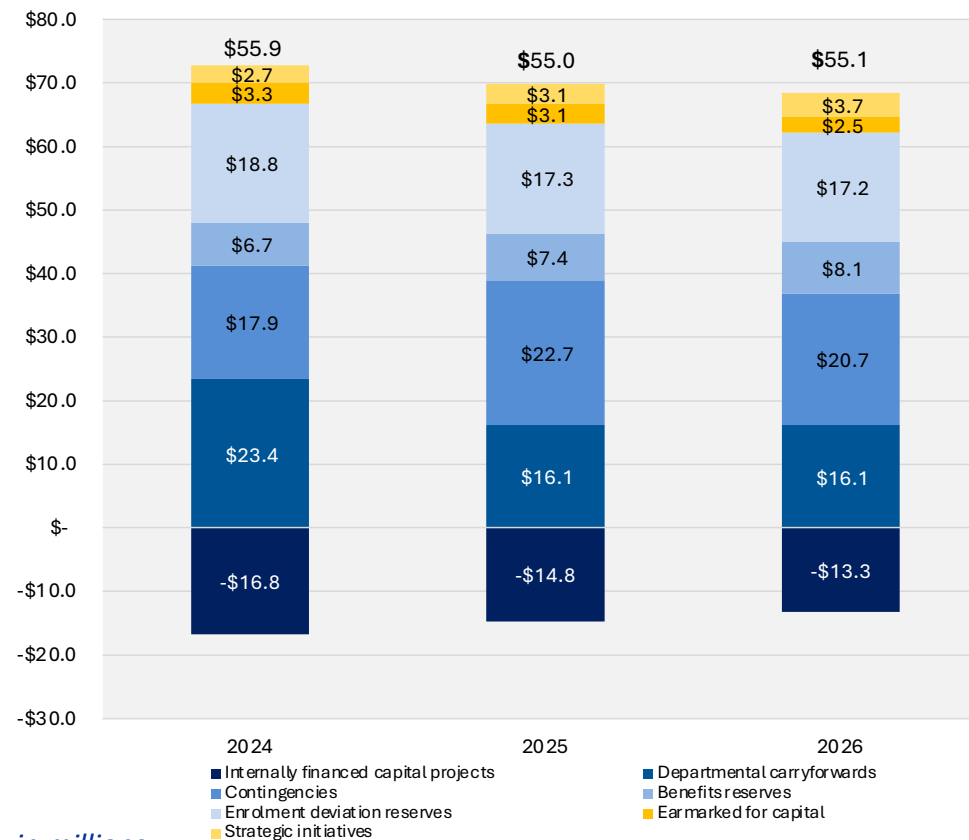
in millions

- **\$84.0M invested in capital assets:** University resources invested in buildings, equipment and other capital assets, net of internal loans.
- **\$68.4M in unexpended operating funds:** Includes **\$55.1M** in operating and ancillary reserves, net of **\$13.3M** internally restricted for capital and repair projects.
- **\$21.9M in unexpended restricted funds:** Funding designated for specific programs and purposes, such as unspent research grants that can only be used for eligible research expenses.
- **\$14.6M restricted for debt repayment:** Funds designated by the Board of Governors for future debt obligations.
- Although reported as net assets, much of the \$188.9M has already been invested or designated for specific purposes and is not freely available to fund general operations.



University of Windsor

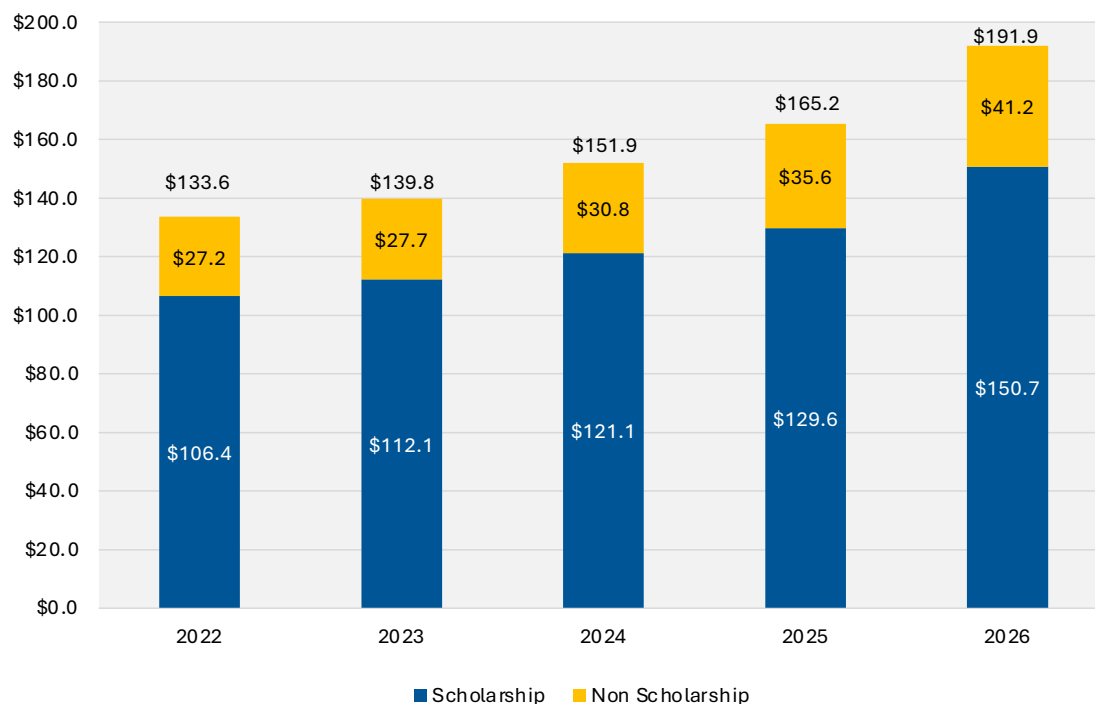
Unexpended Operating Funds (Reserves) - \$55.1M



- Reserves remained stable during 2025/26, increasing by **\$55K** to **\$55.1M**.
- **Increases in reserves: +\$14.6M** included
 - \$3M for the For the Future Fund
 - \$5M for enrolment contingency
 - \$4.6M for capital projects
- **Uses of reserves: -\$13.1M** supported enrolment pressures and strategic priorities, including:
 - \$4M from enrolment contingency for international tuition shortfalls
 - \$1.8M for staff displacement costs
 - \$4.6M for facilities, capital and sustainability projects
 - \$1.5M for Aspire priorities



Endowment – \$191.9M



in millions

- 1-year Endowment Fund rate of return: **+16.3%**
- Endowment donations received in 2025/26: **\$2.5M**
- Endowment per FTE: **\$12,275** (Ontario universities, average: \$19,673)
- Total fundraising activity (including additional pledges) in year: **\$8.1M** (2025 - \$10.4M)



University of Windsor

MCU Financial Health Metrics: Thresholds

<i>Financial Accountability Ratios</i>	<i>Financial Accountability Points</i>			
Description of Ratio:	2023/24 Points	2024/25 Points	2025/26 Points	Rolling 3 Yr Average
Liquidity				
Primary Reserve Ratio (days)	0.00	0.00	0.00	0.00
Working Capital	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
Sustainability				
Viability Ratio	1.00	1.00	1.00	1.00
Debt to Revenue Ratio	1.00	1.00	2.00	1.33
Interest Burden Ratio	1.00	1.00	1.00	1.00
Debt Ratio (Adjusted)	1.00	1.00	1.00	1.00
	1.00	1.00	1.25	1.08
Performance				
Net Income (Loss) Ratio	0.00	2.00	2.00	1.33
Net Operating Revenues Ratio	1.00	1.00	1.00	1.00
	0.50	1.50	1.50	1.17
Risk Score	1.00	1.50	1.50	1.17

- MCU Financial Health Rating remains unchanged at **1.5 points** (2025 - 1.50 points)
- **Medium Risk category**
- Medium Risk action plan will be required for 2025/26 reporting purposes.
- The University remains in the Medium Risk category in 2026 due mainly to our Net Income (Loss) Ratio in the **Performance** category.



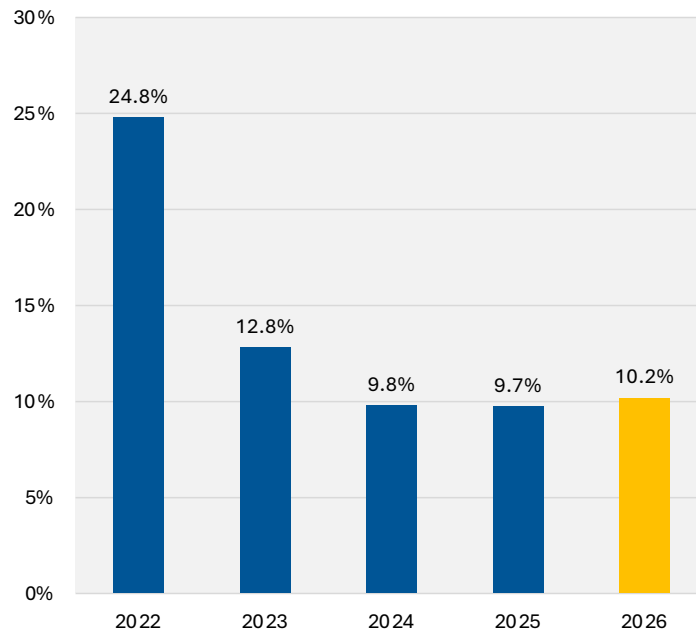


University
of Windsor

Audited Financial Statements for the year ended April 30, 2026

Board of Governors
October 20, 2026

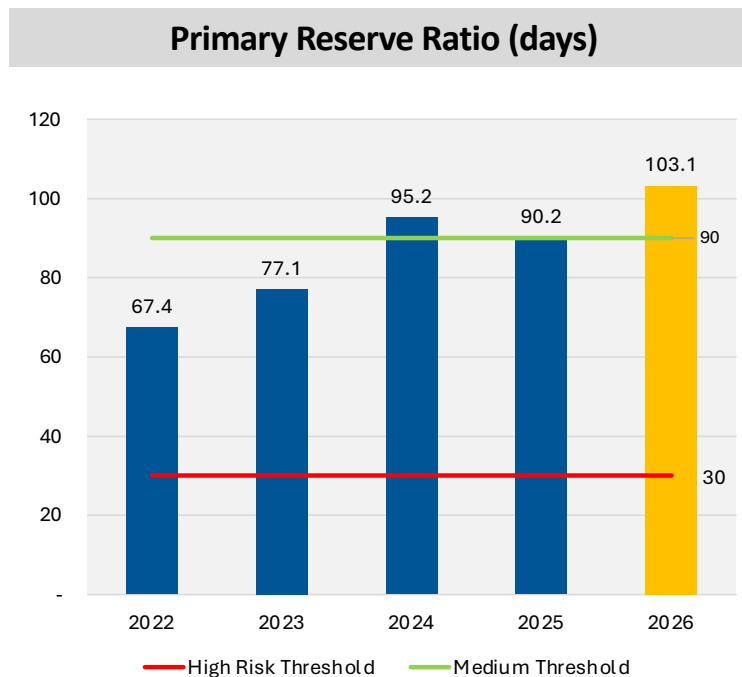
Internal Loan Utilization Ratio



- **Internal Loan Commitments Outstanding** divided by **Expendable Operating Cash Balances**
- The major contributor to the increase in this ratio for 2025/26 is the substantial decline in operating cash.
- Current internal loans are on a long-term payment schedule over the next 5-8 years
- Total internal loan balance outstanding is **\$13.3M** (2025 - \$14.8M).
- \$11.8M of this balance relates to the UWinsite ERP implementation (2018).
- Rolling 3-year average (required reporting as per University Debt Policy): 9.9%



MCU Financial Health Metric: Liquidity

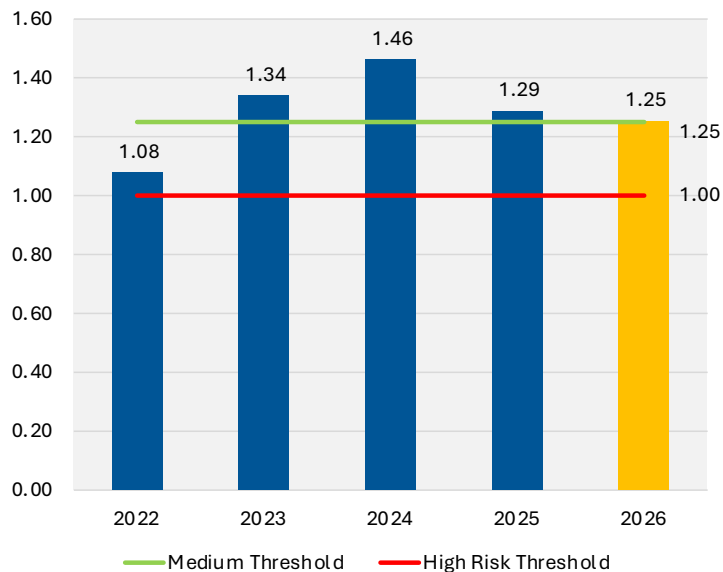


- Consolidated Expenses divided by Expendable Net Assets
- Number of days institution could function using unrestricted assets
- Ratio has increased substantially due to the decrease in expenses of approx. **\$30M**. This allows us to maintain a **low-risk threshold**
- This ratio is now in line or better than our comparison Universities (2025)
 - Brock 77.2
 - Laurier 108.6



MCU Financial Health Metric: Liquidity

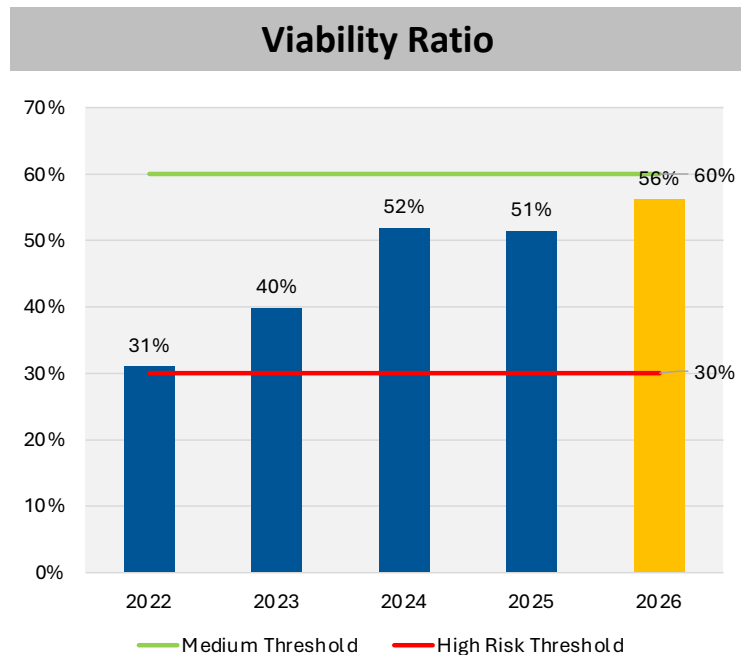
Working Capital Ratio



- Current Assets divided by Current Liabilities
- Total current assets reduced by more than the current liabilities primarily due to the reduction in cash of **\$26M** from prior year
- The reduction accrued liabilities related to restructuring helped to offset the significant reduction
- The ratio remains at **low risk**



MCU Financial Health Metric: Sustainability

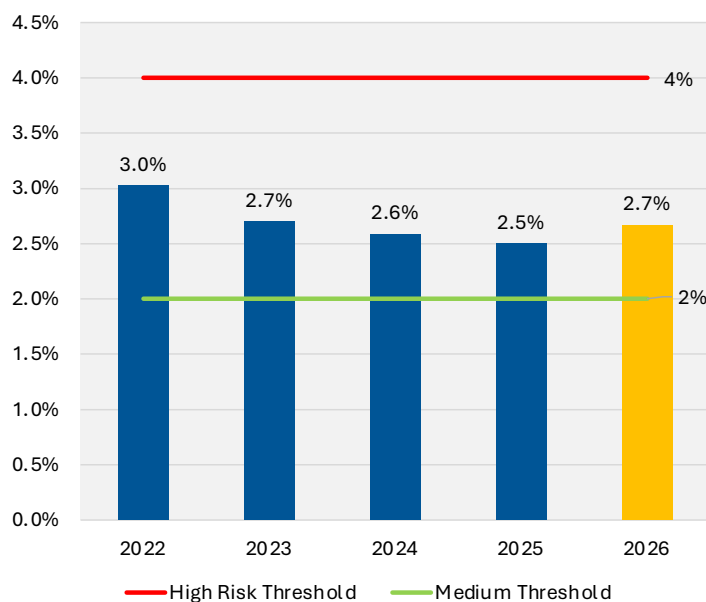


- Measures funds on hand to settle long-term obligations
- Expendable Net Assets divided by Total Debt
 - **Note: Series A Sinking fund is NOT included in the internally restricted funds**
- Rolling 3-year average (required reporting as per University Debt Policy):
 - 53.2% (Series A as a Reserve)
 - 60.1% (Series A offsetting debt)
- Average of peer Universities
 - Brock 2025: 35.3%
 - Laurier 2025: 68.9%



MCU Financial Health Metric: Sustainability

Interest Burden Ratio

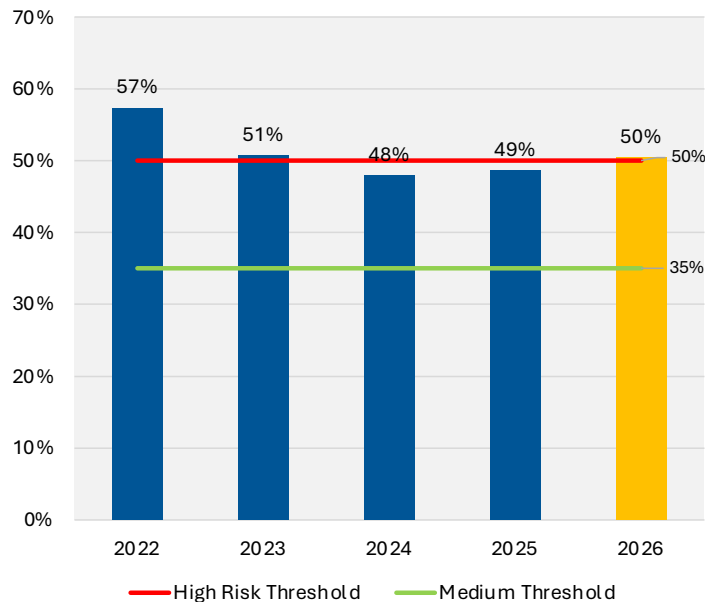


- Measures annual burden to service cost of debt
- Interest expense divided by consolidated expenses, less amortization
- Rolling 3-year average (reported as per University Debt Policy): 2.59%
- In line with peer Universities
 - Brock 2025: 2.7%
 - Laurier 2025: 2.1%



MCU Financial Health Metric: Sustainability

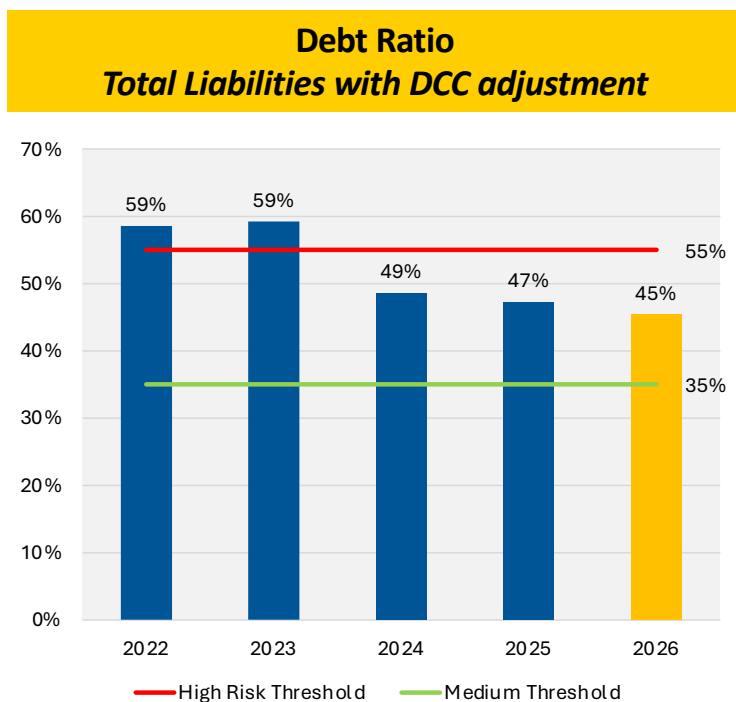
Debt to Revenue Ratio



- Long-Term Debt divided by total Revenue
- Similar to Debt ratio, unlikely to move in the long term because of bullet-payment nature of debt.
- There was a slight increase to this ratio due to the revenue decline. The increase has moved us to the **high risk action plan**.
- In line or better than peer University comparators
 - Brock 2025: 62.28%
 - Laurier 2025: 42.89%



MCU Financial Health Metric: Sustainability

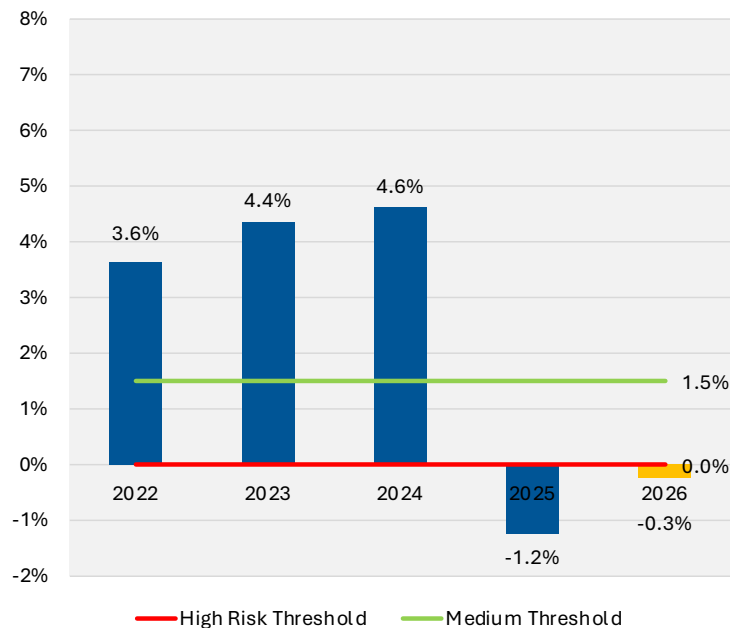


- Calculated as (Total Liabilities less Deferred Capital Contributions) divided by Total Assets
- Debt will not decrease significantly until a bond becomes due (2046)
- The decrease in this ratio relates to the overall decrease in liabilities and increase in assets.
- Ratio remains at **medium risk**



MCU Financial Health Metric: Performance

Net Income (Loss) Ratio

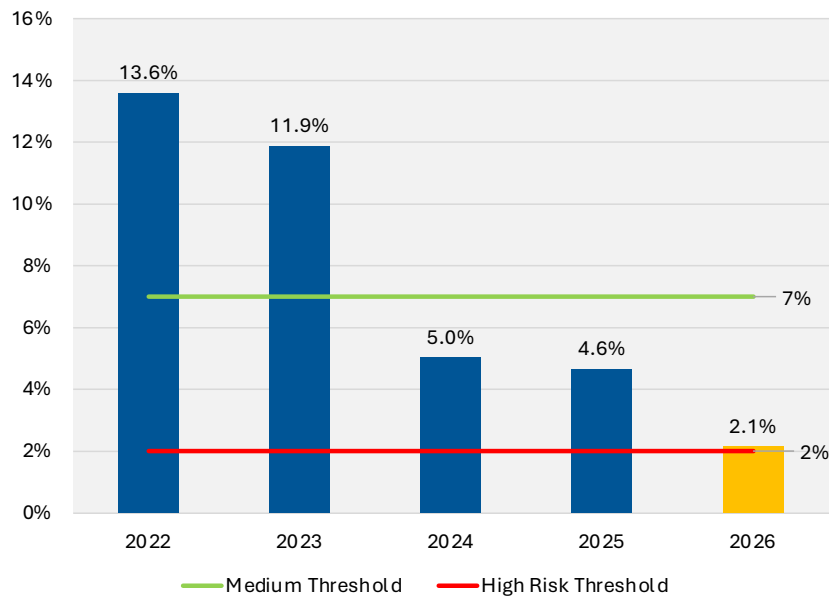


- Net Income (loss) divided by consolidated revenues
- Can be impacted by:
 - Infusions in/(withdrawals from) operating reserves
 - Investment income
 - Ancillary fund profits/losses
 - Endowment spending
 - Revenue generation
 - Expense management



MCU Financial Health Metrics: Performance

Net Operating Revenues Ratio



- Cash generated from Operations divided by Consolidated Revenues
- Provides an indication of the extent to which institutions are generating positive cash
- Universities are not-for-profit organizations; excess cash from operations is limited
- The decrease in revenues as well as the large decrease in operating cash has significantly affected this ratio. The ratio remains in the **medium risk** threshold.
- In line with average peer performance
 - Brock 2025: 1.7%
 - Laurier 2025: 6.8%



**University of Windsor
Board of Governors**

*4.2.2: **External Auditor's Audit Findings Report for the year-ended April 30, 2026**

Item for: **Information**

Forwarded by: **Board Audit Committee**

REPORT

1.0 Purpose and Background

The purpose of this report is to advise the Board that the Audit Committee reviewed the External Auditor's Audit Findings Report for the year-ended April 30, 2026 and was satisfied with the report. KPMG, the University's external auditor, is prepared to issue a clean audit opinion. There were no corrected or uncorrected misstatements and, as in previous years, KPMG confirmed that the University has been appropriately reporting on all matters.

2.0 Summary of Consultations/Communication

KPMG completed the audit in collaboration with Finance and other University areas responsible for the records and controls within the audit scope.

3.0 Attachments and Presentations

See Draft Audited Financial Statements Presentation under 4.2.1 (BG261020-4.2.1c)

**University of Windsor
Board of Governors**

*4.2.3: **Banking Signing Authority – Revision**

Item for: **Approval**

Forwarded by: **Board Audit Committee**

MOTION: That the Board of Governors approve the proposed revisions to the Board Signing Authority Resolution.

Proposed Revisions

*[Revisions are in **bold**]*

To \$50,000 Machine signature

To \$200,000 One signature of:
 President
 Provost and Vice-President, Academic
 Vice-President, Finance and Operations
 General Counsel
 Director of Legal Services
 Associate Vice-President, Finance
 Controller
 Director, Financial Reporting

\$200,000 and over Two signatures from the above list, one of which must be:
 President
 Provost and Vice-President, Academic
 Vice-President, Finance and Operations
 General Counsel
 Director of Legal Services
 Associate Vice-President, Finance

REPORT/RATIONALE

1.0 Background, Purpose, and Analysis

The University's Board Signing Authority Resolution identifies the positions authorized to approve the release of payments through the University's banking arrangements and establishes the applicable signing thresholds. Finance reviewed the current structure as part of its ongoing assessment of payment controls to ensure that signing responsibilities remain aligned with the appropriate level of financial expertise and organizational accountability. The review also considered whether sufficient coverage exists to process valid and time-sensitive payments when existing signing officers are unavailable.

- Finance recommends adding the Director, Financial Reporting, as a signing officer for payments up to \$200,000. The Director has significant knowledge of the University's accounting practices, financial systems, payment processes, and internal control framework, and is therefore appropriately qualified to undertake this responsibility. Adding the Director will broaden the available signing coverage within

Finance, support continuity during absences or periods of high payment activity and reduce the risk that properly approved payments are delayed because an authorized signing officer is unavailable.

- Finance also recommends extending the Associate Vice-President, Finance's existing signing authority to include payments over \$200,000. The AVP Finance has direct oversight of the Finance function and overall responsibility for the effectiveness of the University's financial processes and controls. This makes the position appropriately placed to provide senior financial authorization for significant or time-sensitive payments and will provide additional coverage at the higher payment threshold.

For payments over \$200,000, the AVP Finance's role will be to confirm that the required Finance review has been completed, the appropriate senior financial officer has certified the payment run, and any identified exceptions have been resolved before the funds are released.

The proposed amendments change only the positions authorized to release payments through the University's banking arrangements. They do not change existing expenditure-approval or procurement authorities, or the Finance review and certification procedures required before payment. All payments will remain subject to established delegated-authority and segregation-of-duties requirements.

2.0 Financial Implications

There are no financial implications arising from the proposed amendments. The changes are intended to improve operational coverage and the timely release of properly approved payments.

3.0 Risk Assessment

The proposed amendments reduce operational and business-continuity risk by increasing the availability of appropriately qualified signing officers at both payment thresholds. Adding the Director, Financial Reporting, will provide additional day-to-day coverage for payments up to \$200,000 and ensure that authorization is supported by a role with detailed knowledge of the University's accounting practices, financial systems and internal controls.

Extending signing authority for payments over \$200,000 to the Associate Vice-President, Finance will strengthen executive financial oversight of significant payments. The AVP Finance's experience and knowledge of the University's financial processes and control framework will support an informed assessment of whether the required reviews and certifications have been completed, whether any exceptions have been appropriately resolved and whether further information or escalation is required before funds are released. This provides an additional risk-based oversight option at the higher payment threshold without duplicating the detailed transaction-level review performed by the Finance team.

The proposed changes do not weaken the University's existing payment controls. Expenditure approvals, Finance review and certification requirements, delegated authorities, and segregation-of-duties controls will remain in place before a payment can be released. The additional signing coverage complements these controls by helping ensure that authorization is both timely and provided by individuals with the appropriate financial knowledge and organizational accountability.

If the amendments are not approved, the University will continue to rely on the existing, more limited group of signing officers. When those individuals are unavailable, significant or time-sensitive payments may be delayed, potentially affecting contractual payment deadlines, vendor relationships, and the continuity of University operations.

4.0 Summary of Consultations/Communication

Finance developed the proposed amendments following its review of payment-run controls and signing coverage. The amendments have been reviewed and endorsed by the Executive Leadership Team. Audit Committee is recommending approval to the Board of Governors.

5.0 Attachments and Presentations

None.

**University of Windsor
Board of Governors**

***4.2.4: Appointment of External Auditors for 2026-2027**

Item for: **Approval**

Forwarded by: **Board Audit Committee**

MOTION: That KPMG LLP be appointed as the University of Windsor's external auditors for 2026/27.

REPORT/RATIONALE

1.0 Background, Purpose, and Analysis

The University appoints an external auditor annually to conduct an independent audit of its consolidated financial statements and provide an opinion on whether the statements are presented fairly, in all material respects, in accordance with the applicable financial reporting framework. The external audit supports the Audit Committee in fulfilling its financial reporting, risk oversight and governance responsibilities.

KPMG LLP was selected through a competitive proposal process completed in March 2022 for an initial three-year period beginning with the fiscal year ended April 30, 2023. The procurement provided an option to extend the appointment for a further three years, subject to annual approval by the Board of Governors.

Finance recommends that KPMG be reappointed for 2026/27. KPMG has developed detailed knowledge of the University's operations, financial reporting practices, systems and internal control environment. KPMG also has extensive experience serving organizations across the post-secondary and broader public sectors, providing additional insight into sector-specific accounting requirements, regulatory expectations, financial pressures and emerging audit risks. This combination of institutional knowledge and broader sector expertise supports an effective and informed external audit.

The annual appointment remains subject to KPMG confirming its independence and compliance with applicable professional standards. The Audit Committee will continue to oversee the external auditor's independence, audit plan, significant audit matters, performance and fees. The appointment does not limit the Committee's ability to challenge the auditor or require changes to the audit approach where appropriate.

2.0 Financial Implications

KPMG LLP has proposed marginal increases to their audit fees for 2026/2027. The proposed fees have been reviewed for reasonableness considering the planned audit scope, prevailing inflationary pressures and the value of the professional services provided. The fees will be funded within the University's approved operating budget.

3.0 Risk Assessment

Reappointing KPMG mitigates financial reporting and transition risk by maintaining continuity with an audit team that understands the University and the higher-education environment. This continuity supports an efficient audit and informed consideration of significant accounting, control and reporting matters.

The principal risks associated with continued appointment are auditor familiarity and perceived or actual independence concerns. These risks are addressed through KPMG's annual independence confirmation, professional rotation requirements, as well as through the Audit Committee's oversight, its review of non-audit services and its annual assessment of the auditor's performance and fees.

Not appointing an external auditor in a timely manner could delay audit planning, completion of the annual financial statements and required reporting to the Board, government, lenders and other stakeholders.

4.0 Summary of Consultations/Communication

The Audit Committee considers the appointment of the University's external auditors annually and determines whether to recommend their reappointment to the Board of Governors. The Audit Committee recommends to the Board of Governors reappointment of KPMG for 2026/27.

5.0 Attachments and Presentations

None.

**University of Windsor
Board of Governors**

***4.3.1: Faculty and Staff Hiring Trends and Employment Equity Data Comparisons with Other Universities**

Item for: **Information**

Forwarded by: **Board Executive Committee**

Board Executive Committee – Report

In accordance with the delegation authority provided in the Board bylaw, at its October 7, 2026 meeting, the Board Executive Committee approved, on behalf of the Board, the President's Annual Report on Faculty and Staff Appointments, accompanied by a report on faculty and staff hiring trends and employment equity data. The Committee also reviewed the President's annual succession plan, as delegated to the Committee under the policy, in addition to the other items listed separately on the Board's October 20, 2026 meeting agenda.

REPORT RE: HIRING TRENDS AND EMPLOYMENT EQUITY DATA

1.0 Background, Purpose, and Analysis

The report on faculty and staff hiring trends, includes diversity data based on faculty and staff who self-identified under the four designated group as listed in the federal contractors' program. Also included is a report on diversity data from other Ontario universities, as well as data taken from the Canadian Labour Market Availability Pool.

The purpose of the attached reports is to provide UWindsor hiring trends and employment equity data comparisons in order to ensure there is continuous monitoring, tracking, and benchmarking of the University's efforts to advance hiring of members of equity-seeking groups.

2.0 Summary of Consultations/Communication

None.

3.0 Attachments and Presentations

- *Appendix 1: Report on Faculty and Staff Hiring Trends (BG261020-4.3.1a)*
- *Appendix 2: Employment Equity Data Comparisons with Other Universities (BG261020-4.3.1b)*

Report on Faculty Hiring Trends

		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	University of Windsor General Faculty Data										
1	# of Faculty New Hires	24	34	39	33	22	11	19	41	17	12
2	# of Faculty Retiring	20	19	11	20	16	15	18	20	24	15
3	# deceased while active	1	0	1	0	1	1	1	2	1	1
4	# resigned or terminated	5	3	6	3	8	6	5	5	13	19
5	Difference	-2	12	21	10	-3	-11	-5	14	-21	-23
6	Average Age of Faculty	53.61	53.46	52.99	52.90	53.07	53.51	53.76	53.58	52.97	53.40
7	Average Age of Retirement of Faculty	66.60	67.37	67.00	66.10	69.06	71.53	66.22	70.15	67.25	64.40
8	Total Faculty Members	556	573	594	614	614	601	599	620	614	584
9	Employment Equity Data - Faculty New Hires										
	<i>Women</i>	33.3%	58.8%	46.2%	57.6%	50.0%	45.5%	52.6%	43.9%	29.4%	58.3%
	<i>Indigenous peoples</i>	8.3%	2.9%	7.7%	9.1%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%
	<i>Racialized People/Visible minorities</i>	12.5%	32.4%	28.2%	21.2%	40.9%	27.3%	26.3%	58.5%	47.1%	33.3%
	<i>Persons with Disabilities</i>	8.3%	5.9%	5.1%	0.0%	4.6%	0.0%	5.3%	12.2%	11.8%	16.7%
	<i>2SLGBTQIA+ peoples</i>										8.3%
10	Employment Equity Data - Total Faculty Members										
	<i>Women</i>	46.7%	47.3%	45.3%	46.6%	47.5%	47.3%	47.7%	47.3%	52.7%	46.2%
	<i>Indigenous</i>	0.7%	0.9%	2.2%	2.4%	1.6%	1.5%	1.6%	1.6%	1.8%	2.1%
	<i>Racialized People/Visible minorities</i>	14.4%	17.9%	19.8%	20.2%	22.6%	25.4%	25.3%	26.4%	27.5%	29.6%
	<i>Persons with Disabilities</i>	3.9%	4.4%	5.6%	5.1%	6.2%	7.7%	9.0%	9.0%	9.1%	12.4%
	<i>2SLGBTQIA+ peoples</i>										4.0%

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

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

Employment Equity Data

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

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

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

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

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

The internal representation percentages of the designated groups Indigenous peoples, persons with disabilities, 2SLGBTQIA+ peoples, and racialized people/visible minorities are collected from the University of Windsor Employment Equity Census and Survey. The data on women are extracted from the University's UWinsite People Human Resources Information System (HRIS).

This report started providing 2SLGBTQIA+ peoples data as of 2025-2026 cycle.

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

Report on Staff Hiring Trends

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
# of Staff Hired	36	43	51	28	33	38	69	64	18	35
# of Staff Retiring	28	24	23	20	31	34	42	19	53	22
# of Deceased Staff while active	1	2	4	2	0	2	0	4	0	0
# of Staff Resignations/Terminations	16	11	22	13	14	18	26	24	39	43
Difference	-9	6	2	-7	-12	-16	1	17	-74	-30
Women	66.70%	60.50%	78.40%	50.00%	78.80%	68.40%	58.00%	59.40%	38.90%	37.10%
Indigenous peoples	2.80%	2.30%	2.00%	0.00%	0.00%	10.50%	0.00%	1.60%	5.60%	5.70%
Racialized people/Visible minorities	8.30%	4.70%	19.60%	17.90%	24.20%	26.30%	24.60%	23.40%	5.60%	22.90%
Persons with Disabilities	0.00%	2.30%	2.00%	7.10%	3.00%	7.90%	10.10%	14.10%	5.60%	8.60%
2SLGBTQIA+ peoples										5.70%
Women	66.00%	65.80%	64.00%	62.30%	66.20%	63.40%	63.50%	62.60%	59.00%	63.60%
Indigenous peoples	2.90%	2.90%	2.50%	2.40%	2.70%	2.40%	2.50%	1.90%	1.80%	1.90%
Racialized people/Visible minorities	10.00%	10.50%	11.50%	12.30%	12.60%	16.60%	16.90%	18.20%	17.80%	15.80%
Persons with Disabilities	5.80%	5.30%	5.20%	4.90%	7.40%	6.70%	7.20%	8.40%	9.10%	13.60%
2SLGBTQIA+ peoples										4.10%

Note:

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

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

Employment Equity Data

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

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

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

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

The internal representation percentages of the designated groups Indigenous peoples, persons with disabilities, 2SLGBTQIA+ peoples, and racialized people/visible minorities are collected from the University of Windsor Employment Equity Census and Survey. The data on women are extracted from the University's UWinsite People Human Resources Information System (HRIS).

This report started providing 2SLGBTQIA+ peoples data as of 2025-2026 cycle.

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

Employment Equity Data Comparisons with Other University Institutions

	Canadian LMA	University of Windsor	Queen's University	University of Toronto	Toronto Metropolitan University *	UBC Vancouver	UBC Okanagan	York University	McGill University	University of Victoria
Faculty (Academic)										
<i>Women</i>	44.7%	46.2%	49.5%	50.0%	51.25%	45.8%	48.9%	51.9%	50.0%	43.8%
<i>Indigenous peoples</i>	1.9%	2.1%	1.5%	1.9%	3.25%	2.5%	5.4%	1.9%	1.5%	8.4%
<i>Racialized Peoples/ Visible minorities</i>	25.5%	29.6%	22.9%	42.3%	33.8%	31.0%	27.3%	46.2%	23.1%	22.4%
<i>Persons with Disabilities</i>	12.7%	12.4%	5.1%	17.4%	7.25%	11.2%	12.6%	16.0%	5.4%	17.8%
<i>2SLGBTQIA+ people</i>		4.0%	6.4%	18.0%	15.5%	11.8%	10.1%	10.8%	7.5%	15.5%
Staff (Non-Academic)										
<i>Women</i>	48.2%	63.6%	63.9%	67.6%	65.0%	61.5%	65.5%	64.3%	65.0%	50.4%
<i>Indigenous peoples</i>	4.2%	1.9%	2.2%	1.3%	2.0%	2.0%	4.7%	1.0%	0.9%	4.9%
<i>Racialized Peoples/ Visible minorities</i>	26.8%	15.8%	16.9%	60.4%	46.0%	44.1%	22.6%	55.8%	30.3%	20.0%
<i>Persons with Disabilities</i>	12.3%	13.6%	8.1%	19.2%	9.0%	8.5%	10.3%	8.9%	5.0%	20.0%
<i>2SLGBTQIA+ people</i>		4.1%	7.4%	16.8%	11.0%	10.9%	9.1%	6.3%	8.5%	28.3%

Note: Data as of 2025/2026 academic year

- Reporting on the overall University percentages for faculty and staff
- Canadian Labour Market Availability (LMA) Pool (For the designated groups of women, Indigenous peoples and racialized people/visible minorities, the Faculty (Academic) percentages is derived from the 2021 Canadian Census NOC 4011-University Professors and Staff (Non-Academic) percentages is derived from the 2021 Canadian Census National Labour Market Availability. For the designated group of persons with disabilities the percentages for both Faculty (Academic) and Staff (Non-Academic) is derived from the Canadian Survey on Disability 2022)

References

- Canadian LMA 2021 (Staff) and Canadian Survey on Disability (CSD) 2022 <https://opencanada.blob.core.windows.net/opengovprod/resources/8c046ae7-33be-4e56-9ea3-bfa15565a4d4/data-highlights-2021-canadian-lma-oct-2024-en.pdf?se=2025-07-14T18%3A44%3A40Z&sp=r&sv=2024-08-04&sr=b&sig=nGDSM5jHZXt5Ezh5tPhOOyN7cN1byYwnZsgePSrodh4%3D>
- NOC 41200 University Professors and Lecturers 2024 <https://open.canada.ca/data/en/dataset/07deee9b-4275-40ab-a0d3-9cd913feed47/resource/2c3ea3ce-2fa5-4ec3-b29e-a663c63763fa>
- University of Windsor's most recent report is from 2025 (not released, anticipated to be published in December 2026 – internal report)
- Queens University's most recent data is from 2025 <https://www.queensu.ca/vpcei/employment-equity-data/employment-equity-dashboard>
- University of Toronto's most recent data is from 2025 <https://people.utoronto.ca/inclusion/eedash/>
- *TMU's most recent report is from 2024 <https://www.torontomu.ca/diversity-self-id/diversity-data-centre/employee-diversity-data-centre/>
- University of British Columbia (UBC) Vancouver & Okanagan most recent report is from 2025 https://equity3.sites.olt.ubc.ca/files/2026/07/2025_Employment_Equity_Report_V0714-1.pdf
- York University most recent data is from 2025 <https://app.powerbi.com/view?r=eyJrIjojMzQzZjNhNzYtMGJkZi00Yjc4LThtNjMtZmY2OWM3OGQyN2QxliwidCI6IjM0NTMxMzE4LTcwMTEtNGZkNC04N2YwLWE0MzgXNmM0OWJkMCJ9>
- McGill University's most recent report is from 2025 https://www.mcgill.ca/senate/files/senate/d24-76_biennial_report_on_employment_equity.pdf
- University of Victoria's most recent data is from 2025 <https://www.uvic.ca/equity-action-plan/better-data/about-project/index.php>

**University of Windsor
Board of Governors**

*4.3.2: **Delegation of Authority Regarding Collective Agreements**

Item for: **Approval**

Forwarded by: **Board Executive Committee**

MOTION: That the President be delegated the authority to act on behalf of the Board in relation to Article 7 of the WUFA Collective Agreement and for the purposes of any notification under the collective agreements.

REPORT/RATIONALE

1.0 Background, Purpose, and Analysis

- The establishment and oversight of existing practices with respect to the terms and conditions of employment appropriately falls under the purview of management. Changes to existing practices should be, and are, encouraged to remain current with human resources and labour relations best practices.

2.0 Financial Implications

- There are no financial implications.

3.0 Risk Assessment

- While it is understood that the day-to-day administration of collective agreements rest with the President and appropriate Vice-Presidents, it would be clearer and more efficient for the Board to specifically delegate this authority to the President.
- Changes to existing practices and communications relating to the administration and implementation of provisions of the collective agreements do not relate to any changes or additions to the collective agreements, which would require Board approval.
- Letters issued by the President using this authority would be copied to the Board Chair.

4.0 Summary of Consultations/Communication

University Counsel.

5.0 Attachments and Presentations

None.

University of Windsor
Board of Governors

*4.3.3: **Employee Engagement Survey Results (2026)**

Item for: **Information**

Forwarded by: **Board Executive Committee**

REPORT

1.0 Purpose and Background

On March 16, 2026, the University launched its second Employee Engagement Survey, inviting faculty and staff to share their workplace experiences. Administered by TalentMap, the survey results provide vital insights to drive meaningful evidence-based actions to strengthen the workplace culture. Emerging opportunities will be prioritized and key actions embedded into the relevant Integrated Resource Plans (IRPs).

2.0 Summary of Consultations/Communication

750 employees completed the survey.

3.0 Attachments and Presentations

Appendix 1: 2026 Employee Engagement Survey – Executive Summary of Survey Results (3 pages)
(BG261020-4.3.3a)



1. Introduction

On March 16, 2026, the University launched its second Employee Engagement Survey, inviting faculty and staff to share their workplace experiences. Administered by TalentMap, the survey results provide vital insights to drive meaningful evidence-based actions to strengthen the workplace culture.

The 2026 Employee Engagement Survey retained a core set of the 2022 survey questions to help measure progress while introducing new questions that reflect the current employee engagement context and research. The survey was divided into 20 sections measuring key engagement drivers through two question types:

- **Opinion Questions:** Measured on a 5-point agreement scale to quantify sentiment across core themes.
- **Open-Ended Comments:** Allowed respondents to offer actionable suggestions for workplace improvement.

To simplify reporting, TalentMap converted the 5-point scale into three categories as depicted in the bar graph on page 2:

- **Favourable (Blue):** Combines *Agree* and *Strongly Agree*.
- **Neutral (Grey):** Includes *Neither Agree nor Disagree*.
- **Unfavourable (Orange):** Combines *Disagree* and *Strongly Disagree*.

The 2026 percent favourable scores were benchmarked against the University's 2022 percent favourable scores (where applicable) and the TalentMap Higher Education Benchmark – a 3-year aggregate dataset from Canadian colleges and universities, last updated in January 2026.

2. Highlights of Survey Results

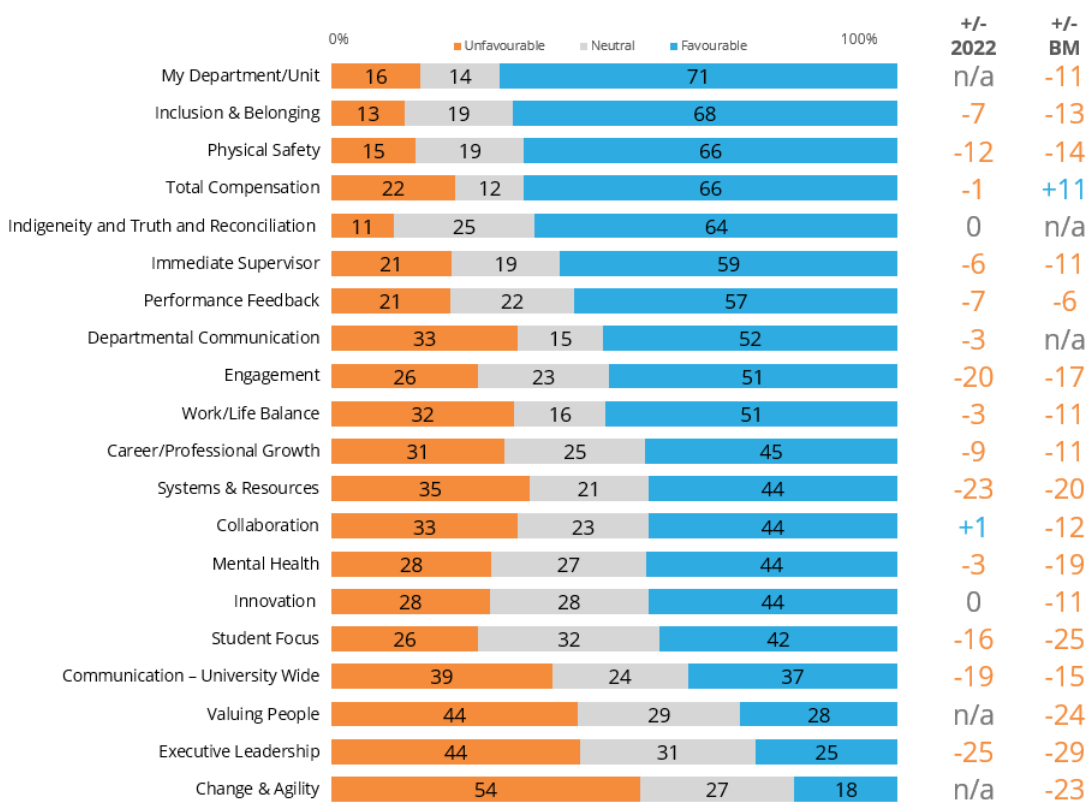
2.1 Response Rate

A total of 750 employees completed the survey representing an **overall response rate of 53%** (5 percentage points higher than 2022 and 3 percentage points higher than the TalentMap benchmark). This level of participation provides a meaningful and representative snapshot of how employees are experiencing working at UWindsor and provides helpful insights into areas of action planning focus.

2.2 Drivers/Dimensions of Engagement

The 2026 Employee Engagement survey measured 20 dimensions – or drivers - of engagement. A driver of engagement is an organizational factor, workplace condition, or managerial behavior that directly influences how emotionally, and intellectually connected employees are to the University, their team and their work.

The chart below highlights the high-level survey results for each dimension and compares the percent favourable scores to the 2022 percent favourable scores and the TalentMap benchmark.



n = 750 | response rate: 53% | filters:
Data is rounded to the nearest whole number

2.3 Qualitative Feedback

A total of **6187 open-ended comments** were submitted by respondents. To synthesize this qualitative feedback, TalentMap generated an AI-driven summary highlighting for each dimension strengths, opportunities and suggestions for improvement. This feedback will inform action planning initiatives designed to enhance the workplace culture and the employee experience.

3. Next Steps

Administration will focus on conducting a deeper analysis of the survey data, prioritizing emerging opportunities and embedding specific initiatives into relevant Integrated Resource Plans (IRPs).

To help prioritize action, TalentMap conducted a key driver analysis (Pearson Correlation Analysis) to determine which dimensions exert the strongest influence on core engagement outcomes – specifically organizational pride, likelihood of recommending UWindsor as a great place to work, optimism about the future and odds of staying or leaving UWindsor. Based on this statistical analysis the following three dimensions emerged as having the greatest impact on overall employee engagement:

- Career/Professional Growth
- Valuing People
- Change & Agility

Leaders across faculties, department, units will receive their localized survey data and be asked to engage their teams in open dialogue to identify areas of focus and integrate targeted actions directly into their IRPs.

**University of Windsor
Board of Governors**

*4.4.1: **Sexual Misconduct Policy – Revisions**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

MOTION: That the proposed revisions to the Sexual Misconduct Policy be approved.*

**See Appendix 1 for proposed revisions.*

REPORT/RATIONALE

1.0 Background, Purpose, and Analysis

The Board-approved Policy on Sexual Misconduct is to be reviewed every three years, with any proposed revisions brought to the Board for approval.

The revisions:

- provide greater clarity on types of misconduct.
- ensure the University continues to meet its responsibilities in matters pertaining to sexual violence through procedurally fair and transparent processes.
- include general housekeeping corrections and updated links (eg, removing “due process” as there is no test for due process in Canada, only procedural fairness).

2.0 Financial Implications

There are no financial implications.

3.0 Risk Assessment

It is essential that the policy remain current and aligned with principles of procedural fairness, leading practices, and survivor-focused terminology. The updated policy continues to align with government directives and helps mitigate legal, compliance, and reputational risks.

4.0 Summary of Consultations/Communication

A working group, comprised of individuals with expertise in matters pertaining sexual violence, policy, and/or institutional procedures, reviewed and revised the policy.

5.0 Attachments and Presentations

- *Appendix 1: Policy on Sexual Misconduct – Proposed Revisions (13 pages) (BG261020-4.4.1a)*

Appendix 1: Policy on Sexual Misconduct – Proposed Revisions

[revisions are in track changes]

1. PREAMBLE: COMMITMENTS AND STANDARDS

- 1.1 The University of Windsor values dignity, respect and equality for all individuals and strives to foster an atmosphere of healthy attitudes and behaviours towards sexuality, sex and gender roles. The University is committed to maintaining a healthy and safe learning, living, social, recreational and working environment. All forms of sexual misconduct jeopardize the mental, physical and emotional welfare of our students and employees, as well as the safety of the campus community and the reputation of the University. Sexual misconduct violates our institutional values and will not be tolerated.
- 1.2 The Ontario *Human Rights Code* (“*Human Rights Code*”) prohibits discrimination in the provision of educational services and in employment on the basis of sex, sexual orientation, gender identity and gender expression. The *Human Rights Code* also prohibits harassment in employment on the basis of sex, sexual orientation, gender identity and gender expression. Sexual misconduct will generally constitute harassment and discrimination under the *Human Rights Code*. Ontario’s *Occupational Health and Safety Act* (“*OHSA*”) prohibits harassment and violence in the workplace, including sexual violence. The University’s *OHSA* obligations are included in its *Harassment Prevention Policy* and *Violence Prevention Policy*, along with its *Workplace Harassment Prevention Program* and *Workplace Violence Prevention Program* for workers. The *Criminal Code of Canada* prohibits sexual assault, the non-consensual distribution of intimate images, voyeurism and criminal harassment (including stalking and cyber harassment).
- 1.3 The University of Windsor is committed to the following:
 - Believing and respecting all individuals who identify their experience as sexual misconduct (“Survivors”) as being the best judges of their own interests. The University, recognizing that an individual may not identify with the label “Survivor,” will respect each individual’s preferred term in its interactions with them.
 - Ensuring procedural fairness ~~and/or due process~~ to all affected parties in cases of alleged sexual misconduct.
 - Establishing and following a formal procedure for responding to incidents of sexual misconduct.
 - Engaging in public education and prevention activities.
 - Ensuring referrals and services are available for Survivors.
 - Holding individuals who have committed an act of sexual misconduct accountable by taking disciplinary action up to and including expulsion or dismissal.
- 1.4 The University of Windsor recognizes that challenges and potential barriers may exist to disclosing or reporting sexual misconduct. Such challenges or barriers may include an individual’s concern with respect to potential repercussions if the sexual misconduct occurred in circumstances that could violate the University’s drug or alcohol use policies. The University affirms that no student who makes a good faith report or complaint with respect to sexual violence or other sexual misconduct will be subject to discipline or sanctions for violations of the University’s policies relating to drug or alcohol use.

2. SCOPE

- 2.1 This policy applies to all members of the University community, as defined herein in 4.13, – including students, staff, faculty, administration, and members of the Board of Governors – with regard to:
 - (a) sexual misconduct that occurs on the premises of the University or its federated and affiliated institutions; and

- (b) sexual misconduct that occurs off-campus, when the person's actions or behaviour have, or might reasonably be seen to have, a negative impact on the University or on the rights of a member of the University community to use and enjoy the University's learning and working environments.

- 2.2 This Policy also applies to all visitors, volunteers, vendors, contractors, service providers, and researchers who are: on University property, conducting University business or business with the University, or acting on behalf of the University. However, the University's ability to take disciplinary or corrective action against such individuals for an act of discrimination or harassment may be limited.
- 2.3 This policy applies in conjunction with the University's other policies and legal obligations, including collective agreements. The University will make reasonable efforts to ensure that members of the University community are aware of what policies apply to them.

3. MYTHS AND MISCONCEPTIONS AROUND SEXUAL MISCONDUCT

- 3.1 Rape myths are misconceptions about sexual assault, and they apply to the broad scope of sexual misconduct. These myths downplay the seriousness of sexual misconduct and confuse our understanding of consent. They contribute to a social context in which Survivors are reluctant to report, may blame themselves for what happened or worry that they will not be believed. Rape myths create a climate of victim blaming in which perpetrators are excused for their actions. For more on myths and misconceptions around sexual assault see "[Developing a Response to Sexual Violence: A Resource Guide for Ontario's Colleges and Universities](#)" as well as [Courage to Act: Developing a National Draft Framework to Address and Prevent Gender-Based Violence at Post-Secondary Institutions in Canada](#).
- 3.2 The University affirms that students who disclose their experience of sexual violence through reporting an incident of, making a complaint about, or accessing supports and services for sexual violence, will not be asked irrelevant questions during the investigation process by the University's staff or investigators, including, [but not limited to](#), irrelevant questions relating to the student's sexual expression or past sexual history.

4. DEFINITIONS

For links to the relevant legislation, see section 12. In this policy, the following definitions apply:

- 4.1 **Sexual misconduct** is an umbrella term encompassing all forms of sexually inappropriate behaviour and sexual violence. These include, but are not limited to, sexual harassment, sexual assault, threat of sexual assault, criminal harassment (including stalking and cyber harassment), relationship violence and gender-based misconduct. Examples of sexual misconduct, which may be verbal, non-verbal or physical, include but are not limited to:
- Unwelcome sexual advances
 - Unwanted attention
 - Implied or expressed rewards or benefits for sexual favours and implied or expressed threats if sexual favours are denied
 - Requests for sexual favours
 - Indecent acts or exposure
 - Voyeurism
 - Unwelcome remarks and/or vexatious comments about someone's sexuality, appearance and bodily presentation, gender or gender expression
 - Attempts to extort sexual favours
 - Inappropriate touching
 - Threats of inappropriate touching
 - Vulgar sexual comments
 - Display of pornographic or suggestive calendars, signs, posters and/or photographs
 - Non-consensual posting of intimate images, aggressive comments or stereotypes and slurs of a sexual nature on social media or digital communication platforms (e.g., Instagram, Tiktok, Reddit, Facebook, email, etc.)

- Non-consensual communications of a sexual nature (face-to-face, phone, email, social media)
- Threatening or obscene gestures
- Surveillance and/or pursuit
- Sending unsolicited gifts (romantic, bizarre, sinister or sexualized)
- 'Creeping' via social media/cyber-stalking
- Uttering threats
- [Stalking and/or surveillance](#)
- [Failure to disclose information that could reasonably be foreseen to affect someone's decision to consent to the given activity \(e.g., HIV status in the context of unprotected sex\)](#)

In addition, Section 16.1(1)(a) of the MTCU Act defines sexual misconduct in relation to students as follows:

"sexual misconduct" means, in relation to a student of an institution,

- (a) physical sexual relations with the student, touching of a sexual nature of the student or behaviour or remarks of a sexual nature toward the student by an employee of the institution where,
 - (i) the act constitutes an offence under the Criminal Code (Canada),
 - (ii) the act infringes the right of the student under clause 7 (3) (a) of the Human Rights Code to be free from a sexual solicitation or advance, or
 - (iii) the act constitutes sexual misconduct as defined in the institution's employee sexual misconduct policy or contravenes the policy or any other policy, rule or other requirement of the institution respecting sexual relations between employees and students, or
- (b) any conduct by an employee of the institution that infringes the right of the student under clause 7 (3) (b) of the Human Rights Code to be free from a reprisal or threat of reprisal for the rejection of a sexual solicitation or advance. ("inconduite sexuelle")

4.2 **Accommodation** in teaching and evaluation procedures, or in housing or employment contexts, is designed to meet the demonstrated needs of a member of the campus community in relation to an incident of sexual misconduct. This includes the meaning of "accommodation" as it is understood under human rights law.

4.3 The **Office of Sexual Violence, Prevention, Resistance and Support** provides confidential support, referrals and assistance to individuals related to experiences of sexual misconduct (within the limits outlined by this policy). The Office of Sexual Violence, Prevention, Resistance and Support will assist individuals to make informed choices and to navigate relevant institutional and community processes, but will not undertake investigations of incidents of sexual misconduct.

4.4 **Age of consent for sexual activity** is the age that an individual can legally consent to sexual activity. As per the Criminal Code of Canada, the legal age of consent for sexual acts is sixteen. Twelve and 13 year-olds can consent to have sex with other youth who are less than 2 years older than themselves. Fourteen and 15 years-olds can consent to sexual involvement with an individual who is less than 5 years older if there is no relationship of trust, authority or dependency or any other exploitation of the young person. Sixteen and 17 years-olds may legally consent to sexual acts if there is no relationship of trust, authority, dependency or other exploitation.

~~4.51.1 **Alleged perpetrator** is an individual who has been accused of committing sexual misconduct.~~

~~4.64.5 **Bystander** is a person who has witnessed sexual misconduct or has knowledge of the misconduct.~~

~~4.74.6 **Coercion** is the use of emotional manipulation, blackmail, threats to family or friends, or the promise of rewards or special treatment in order to persuade an individual to do something the individual does not wish to do, such as being sexual or performing particular sexual acts.~~

~~4.84.7 **Consent** is the voluntary agreement and willing participation in sexual activity, from individuals who have reached the age of consent to sexual activity and have the mental capacity to understand the nature, purpose and consequences of a decision to participate in sexual activity. An individual must actively and willingly give~~

consent to sexual activity. Consent must be informed, freely given and continuous; it can also be withdrawn at any time. Sexual activity without consent is sexual assault. The following are some factors relating to consent:

Consent:

- Is never assumed or implied
- Is not silence or the absence of “no”
- Cannot be given by an individual who is incapacitated by alcohol or drugs or is asleep or unconscious
- Can never be obtained through threats, coercion or other pressure tactics
- Can be revoked at any time, regardless of any other sexual activities that have taken place
- Is not valid if the perpetrator abuses a position of trust, power or authority
- Cannot be assumed from previous consent to similar activities

The consumption of alcohol or drugs does not provide any excuse for failing to obtain consent and for ensuring that consent is present on a continuous basis. (*Criminal Code of Canada, section 150.1, 153.1, 273.1*: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)

4.94.8 Force is the use of physical violence and/or imposing on an individual physically to gain sexual access to that person. Force also includes threats of harm to oneself or others, intimidation and/or coercion to overcome resistance.

4.104.9 Incapacity is a state in which individuals lack the ability to give consent (to understand the ‘who, what, when, where and why’ of their sexual interaction). Sexual activity with an individual who one knows to be, or based on circumstances should reasonably have been known to be, mentally or physically incapacitated (by drug or alcohol use, sleep, unconsciousness or a blackout) constitutes sexual assault. The initiator of sexual activity should always err on the side of assuming an individual to be incapacitated, rather than risk committing sexual assault. Evidence of incapacitation may include, but is not limited to:

- Slurred speech
- Bloodshot eyes
- The smell of alcohol on one’s breath
- Shakiness
- Vomiting
- Unusual/strange behaviour
- Being asleep or unconscious

4.114.10 Indecent act is a deliberate indecent act in a public place in the presence of one or more persons, or in any place with the intent to insult or offend any person. (*Criminal Code of Canada, section 173*: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)

4.124.11 Intimate images means a visual recording of a person made by any means including photographic, film, or video recording in which the person is nude, exposing their breasts, genital organs or anal region or is engaged in explicit sexual activity in respect of which at the time of recording there were circumstances giving rise to a reasonable expectation of privacy and in which the person depicted retains a reasonable expectation of privacy at the time the offence is committed (*Criminal Code of Canada, section 162.1(2)*: <https://laws-lois.justice.gc.ca/eng/acts/C-46/section-162.1.html>).

4.134.12 Members of the University of Windsor Community means individuals who fall under one or more of the following categories:

4.134.12.1 student, defined as any person who is admitted to, or enrolled at the University of Windsor in any capacity, full-time or part-time, pursuing credit or non-credit studies, including students on co-op and exchanges, regardless of whether they are currently registered in courses or are currently a candidate for a degree, diploma or certificate, including between semesters; as well as any person registered in the Schulich School of Medicine and Dentistry as agreed to by the University of Windsor and Western University.

- 4.134.12.2 employee**, defined as individuals employed by the University of Windsor, including, but not limited to administration, faculty, contract faculty, full-time staff, part-time staff, contract staff, student staff, and post-doctoral fellows.
- 4.134.12.3 emeriti and alumni**, engaged in activities at the University of Windsor or on behalf of the University of Windsor.
- 4.134.12.5 coaching staff** refers to any employee or volunteer who is a coach or assistant coach for a University of Windsor team or group.
- 4.134.12.6 Members of the Board of Governors**, defined as any voting member of the Board of Governors or its Committees.
- 4.134.12.7 visitors, volunteers, vendors, contractors, service providers, and researchers** who are: on University property, conducting University business or business with the University, or acting on behalf of the University.
- 4.134.12.8** anyone contractually obligated to comply with this Policy.

4.1413 Nonconsensual distribution of intimate images means the publication, distribution, transmission, sale, advertisement or otherwise making available of an intimate image when the person knows or is reckless as to whether or not the person in the image gave their consent to that conduct (Criminal Code of Canada, section 162.1(2): <https://laws-lois.justice.gc.ca/eng/acts/C-46/section-162.1.html>).

4.14 ~~Alleged perpetrator~~ Respondent is an individual who has been accused of committing sexual misconduct.

- 4.15 Sexual assault; sexual assault with a weapon, threats to a third party or causing bodily harm; aggravated sexual assault** is sexual touching of another person with any object or body part that is without consent or by force. Any sexual activity without consent is sexual assault. (*Criminal Code of Canada*, section 271, 272, 273: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)
- 4.16 Sexual harassment** is a course of vexatious comment or conduct against an individual because of sex, sexual orientation, gender identity or gender expression that is known or ought reasonably to be known to be unwelcome in the context of an educational or workplace setting. Sexual harassment also includes a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement, and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. (*Human Rights Code*, section 7: <http://www.ohrc.on.ca/en/ontario-human-rights-code> and *Ontario Health and Safety Act*, section 1: <https://www.ontario.ca/laws/statute/90o01>).
- 4.17 Stalking and cyber harassment** involve behaviours that occur on one or more occasions and which instil fear in an individual and/or threaten the individual's safety or mental health. Stalking can also include threats of harm to the individual's friends and/or family. (*Criminal Code of Canada*, section 264: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)
- 4.18 Survivor** is an individual who identifies their experience as sexual misconduct. The University, recognizing that an individual may not identify with the label "Survivor," will respect each individual's preferred term in its interactions with them.
- 4.19 Voyeurism** is secretly observing (including by mechanical or electronic means) or making a visual recording (including photographs, film or video recording) of a person who is in circumstances that give rise to a reasonable expectation of privacy. (*Criminal Code of Canada*, section 162: <http://laws-lois.justice.gc.ca/PDF/C-46.pdf>)

5. PARTIES' RIGHTS

5.1 Rights of the Survivor

All Survivors have a right to:

- Be treated with compassion, dignity and respect, including not being asked irrelevant questions during the investigation process by the University's staff or investigators, such as irrelevant questions relating to the student's sexual expression or past sexual history
- Be informed about on- and off-campus services and resources
- Be informed about [disclosing](#), [reporting](#) and [complaint](#) options and the limits to confidentiality associated with each option
- Be provided with appropriate academic and other accommodation based on demonstrated need
- Be provided with assistance in formulating a safety plan (a set of objectives and strategies identified by the Survivor to help promote ongoing safety and prevent future incidents). For more on safety plans, see the Ontario Government's "Developing a Response to Sexual Violence: A Resource Guide for Ontario's Colleges and Universities," [Glossary of Terms](#).
- Decide if they want to disclose, report, or file a complaint through the Office of Sexual Violence, Prevention, Resistance and Support, or report to either the Special Constables Service or local police, subject to the limitations set out in section 6.3 of this policy.
- Decide whether to access available services and to choose those services they feel will be the most beneficial
- Have reasonable and necessary actions taken to prevent further unwanted contact with the Respondent
- [Be apprised of timelines and receive meaningful and timely updates when they engage a complaint process. It is the responsibility of the administering office, in collaboration with the Office of Sexual Violence Prevention, Resistance, and Support, to ensure that updates are provided.](#)

5.2 Rights of the ~~Alleged Perpetrator~~ Respondent

All Respondents have a right to:

- Be treated with dignity and respect
- Be informed about on- and off-campus services and resources (as applicable)

5.3 Be informed about the process to be followed in relation to any investigation [and receive meaningful and timely updates from the administering office](#)

- Be informed of the potential consequences/repercussions of any finding of misconduct
- Participate in any investigation relating to their conduct
- Not to be considered "guilty" before the conclusion of any applicable investigation
- Waive their right to participate in any investigation relating to their conduct, in which case the University reserves the right to continue the investigation and take any appropriate action

6. CONFIDENTIALITY

6.1 Confidentiality is important to those who have disclosed or reported sexual misconduct, as well as to those who are alleged to have committed sexual misconduct, and should be safeguarded throughout the process to the extent possible. Where an individual's situation warrants accommodation, staff will protect the confidentiality of all those involved to the degree possible.

6.2 The following circumstances are examples of where confidentiality cannot be assured:

- There are reasonable grounds to believe that an individual is at imminent risk of self-harm.
- There are reasonable grounds to believe that one or more persons in the University and wider community may be at risk of harm.
- Reporting is required by law (e.g., in the case of a minor).
- A written complaint has been filed, triggering formal procedures including investigation.
- An individual has disclosed to, reported to or filed a complaint with a member of the Special Constable Service. This may result in the filing of a report with the Windsor Police Service. When Special Constable Service become aware of an alleged incident of sexual misconduct, they determine whether the incident must be investigated. If so, under their agreement with the Windsor Police Service, the incident must be reported.

- Evidence of sexual misconduct is available in the public realm (e.g. video shared publicly on social media).
- The accommodation or support required limits the possibility of confidentiality.

6.3 The University's ability to protect confidentiality is limited by its legal obligations. Where the University becomes aware of an allegation by a member of the University community against another member of the University community, the University has an obligation under the *Human Rights Code* and (if the allegation involves a worker at the University) under the *OHSA*, to take steps to ensure that the matter is dealt with as required by those statutes. Similarly, regardless of whether a Survivor is a student, employee or visitor, the University may be required to take steps to address possible civil law, criminal law or disciplinary aspects of the situation.

7. DISCLOSING, REPORTING, AND COMPLAINT OPTIONS

7.1 Disclosing Option

7.1.1 A Survivor or bystander may choose to disclose sexual misconduct to any faculty or staff member. Disclosure, in these circumstances, is about seeking support and/or guidance.

7.1.2 This disclosure normally does not trigger an investigation or formal procedure, but may result in accommodation. However, disclosure of sexual misconduct to a member of University administration may trigger an investigation or formal procedure.

7.2 Reporting Option

7.2.1 A Survivor may choose to confidentially report misconduct to the Office of Sexual Violence, Prevention, Resistance and Support to ensure that a formal record is created, while choosing not to file a formal complaint that triggers an investigation or formal procedure. Bystanders may choose to report acts of sexual misconduct that they witness or where they perceive a specific pattern of sexual misconduct which they believe is creating a hostile or toxic environment where they work, study or live.

7.2.2 The record of the report may be used by the Survivor to lodge a formal complaint and initiate an investigation at a later date.

7.2.3 Where there are recurring confidential reports of sexual misconduct involving the same Respondent(s) or events, or where there is an imminent risk of harm to the Survivor or others, the Office of Sexual Violence, Prevention, Resistance and Support will notify the President (or designate) immediately. The Office of Sexual Violence, Prevention, Resistance and Support will maintain the confidentiality of those reporting, unless circumstances exist where confidentiality cannot be assured (see section 6), at which point they would be notified.

7.2.4 No information obtained by way of a confidential report that could identify the individual(s) reporting the misconduct will be shared with any person or body without the individual's express consent, unless circumstances exist where confidentiality cannot be assured (see section 6). The President (or designate) may also act on information communicated by the Office of Sexual Violence, Prevention, Resistance and Support in those circumstances (the possible actions are identified in subsection 9.2).

7.2.5 There may be greater limits to accommodation without a written complaint. Individuals who choose to forego the filing of a written complaint must understand that, subject to section 6.3 of this policy, the absence of a finding of wrongdoing against the Respondent may limit some of the possible accommodations that can be provided.

7.3 Complaint Option

7.3.1 A Survivor can use one or more complaint mechanism(s) at the institutional level to make a formal, written complaint regarding the sexual misconduct. Complaints are addressed through various University bylaws,

policies, and collective agreements, depending on who is involved (these are listed in section 13). The filing of a written complaint triggers a formal procedure at the institutional level, involving documentation, investigation and formal and/or legal proceedings. A Survivor who wishes to file a written complaint should contact the Office of Sexual Violence, Prevention, Resistance and Support to discuss the options available and for assistance with filing.

- 7.3.2 Survivors can also launch a complaint by contacting the Special Constable Service, but should be aware of the specific procedures that will then be triggered. ~~The Special Constable Service will in all cases consult with the Office of Sexual Violence, Prevention, Resistance and Support promptly to ensure institutional awareness of the incident and to ensure that the survivor is provided with the opportunity to receive assistance and support if desired. Please note that disclosing~~ Disclosing, reporting or filing a written complaint with the Special Constable Service may result in the logging of a report with the Windsor Police Service. When the Special Constable Service become aware of an alleged incident of sexual misconduct, they determine whether the incident must be investigated. If so, under their agreement with the Windsor Police Service, it must be reported. The Special Constable Service is obliged to promptly notify the Office of Sexual Violence Prevention, Resistance, and Support of all incidents of potential sexual and gender-based violence, even if they do not rise to the level of criminality.
- 7.3.3 Beyond the institution's complaint mechanisms, a Survivor may also wish to pursue a charge under the *Criminal Code of Canada* through the Windsor Police Service, or a grievance or complaint to the Human Rights Tribunal of Ontario or the Ontario Labour Relations Board. The Office of Sexual Violence, Prevention, Resistance and Support can provide further information regarding these options.
- 7.3.4 Bystanders may make a formal written complaint when they perceive a specific pattern of sexual misconduct which they believe is creating a hostile or toxic environment where they work, study or live.
- 7.3.5 Individuals who choose to forego the filing of a written complaint must understand that, subject to section 6.3 of this policy, the absence of a finding of wrongdoing against the Respondent may limit some of the possible accommodations that can be provided.

7.4 The Office of Sexual Violence Prevention, Resistance, and Support is responsible for producing an annual report for the Board of Governors that presents anonymized aggregate data on the number of Disclosures, Reports, and Complaints received.

7.4.7.5 Right to Withdraw a Complaint

~~7.4.17.5.1~~ Survivors and bystanders have the right to withdraw their complaint at any stage of the process. However, the University may continue to act on the issue identified in the complaint in order to comply with its obligation under this policy and/or its legal obligations.

8. COMPLAINT PROCESS

8.1 Complaint processes will ~~follow due process and~~ be guided by the principles of fairness and procedural and natural justice. Respondents will be given reasonable notice, with full details of the allegations. They will be provided with an opportunity to answer the allegations made against them, in accordance with the procedures described in the relevant bylaw, policy, and collective agreement. As such, no sanction or disciplinary action will be taken against Respondents without their knowledge. Procedures for addressing complaints are provided through various University bylaws, policies, and collective agreements, depending on who is involved (these are listed in section 13). Respondents who choose not to respond to the allegations made against them or choose not to participate in the investigation process may find themselves the subject of sanctions or other appropriate actions without further notice.

8.2 Where employees have been found to have engaged in Sexual Misconduct sanctions or disciplinary action may include the following: requiring additional education on sexual violence with proof of completion, limiting hours or imposing restrictions (e.g., not to be alone with students), suspension – with or without pay,

termination for cause. This list is not exhaustive but shows that a wide range of disciplinary action will be considered.

~~8-28.3~~ Where students have been found to have engaged in Sexual misconduct sanctions or disciplinary action will typically be guided by the Procedures for Non-Academic Misconduct, unless the misconduct occurred in the context of being a student employee.

~~8-38.4~~ In cases requiring investigation, the University will provide an investigator who is specially trained in dealing with cases of sexual misconduct. All adjudicators tasked with reviewing cases involving sexual misconduct will have received training in this area.

~~8-48.5~~ All matters relating to employee sexual misconduct will be compliant with the Strengthening Post-Secondary Institutions and Students Act and any other relevant legislation.

~~8-58.6~~ **Protection from Reprisals, Retaliation or Threats**

~~8-5-18.6.1~~ It is contrary to this Policy for anyone to retaliate, engage in reprisals or threaten to retaliate against a complainant (individual who lodged the formal complaint) or other individual for:

- pursuing rights under this Policy, the *Human Rights Code*, or the *OHSA*;
- participating or co-operating in an investigation under this Policy, the *Human Rights Code*, or the *OHSA*; or
- being associated with someone who has pursued rights under this Policy, the *Human Rights Code*, or the *OHSA*.

~~8-5-28.6.2~~ Anyone found to have engaged in such conduct will be subject to sanctions and/or discipline in accordance with the relevant policy (see section 13).

~~8-68.7~~ **Vexatious Complaints**

~~8-6-18.7.1~~ If an individual, in good faith, reports or files a sexual misconduct complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed. Complaints that are found following an investigation to have been made in bad faith may result in sanctions and/or discipline against the individual who lodged the written complaint.

~~8-78.8~~ **Multiple Proceedings**

~~8-7-18.8.1~~ Where criminal, civil and/or administrative proceedings are commenced in respect of allegations of sexual misconduct, the University reserves the right to conduct its own independent investigation into such allegations, or to defer its own investigation. The University will make its own determination in accordance with its policies and procedures and is not bound by the factual findings or decision of any other court or administrative tribunal. Where there is an ongoing criminal investigation, the University will cooperate with law enforcement agencies as required by law.

9. RESPONSIBILITIES

9.1 Institutional Responsibility to Provide Support and Timely Communications

9.1.1 Coordinated care and sensitive and timely communication with Survivors and with their family members (when a Survivor consents to this communication) are central to the University of Windsor's first response to sexual misconduct. The University will provide access to trained support personnel and a central point of access for guidance and assistance.

9.1.2 To facilitate this support and communication the University of Windsor will:

- Ensure that designated staff members who are knowledgeable about sexual misconduct are responsible for advocacy on campus on behalf of students and employees who have experienced sexual misconduct

- Ensure that designated staff members are responsive to the needs of Survivors and that they respond in a prompt, compassionate, and personalized fashion
- Ensure that Survivors are provided with reasonable updates about the status of the University's investigation when such investigations are undertaken in response to an incident of sexual misconduct
- Include on the main University of Windsor webpage the contact information for the Office of Sexual Violence, Prevention, Resistance and Support, Student Affairs, Special Constable Service, Student Health and Counselling Services
- Maintain and update a [sexual misconduct information webpage](#) that can be easily accessed through the main University of Windsor webpage. This information webpage may include, but not be limited to:
 - Information on disclosure, reporting and complaint options
 - Educational resources on sexual misconduct
 - Contact information and links for campus and community services
- Report on aggregate data and its institutional efforts to prevent sexual misconduct, in conformity with any requirements established by the Province of Ontario

9.2 **Institutional Responsibility to Protect**

- 9.2.1 The University of Windsor understands that Survivors may wish to control whether or how their experience will be dealt with by the police and/or the University. Wherever possible, and subject to the University's legal obligations to investigate and/or take action, a Survivor will retain this control.
- 9.2.2 The University may have a duty to investigate complaints of sexual misconduct and has a responsibility to reduce risks to the campus community. The coordination of responses to incidents of sexual misconduct includes taking steps to ensure the safety of the campus community. For example, when the safety of the University community is believed to be at risk, the University reserves the right to initiate an internal investigation and/or inform the police of the need for criminal investigation, even without the Survivor's consent.
- 9.2.3 In the absence of a formal written complaint, the University has the obligation to act on information that suggests, for example:
- (a) an incident or a pattern of behaviours damaging to the climate and well-being of the campus community
 - (b) behaviour which poses a clear and ongoing threat to others

These actions may include investigation, institutionally imposed sanctions, educational interventions (see "[Education and Prevention](#)"), and communication to external bodies.

- 9.2.4 Where a complaint of sexual misconduct has been filed with the University, the University will exercise care to protect and respect the rights and privacy of both the Survivor and the Respondent.

9.3 **Institutional Responsibility to Provide Training**

- 9.3.1 The University will strive to provide proactive, sustained and multifaceted training opportunities to all members of the University community, led by individuals with expertise in dealing with sexual misconduct. Investigators, adjudicators and the Special Constable Service will receive specialized training, and sexual misconduct response will be led by individuals with specific training in dealing with sexual misconduct. Individuals in high impact student academic and service roles will receive training.

9.4 **Bystander Responsibilities**

- 9.4.1 Sexual misconduct is a community-based problem, and the University therefore urges all members of the community to intervene to prevent sexual misconduct if they are able to safely do so. The University recognizes that in each situation there is often a range of possible intervention strategies, and emphasizes the importance of safe interventions that do not place any bystander in personal danger.

- 9.4.2 Bystanders have the right to [report](#) acts of sexual misconduct that they witness. Bystanders also have the right to report or to lodge [formal written complaints](#) when they perceive a specific pattern of sexual misconduct which they believe is creating a hostile or toxic environment where they work, study, or live.
- 9.4.3 Supervisors of employees have a legal duty to address sexual harassment and sexual misconduct that they witness or of which they have been informed. (See [Occupational Health and Safety Act](#) and [Human Rights Code](#)). More generally, as discussed earlier, the University may have a duty to investigate complaints of sexual misconduct to address its civil, criminal and human rights obligations.

9.5 **Responsibility to Refer**

- 9.5.1 A faculty or staff member who receives a disclosure has a responsibility to provide a referral sheet to the Survivor. The Survivor may choose to act on such a referral.
- ON-CAMPUS SUPPORTS AVAILABLE
<http://www.uwindsor.ca/sexual-assault/300/resources>
 - OFF-CAMPUS SUPPORTS AVAILABLE
<http://www.uwindsor.ca/sexual-assault/300/resources>

10. **EDUCATION AND PREVENTION**

- 10.1 Members of the University community are encouraged to contribute to the prevention of, intervention in and effective response to sexual misconduct. All members of the University community may play a role in building a safe and just educational environment by:
- Learning about sexual misconduct by participating in University-sponsored educational programs and campaigns
 - Modelling healthy and respectful behaviour in personal and professional relationships
 - Speaking out against behaviour that encourages sexual misconduct and assault, such as sexism, ableism, racism, homophobia and transphobia
 - Speaking out against behaviour that discourages reporting or the pursuit of a complaint, such as racism and sexism, the perpetuation of rape myths and victim-blaming, and joking about sexual misconduct and gender inequality
 - Developing the skills necessary to be an effective and supportive ally to Survivors
 - Intervening in situations that could lead to sexual misconduct
 - Intervening to prevent sexual misconduct when it is safe to do so

11. **MONITORING AND EVALUATING INTERVENTIONS**

- 11.1 The University of Windsor will undertake a systematic approach to monitoring and evaluating its policies, protocols and practices to ensure that they are up-to-date and responsive to evolving campus needs. This will include periodic evaluations of the policy and protocols on sexual misconduct, and associated training and public education activities.
- 11.2 The University will strive to ensure a safe and secure physical environment by conducting periodic audits that identify potential campus safety risks and that include assessments of the campus climate regarding sexual misconduct on campus.
- 11.3 Audits, evaluations and assessments, overseen by the Office of Sexual Violence, Prevention, Resistance and Support, will be used to address identified gaps in policies, training and educational activities.

12. **RELEVANT LEGISLATION AND PROVINCIAL MANDATES**

- 12.1 Include but are not limited to:

- 12.1.1 Strengthening Post-Secondary Institutions and Students Act (2022) - outlines expectations surrounding employees sexual misconduct against students. (<https://www.ola.org/en/legislative-business/bills/parliament-43/session-1/bill-26>).
- 12.1.2 Relevant sections of the *Criminal Code of Canada* (<http://laws-lois.justice.gc.ca/PDF/C-46.pdf>):
- voyeurism (section 162)
 - nonconsensual distribution of intimate images (Section 162.1)
 - indecent act/exposure (section 173)
 - criminal harassment (section 264) – including stalking and cyber harassment (section 264)
 - sexual assault (section 271), sexual assault with a weapon, threats to a third party or causing bodily harm (section 272), aggravated sexual assault (section 273)
 - meaning of consent (section 273.1)
 - sexual offences, consent no defence (section 150.1)
 - sexual exploitation of person with disability (section 153.1)
- 12.1.3 The Ontario *Human Rights Code*, Part I (<http://www.ohrc.on.ca/en/ontario-human-rights-code>), which prohibits discrimination in the provision of educational services, in housing and in employment on the basis of sex, sexual orientation, gender identity and gender expression. The *Human Rights Code* also prohibits harassment in employment on the basis of sex, sexual orientation, gender identity and gender expression. The behavior prohibited by the *Human Rights Code* includes sexual misconduct.
- 12.1.4 The Ontario *Occupational Health and Safety Act* (“OHSA”), Part III.0., (<https://www.ontario.ca/laws/statute/90o01>) prohibits violence and harassment in the workplace. This prohibition includes sexual harassment and sexual violence.
- 12.1.5 The Provincial Report, *It’s Never Okay: An Action Plan to Stop Sexual Violence and Harassment* (<http://docs.files.ontario.ca/documents/4593/actionplan-itsneverokay.pdf>)

13. RELATED UNIVERSITY BYLAWS, POLICIES AND AGREEMENTS

- 13.1 Include but are not limited to:
- Collective Agreements between the University of Windsor and its staff and faculty
 - Human Rights Policy
 - Workplace Harassment Prevention Policy
 - Policy on Intimate Personal Relations
 - Procedures for Addressing Student Non-Academic Misconduct
 - Senate Bylaw 32: Procedural Irregularities and Discrimination Regarding Academic Instruction, Evaluation and Appeals
 - Student Code of Conduct
 - Unacceptable Use of Computer Resources
 - Violence Prevention Policy
- 13.2 The following provides preliminary guidance for determining which institutional policies may also apply to a given situation. Those seeking to file a written complaint should contact the Office of Sexual Violence, Prevention, Resistance and Support for information, guidance and assistance.

The Respondent is a student	Human Rights Policy Procedures for Addressing Student Non-Academic Misconduct Student Code of Conduct Unacceptable Use of Computer Resources
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The Respondent is an employee (faculty or staff)	Collective Agreements between the University of Windsor and its staff and faculty Harassment Prevention Policy Human Rights Policy Policy on Intimate Personal Relations Senate Bylaw 32: Procedural Irregularities and Discrimination Regarding Academic Instruction, Evaluation and Appeals Unacceptable Use of Computer Resources Violence Prevention Policy <i>[Some of the above apply to specific employee groups only]</i>
The Respondent is any other person	Contact the Office of Sexual Violence, Prevention, Resistance and Support for information, guidance and assistance

- 13.3 The relationship between the Special Constable Service and the Windsor Police Service is outlined in an agreement between them. Please note that disclosing, reporting or filing a written complaint with Special Constable Service may result in the logging of a report with the Windsor Police Service. When Special Constable Service become aware of an alleged incident of sexual misconduct, they determine whether the incident must be investigated, in which case it must be reported to Windsor Police. [The Special Constable Service is obliged to promptly notify the Office of Sexual Violence Prevention, Resistance, and Support of all incidents of potential sexual and gender-based violence, even if they do not rise to the level of criminality.](#) ~~The Special Constable Service will in all cases consult with the Office of Sexual Violence, Prevention, Resistance and Support promptly to ensure institutional awareness of the incident and~~ to ensure that the ~~survivor~~[Survivor](#) is provided with the opportunity to receive assistance and support if desired.
- 13.4 The Office of Sexual Violence, Prevention, Resistance and Support is available to assist individuals wanting to pursue charges under the *Criminal Code of Canada* through the Windsor Police Service. Individuals can also contact the Windsor Police Service directly at (519)-258-6111 at any time.

14. POLICY REVIEW

- 14.1 The University will review this policy at least once every three years and amend it as appropriate.

[In drafting this document, policies and protocols of other Ontario institutions, including the University of Guelph, Lakehead University, Queen's University and Colleges Ontario, were reviewed. The Ontario Women's Directorate Report (2013) and the METRAC Report (2014) were also reviewed. Passages from these policies, protocols and reports have been adapted for use in this document with their permission.]

**University of Windsor
Board of Governors**

*4.4.2: **Annual Review of New Board Member Orientation and Ongoing Education/Training**

Item for: **Information**

Forwarded by: **Board Governance Committee**

REPORT

1.0 Purpose and Background

In an institution the size and complexity of the University of Windsor, effective onboarding and ongoing education and training of board members are essential. Ensuring that Board members have a clear understanding of their governance roles and responsibilities enables them to exercise appropriate governance oversight, discharge their duties effectively, and fulfill their fiduciary obligations.

The attached report outlines the orientation and continuing education provided to board members. Members are asked to review the report with a view to identifying gaps and suggesting potential topics for future retreats or other education/training sessions to support effective governance.

2.0 Summary of Consultations/Communication

Members are surveyed regularly, as part of the annual Board and Board Committee Evaluation Survey, for suggestions relating to orientation and ongoing education and training. Survey results are reviewed at the January Board retreat.

3.0 Attachments and Presentations

- *Appendix 1: New Board Member Orientation and Ongoing Education/Training (4 pages) (BG261020-4.4.2a)*

Appendix 1: New Board Member Orientation and Ongoing Education/Training

New Board Member Orientation Overview:

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

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

Ongoing Education/Training:

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

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

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

1. Indigenizing UWindsor and Engaging Indigenous Communities in a Good Way (March 2022)
2. Unconscious Bias (March 2022)
3. University Governance (Board-Senate retreat) (September 2022)
4. Strategic Planning (several 2022-2023)
5. Cybersecurity (Jan 2023 and ongoing)
6. Financial Literacy Training (March 2023 and ongoing) (Updated Version by October 30, 2026)
7. Sustainability at UWindsor (Board-Senate retreat) (September 2023)
8. Geopolitical and International Enrolment Emerging Risk (November 2023)
9. VP portfolios and Top 10 Risk Areas (Jan 2024)
10. Financial Literacy Training (February 2024)
11. Research Security Risks (February 2024)
12. Antisemitism Training (September 2024 and ongoing)
13. Islamophobia Training (September 2024 and ongoing)
14. Key Trends in Canadian Post-Secondary Education (Board-Senate retreat) (September 2024)
15. University Communications in Challenging Financial Times (Jan 2025)
16. Budget Planning (Jan 2025)
17. Identifying Strategic Opportunities to Advance the University (Board-Senate retreat) (September 2025)

18. Budget Planning and Financial Update: 1) State of the Sector: Opportunities and Challenges; 2) Principles Underpinning the Operating Model; 3) Integrated Resource Planning and Multi-Year Budgeting; 4) Budget Planning; 5) Role of the Board – High-Level Guidance and Strategic Directions (January 2026)
19. Integrated Resource Planning (Board-Senate retreat) (September 2026)

Mandate and Rules of Order Placemats

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

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

UNIVERSITY OF WINDSOR BOARD OF GOVERNORS ORIENTATION MATERIALS	TAB
OVERVIEW <ul style="list-style-type: none"> ▪ Mission. Vision & Values Statements ▪ Board Orientation Presentation 	1
THE UNIVERSITY OF WINDSOR ACT	2
THE BOARD BYLAW	3
ROLE AND RESPONSIBILITIES OF THE BOARD INDIVIDUAL BOARD MEMBERS' AND BOARD COMMITTEE MEMBERS' RESPONSIBILITIES AND EXPECTATIONS	4
CODE OF CONDUCT AND CONFLICT OF INTEREST POLICY (includes Confidentiality Policy)	5
PROCESS FOR BREACHES OF A UNIVERSITY BYLAW OR POLICY BY A BOARD MEMBER OR BOARD COMMITTEE MEMBER	6
PRESIDENTIAL PERFORMANCE REVIEW FRAMEWORK AND SCHEDULE	7
POLICIES (Other) <ul style="list-style-type: none"> ▪ Access to Board Committee Packages and Minutes ▪ Board Competencies and Board Member Attributes ▪ Board of Governors Statement on Equity, Diversity, and Inclusion ▪ Board of Governors Statement on Indigeneity and Decolonization ▪ Campus Safety and Security Policy ▪ Capital Debt Policy ▪ Device Management and Conditional Access Policy ▪ Donor Bill of Rights ▪ Executive Compensation Policy ▪ Framework for Presidential Search Policy ▪ Fraud Risk Management Policy ▪ Freedom of Expression Policy ▪ Gift Acceptance Policy ▪ Honorarium Policy ▪ Hospitality Policy ▪ Human Rights Policy ▪ Naming of University Assets ▪ Policy and Process for Filling External Board Member Positions ▪ Policy and Process for Filling Seats on the University of Windsor Board of Governors from the Nominating Bodies ▪ President/Chancellor Emeritus/Emerita Policy ▪ President Emergency Succession Planning Framework Policy ▪ President and Senior Executive Long-Term Succession Planning Framework ▪ Procurement Policy ▪ Responsible Investing Policy ▪ Senior Executive Emergency Succession Planning Framework Policy ▪ Sexual Misconduct Policy ▪ Signing Authority (Dollar Thresholds) ▪ Statement of Expectation Regarding Board Member Engagement in the Broader University Community ▪ Statement of Investment Policies and Procedures for the University of Windsor Endowment Funds ▪ Statement of Investment Policies and Procedures for the University of Windsor Internally Restricted Funds ▪ Statement of Investment Policies and Procedures for the University of Windsor Pension Funds 	8

UNIVERSITY OF WINDSOR BOARD OF GOVERNORS ORIENTATION MATERIALS	TAB
<ul style="list-style-type: none"> ▪ Statement of Investment Policies and Procedures for the Working Capital Funds of the University of Windsor ▪ Student Code of Conduct ▪ Travel Policy ▪ Tuition Fee Policy ▪ Whistleblower Safe Disclosure Policy 	
COMPOSITION OF THE BOARD	9
STANDING COMMITTEES OF THE BOARD (7) <ul style="list-style-type: none"> ▪ Audit, Executive, Governance, Investment, Pension, Resource Allocation ▪ Appointments to Honorary Degree Committee and Senate 	10
SCHEDULE OF MEETINGS	11
PORTFOLIOS OF PRESIDENT, SENIOR ADMINISTRATION AND ORGANIZATION CHART	12
REPORTS (Other) <ul style="list-style-type: none"> ▪ University of Windsor <i>Aspire Strategic Plan</i> ▪ Four Pillars Framework ▪ Enterprise Risk Management Framework (2021); and ERM Dashboard (2026) ▪ Strategic Mandate Agreement 3 (SMA3) ▪ 2026-2027 Operating Budget ▪ University of Windsor <i>Strategic Enrolment Management Plan</i> ▪ University of Windsor <i>Data Strategy</i> ▪ University of Windsor <i>People, Equity, Inclusion Strategy</i> 	13
CAMPUS MAP, ACRONYMS	14
HISTORICAL INFORMATION	15

**University of Windsor
Board of Governors**

4.4.3: Student Non-Academic Misconduct Framework

Item for: **Information**

Forwarded by: **Board Governance Committee**

REPORT

1.0 Purpose and Background

In October 2025, a Student Conduct Advisory Team was established to undertake a comprehensive review of non-academic misconduct processes and identify opportunities for a more holistic, consistent, and student-centred approach.

The review identified foundational principles to guide the university's approach to student conduct, care, and accountability. These principles have informed revisions to policies, procedures, and practices, the development of the Student Non-Academic Misconduct Framework, and the renaming of the office to the Office of Student Care, Conduct and Accountability, reflecting a broader and more student-centred mandate.

This document provides an information update on this work and introduces the attached Student Non-Academic Misconduct Framework, developed and refined over the past year through research, consultation, and benchmarking. The framework establishes a foundation for a consistent, transparent, and supportive approach to addressing student non-academic misconduct.

2.0 Summary of Consultations/Communication

A Student Conduct Advisory Team was established to review, enhance, and update policies, procedures, and practices for Student Non-Academic Misconduct at the University of Windsor.

3.0 Attachments and Presentations

- *Appendix 1: Student Conduct Framework – Non-Academic (1 pages) (BG261020-4.4.3a)*

STUDENT CONDUCT

Framework

Non-Academic

Guiding our approach. Shaping our practice. Supporting our community.



COMPASSION

We lead with empathy and respect, recognizing the humanity and dignity of every individual.



EDUCATION

We promote learning and personal growth by helping students understand the impact of their choices.



CLARITY

We provide clear, consistent, and transparent processes and expectations.



RESTORATIVE

We focus on repairing harm, rebuilding relationships, and strengthening our community.



ACCOUNTABILITY

We uphold fair and impartial standards, empowering individuals to take responsibility for their actions.



Scan the QR code to learn more about the University of Windsor's **Student Code of Conduct (Non-Academic)**



University
of Windsor

Division of
Student Affairs

**University of Windsor
Board of Governors**

4.4.4: Role of Governing Boards

Item for: **Information**

Forwarded by: **Board Governance Committee**

REPORT

1.0 Purpose and Background

Over the summer, questions arose around board governance. The Board Chair and Committee Chairs agreed that a discussion on governance would be brought forward for to the October meeting. The purpose of this report is to outline the difference between a governance board and a management board and to reaffirm the Board's commitment to operating as a governance board.

Governance has evolved over the past decades. The University of Windsor Act (1963) establishes the University and its bicameral governance system, outlining the specific roles of both the Board and the Senate. Importantly, the Act also authorizes them to establish bylaws and policies to meet their governing mandate. Consistent with leading governance practices and across Canadian universities, the Board has created such bylaws and policies, establishing itself as a governance board.

Governance Board vs. Management Board

The University of Windsor's Board is a governance board, not a management board. As with all governance boards, its role is to provide strategic direction, oversight, and accountability. Its role is not to manage the institution. The Board establishes the University's strategic priorities, policies, frameworks, and delegated authorities, and holds the President accountable for achieving approved objectives. The President and management are responsible for exercising that delegated authority and making executive and operational decisions, including decisions concerning implementation of strategic priorities and organizational realignment.

A governance board governs; a management board manages. The distinction is fundamental. A governance board sets the guardrails, parameters, and accountability framework within which management operates. The Board should appropriately scrutinize management's proposals, challenge assumptions, assess risks, establish parameters, and monitor performance of the institution and the chief executive officer. It should not assume responsibility for the operational decisions that have been delegated to management. Directing or determining operational implementation crosses from oversight into management and substitutes the Board's judgement for that of the executive leadership to whom authority has been delegated.

Where a governance Board withdraws delegated authority and begins making executive or operational decisions, it effectively begins to function as a management board. This is not an increase in oversight; it is a material change to the University's governance model. It risks blurring accountability, increasing the Board's legal exposure, undermining the President's authority, creating a precedent for continued governance creep, and diminishing management's ability to manage effectively.

It also raises a fundamental confidence issue. The President is the Board's one employee and has been entrusted with the authority to lead and manage the institution. If the Board does not have sufficient confidence in the President, progressively taking over management functions amounts to a de facto vote of non-confidence.

Shifting to a management Board and assuming management's decision-making authority, whether ad hoc or permanently, and making or materially directing a decision within management's authority means that the Board now assumes responsibility for that decision. Management may remain accountable for implementation and execution, but accountability for the underlying decision rests with the Board.

Within the University's context, the Board cannot simultaneously assume the President's management authority and hold the President accountable for decisions the Board has effectively made. Clear separation between Board oversight and management decision-making is therefore essential to preserving both effective governance and meaningful accountability.

The University of Windsor's Board is a governance board, not a management board. As fiduciaries, board members have the legal obligation to act in the best interest of the University, providing strategic oversight and adhering to the Board's governing bylaws and policies.

2.0 Summary of Consultations/Communication

Leading governance practices; governance at other post-secondary institutions; governance professionals; legal counsel.

3.0 Attachments and Presentations

None.

**University of Windsor
Board of Governors**

4.7.1: Master of Management – Domestic Fee Proposal

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve a domestic tuition fee of \$35,000 for students within the Master of Management program beginning Winter 2027, with any fee adjustments to existing students to be made as appropriate.

REPORT/RATIONALE

1.0 Background, Purpose, and Analysis

The Master of Management program offers streams in Business Data Analytics, Human Resource Management, International Accounting and Finance, and Logistics and Supply Chain Management. All four streams are highly aligned with labour market demand and two of these streams have been accredited by widely recognized industry associations. As such, the program has been very successful at attracting large numbers of highly qualified international applicants. However, the program has not attracted more than about 10 domestic students since it was launched despite routinely receiving inquiries from domestic students.

At present, all Master of Management students pay total program tuition fees of \$48,000. Ongoing dialogue with prospective applicants suggests that a significant impediment to the pursuit of a Master of Management degree at the University of Windsor by domestic students is the relatively high tuition fee charged by the program. This is supported by a survey of tuition fees charged by other Canadian Master of Management programs (Table 1).

As Table 1 suggests, the Master of Management tuition fee charged to domestic students by the University of Windsor is much higher than both the mean and median tuition fees charged by other institutions and it is only exceeded by two niche programs being offered by highly regarded institutions in the highly desirable discipline of analytics/artificial intelligence.

Table 1. - Domestic Tuition Fees for Comparable Canadian Programs

School	Program Name / Notes	Domestic Tuition
Crandall University	Master of Management	\$34,950.00
McGill University - Desautels Faculty of Management	Master of Management Analytics	\$46,350.00
McMaster University - DeGroote School of Business	Master of Management	\$45,000.00

School	Program Name / Notes	Domestic Tuition
Ontario Tech	Master of Business Analytics and Artificial Intelligence	\$27,090.00
Queen's University - Smith School of Business	Master of Management in Artificial Intelligence	\$69,550.00
Trent University	Master of Management	\$27,160.00
University of British Columbia - Sauder School of Business	Master of Management	\$34,012.00
University of Calgary - Haskayne School of Business	Master of Management	\$25,883.88
University of Lethbridge	Master of Management	\$24,900.00
University of Toronto - Rotman School of Management	Master of Management Analytics	\$55,200.00
University of Victoria - Peter B. Gustavson School of Business	Master of Global Business	\$44,460.00
Western University	Master of Management of Applied Science	\$19,689.99
York University - Schulich School of Business	Master of Management	\$27,246.00
Average		\$37,037.84
Median		\$34,012.00
Ontario Average		\$38,705.14
Ontario Median		\$27,246.00

Recognizing the University of Windsor's growth strategy and the need to attract additional high-quality students to the University of Windsor, the Odette School of Business is seeking to adjust program tuition fees for domestic Master of Management students to \$35,000. This adjustment aligns the program's tuition with comparable Master of Management programs across Canada while maintaining clear differentiation from the University of Windsor's MBA program, which currently charges tuition of \$19,074 for Ontario students and \$22,678 for other Canadian students. The proposed tuition rate balances immediate market competitiveness with long-term flexibility, allowing the University to pursue future fee reductions should grant funding become available to support domestic student participation in the program.

Reducing the domestic tuition fee will make the Master of Management program accessible to a broader pool of qualified applicants while maintaining the program's quality, reputation, and academic standards. Increased domestic enrolment would diversify the student population, create a new source of revenue for the University, and provide a valuable graduate education pathway for University of Windsor undergraduate students wishing to continue their studies locally. The proposed fee structure also supports student retention, advances the University's enrolment and diversity objectives, and may enhance participation from underrepresented groups, including Indigenous students. Overall, the proposed tuition fee presents a strategic and sustainable opportunity to grow the Odette School of Business's graduate enrolment while strengthening the University's long-term academic and financial objectives.

2.0 Financial Implications

The investment required to pursue this initiative is close to zero given that current enrolment in the Master of Management program is approximately 300 students and the program has a demonstrated capacity to handle well over 700 students. Some resource will, however, be required to explicitly market the program to domestic applicants. Marketing costs are expected to be modest, as the program can leverage existing recruitment initiatives and channels currently used to engage prospective domestic

graduate students, including those targeting MBA applicants to the Odette School of Business. As such, the proposal represents additional net revenue that is approximately equal to the domestic tuition fee charged multiplied by the number of domestic students attracted to the program.

While initial interest is hard to assess, the Odette School of Business anticipates that we can attract 10-20 students in the first year of having this tuition rate. Essentially all of these students will represent net new revenue. Therefore, an initial increase in annual revenue of approximately \$350,000 is expected. See Table 2 for further details.

Table 2. - Net Revenue Forecast

Student Forecast	15
Tuition Charged	<u>\$35,000.00</u>
Tuition Revenue for 16 Months of Program	\$525,000.00
Annual Tuition Revenue	\$393,750.00
Incremental Costs	<u>\$43,750.00</u>
Net Annual Revenue	\$350,000.00

3.0 Risk Assessment

The risks of this proposal are quite limited beyond the existing risks associated with operating the Master of Management program. As noted previously, the program will not need to hire additional staff, invest in additional capacity, or invest large sums in the development of program recruitment efforts beyond what is already required for existing Odette programs. Given that the program is offered under Letter VII, if it proves to be overwhelmingly successful, we can readily add additional course sections and refine our tuition fee accordingly. If anything, this effort will serve to reduce the risk that the program currently has in relation to its very heavy reliance on international student applicants.

4.0 Summary of Consultations/Communication

The proposed tuition adjustment was presented to the Tuition and Financial Aid Steering Committee for consultation, review, and endorsement, and was subsequently approved by the Executive Leadership Team and the Board Resource Allocation Committee.

5.0 Attachments and Presentations

None

**University of Windsor
Board of Governors**

4.7.2: Global Lancer Scholarship Offering for 2027/28 Academic Year

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the Board of Governors approve the Global Lancer Scholarship for eligible international undergraduate students entering in the 2027/28 academic year, beginning in Fall 2027, at the award levels and renewal conditions set out in this report.

REPORT/RATIONALE

1.0 Background, Purpose, and Analysis

The Global Lancer Scholarship was introduced to strengthen the University of Windsor's ability to attract international undergraduate students by offering more competitive and sustained financial support. In October 2025, when the scholarship was first considered, international undergraduate students paid approximately \$34,000 annually in tuition, or more than \$130,000 over a four-year degree, yet most received no entrance scholarship or, at best, a one-time \$1,000 award. The existing entrance award structure largely mirrored the domestic framework, despite international students paying substantially higher tuition. A stronger financial offer was needed to improve the University's competitiveness and help prospective students and their families manage the cost of a UWindsor education.

International students consider the total cost of completing a degree when choosing an institution. Ontario peers, including Laurier, Lakehead, Trent, Ottawa and Western, offered multi-year renewable scholarships and, in some cases, tuition guarantees and housing assurances, with packages valued at \$20,000–\$40,000 over a four-year degree. Providing a renewable scholarship strengthens the University's financial offer and gives students greater certainty about the support available throughout their studies. Communicating this support early in the admission process also allows students to consider it when comparing institutions.

The Global Lancer Scholarship is a strategic recruitment investment intended to increase the proportion of admitted students who choose UWindsor, attract academically prepared students and support international undergraduate tuition revenue growth. Its renewal conditions encourage continued academic achievement while providing eligible students with predictable financial support throughout their degree. The scholarship is the financial assistance component of the broader Global Lancer Scholarship and Guarantee recruitment framework, which also incorporates tuition stability and housing security. This report seeks approval to continue offering the scholarship for the 2027/28 academic year, beginning in Fall 2027, and future academic years.

Final admission average	Annual award	Maximum over four years
95% and above	\$6,000	\$24,000
90%–94.9%	\$5,000	\$20,000
80%–89.9%	\$2,500	\$10,000
Below 80% (eligible admitted students)	\$1,000	\$4,000

The award is automatic and based on the student’s final admission average. It is renewable for up to four years provided the student maintains a 70% average. Four-year values assume continued eligibility. The tiered structure provides support across the eligible admission range while offering larger awards to students with stronger admission averages.

The Tuition and Financial Aid Steering Committee (TFSC) approved the scholarship in October 2025 for implementation as a Fall 2026 pilot and has since supported its continuation. Approval is now sought for students entering in the 2027/28 academic year, beginning in Fall 2027. Following that academic year, the TFSC will review the scholarship’s recruitment outcomes, return on investment and financial sustainability to inform a recommendation to the Board on its continuation for future entering cohorts.

The report is being brought forward ahead of the tuition fee schedule, which is expected to come to the Committee in April 2027. International recruitment and admission decisions occur before that date. Early Board approval would allow recruiters to include the scholarship in campaigns and admission offers, giving students and families greater certainty about the financial support available when comparing institutions.

Continuation is recommended to maintain a consistent recruitment offer for future entering cohorts. Returning to the previous award structure or discontinuing the scholarship would reduce the financial support available to prospective international students and could weaken recruitment competitiveness. The proposed continuation supports the University’s enrolment and financial sustainability objectives, with annual monitoring to assess results and affordability.

2.0 Financial Implications

The financial rationale is that additional international undergraduate enrolment will generate tuition revenue sufficient to support the scholarship investment. Awards lower the net tuition retained per recipient, but a stronger recruitment offer may increase total enrolment and aggregate net tuition revenue. The financial outcome depends on the number of additional students recruited, their award levels and their continued enrolment and eligibility over the degree.

The financial model assumes approximately \$136,000 in tuition revenue and an average scholarship investment of \$18,800 per student over four years, leaving approximately \$117,200 in net tuition revenue per student. An illustrative intake of 30 additional students would generate \$4.08 million in gross tuition revenue, incur \$564,000 in scholarship costs and produce approximately \$3.52 million in net tuition revenue over four years. Initial modelling estimated that approximately 30 additional students would be needed to offset total scholarship costs at scale.

Subsequent budgeting assumptions developed in May 2026 used a baseline intake of 104 new international students and estimated that 37 additional students would be required to fund the scholarship, establishing a target intake of 141. This later estimate reflects the budgeting assumptions used at that time. Both estimates are projections rather than demonstrated pilot results. If recruitment falls below the level needed to cover the scholarship investment, reserve or operating funding will be required.

To support the introduction of the scholarship while enrolment growth develops, \$1 million was set aside in the Extraordinary Enrolment Reserve. The proposed funding approach is to track scholarship expenditures separately and fund them from this reserve at year end until the cost can be incorporated into the operating budget. This provides transitional support; ongoing affordability will need to be assessed as successive cohorts create overlapping renewal commitments.

The TFSC will review the scholarship's outcomes and return on investment at the end of the 2027/28 academic year, considering enrolment against budget assumptions, scholarship expenditures, associated net tuition revenue and ongoing renewal commitments. This review will inform whether the scholarship should continue for future entering cohorts, provided that the pilot is successful and subject to required approval by the Board. If continued, the scholarship will undergo annual TFSC review to assess its ongoing effectiveness and financial sustainability. Renewal commitments to students already awarded the scholarship will be maintained in accordance with the approved terms.

3.0 Risk Assessment

Financial risk arises if the scholarship does not generate enough additional enrolment to cover its cost. The University will also carry renewal commitments as successive cohorts enter the program. Annual forecasts should therefore consider both new awards and continuing recipients, with expenditures tracked separately and reserve capacity and operating funding reviewed through the budget process.

Recruitment and reputational risks arise if the University's financial offer is less competitive than peer institutions or if prospective students receive uncertain or changing information. Not offering the scholarship could weaken the University's competitive position, potentially reducing admission yield, international undergraduate enrolment and associated tuition revenue. Approval ahead of the Fall 2027 recruitment cycle supports consistent messaging. Eligibility, award duration and renewal requirements should be clearly stated in recruitment materials and admission offers, and commitments already made to students should be respected.

The scholarship's intended benefits have not yet been verified through pilot results. Monitoring should assess admission yield, new international undergraduate intake, recipients by award tier, retention, renewals, total scholarship expenditures and net tuition revenue against budget assumptions. This will support assessment of whether the scholarship remains an effective and affordable recruitment investment, while recognizing that enrolment is influenced by factors beyond financial assistance.

4.0 Summary of Consultations/Communication

The original proposal was developed by the Office of Enrolment Management and presented to the Strategic Enrolment Management Executive on September 30, 2025. Budgets modelled the financial implications with support from the Office of the Registrar. The TFSC approved the Fall 2026 pilot in October 2025. In September 2026, the Committee confirmed continuation for 2026/27 and supported bringing an additional academic year offering 2027/28 for formal Board consideration and approval.

Following Board approval, the Office of the Registrar will coordinate recruitment materials and admission communications to provide prospective Fall 2027 students with clear information about the scholarship. Finance and the Office of the Registrar will monitor the program and present the results for the 2026/27 and 2027/28 academic years to the TFSC. The Committee will assess enrolment outcomes, admission yield, scholarship expenditures, associated net tuition revenue and renewal commitments to evaluate the scholarship's return on investment and financial sustainability. This review will inform its recommendation on continuation for future entering cohorts, subject to approval from the Board, while maintaining renewal commitments to existing recipients.

5.0 Attachments and Presentations

None.

**University of Windsor
Board of Governors**

4.7.3: Operating Fund – Year to Date (YTD) Budget to Actual Report

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

REPORT

1.0 Purpose and Background

- The Finance Team has been working to provide year to date financial information to the Resource Allocation Committee and to the Board. This reporting should facilitate any required corrective action in a timely fashion.

Historically, financial reporting to governance was comprised of the 6-month and 9-month reviews and the year-end audited financial statements. The University utilizes fund accounting, and it was deemed to be challenging to provide meaningful information as the consolidation process was complex. Unfortunately, this has not enabled timely communication of results. To remedy this, Finance will provide financial reporting on the Operating Fund only with the Ancillary Fund added in subsequent months. These are the primary funds that drive the year end operating results.

Internally, budget holders receive financial data monthly; however, it is not provided in a summarized fashion. Additionally, there is currently no mechanism to “roll up” financial results to varying levels of management.

- Finance will be undertaking a detailed review of the required changes in practice, both within Finance and across campus to ensure that the financial reports are as accurate as possible. This will include completing work monthly versus deferring to year end. Additional training will be provided for staff to ensure a full understanding of the changes in practice. An incremental benefit of these changes is that they should also facilitate an earlier close of the year end audit and financial statements.
- The attached report provides the financial results of the Operating Fund for the 5 months ended September 30, 2026. This is an initial draft of the report and includes some estimates. In addition, there will be several categories where the result is under or over budget; primarily due to timing. With time and historical information, budget timing by month will be refined.

2.0 Summary of Consultations/Communication

Further to discussions with various budget holders and board members, Finance has initiated a process to develop monthly financial reporting to the organization. The plan is to develop interactive dashboards that will allow users to view data in various forms; i.e., summarized or detailed.

The Board previously shared a desire for more timely information comparing budgeted to actual results.

3.0 Attachments and Presentations

- Appendix 1: Year to Date (YTD) Budget to Actual Report (1 page) (BG261020-4.7.3a)

Appendix 1: Year to Date (YTD) Budget to Actual Report

BG261020-4.7.3a

University of Windsor

Operating Fund

2026/27 Income Statement

For the 5 months ending September 30, 2026

(in thousands)

	ORIGINAL BUDGET (Annual)	ORIGINAL BUDGET (to-date)	% of Total Budget	ACTUAL (to-date)	% of Total Actual	VARIANCE TO BUDGET (to-date)	% Variance	Commentary
OPERATING REVENUES								
<u>Student Academic Fees</u>								
Domestic Tuition Fees	\$ 108,976	\$ 63,477	38.8%	\$ 62,940	39.5%	\$ (537)	-0.5%	Variance due to YTD timing of budget vs actual; year end forecast to be less than budget
Foreign Tuition Fees	66,036	42,273	25.9%	38,241	24.0%	(4,031)	-6.1%	Variance due to YTD timing of budget vs actual; year end forecast to be on plan
Less: Enrolment Contingency Reserve	(1,000)	(417)	-0.3%	(417)	-0.3%	-	0.0%	
Student Incidental Fees	9,658	4,024	2.5%	4,837	3.0%	812	8.4%	Athletic and Student Health fees budgeted at 90% of expectation. Late Payment fees trending above budget
<i>Subtotal Student Academic Fees</i>	\$ 183,670	\$ 109,357	66.9%	\$ 105,601	66.2%	\$ (3,756)	-3.4%	
<u>Government Operating Grants</u>								
Provincial-COG	\$ 37,287	\$ 15,536	9.5%	\$ 15,536	9.7%	\$ -	0.0%	Provincial grants are estimated to be on budget
Provincial-Performance	69,246	28,853	17.7%	28,853	18.1%	-	0.0%	
Provincial-Other Grants	11,536	4,807	2.9%	4,807	3.0%	-	0.0%	
Less: International Student Recovery	(1,476)	(615)	-0.4%	(615)	-0.4%	-	0.0%	
Federal-Research Support Funds	3,613	1,506	0.9%	1,741	1.1%	236	15.6%	Budget based on prior year Federal grant amount
<i>Subtotal Government Operating Grants</i>	\$ 120,206	\$ 50,086	30.7%	\$ 50,322	31.5%	\$ 236	0.5%	
<u>Other Sources of Funds</u>								
Investment Income	\$ 5,435	\$ 2,265	1.4%	\$ 2,376	1.5%	\$ 111	4.9%	
Student Application Fees & Other Revenue	4,080	1,700	1.0%	1,238	0.8%	(462)	-27.2%	Application fees slightly down; partially due to budget timing and reduced course based masters
<i>Subtotal Other Sources of Funds</i>	\$ 9,515	\$ 3,965	2.4%	\$ 3,614	2.3%	\$ (351)	-8.8%	
Total Operating Revenues	\$ 313,391	\$ 163,407	100.0%	\$ 159,537	100.0%	\$ (3,871)	-2.4%	
OPERATING EXPENDITURES								
<u>Salaries & Benefits</u>								
Faculty Salaries	\$ 106,945	\$ 44,071	32.5%	\$ 42,188	33.3%	\$ 1,883	4.3%	YTD savings due to currently unfilled positions
Overload/Sessional Teaching	11,740	4,794	3.5%	3,985	3.1%	809	16.9%	Timing issue with only 1 month of "normal" sessional teaching costs (Sep)
Teaching Assistantships	10,081	3,535	2.6%	2,133	1.7%	1,402	39.7%	Timing issue with only 1 month of "normal" teaching assistantship costs (Sep)
Admin Staff Salaries	71,894	30,250	22.3%	28,320	22.3%	1,930	6.4%	
Other Salaries & Wages	3,601	1,607	1.2%	3,227	2.5%	(1,620)	-100.8%	Ignite program funded from scholarships, casual wage contracts backfilling for leaves
Pension Plan Costs	13,624	5,651	4.2%	4,546	3.6%	1,105	19.6%	Variance related to lower than budget salaries
Legislative Benefits	13,039	5,370	4.0%	5,000	3.9%	369	6.9%	
Negotiated/Other Benefits	16,807	7,006	5.2%	7,411	5.8%	(405)	-5.8%	High fringe benefit usage - especially mental health benefits
<i>Subtotal Salaries & Benefits</i>	\$ 247,732	\$ 102,284	75.5%	\$ 96,811	76.3%	\$ 5,473	5.4%	
<u>Other Expenditures</u>								
Services	\$ 14,071	\$ 5,863	4.3%	\$ 6,377	5.0%	\$ (514)	-8.8%	
Materials & Supplies	9,710	4,046	3.0%	3,854	3.0%	191	4.7%	
Travel and Events	4,107	1,711	1.3%	1,152	0.9%	560	32.7%	
Library Acquisitions	5,847	2,436	1.8%	4,019	3.2%	(1,583)	-65.0%	Timing issue related to annual electronic resource subscription purchases
Furniture, Fixtures & Equipment	6,217	2,590	1.9%	2,681	2.1%	(90)	-3.5%	
Repairs and Contractors	9,625	4,010	3.0%	3,434	2.7%	576	14.4%	
Utilities	10,577	4,407	3.3%	4,407	3.5%	-	0.0%	
Cost of Debt	11,479	4,783	3.5%	4,783	3.8%	-	0.0%	
Scholarships & Bursaries	14,145	5,894	4.3%	2,587	2.0%	3,307	56.1%	Timing issue as scholarships are processed in batches with many not yet allocated to student accounts
Net Interfund Transfers	(5,971)	(2,488)	-1.8%	(3,247)	-2.6%	759	30.5%	
<i>Subtotal Other Expenditures</i>	\$ 79,806	\$ 33,253	24.5%	\$ 30,047	23.7%	\$ 3,205	9.6%	
Total Operating Expenditures	\$ 327,538	\$ 135,536	100.0%	\$ 126,858	100.0%	\$ 8,678	6.4%	
BASE OPERATING POSITION	\$ (14,147)	\$ 27,871	17.1%	\$ 32,679	20.5%	\$ 4,808	17.2%	
Post-secondary Education Sustainability Fund	6,666	2,181	1.3%	2,181	1.4%	-	0.0%	
OPERATING BUDGET SURPLUS/(DEFICIT)	\$ (7,482)	\$ 30,053	18.4%	\$ 34,860	21.9%	\$ 4,808	16.0%	

**University of Windsor
Board of Governors**

4.7.4: Capital Budget Update

Item for: **Information**

Forwarded by: **Board Resource Allocation Committee**

REPORT

1.0 Purpose and Background

- The Board previously approved the annual capital budget to address priority infrastructure, operational, and asset-management needs.
- This update provides a high-level status of project delivery, including progress, expenditures, anticipated timelines, and alignment with the approved scope and budget.
- Material issues, risks, or variances affecting cost, schedule, scope, or delivery are identified for Board awareness.
- Members are asked to review this information to maintain oversight of the approved capital program and inform future capital planning and project decisions.

2.0 Summary of Consultations/Communication

- **Internal Consultation:** The respective departments, faculties, and other impacted areas have collaborated throughout the development and implementation of the capital projects, including consultation on project scope, priorities, operational requirements, and implementation considerations.
- **Administrative Review:** Finance and other relevant institutional stakeholders have been consulted on budget, funding, procurement, and project delivery considerations, as applicable.
- **Resource Allocation Committee:** The projects were reviewed through the Resource Allocation Committee as part of the institution's capital planning and budget process, with the Committee's recommendations informing subsequent approval. Other projects currently in planning will proceed through the appropriate approval process, as required.
- **Board of Governors:** The projects were presented to and approved by the Board of Governors through the annual capital budget process. This update provides the Board with visibility on the status of approved projects and those currently in planning.

3.0 Attachments and Presentations

- Appendix 1: Capital Planning – Key Project Updates (3 pages).
- Appendix 2: Capital Budget Dashboard (1 page).

Appendix 1: Capital Planning – Key Project Updates

Purpose

The purpose of this memorandum is to update RAC on key strategic projects recently completed, in progress and currently on hold, as of August 31, 2026.

Projects Recently Completed (Summer 2026)

Student ‘Hub’ Relocation

This project was undertaken to support the enhancement of the student experience by improving the delivery, accessibility, and integration of core student services, through the relocation of the Student ‘Hub’ (Registrar, Financial Aid & Awards, and Cashiers offices), to the Joyce Entrepreneurship Centre. This project also realized benefits from the co-location of other complementary student-facing services such as Co-op and Experiential Learning and Career Services, and FUSION, the University’s revitalized entrepreneurship and innovation strategy.

Budget	\$350,000	●
Cost + Commit	\$241,841	
Schedule	Jun/26 – Aug/26	●

Leddy West Study Space

The renovation transformed an outdated study space once packed with book stacks into a modern, vibrant study commons. The space features new flooring, full-length windows that provide abundant natural light and riverfront views, and a range of flexible areas designed to support different student needs, from independent study zones and group pods to a presentation area and gathering space.

Budget	\$2,314,000	●
Cost + Commit	\$2,018,762	
Schedule	Apr/24 – Aug/26	●

Student Residence Upgrades (Alumni Hall)

Upgrades to the HVAC, millwork, and roofing systems were completed to improve student comfort, functionality, and overall experience while enhancing energy efficiency and building performance. Improvements will include more reliable climate control, refreshed and durable interior spaces, and improved roof performance and weather protection, supporting a more comfortable and resilient residence.

Budget	\$2,012,000	●
Cost + Commit	\$1,967,804	
Schedule	Jan/26 – Aug/26	●

Education Parking Lot Expansion

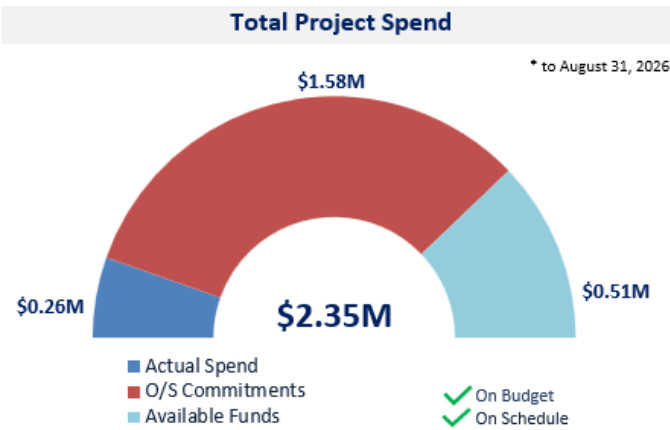
The campus parking project resurfaced and expanded the existing lot, including infrastructure improvements to stabilize the ground and reduce the potential for cracking and other structural issues. The project added capacity for student parking while improving site condition, circulation, safety, and overall functionality.

Budget	\$825,000	●
Cost + Commit	\$980,480	
Schedule	Jun/26 – Aug/26	●

Projects in Progress

Essex Hall Theatre Classroom

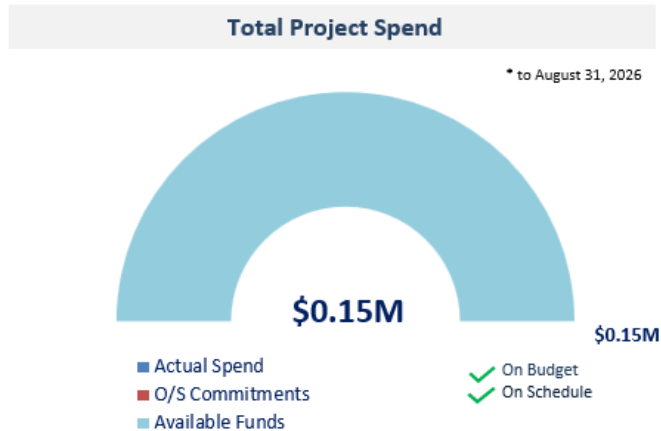
The renovation transformed the former theatre and performance space into a modern, large-capacity lecture classroom. The flexible, technology-enabled space will support enhanced teaching and learning while improving scheduling flexibility and overall space utilization across campus.



Budget	\$2,350,000	●
Cost + Commit	\$1,836,378	
Schedule	May/25 – May/27	●

Campus Master Plan – Phase 1 (Planning)

The University is renewing its Campus Master Plan for its main and satellite campuses, building on the 2013 framework. The plan will establish a flexible vision responsive to evolving enrolment, academic, research, technology, funding, and institutional priorities. Supported by space, infrastructure, asset, and capital needs assessments, it will identify and prioritize strategic investments aligned with the University’s mission. The plan will guide campus development over a 15-year horizon, with a focused five-year implementation and capital plan.



Budget	\$150,000	●
Cost + Commit	\$0	
Schedule	May/26 – Nov/27	●

Projects in Development

Nurse Led Practitioner Clinic – Phase 1 (Design)

The University and Greenshield are partnering to redevelop the former Centre for English Language Development building into an innovative health care and education hub combining a public-facing Nurse Practitioner-Led Clinic with a state-of-the-art clinical education and training centre. The hub will expand access to primary care, integrate academic and clinical expertise, and provide dedicated spaces for supervised training and clinical placements. By connecting education, patient care, and digitally enabled services, the project will strengthen the regional health workforce, support community health care needs, and generate new revenue opportunities for the University.

Budget	\$214,000	
Cost + Commit	\$196,288	
Schedule	Jun/26 – Dec/26	

Fancy Family Hospital Research and Education Space – Phase 1 (Design)

As part of Phase 1 of the Fancy Family Hospital project, the University will create a state-of-the-art research and education centre within the Administration building, providing modern spaces for research, teaching, collaboration, and simulation-based training. Located on the far-west side of the property, the Centre will bring together academic and administrative functions while supporting innovation, knowledge exchange, and the development of the next generation of health professionals.

Budget	\$675,000	
Cost + Commit	\$0	
Schedule	Jun/26 – Mar/27	

Projects on Hold

3D Printed Residence

The 3D-Printed Residence project has been paused as the University continues to work with municipal officials, project partners, and regulatory bodies to advance certification and occupancy approvals. The innovative construction technology uses materials that have undergone extensive testing and meet or exceed applicable safety standards, though standards specific to this method of construction have not yet been incorporated into existing building codes. The University's building permit remains valid, and associated research continues with no significant impact to activities or deliverables. Project status will continue to be reassessed as additional information becomes available.

Budget	\$6,850,000	
Cost + Commit	\$6,431,081	
Schedule	Jun/24 – Jan/28 (TBD)	

Gordon Commons (Residence West) Redevelopment

Agreements to redevelop the former Residence West building were executed between the University and Tilbury Capital in August 2025, with key terms consistent with those previously approved by the Board. Project execution remains subject to a CRA ruling on eligibility for a 100% HST rebate, with the University awaiting further details on recent federal housing measures that may affect the ruling. Tilbury Capital continues work to refine building design and to confirm project financing details in anticipation of final University approvals.

Budget	External – 3 rd Party	
Cost + Commit	External – 3 rd Party	
Schedule	Jun/24 – Aug/28 (TBD)	

Appendix 2: Capital Budget Dashboard

Purpose

The purpose of this report is to provide a status update on projects previously approved in the annual capital budget (2026/27).

	Budget (\$000s)	Priority	Funding Sources							Four Pillars				Status (September 2026)			
		Low	FRP	TERF	DMS	CEN	ADV	ANC	GRT	ENR	GRT	ADV	MON	Schedule	Budget	Risk	Executive Summary
		Med															
		High															
Functional Program Investments																	
Schulich 3D Printed Residence	\$6,850	High															On hold pending building code compliance
Student Residence Upgrades	\$3,000	Med															Phase 1 (HVAC, Roof, Millwork) complete, Phase 2 (Offices) in progress
Essex Hall Theatre Classroom	\$2,350	High															Construction started Fall 2026
Nursing Practitioners Program	\$2,000	Med															Design activities ongoing, tender issuance planned Fall 2026
Nursing Bed Lab Expansion	\$1,000	Med															Design activities ongoing, tender issuance planned Fall 2027
Food Outlet Upgrades	\$900	Med															Design activities in development
Turtle Island Relocation / Renovation	\$500	Med															Complete
Solar Panel Energy Program	\$250	Low															On hold pending business case
EaaS Planning	\$250	Med															Planning activities initiated, procurement phase pending
Campus Master Planning	\$150	Med															Planning activities initiated, procurement phase pending
Large Classroom Planning	\$100	Med															Project on hold pending CMP project
Building Demolition	\$100	Low															Project on hold pending CMP project
Faculty of Law Renovations	\$75	Low															Construction and mechanical work in progress
CEI Battery Research Lab Expansion	\$53	Low															Complete
Gordon Commons Residence	TBA	Med															On hold pending CRA tax ruling
Total - Functional Improvements	\$17,578																
Annual Capital Renewal Programs																	
TERF Program Technology Upgrades	\$1,401	Low															In progress
Campus HVAC and Fan Coil Retrofits	\$850	High															In progress
Parking Lot Resurfacing Program	\$825	Low															Complete
DCS - Central Plant	\$800	High															In progress
Life Safety Program	\$600	High															In progress
Building Envelope	\$600	Med															In progress
Annual Facilities IPP	\$500	Med															In progress
Building Security Modernization	\$500	High															Phase 1 activities in progress
BAS Controls Upgrades	\$425	Med															In progress
Interior Refurbishments	\$250	Med															In progress
Lighting Controls Upgrades	\$200	Med															In progress
Roof Safety Improvement Program	\$200	Low															In progress
Metering Program	\$200	Low															In progress
Storm Drain Updates	\$160	Low															In progress
Main Substation Protection Relay	\$100	Med															In progress
Accessibility Upgrades	\$100	Med															In progress
Total - Capital Renewal	\$7,711																
Grand Total	\$25,289																
Total Available Funding Budget 26/27	\$25,296																

**University of Windsor
Board of Governors**

6.0: Implementing Policy and the Board

Item for: **Information**

Forwarded by: **Board Governance Committee**

REPORT

1.0 Purpose and Background

Over the summer, questions arose from a board member around implementation of policy. The purpose of this report is to clarify when and how those with delegated authority in policy implementation may seek to elevate a decision to the Board.

Over the summer, the Board was asked to vote on a matter it had delegated to the Board Chair and Committee Chairs. As the overarching governing body, the Board retains the authority to assume a decision-making responsibility that it has delegated, where management or another delegated body requests that the Board make the decision. Such a request does not, in itself, undermine the delegation; rather, it provides a mechanism for matters to be elevated to the Board where those with the delegated authority feel that the circumstances warrant (e.g., where the matter has broader governance or other implications, or where consistency among disparate decision-makers is important). In such cases, the matters are not new or revised agenda items, nor reconsiderations, but rather the implementation of approved policy.

In the case of the specific matter raised over the summer, the Board was asked to rule electronically on the implementation of the policy as permitted under Bylaw 1 (II, 2.7.5) which states that “A resolution approved by electronic mail ballot permitted by the Chair and passed by a majority of the Board Members shall have the same force and effect as if passed at a regularly constituted meeting of the Board”. Decisions made by the Board, whether in-person or via e-vote, do not require ratification (which would effectively be a runaround to force a reconsideration) and take effect immediately, unless otherwise noted in the proposal or resolution.

The member was informed that five minutes would be allocated to the end of the October Board agenda for discussion on this matter.

2.0 Summary of Consultations/Communication

Leading governance practices; governance at other post-secondary institutions; governance professionals; legal counsel.

3.0 Attachments and Presentations

None.