

President's Senate Report

University of Windsor Senate

March 12, 2021



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University of Windsor Strategic Planning

- An Intern is researching best practices, gathering examples of approaches and strategies from other institutions
- Meeting with Dr. Dru Marshall (Provost at the University of Calgary)
 - Planning for a May session with University Leadership on various approaches
- Areas of possible focus:
 - Academic Excellence
 - Equity, Diversity and Inclusion
 - Indigenization
 - Community Engagement
 - Internationalization



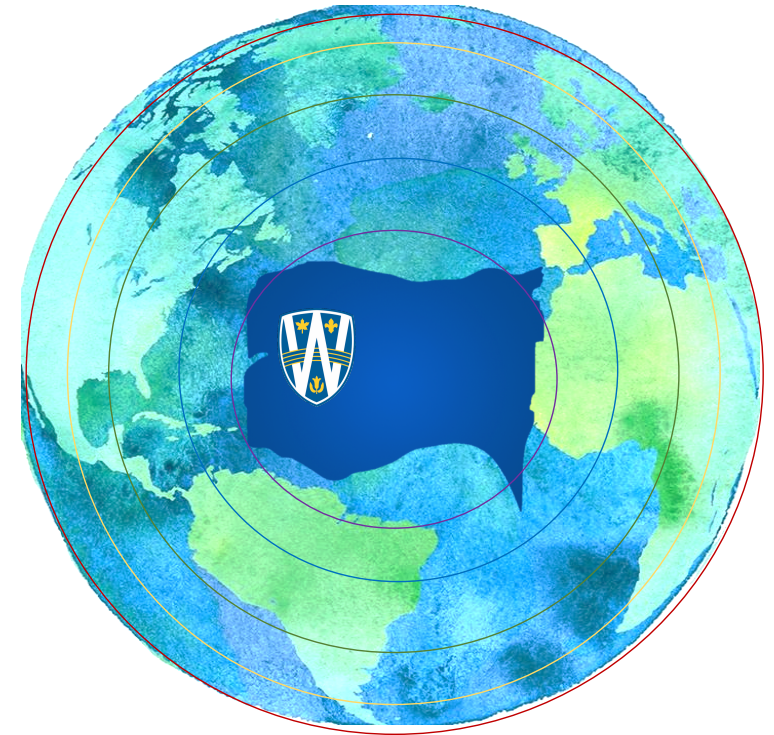
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University of Windsor's Economic Impact

KPMG Economic Impact Study

- One of the largest employers in W-E
 - >600 faculty and >2500 employees
- >\$205 M in salaries and benefits paid to employees
 - >90% of whom reside in W-E
- Research, service, and educational impacts
- **Total economic impact of \$602 M in GDP**



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Post-COVID Think Tank

- A virtual 'Speakers Series' that will bring together leaders, experts and community members to explore the medium- and long-term implications of the pandemic on society, the economy, our work and our lives.
- Partnership with the City of Windsor
 - With an additional sponsored event with Workforce Windsor-Essex
- Combination of externally recognized and University of Windsor experts
 - Short keynotes and "TED-type" talks
- Open to the public
- Plan is to launch in April/21



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Transition

- Dr. Kneale transitioning from his role May 1/21
- After consultation with Senate, recommendation for Interim Provost and Vice President Academic will be shared with Board of Governors and announced



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Institutional Financial Sustainability



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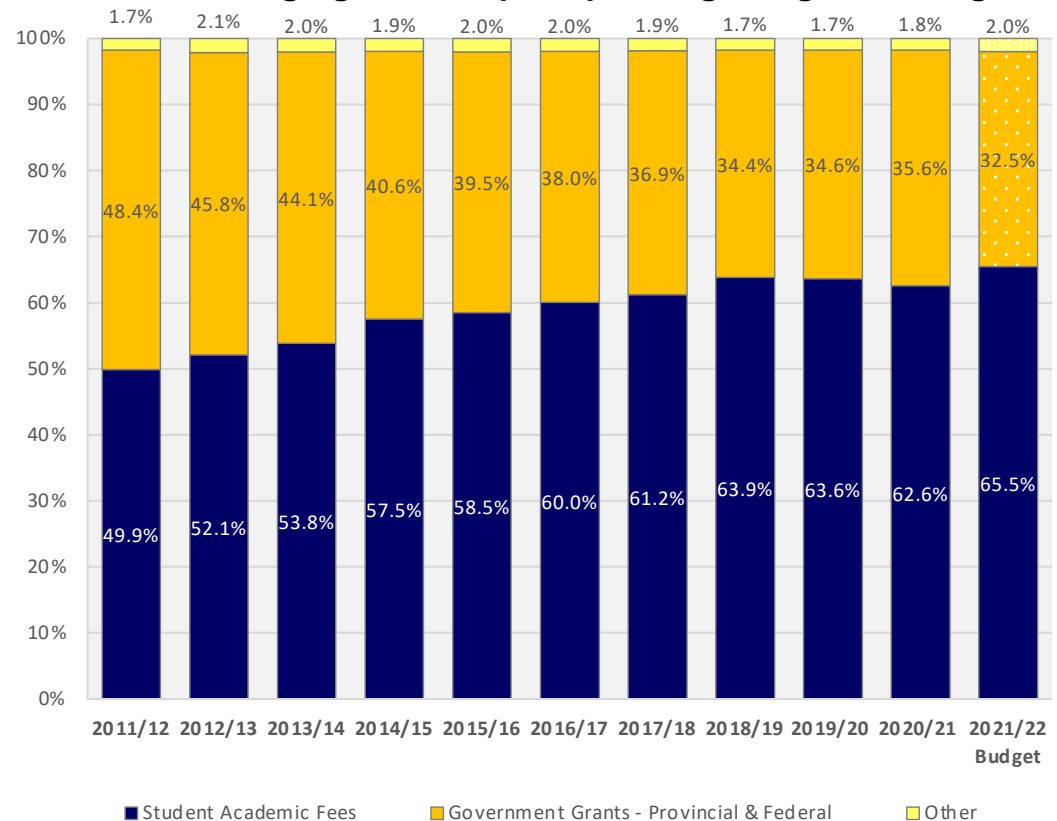
Financial Sustainability at UWindor

Fiscal Pressures at Ontario Universities

- 10% domestic **tuition cut** (fiscal 2019/2020) and subsequent domestic **tuition freeze**
- **No change in government operating grant**; pressure to meet performance requirements under SMA3
- **Limited one-time COVID supports** offered to date from Province; Federal support has only been provided by way of **student employment incentives/CRCEF**
- Ongoing challenges with maintaining **international enrolment** because of border restrictions, visa timelines
- **Ancillary operations** significantly impacted on long-term basis by change in on campus presence

No Ontario University, including UWindor, has been immune to these pressures

A Changing Landscape: Operating Budget Funding



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Financial Sustainability at UWindsor

Understand our Risk Environment

- ✓ **Enterprise Risk Management** process
- ✓ Institutional **Strategic Planning** process
- ✓ Independent **Internal audit** risk assessments
- ✓ **Multi-year planning** and budgeting
- ✓ Short and long term **liquidity planning**
- ✓ Annual independent **credit rating process**
- ✓ Enrolment **modelling**
- ✓ **Strategic discussions** with academic & administrative leaders
- ✓ Regular updates with **those charged with governance**
- ✓ **Government** discussion and lobbying
- ✓ **Asset management** (including physical assets)
- ✓ Remaining abreast of risks and issues facing **other Universities**



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Financial Sustainability at UWindsor

Prioritize Financial Sustainability

- ✓ **Strong governance** models for financial matters; balanced budgets top priority for the Board
 - Open and transparent processes for tuition and budget setting with opportunities for feedback
 - Disclosure of financial health metrics we track to stakeholders including the Province
 - Budget Redesign Process co-chaired by AVP Academic and AVP Finance; 6 Dean/Associate Deans on committee
- ✓ **Enrolment focused approach** for strategic decisions and **diversification** of the UWindsor student body
 - Transition to UWindsor Activity-Based Budget Model drives all decisions to consider enrolment
 - Domestic/international and global market diversification as well as program offering diversification critical
- ✓ Preservation of **liquidity** and active working capital management directed by Board-approved policy
 - Strong internal monitoring controls to ensure sufficient liquidity on daily basis
 - Regular reporting to the Investment Committee of the Board of Governors



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Financial Sustainability at UWindsor

Prioritize Financial Sustainability

✓ Sustainable, **fully-funded debt repayment strategies**

- Long-term financing arranged (30 to 40 years); majority of debt is “bullet style” debentures
- Savings for debentures start day 1 and are held in Trust (*protected from spending for other purposes*)
- Reporting on progress of savings for debt to Investment Committee of the Board annually

✓ **Cost management** and culture of fiscal management

- Full transparency across campus when cost savings are required either in-year or through base adjustment
- UWindsor ABB Model provides transparency on shared service costs
- Faculty Financial Sustainability Planning

✓ **Reserve funds** (Faculty specific & central) fostered

- Operating budget reacts to risks identified by establishing base or one-time reserve funds



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Transparency on UWindsor's financial health

- Operating budget, audited financial statements, Endowment financial report posted to public website annually
 - <https://www.uwindsor.ca/finance/>
 - <https://www.uwindsor.ca/supportuwindsor/endowment-report>
- Annual external credit ratings from Moody's and DBRS disclosed to Resource Allocation and the Board of Governors annually; posted to public website annually
 - <https://www.uwindsor.ca/finance/treasury>
- MCU Financial Sustainability Metrics disclosed to the Audit Committee annually; disclosed to MCU annually
 - *Metrics categorized into three priority areas: (1) Performance, (2) Liquidity, (3) Leverage*
- Budget discussions with academic leadership frequently; discussion of Operating budget with APC and Senate annually
- Annual Open Pension Meeting provides opportunity to review Pension Fund results, ask questions annually



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COVID-19 Update



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On-Campus COVID-19 Cases

Confirmed Cases	31
Resolved Cases	31

March 2021	0 cases
February 2021	2 cases
January 2021	11 cases
December 2020	8 cases
November 2020	10 cases
March – October 2020	0 cases

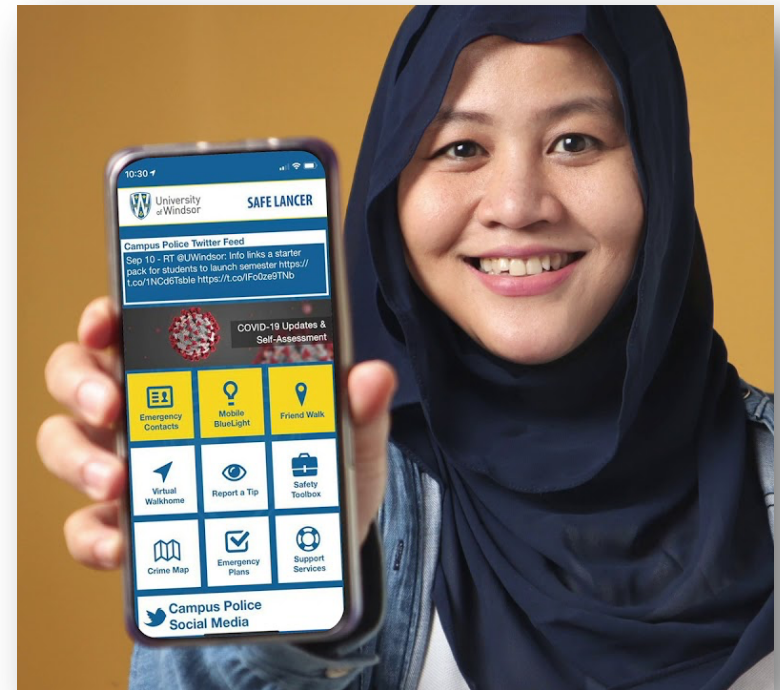


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COVID-19 Update: Summer and Fall/21

- Intersession and Summer/21 will be primarily online
- Fall/21 will be a combination of:
 - Online
 - Face to Face
 - Hybrid
- Next week we will be announcing a re-fresh of our current Working Group structure to focus on Fall/21



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ABR and EDI Update



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Combatting Anti-Black Racism

- Anti-Black Racism Task Force
- Race-Based Data Collection Framework
- Education Framework
- External Review of Equity, Diversity, and Inclusion
- Anti-Black Racism Initiatives Fund
- Anti-Oppressive Pedagogies Teaching Leadership Chair
- Black Scholars Hiring Initiative



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Black Student Scholarship Initiative

- \$250,000 goal
- University will match first \$125,000 donated
- Scholarships available to entering and continuing students in both graduate and undergraduate programs
- Progress so far: >\$160,000 fundraised, \$285,000 total



To donate: <https://www.uwindsor.ca/supportuwindsor/black-student-scholarship-initiative>



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Student Experience Leadership Grants

- Funding for students to undertake activities that will advance the cause, awareness, and advocacy of dismantling Anti-Black Racism on campus or in the broader community
- Faculty or staff supervisor
- At least one of the student or supervisor must be Black-identified
- 5 grants up to \$10,000
- Applications due April 15
- <https://www.uwindsor.ca/research-innovation-services/657/anti-black-racism-student-leadership-experience-grant>



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Anti-Black Racism Initiatives Fund

- Teaching, Learning, and Curriculum Grants, up to \$5,000/\$10,000
 - April Call
- Research Grants, up to \$10,000
 - May Call
- Professional Development Funds, up to \$2,000
 - On-going once launched



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Upcoming Events

Wanda Thomas Bernard <i>Creating Braver Spaces to Deal with Critical Incidents in the Classroom</i>	Friday, March 12, 2021 ABR Teaching and Learning Series
Darrell Bowden <i>Acknowledging and Challenging Unconscious Bias and Microaggressions</i>	Tuesday, March 16, 2021 ABR PD Series – currently waitlisted
Joy deGruy <i>Anti-Black Institutionalized Racism</i>	Friday, March 26, 2021 ABR Teaching and Learning Series
Irene Moore Davis <i>Building Awareness of Black Heritage in Windsor Essex</i>	Thursday, April 15, 2021 ABR PD Series – currently waitlisted
Jodie Glean <i>Understanding Whiteness, Privilege and Being an Active Ally</i>	Thursday, May 19, 2021 ABR PD Series – about to be advertised



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