

The Year Ahead

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President and Vice Chancellor
University of Windsor

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The University of Windsor to me....

- An evolving comprehensive university with a commitment to excellence in teaching, research/scholarship/creative work, and service
- The economic engine of Windsor-Essex:
 - 'Workforce Ready Graduates'
 - Strong student engagement
 - Innovative, impactful and relevant programs
 - T-R-S
- Regionally focused but globally relevant



Early Strategic Priorities

- Listen and Learn:
 - Students, staff, faculty, employee groups and our partners
- Relationships and Partnerships:
 - Making connections both new and existing
- Build towards our Financial Sustainability:
 - Planning beyond 2020/21



Early Strategic Priorities

- Our contract with the province
 - SMA3 - the Provost will highlight this in his update
- Strategically build impactful and beneficial infrastructure
- Further enhance our commitment to:
 - Equity, Diversity and Inclusion
 - Academic excellence
 - Exceptional student experience and success
 - Being the employer of choice and employee engagement



Building towards our Financial Sustainability

Our challenges...

- 10% tuition reduction:
 - Domestic students in provincially supported programs
 - Tuition freeze through 2020/21
- Uncertainty of 'Special Purpose Envelopes'
- Potential for future provincial grant cuts in the provincial budget
- Funding at risk through SMA3
- Financial uncertainty beyond 2020/21



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Multi-Year Budget Planning (2020+)

- Key considerations:
 - Continued commitment to sustainable international recruitment
 - Maximize our corridor enrollments
 - Further explore alternative revenue opportunities
- Enhance our strategic commitment to meaningful fundraising:
 - Especially for on-going capital initiatives
- Establish a strong university engagement in our multi-year budget planning
- Re-visit our internal budget modelling and resource allocation processes



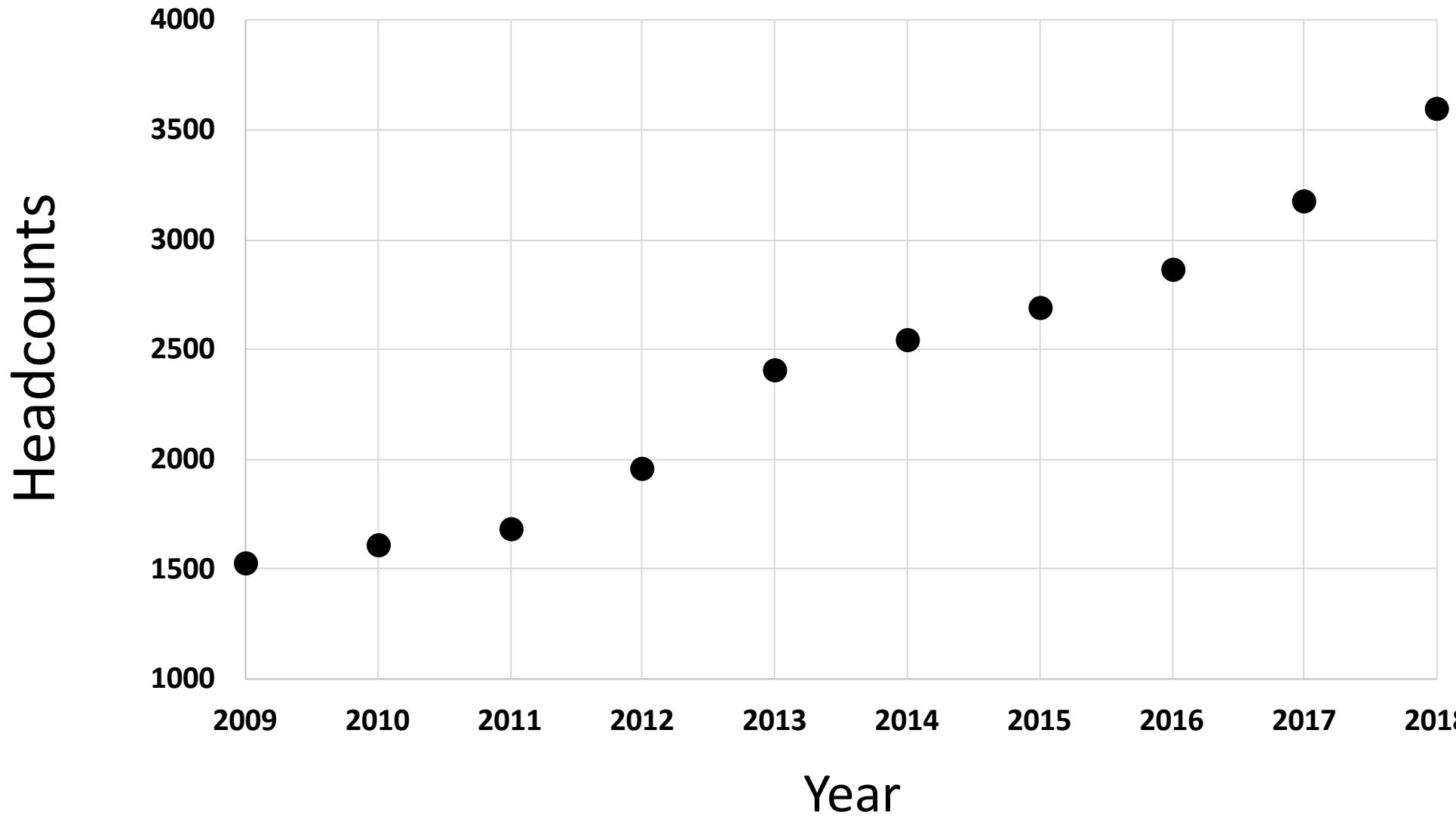
Our International Focus

- Our global reputation – Times Higher Education (THE) – Rankings
 - 769th in 2018
 - 638th in 2019
 - 608th in 2020
 - 500-600 in 2021???



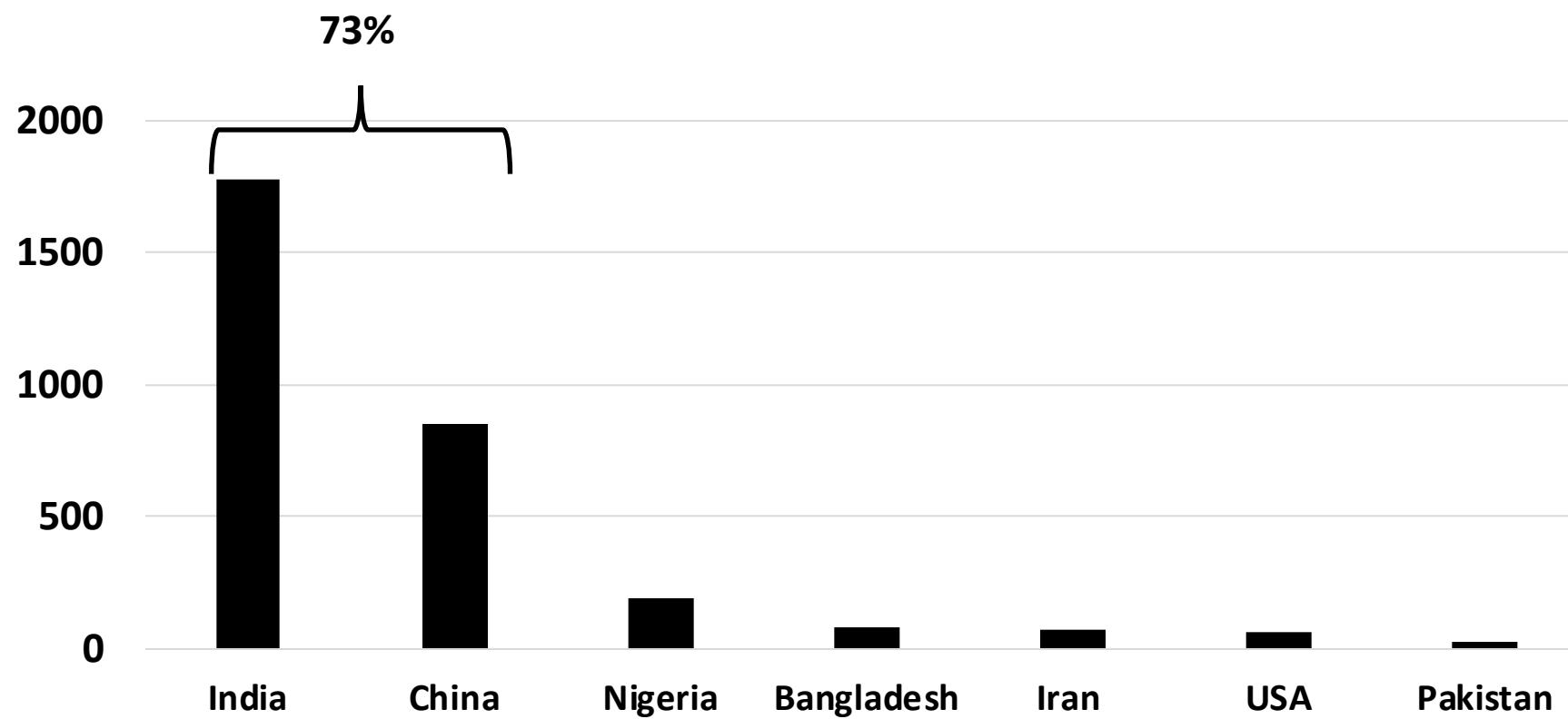
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International Headcounts (2009-2018)



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Country of Origin of Current International Students



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University of Windsor – International Strategic Planning

- Our international student capacity
- Recruitment diversity (program and country of origin)
- Domestic student global mobility
 - With reciprocity
- Continued growth in international reputation (rankings)
- International student services support
 - How we need to differentially invest?
- Institutional oversight/structure for international activities
- Alternative delivery opportunities
- International partnerships – research and training partnerships



Continuing Education Growth Strategy

Further build our commitment to non-traditional training opportunities:

- Windsor-Essex (and beyond)
- Life-long learning + micro-credentials + certificates + etc
- Professional upgrading and development
- Custom corporate training
- Bringing training to potential students/clients
- ESL and international pathways
- Alternative program delivery approaches
- Effective resource sharing



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