

**NOTICE OF MEETING**

**There will be a meeting of the  
Board of Governors  
Tuesday, February 23, 2021  
at 4:00 pm**

**VIRTUAL MEETING**

Link: [Join Microsoft Teams Meeting](#)

**AGENDA**

<b>ITEM</b>	<b>DOCUMENT# &amp; ACTION</b>
<i>Declaration of conflict of interest</i>	
<b>1 Approval of the Agenda</b>	
<b>2 Minutes of the meeting of November 24, 2020 E-Vote of December 12, 2020</b>	<b>Allison-Approval BG201124M BG201212E</b>
<b>3 Business arising from the minutes</b>	
<b>4 Outstanding Business/New Business</b>	
<b>4.1 Reports:</b>	
<b>4.1.1 Remarks from the Chair (4:05-4:10pm)</b>	<b>Allison-Information</b>
<b>4.1.2 President's Report (4:10-4:20pm)</b>	<b>Gordon-Information</b>
<b>4.1.3 Guest Speaker</b>	
<b>4.1.3.1 UWindsor Automotive Research and its Impact on the Broader Automotive Sector (4:20-4:40pm)</b>	<b>Kar-Information</b>
<b>4.1.4 Strategic Items/Emerging Priorities/Risk Issues</b>	<b>Gordon-Information</b>
<b>4.1.4.1 COVID-19 – Update (4:40-4:50pm)</b>	
<b>4.1.4.2 Addressing Anti-Black Racism and Equity, Diversity, and Inclusion – Update (4:50-5:00pm)</b>	
<b>4.1.5 Questions Arising from Vice-Presidents' Reports (5:00-5:10pm)</b>	<b>Aversa/Kneale/LaCivita/Siu-Information BG210223-4.1.5</b>

**4.2 Audit Committee**

**4.3 Executive Committee**

**4.4 Governance Committee**

**4.5 Investment Committee**

**4.6 Pension Committee**

**4.7 Resource Allocation Committee**

**4.7.1 2020-2021 Operating Budget 9-Month Review**  
(5:10-5:25pm)

**Chetty-Information**  
BG210223-4.7.1

**5 In Camera**

**6 Adjournment**

[Bylaw 1, Section 2.6 – Consent Agenda: Items that normally do not require debate or discussion either because they are routine, standard, or noncontroversial, shall be “starred” (identified by an asterisk (\*)) on the agenda. “Starred” items will not be discussed during a meeting unless a member specifically requests that a “starred” agenda item be ‘unstarred’, and therefore open for discussion/debate. A request to “unstar” an agenda item can be made at any time before (by forwarding the request to the Secretary) or during the meeting. By the end of the meeting, agenda items which remain “starred” (\*) will be deemed approved or received by the Board, as the case may be. No individual motion shall be required for the adoption of “starred” agenda items.]

**University of Windsor  
Board of Governors**

4.1.5: **Vice-Presidents' Reports**

Item for: **Information**

**Report of the Vice-President, Finance and Operations**

*Sandra Aversa*

**2021/22 Operating Budget**

- The 2021/22 Operating Budget will be presented at the March 2021 meetings of the Resource Allocation Committee and the Board of Governors. The budget will include projections on government grant, tuition fee revenue (projected enrolment and proposed 2021/22 tuition fees), expenditures and a strategy to balance the 2021/22 budget. Due to the impact COVID-19 has had and the uncertainty that continues, mitigation strategies will be included in the budget to address these risks.

**WinCity Initiative**

- Work is underway to further develop the concept of the Windsor Centre for Computing, Innovation and Technology (WinCity) supported by the School of Computer Science. This initiative will draw on the expertise of our faculty and students in collaboration with joint networks of industry and high-tech partners. WinCity's vision is to create a shared learning, community and employment tech hub in the City. In the recently announced City of Windsor economic diversification report (Windsor Works), WinCity was specifically included along with the opportunity to house this hub in the downtown area. A cross-functional team from the University is currently reviewing space requirements, preferred locations, partnerships with industry and the City, and other funding opportunities to further develop this initiative.

**Private/Public Partnership Opportunities**

- In December 2020, the University signed an MOU with a 3<sup>rd</sup> party developer to investigate the *feasibility of building a new residence/multi-use facility* for the campus. The model being considered is for the developer to build the facility on University lands. The University's commitment at this time is to work collaboratively with the 3<sup>rd</sup> party to determine if an agreement can be reached. Discussions will continue through 2021.
- The University is reviewing a potential collaboration with numerous partners in developing a *post-secondary presence in Leamington*. A shared facility would provide shared office space to support industrial liaisons with the greenhouse growers and other companies that support that industry. In addition, collaborative spaces would support the delivery of training and educational opportunities (*i.e.*, Continuing Education, EPICentre, Extension Science) and would establish a physical presence in Leamington for the University. Discussions are in the preliminary stages while parties commit to their participation in the collaboration.

**Report of the Provost and Vice-President, Academic**

*Douglas Kneale*

**International Student Travel**

- New regulations by the federal government may require international students to self-isolate in a hotel upon arrival in Canada, with considerable additional costs to the student. We are seeking clarification from Ottawa, as it had already approved our Readiness Plan, which included a seamless arrival and self-isolation plan.

- A joint letter from Colleges Ontario and the Council of Ontario Universities asks the Ontario Minister of Colleges and Universities “to intervene on Ontario’s behalf to persuade Ottawa to exempt our international students from the federal requirement to quarantine at an airport hotel.”

### **Decanal searches**

- Following a successful internal search, Dr. Cheryl Collier has been appointed the next Dean of the Faculty of Arts, Humanities, and Social Sciences.
- External searches are moving into the shortlist stage for the University Librarian and Deans of the Faculty of Engineering, Faculty of Human Kinetics, and Faculty of Law.

### **Intersession/Summer and Fall 2021**

- After consultation with Deans, the University has announced that Intersession/Summer courses will continue to be offered in online formats.
- For Fall 2021, we are mapping out a return to a greater degree of in-person instruction, keeping the safety of our campus community front of mind and remaining compliant with all federal, provincial, and local health regulations.
- Discussions with students, staff, and faculty continue as we chart a course that will depend heavily on local and provincial wind and weather.

### **Reorganization of the Office of Student Experience**

- Responsibility for addressing infractions related to the Student Code of Conduct will be managed by a new office.
- By bringing these responsibilities together under an independent administrative roof with new leadership, the University will be better able to serve, educate, and support our campus community.
- In tandem with the organizational restructuring, and following broad consultation with students, staff, faculty, and administration, we are updating our student conduct policies and procedures to align them with future directions.

### **Acting Dean of Law appointed**

- Current Dean of Law, Dr. Chris Waters, will finish his term on March 31, 2021.
- Following consultation with Faculty of Law Council, Dr. Beverly Jacobs (currently Associate Dean, Academic in Law) has been appointed as Acting Dean for the period April 1 to June 30, 2021.
- As of July 1, 2021, we are expecting a new Dean of Law to be in place.

## **Report of the Vice-President, Human Resources**

*Rita LaCivita*

### **Anti-Black Racism Professional Development Series**

- This is a collaborative initiative of the Department of Human Resources and the Office of Human Rights, Equity and Accessibility.
- The series has been designed to enhance awareness and understanding about anti-Black racism, how to address it, and how to be an ally. The series will foster dialogue, encourage reflexivity, challenge misconceptions, and leverage the participants’ lived experiences.

### **Employee Recognition Awards Virtual Presentation**

- February 25, 2021 at 3:00 pm the following awards will be presented:
  - Excellence in Leadership Award
  - Excellence in Health and Safety Award (Individual and Team)
  - Impact Award (Individual and Team)
  - Service Excellence Award (Individual and Team)
  - Service Excellence Award (the First Five Years of Employment)

### COVID-19 Employee Pulse Check Survey website

- Launched to provide details of action items and progress on recommendations at [www.uwindsor.ca/humanresources/pulsechecksurvey](http://www.uwindsor.ca/humanresources/pulsechecksurvey).

### Joint Task Force on Gender Pay Gap established with WUFA

- Purpose of the Task Force is to conduct an internal review and to investigate where current wage gaps are between female faculty vs. male faculty members at the University of Windsor.
- Analysis is currently underway.

### Collective Bargaining with Windsor University Faculty Association (WUFA)

- Collective agreement expires June 30, 2021.
- Planning and preparation are underway.

## Report of the Vice-President, Research and Innovation

*Michael Siu*

- Electrical and Computer Engineering Professor, **Narayan Kar**, was awarded a Tier 1 Canada Research Chair (T1 CRC) in Electrified Vehicles. Kar's research program will address major challenges faced by the automotive industry associated with the mass adoption of electric vehicle technology, including cost, range, and performance. Working in collaboration with multidisciplinary stakeholders from industry, government, and academia, Kar's research and the CHARGE lab that he directs promise significant advancements in electric vehicle motors, drives, and powertrains that are cost-effective and perform better and more reliably. T1 CRCs come with \$200,000 per annum of funding for a term of seven years.
- Kudos to the Freshwater Restoration Ecology Centre (FREC); Great Lakes Institute for Environmental Research (GLIER) Professor, **Ken Drouillard**; and School of the Environment student, **Emily Browne**, all received Conservation Awards from the Essex Region Conservation Authority (ERCA) this year. FREC, which is run by GLIER Professor, **Trevor Pitcher**, received the Conservation Award for Education in recognition of the excellence of the programming it offers relating to freshwater biodiversity and stressors. Drouillard won the Environmental Achievement Conservation Award for significant contributions to conservation and stewardship over 20 years working with the Detroit River Canadian CleanUp committee. Browne was awarded the Youth Conservation Award for her work as an ERCA Youth Environment Ambassador and a member of its How-To-Crew, which supports community conservation and restoration projects throughout our region.
- Working in collaboration with key industrial, community, and academic partners, including the WindsorEssex Economic Development (WEEDC), St. Clair College, and PEM Motion, UWindsor is the university partner in a consortium that is building a Canadian Automobility Hub which promises secure, zero-emission movement of goods and services using advanced information technologies. The University has already taken key steps toward this goal, including expansion of the CHARGE Lab to include new, high-powered test dynamometers and development facilities; partnering with TELUS to turn the Centre for Engineering Innovation (CEI) into a 5G testbed for CAVs and development of new CAV and IoT technologies; partnering with St. Clair College to extend research applications; and the addition of a T1 CRC in Electrified Vehicles and T2 CRC in Autonomous Vehicles. UWindsor has also recently established the SHIELD Automotive Cybersecurity Centre of Excellence. Led by **Mitra Mirhassani** from Electrical and Computer Engineering and **Ikjot Saini** from the School of Computer Science, SHIELD is Canada's first organization dedicated to building the skills, innovations, and policy needed to counter threats to the connected transportation marketplace. The Centre will promote the cross-transfer of knowledge, skills, and expertise between researchers, industry stakeholders, and the public.

**University of Windsor  
Board of Governors**

4.7.1: **2020-2021 Operating Budget 9 Month Review**

Item for: **Information**

Forwarded by: **Resource Allocation Committee**

**Rationale:**

- The process for ongoing monitoring of the Board-approved 2020-2021 operating budget includes a review of the University's spending at the 9-month point.
- As the 9-month review does not include a proposal to revise the balanced position of the 2020-2021 operating budget but rather provides a projection to year end, the 9-month review is provided for information only.
- See attached.



**Department of Finance**

401 Sunset Avenue

Windsor, Ontario N9B 3P4

T 519-253-3000 F 519-971-3619

To: Members of the Resource Allocation Committee

From: Gillian Heisz, Associate Vice-President, Finance

Date: February 3, 2021

**Subject: 2020/21 Operating Budget 9-month Review**

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In 2020/21, there are three key times when the Operating Budget is reviewed and financial projections provided. Below is a summary of our findings and projections after nine months of operations.

**Winter Enrolment and Tuition Update**

Consistent with Spring and Fall 2020 semesters, we are observing weakened international student intakes when compared to our expectations. Deferral activity (students electing to defer their admission to a future semester) continued to be significant in Winter 2021. Despite the border re-opening to students in November 2020, students continue to report extremely long wait times for final VISA processing stages as well as logistical challenges in travelling to Canada.

When considering our cohort-based masters (CBM) programs, much of our positive budget variances to date have been because of conservative budgeting of returning students who were mid-program in March 2020. Three cohorts of those students have now graduated, and so budget pressures are mounting as the new Fall 2020 and Winter 2021 cohorts have come in under budget, by 27% in Fall and 16% in Winter, on a headcount basis. We are observing that more CBM students are graduating each term than are starting in the new cohorts.

On a positive note, we have seen a slight positive variance on undergraduate domestic tuition revenue, as was noted in Fall 2020, with enrolment over budget in the Faculties of Science, Engineering, and the Odette School of Business. The institution is forecasting a modest tuition revenue surplus from the Winter 2021 semester of approximately \$1M.

As we look forward into 2021/22, the adjustments taken at this 9-month review will ensure that we are well positioned to take on the challenges that the next budget year will bring as we continue to experience the impact of the pandemic:

**Tuition Revenue**

Tuition revenue will be increased by \$1M in response to Winter 2021 actual enrolment. We have offset this increase with certain student fees not charged during the year due to the pandemic (such as transcript mailing fees, convocation fees and others) for a net increase to tuition revenue of \$650K.

**Government Grant and Academic and Student Services**

A minor adjustment (\$50K) to the government grant (Federal) line is required following confirmation of the payment amount for 2020/21 by the Federal Government for the research indirect costs grant.

UWindsor has also increased the Provincial grant budget by \$816K in support of specialized programming funding, including the Access and Inclusion Grant and the Indigenous Student Success grant, with an equal offset to expenditures, in Academic and Student Services. The impact on the budget is neutral.

#### **Investment Income and External Debt Costs**

As a result of the Series C Debenture offering in July 2020, the University has enjoyed excess liquidity during the year which has been invested with the institution's working capital funds. Performance to date on fixed income investment funds has been strong. After considering potential market volatility for the duration of the fiscal year, investment income has been increased by \$1M at the 9-month budget review.

As disclosed to the Board of Governors in Summer 2020, \$275K of the excess investment income earned this year was to be earmarked to support interest costs on the Series C Debenture. The adjustment to External Debt Costs reflects this incremental expense.

#### **Investment in Learning and Facilities in preparation for Fall 2021: Administration, Information Technology, and Facility Costs**

The coming fiscal year will be one of unique challenges as we transition away from a remote learning-focused strategy towards a return to the physical classroom. To ensure that the institution is well prepared to execute the Return to Campus strategy, funding has been set aside for priorities including:

- Further investment in *retrofitting of campus spaces* as required for social distancing (\$640K).
- Investment in *technology to support hyflex learning environments*. A combination of AV replacement and equipment retrofits will be deployed to provide enhanced functionality in identified classrooms. This technology will allow faculty members to teach students physically in the classroom while live streaming to students unable to physically attend campus (\$600K).
- Investment to support deployment of the *Return to Campus communications strategy* (\$85K).

Overall, administration continues to project a balanced position for 2020/21.

#### **Enrolment and Budget Trends Heading into 2021/22**

The impact of the pandemic will be felt for the medium to long-term by UWindsor, and its impact on enrolment within the first year is clear. At the time of preparation of the 2020/21 budget, we anticipated a tuition reduction of \$21.5M due to the impact of COVID-19. While its effects in-year were not as significant as expected, UWindsor still saw a decline of tuition revenue by \$11.4M or 5% versus our Preliminary Base Budget for 2020/21.

As we look forward to 2021/22, the budget environment will be challenging. We have experienced a lower Year 1 undergraduate cohort than we have seen in the previous three years and are preparing for the cohort-based masters returning student group to be smaller in 2021/22 than it was in 2020/21. Spring and Fall semesters remain precarious as the timing of vaccination and travel restrictions remain uncertain. Further pressure comes from a lack of clarity about the domestic tuition fee framework, which has not yet been announced by the Province. While the \$11.5M Enrolment Contingency Reserve was not utilized in 2020/21, this Reserve will be a key tool in managing the continued risk in the 2021/22 Operating Budget.

*See attached for 9-month Budget Review Adjustments (BG210223-4.7.1a).*



**UNIVERSITY OF WINDSOR**  
**2020/21 Operating Budget**  
**9-month Review Adjustment**

BG210223-4.7.1b

	2020/21 PRELIMINARY BASE BUDGET (\$000s)	2020/21 COVID-19 ADJUSTMENTS (\$000s)	2020/21 APPROVED BUDGET (\$000s)	3-month Review Adjustment (\$000s)	6-month Review Adjustment (\$000s)	9-month Review Adjustment (\$000s)	Total Adjustments (\$000s)	2020/21 PROJECTION (\$000s)
<b>BASE OPERATING REVENUE</b>								
Student Academic Fees	\$ 207,726	\$ (21,445)	\$ 186,281	\$ 6,890	\$ 2,500	\$ 650	\$ 10,040	\$ 196,321
Less: Enrolment Protection Reserve	(8,000)	-	(8,000)	(3,500)	-	-	(3,500)	(11,500)
Government Grant - Provincial	97,693	500	98,193	(100)	(510)	816	206	98,399
Government Grant - Federal	3,288	-	3,288	-	-	(50)	(50)	3,238
Investment Income	2,500	-	2,500	-	-	1,000	1,000	3,500
Other Revenue	2,533	-	2,533	-	-	-	-	2,533
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 305,740</b>	<b>\$ (20,945)</b>	<b>\$ 284,795</b>	<b>\$ 3,290</b>	<b>\$ 1,990</b>	<b>\$ 2,416</b>	<b>\$ 7,696</b>	<b>\$ 292,491</b>
<b>BASE OPERATING EXPENDITURES</b>								
Faculty Expenditures	\$ 160,171	\$ (5,759)	\$ 154,412	\$ 700	\$ 740	\$ -	\$ 1,440	\$ 155,852
Research	6,855	(181)	6,674	-	97	-	97	6,771
Academic & Student Services	28,776	(1,360)	27,416	1,240	-	816	2,056	29,472
Library	13,359	(352)	13,007	-	-	-	-	13,007
Scholarships	13,998	(370)	13,628	-	-	-	-	13,628
Administration	21,735	(5,247)	16,488	300	1,153	85	1,538	18,026
Information Technology	11,336	(1,006)	10,330	-	-	600	600	10,930
Facility Costs (including Utilities)	30,391	(1,817)	28,574	-	-	640	640	29,214
External Debt Costs	8,600	-	8,600	1,050	-	275	1,325	9,925
<i>Subtotal Base Operating Expenditures</i>	<b>\$ 295,221</b>	<b>\$ (16,092)</b>	<b>\$ 279,129</b>	<b>\$ 3,290</b>	<b>\$ 1,990</b>	<b>\$ 2,416</b>	<b>\$ 7,696</b>	<b>\$ 286,825</b>
<b>STRATEGIC INVESTMENT FUNDS</b>								
2020/21 Strategic Priority Fund	\$ -	\$ 2,650	\$ 2,650	\$ (800)	\$ -	\$ -	\$ (800)	\$ 1,850
University Fund	3,003	(3,003)	-	-	-	-	-	-
Strategic Mandate Agreement Fund	1,500	(1,500)	-	-	-	-	-	-
Student Experience Fund	1,200	(1,200)	-	-	-	-	-	-
International Student Experience Fund	1,000	(1,000)	-	-	-	-	-	-
Research Activity & Stimulus Funds	800	(800)	-	800	-	-	800	800
UWinsite Fund	1,681	-	1,681	-	-	-	-	1,681
Deferred Maintenance Fund	1,335	-	1,335	-	-	-	-	1,335
<i>Subtotal Strategic Investment Funds</i>	<b>\$ 10,519</b>	<b>\$ (4,853)</b>	<b>\$ 5,666</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,666</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 305,740</b>	<b>\$ (20,945)</b>	<b>\$ 284,795</b>	<b>\$ 3,290</b>	<b>\$ 1,990</b>	<b>\$ 2,416</b>	<b>\$ 7,696</b>	<b>\$ 292,491</b>
<b>BALANCED POSITION PROJECTED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>