

NOTICE OF MEETING

There will be a meeting of the
Board of Governors
Tuesday, May 24, 2022
at 4:00 pm
VIRTUAL MEETING
Link: [Join Microsoft Teams Meeting](#)

AGENDA

ITEM	DOCUMENT/ACTION
<i>Land Acknowledgement</i>	
<i>Declaration of conflict of interest</i>	
1 Approval of the Agenda	
2 Minutes of the meeting of April 19, 2022	Allison-Approval BG220419M
3 Business arising from the minutes	
4 Outstanding Business/New Business	
4.1 Reports:	
4.1.1 Remarks from the Chair	Allison-Information
4.1.2 President's Report	Gordon-Information
4.1.3 Strategic Items/Emerging Priorities/Risk Issues	
4.1.3.1 COVID-19 – Update	Gordon/Weir-Information
4.1.3.2 Update on Strategic Planning	Gordon-Information
4.1.3.3 Sustainability Initiatives	Gordon/Heisz-Information
4.1.3.4 Electric Vehicle (EV) Planning Efforts	Gordon/Siu-Information
4.1.4 Questions Arising from Vice-Presidents' Reports (p. 3)	Vice-Presidents-Information BG220524-4.1.4
4.2 Audit Committee	
4.3 Executive Committee	

4.4 Governance Committee		
*4.4.1 Board Governance Workplan 2022-2023	(p. 7)	Tucker-Information BG220524-4.4.1
*4.4.2 Board Bylaw 1 – Revision	(p. 8)	Tucker-Approval BG220524-4.4.2
4.4.3 Board and Board Standing Committee Diversity Report 2022	(p. 9)	Tucker-Information BG220524-4.4.3
4.5 Human Resources Committee		
4.5.1 Disconnecting from Work Policy	(p. 10)	Piruzza-Information BG220524-4.5.1
4.6 Investment Committee		
4.6.1 Report of the Board Investment Committee	(p. 13)	Allison-Information BG220524-4.6.1 BG220524-4.6.1a
4.6.2 Foyston, Gordon, & Payne (FGP) Core Plus Bond Fund	(p. 17)	Allison-Approval BG220524-4.6.2
4.6.3 Statement of Investment Policies and Procedures for University of Windsor Endowment Funds – Revisions	(p. 34)	Allison-Approval BG220524-4.6.3
4.6.4 Statement of Investment Policies and Procedures for University of Windsor Working Capital Funds – Revisions	(p. 52)	Allison-Approval BG220524-4.6.4
4.7 Pension Committee		
*4.7.1 Report of the Pension Committee	(p. 64)	Oliveira-Information BG220524-4.7.1
4.8 Resource Allocation Committee		
4.8.1 2022-2023 Proposed Residence and Meal Plan Fees	(p. 65)	Chetty-Approval BG220524-4.8.1

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**

4.1.4: Vice-Presidents' Reports

Item for: **Information**

Report of the Vice-President, Equity, Diversity, and Inclusion (Interim)

Clinton Beckford

- The University of Windsor joins the public in its condemnation of the racially motivated mass murder in Buffalo on Saturday May 14, 2022. We extend our deepest sympathies to the family and friends of the victims. This senseless act of racist terror affects us all and is a deeply troubling reminder that we must continue to do all we can to eliminate racism and hatred. We stand by members of Black, Indigenous and Racialized communities and all others who are targets of injustice, hatred, and violence.
- Ms. Sukanya Pillay started her tenure as Interim Associate Vice-President Human Resources May 16, 2022. Sukanya is an accomplished leader and EDI champion who will lead the ongoing restructuring and transformation of human resources at the university.
- Ms. Marcela Ciampa, Director - Organizational Development and Training has transitioned from the Department of Human Resources to the Office of the Vice President of Equity, Diversity, and Inclusion as of May 16, 2022. This move is part of a larger strategy to center equity and inclusion in the structures and systems of the university.
- Ms. Daniella Beaulieu has transitioned to the Office of the Vice-President EDI as of May 16, 2022, as Senior Executive Officer EDI Strategic Initiatives. Daniella will have broad oversight over EDI strategic initiatives and external facing engagement. Her move is an investment on our commitment to EDI. Daniella brings exceptional talent and expertise to the EDI portfolio as we build capacity in our office and execute on the institution's agenda.
- The Office of the Vice-President of Equity, Diversity, and Inclusion joins our Asian community and our Jewish community in their celebrations of Asian Heritage Month and Jewish Heritage Month in May. Events commemorating both will be announced through the VP EDI website and the University Daily News.
- On Friday April 29, 2022, we hosted Dr. Annette Henry in our Distinguished Speaker Series. The topic was "Where there is no vision...: A discussion of anti-Black racism initiatives in the university." The recording of the presentation will be available soon. This was the last event for the 2021/22 school year. The series will return in Fall 2022.
- Pre-planning and groundwork for the EDID review is underway and interviews and consultations for will commence soon. The consultants anticipate a combination of virtual and in-person events over the next 3-4 months. Information on this process will be made available to the Senate and campus community as soon as possible.
- The *Implementation Oversight Committee* (IOC) for the Anti-Black Racism Taskforce recommendations has begun its work. The IOC's role is to ensure accountability for the implementation of the ABR Task force recommendations of the task force and that the university honours its obligations as a signatory to the Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Post-secondary Education.

- The University of Windsor is a recipient of an Enabling Accessibility Fund for \$722, 800.00 for the building of an accessibility ramp for the Faculty of Human Kinetics building. This ramp is long overdue. Congratulations to the university team that made this possible.
- The long-awaited unveiling of the Mary Ann Shadd- abolitionist, author, journalist, community activist, educator- statue took place on Friday May 13, 2022 in a public ceremony. The event was very well attended and received considerable media coverage.

Report of the Vice-President, Finance and Operations

Gillian Heisz

Toldo Lancer Centre

We are thrilled to share that the Toldo Lancer Centre (TLC) has reached substantial completion (May 17, 2022). The project, executed by Ellis-Don/Fortis was completed on time, despite pandemic related delays, and remains on budget. The contractor remains onsite to complete minor deficiencies, and the projects team continues to welcome several exciting deliveries including fitness equipment and furniture. During May and into June, the various University teams who will support the TLC, including Facility Operations, the Chief Operating Engineer, Health & Safety, and Athletics & Recreation Services will complete intensive building training. We anticipate welcoming our campus community to the building for use on July 4, 2022. Planning for various opening celebrations is underway.

Ancillary Budgets and Residence West Alternative Use Exploration

Following considerable consultation and review processes, the operating budgets and capital plans for the institution's ancillary operations (including Bookstore, Food, Residence, Print Shop and Parking Services) have been prepared and are balanced for 2022/23, pending Board approval of residence and meal plan fees. Three residences will be in service for on-campus housing purposes for Fall 2022 (Laurier Hall, Cartier, and Alumni Hall). The University is currently conducting a significant exercise to review potential alternative uses for Residence West. We will keep the Board apprised once a way forward has been defined.

Emergency Planning and Business Continuity Review

Under our work on enterprise risk management and following discussion with the Audit Committee, the Director, Strategic Initiatives and Business Enterprise has kicked off a review of the University's Emergency Planning and Business Continuity policies and practices. As part of the review, the team will conduct an assessment of (1) the University's current capabilities in relation to leading international practices, (2) of any existing defined Business Continuity Plans and how those Plans align with other safety plans on campus, and (3) define a roadmap for enhancements to the Plans at the University. We anticipate completing this review by Fall 2022, and the results will inform our Q3 update to the University's enterprise risks.

Report of the Vice-President, Research and Innovation

Michael Siu

1. NSERC released results of its last round of competitions on April 7, 2022. For the University of Windsor, there were 33 new Discovery Grant (DG) awards totaling \$ 3,563 K over five years; this sum also included six Discovery Launch Supplements to Early Career Researchers, as well as one Northern Research Supplement. Our DG success rate for 2022 stands at 61%, which compares well with our six-year average of 54% and the three-year average for medium-sized universities at 60%.
2. NSERC DG is intended as a grant-in-aid to support the applicant's research program (not for specific projects) despite the fact that the awarded amount is typically modest. By contrast, the NSERC Research Tools and Instruments (RTI) grants are designed to support specific pieces of tools needed for research; university support

augmenting NSERC's maximum RTI funding (capped at \$ 150 K) is typically considered advantageous for a given application when there is an established need for the requested instrument. There were five successful RTI applications for the University of Windsor announced in April, amounting to \$ 569 K.

3. The following is a summary of the University of Windsor's SSHRC awards in 2021-22: Connection Grants, four for \$ 149 K; Partnership Grant, one for \$ 2,489 K; Partnership Engage Grants, three for \$ 71 K; Insight Grants, two for \$ 192 K; and Aid to Scholarly Journals grants, two for \$ 160 K.
4. Dr. Matthew Krause, Associate Professor of Kinesiology, has accepted appointment as Chair of the Research Safety Committee (RSC), effective July 1, 2022. Matt brings with him to the position significant experience in research safety. We thank Dr. Ken Drouillard, the outgoing RSC Chair for his outstanding leadership in and untiring dedication towards safeguarding the health and safety of the university community throughout the pandemic.

Report of the Provost and Vice-President, Academic (Acting)

Patti Weir

1. SET (Student Evaluation of Teaching) Score Task Force

The SET score task force being led by Dr. Dennis Jackson presented an information session for Senators on May 6, 2022 to review the preliminary findings from surveys completed by both teaching faculty and students. Interesting trends are emerging in what both faculty and students believe are important considerations for a revised tool. The task force will continue their work to present recommendations for a revised tool and associated processes. Next steps include focus groups to engage in deeper discussions on the outcome of the surveys.

2. International Think tank

Held March 23, 2022 and attended by 36 representatives of academic Faculties, student organizations, areas that facilitate international students and internationalization, staff, WUFA, senior administration, and international students.

Participants engaged in large group discussion, brainstorming activities on the pillars of the framework, and the mission and values associated with internationalization activities. Then SOAR (Strengths, Opportunities, Aspirations, and Results) approach was used to engage participants in a conversation to gather the information necessary to inform the development of the key components of the Framework.

The International Framework Think tank report has been produced and distributed back to participants for feedback prior to posting for feedback from the broader campus community.

Special thanks to Marcela Ciampa for facilitating this event and to the participants for their thoughtful insights.

3. LMS Review and Procurement

A preferred vendor has been identified.

The process was based on a consultative process, with over 30 members in the [LMS Review committees](#) including specific Advisory Committees addressing Accessibility, EDDI, Security with representation from faculty, students and staff.

Thanks to the extensive [campus community contributions](#) to the selection process including approximately 3000 contacts through : campus surveys; feedback following vendor presentations; testing out the vendors through Sandboxes; focus groups; and committee membership.

The next steps include final approval, and procurement. The vendor will be confirmed through a public announcement as soon as we are legally allowed following contract negotiations.

Details are updated online [LMS Review](#). Additional details will be shared as we begin the implementation process.

4. **Head Start**

Lead by the Office of Student Experience in partnership with academic Faculties and student support offices, a total of six Head Start events will be held, five in-person one virtual day. Changes for this year include greater involvement of student societies, engagement with the BIDE Institute and full integration of sessions for General & Mature, Transfer and Part-time students through the assistance and support of Academic Advising to make a truly inclusive event.

Friday, July 8th, 2022 – Science & Education Day

Saturday, July 9th, 2022 – FAHSS & Education Day

Friday, July 15th, 2022 – Nursing, HK & Business Day

Friday, July 22nd, 2022 – Engineering Day

Saturday, August 6th, 2022– General & Mature, Transfer, Part Time Day

Friday, August 13th, 2022 - online

5. **FAM Tour**

For the first time since 2017, the University of Windsor in partnership with St. Clair College hosted 70 international recruiters and agents from 20 countries last week. The familiarization tour is an opportunity to visit our city, university campus and meet with key partner offices. The tour was well received and now allows these agents to return home and share with students their direct experiences with our campus and city. Dr. Gordon and Ms. France hosted a dinner that brought both institutions together to celebrate the outstanding educational and work opportunities available in our region.

University of Windsor
Board of Governors

*4.4.1: **Board Governance Workplan 2022-2023**

Item for: **Information**

Forwarded by: **Board Governance Committee**

All items from the 2021-2022 Board Governance Workplan have been completed, with the exception of the following three which require more time as noted below. These will now form part of the 2022-2023 Board Governance Workplan.

Governance Areas of Focus	Actions	Timeline	Update/Comments	Completed
Review of Board Committees	Request that Board Committees review their terms of reference and committee membership through the lens of ABR and EDI, and that they establish goals with identified metrics and timelines, for consideration by the Governance Committee.	Preliminary report: October 2021 Final report: Submission of external EDI review report.	Preliminary report (Oct 2021): The Governance Committee has requested that this be included in the external review of ABR/EDI. Specifically, the VP, EDI will ensure that the consultant for the external review of EDI/ABR includes in their review: 1. A review of the terms of reference and committee membership of Board Committees, through the lens of ABR and EDI; and 2. Recommended goals, with identified metrics and timelines, for consideration by each Committee and by the Governance Committee.	Preliminary Report: October 2021
Board Member Orientation and Education	Continue improvements to the New Board Member Orientation, including adding a mentoring process.	June 2023	Move timeline to provide more time to develop mentoring piece.	
	Create a continuing education process for Board Members, led by internal or external facilitators, including: 1) half day Joint Senate/Board Session followed by dinner; 2) half day Board/Committee training session/retreat; 3) creation of (mandatory or optional) workshops/modules (in-person or online). Varying topics: Pension Legislation, How to read Financial Statements, etc.	June 2023	Mostly delayed due to the pandemic. Move timeline to provide more time to develop modules.	

**University of Windsor
Board of Governors**

*4.4.2: **Board Bylaw 1 – Revision**

Item for: **Approval**

Forwarded by: **Board Governance Committee**

MOTION: That the proposed revisions to Board Bylaw 1 be approved.

Proposed Revision:

1.5 Chair and Vice-Chairs

1.5.1 The Chair and Vice-Chairs shall be elected by the Board from among the external members of the Board, upon the recommendation of the Governance Committee. The term of office shall **normally** be two years, **renewable upon the recommendation of the Governance Committee**. The Chair monitors agreed upon goals and objectives of the President and acts in an advisory and supportive capacity to the President.

1.5.2 The Board, upon the recommendation of the Governance Committee, shall elect two Vice-Chairs, one designated first Vice-Chair, the other, second Vice-Chair. The first Vice-Chair shall normally succeed to the office of Chair upon the expiry of the Chair's term. The second Vice-Chair shall normally succeed to the office of first Vice-Chair upon the latter's succession to Chair. The term of office for Vice-Chairs shall normally be two years, renewable upon the recommendation of the Governance Committee.

The Vice-Chairs shall be informed of the Chair's duties and act in the place of the Chair in the event of the absence or inability to act of the Chair.

Rationale:

- Section 1.5: proposed new wording provides consistency and flexibility as provided for the appointments of Vice-Chairs. All Chair/Vice-Chair appointments and length of service are approved by the Board. While not explicit in the bylaw, the Board has had a Chair serve for one year and another just short of the two-year term in light of a 9-year end of term period and/or other health/personal considerations. An extension of the two-year term may be required should there be a change in the succession planning with the Vice-Chair positions.

University of Windsor
Board of Governors

4.4.3: Board and Board Standing Committee Diversity Report (2022)

Item for: Information

Forwarded by: Board Governance Committee

	Current Voting Members	Survey Responses	# Self-Identified	% of designated group members					50/30 Challenge	
				Indigenous Peoples	Persons with Disabilities	Racialized Persons	LGBTQIA2S+ Persons	Women-identified Persons	50% Women-identified Persons	30% other designated group members
Board	30	30	19	0 (0%)	1 (3.3%)	6 (20%)	0 (0%)	16 (53.3%)	53.3%	23.3%
Audit	8	8	2	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (25%)	25%	0%
Executive	7	7	3	0 (0%)	0 (0%)	2 (28.6%)	0 (0%)	3 (42.9%)	42.9%	28.6%
Governance	6	6	3	0 (0%)	0 (0%)	1 (16.6%)	0 (0%)	3 (50%)	50%	16.6%
Human Resources	8	8	6	0 (0%)	0 (0%)	1 (12.5%)	0 (0%)	6 (75%)	75%	12.5%
Investment	8	7*	4	0 (0%)	1 (12.5%)	1 (25%)	0 (0%)	3 (37.5%)	37.5%	37.5%
Pension	17	12*	6	0 (0%)	1 (5.9%)	2 (11.8%)	0 (0%)	5 (29.4%)	23.5%	17.6%
Resource Allocation	9	9	4	0 (0%)	0 (0%)	1 (11.1%)	0 (0%)	3 (33.3%)	33.3%	11.1%

Updated: as of May 16, 2022

*still awaiting responses from members.

NB: # of designated group members may not equal the number of individuals who self-identified, as individuals may have self-identified under more than one category.

**University of Windsor
Board of Governors**

4.5.1: **Disconnecting from Work Policy**

Item for: **Information**

Forwarded by: **Board Human Resources Committee**

Background:

As a requirement of [Bill 27, Working for Workers Act](#), employers with 25 or more employees are required to develop and distribute to employees their written policy around disconnecting from work (*i.e.*, parameters around not engaging in work-related communications.) Disconnecting from Work policies are required to be developed by June 2, 2022. Employers are required to provide a copy of the policy to employees.

The draft policy ‘Disconnecting from Work’ is based on the work of the Council of Ontario Universities (COU) Bill 27 Working Group of which the Acting VPHR was a member.

The policy has been reviewed by legal counsel.

Overview of the requirements:

- The policy must cover ALL employees, but policy requirements may vary by type of employee (*e.g.*, faculty, staff, TAs). For example, there could be one policy that outlines different expectations for different groups, or separate policies for different groups, or one policy for all employees. There is flexibility for the employer.
- The legislation does not provide any new entitlement and does not set specific expectations – there is no “right” to actually disconnect. It appears the policy is intended to prompt a discussion between employers and employees about expectations; for example, expectations of employees to read or reply to work-related emails after their shift is over/regular business hours.
- Considerations: a greater level of detail in the Policy may end up creating a greater right or benefit (GROB) than is currently available. For example, expectations, guidelines, or obligations with respect to disconnecting from work within the Policy could be interpreted as creating a “greater right or benefit” than what is provided under the ESA or otherwise, which may be enforceable.

Proposed Timeline of Next Steps:

Week of:	Action item:
May 2	Policy discussion/consultation with respective union leadership
May 9	Information/discussion re: Policy with Human Resources Committee of the Board Policy discussion/consultation with Managers & Professionals group Policy discussion/consultation with Deans
May 23	Policy discussion/consultation with Strategic Leadership Forum
May 24	Information/discussion re: Policy with the Board
May 30	Post on Polices website, link on HR website, DailyNews article



Policy Title:	Disconnecting from Work Policy
Date Established:	June 2, 2022
Office with Administrative Responsibility:	Human Resources
Approver:	Vice-President, Equity, Diversity, and Inclusion
Revision Date(s):	n/a

A. Introduction

The health and wellbeing of employees is of the utmost importance and, as a university, we encourage and support our employees in prioritizing their own wellbeing. Disconnecting from work is important for an individual's wellbeing, and helps employees achieve a healthy and sustainable work-life balance.

To support our employees in balancing their working and personal lives, whether working traditional hours in the workplace, remotely or flexibly, we have implemented this Disconnecting from Work Policy (the "Policy") to encourage employees to disconnect from work outside of their working hours in accordance with and subject to this Policy.

Definition

Disconnecting from work means to not engage in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work outside of working hours.

B. Application

- 1.1 This Policy applies to all employees, as defined by the Ontario Employment Standards Act, 2000 (the "ESA"), whether they are in the workplace, working remotely, or flexibly. For clarity, "employee" under this Policy means only those employees of the University which are considered employees under the ESA.

C. Scope

Ability to Disconnect from Work

- 1.2 An employee's ability to disconnect from work depends on the University's business and/or operational needs and the duties and obligations of the employee's position, subject to an employee's employment contract, applicable collective agreement and/or their minimum statutory entitlements under the ESA.
- 1.3 Nothing in the Policy precludes the University or other employees of the University from contacting colleagues, vendors/other third parties or other employees outside of what may be considered working hours or standard business hours, subject to any rights or entitlements the receiving colleague or employee may have under their employment contract, applicable collective agreement and/or their minimum statutory entitlements under the ESA.

- 1.4 This Policy does not afford employees a “right to disconnect” beyond what is within their individual employment contract, applicable collective agreement and/or their minimum statutory entitlements under the ESA, which may include rights or entitlements speaking to: hours of work and hours free from work, overtime pay, meal and/or rest periods, public holidays and public holiday pay, and vacation.
- 1.5 Nothing in this Policy is intended to amend or supersede any grievance procedure or other aspect of any applicable collective agreement.

D. Roles and Responsibilities

University Obligations

- 1.6 The University supports and aims to foster a workplace culture that promotes, and values disconnecting from work and will take steps to ensure that all employees, regardless of their place of work, are:
- (a) informed in advance when they will be expected to engage in work-related communications outside of their working hours;
 - (b) able to take applicable meal, rest periods and hours free from work as required by law, contract, or applicable collective agreement language; and
 - (c) able to take vacation or other leave entitlements as required by law, contract, or applicable collective agreement language.

Supervisor Obligations

- 1.7 Supervisors will:
- (a) facilitate implementation of the University’s obligations under this Policy for those employees they supervise, including efforts to inform employees hours in advance when they will be expected to engage in work-related communications outside of their working hours;
 - (b) develop procedures and/or practices with respect to disconnecting from work for employees they supervise; and
 - (c) respond to questions or concerns regarding disconnecting from work from those employees they supervise.

Employee Obligations

- 1.8 The University expects all employees to comply with the following in the course of their work. Employees must:
- (a) co-operate fully with any applicable mechanism utilised by the University to record working time or update their working status (e.g., out-of-office messages) as applicable, including when working remotely or flexibly.
 - (b) be mindful of colleagues’, vendors’ and other third parties’ working hours (e.g., by not routinely emailing or calling outside of working hours or expecting answers or responses outside of working hours);
 - (c) notify their supervisor or manager, in writing, of any meal, rest, break or hours-free-from-work period (or other right or entitlement) which they feel they were entitled to but were unable to use due to performing work for the University on a particular occasion and why this occurred; and
 - (d) speak with their supervisor or manager if they feel their workload is preventing them from being able to take meal, rest, break, or periods free from work that they are entitled to, or otherwise disconnect from work.

E. Reporting Concerns

- 1.9 All employees are expected and required to report any concerns or issues they may have which they feel are impacting their ability to disconnect from work.

- 1.10 Employees are encouraged to report such concerns or issues, in writing, to their immediate supervisor. If that is not appropriate or the matter cannot be resolved by doing so, employees should direct their concerns or issues to Human Resources, Office of the Provost, or Office of the Vice-President, Research and Innovation, as applicable.
- 1.11 Of course, all employees are also strongly encouraged to seek professional and/or medical assistance as they see fit if such concerns relate to their health and wellbeing, and the University has resources and supports available to employees which can be found here: [Workplace Wellness](#) (staff and faculty) and [Student Mental Health and Wellness Guide](#) (students).
- 1.12 Employees will not be subject to reprisal for reporting such concerns as outlined above or for inquiring about, exercising, or attempting to exercise any rights as provided under the ESA or their collective agreement, if applicable.

F. Posting, Notice and Retention

- 1.13 The University shall provide a copy of this Policy to each employee, regardless of their position within 30 calendar days of implementation. Should any changes be made to the Policy after its implementation, the University shall provide each employee of the University a copy of the revised Policy within 30 days of the changes being made.
- 1.14 The University shall provide a copy of this Policy to all new employees upon onboarding and within 30 calendar days of the employee commencing employment with the University.
- 1.15 The University shall retain a copy of this Policy and any revised version of this Policy for a period of three years after it ceases to be in effect.

G. Exceptions to Policy

N/A

H. Review and Modification of the Policy

This Policy will be reviewed on an annual basis

I. Relevant Legislation, Statements, Guidelines, Policies, and Procedures

To be completed.

**University of Windsor
Board of Governors**

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

Item for: **Information**

Forwarded by: **Board Investment Committee**

Report of the Board Investment Committee

The Board Investment Committee met on May 10, 2022 and reviewed performance results for the pension plan fund, the endowment fund, and the working capital fund as at March 31, 2022. (See attached for dashboard of Pension and Endowment Funds (BG220524-4.6.1a).)

Although capital markets dropped in the first quarter and continued to drop throughout April, pension and endowment funds represent long-term investments which need to be monitored carefully but not reactively, while the working capital fund is constructed as low-risk. There is no recommendation for changes to the portfolios or managers, at this time. All three include appropriate asset mixes to weather market fluctuations. The Committee will continue to regularly assess manager performance and to ensure that there is the right mix of management styles, based on the institution's risk appetite, to offset market fluctuations and maximize returns.

As per the responsible investing policy, members received details of managers' proxy voting record for Q3 and Q4 of 2021 and did not note any concerns with the positions taken.

Next steps in sustainable investing were also reviewed and included a two-phased approach: 1) the Investment Committee, the Executive Leadership Team, and Sustainability Committee will set proposed sustainable investing goals and directions consistent with the strategic plan; 2) broader community input will be sought and a plan finalized for approval by the Board, via the Investment Committee. This will be fit within the broader sustainability plan for the institution. (broader details provided under agenda item 4.1.3.3, Sustainability Initiatives.)

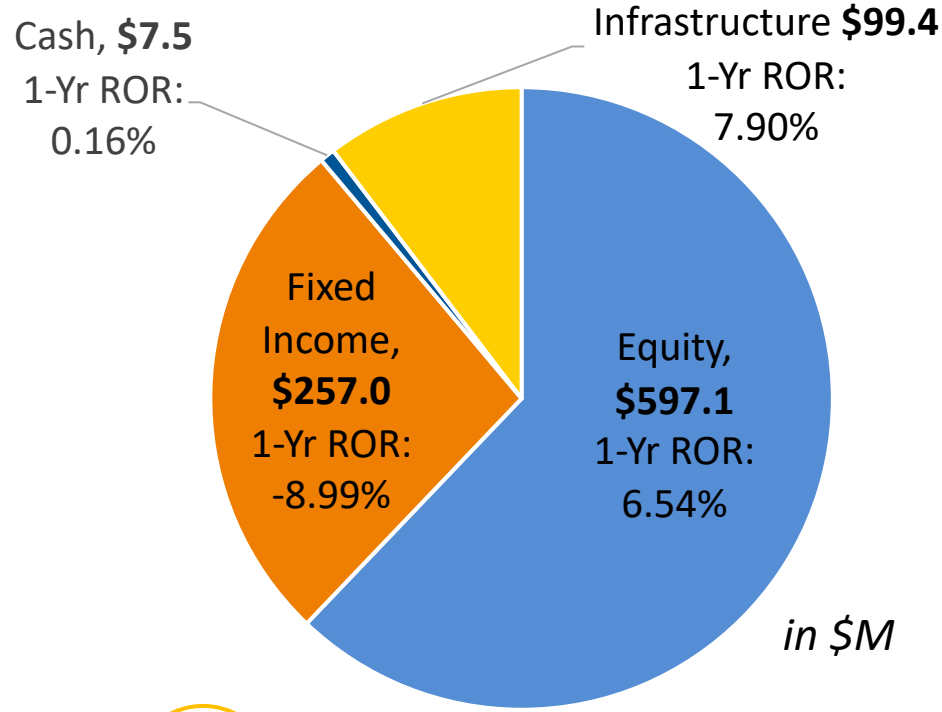
See items 4.6.2-4.6.4 for additional approval items reviewed by the Investment Committee and recommended to the Board.

Pension Fund at March 31, 2022

\$961.0 Million
 Value of Pension Fund
 March 31, 2022

Manager	AUM (\$M)
PH&N	\$282.8
Baillie Gifford	\$177.3
Fidelity	\$132.1
Burgundy	\$173.1
FGP	\$91.9
IFM	\$50.7
JP Morgan	\$48.7
Northern Trust	\$4.4

Pension Fund by Asset Class (March 31, 2022)



Gross Rates of Return March 31, 2022	3 month	9 month	1 year	2 year	3 year	4 year
Total Fund	-8.27%	-3.45%	1.96%	13.44%	7.37%	6.96%
Benchmark	-5.19%	0.87%	6.51%	14.77%	8.41%	8.23%

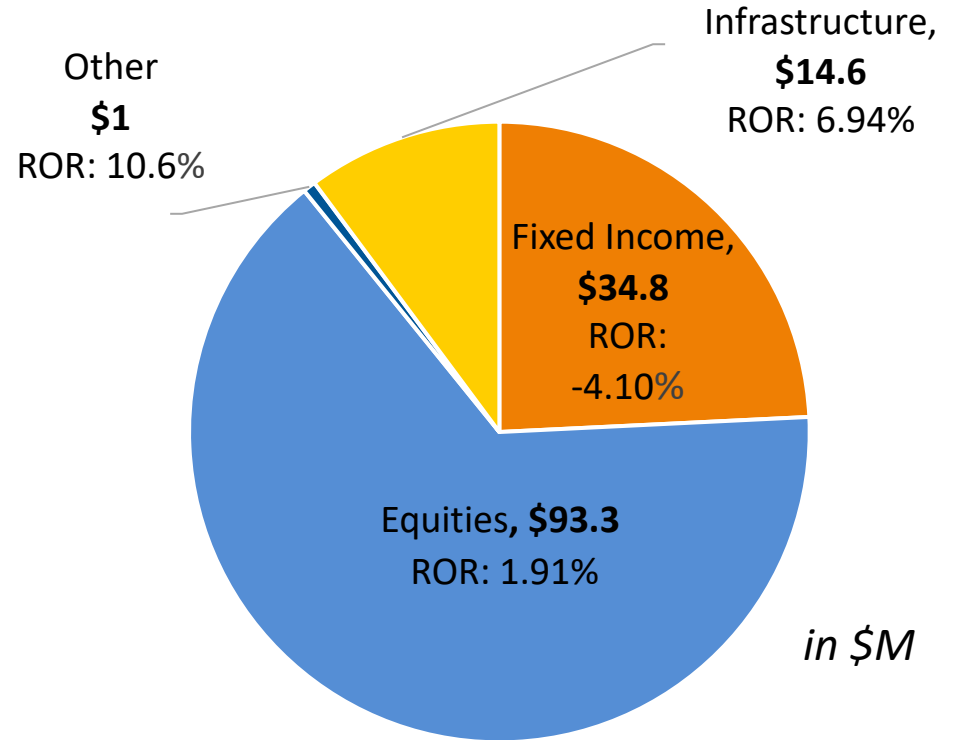
Endowment Fund at March 31, 2022

\$143.7 Million

Value of Endowment Fund
March 31, 2022

Manager	AUM (\$M)
PH&N	\$20.3
FGP	\$14.5
Baillie Gifford	\$26.5
Burgundy	\$24.8
Fidelity	\$19.9
Galibier	\$22.1
IFM	\$7.5
JP Morgan	\$7.1
Other	\$1.0

Endowment Fund by Asset Class (March 31, 2022)



As at April 30	2018	2019	2020	2021	Fiscal Year To Date
Rate of Return (gross)	4.4%	7.6%	(0.5%)	19.9%	1.69%
Investment Income (Loss)	\$4.4M	\$7.6M	(\$0.6M)	\$25.1M	\$2.2M

**University of Windsor
Board of Governors**

4.6.2: **Foyston, Gordon, & Payne (FGP) Core Plus Bond Fund**

Item for: **Approval**

Forwarded by: **Board Investment Committee**

MOTION: That the FGP Core Plus Bond Fund be approved for the Endowment portfolio.

Rationale:

Recently, FGP brought forward the Core Plus Bond Fund as a potential new opportunity for the Endowment portfolio to replace the current Endowment holdings in the FGP Universe Bond Fund. Due to the rising interest rate environment, performance has been negatively impacted for traditional fixed income assets such as the current holdings in the Universe Bond Fund.

A switch to the Core Plus Bond Fund would improve diversification, enhance yield, and increase return potential by leveraging asset classes such as mortgages, preferred shares, and high-yield. The fee difference between the two products is marginal (6 bps). The Endowment SIPP permits core plus bond funds and the FGP Core Plus Bond Fund is similar in design to the PHN Core Plus Bond Fund, which is an approved instrument in the Endowment portfolio. As a result, no update to the Endowment SIPP would be required if this motion were approved.

The Board Investment Committee has reviewed the Core Plus Bond Fund and recommends it for inclusion in the Endowment portfolios.

See attached:

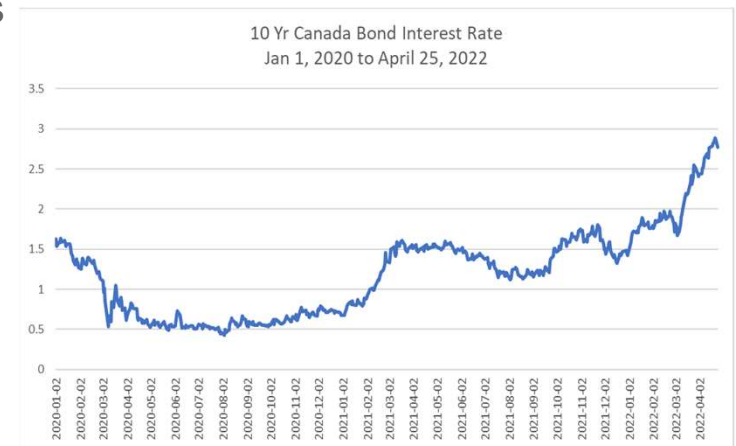
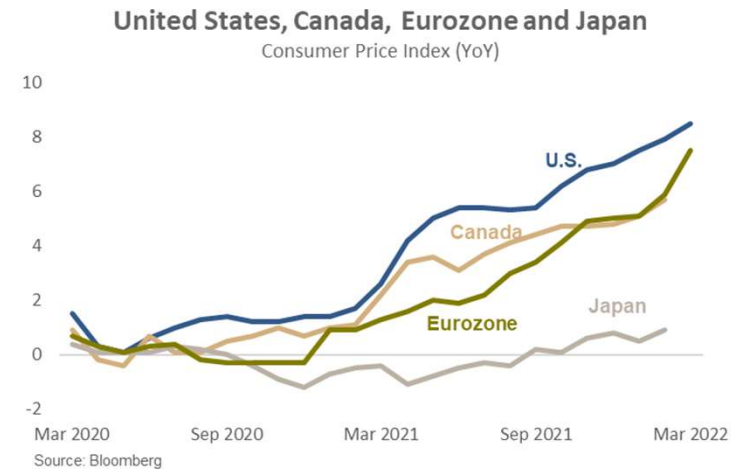
1. FGP Core Plus Bond Strategy Proposal
2. FGP Core Plus Bond Fund Mandate

University of Windsor Endowment FGP Core Plus Bond Strategy Proposal

April 28, 2022

Gabriel Lopezpineda, Vice President – Client Relationship & Business Development Manager

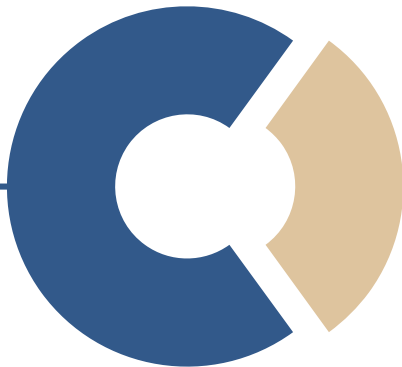
- Significant inflationary pressures have raised the likelihood of numerous interest rate hikes
- Rising interest rates negatively impact the performance of traditional fixed income assets
- Investors must continue to rethink their fixed income allocations
- Consider asset classes less correlated to moves in interest rates
 - In our view, this is the best means to:
 - Protect capital within your fixed income allocation and
 - Maximize risk-adjusted returns
- Our expectation for increases in interest rates has risen
- Given the above, we would like the Endowment of the Universe of Windsor to **consider moving from Universe bonds to a Core Plus solution**



HOW DOES FGP ENHANCE FIXED INCOME EXPOSURES?

- FGP’s *Core Plus Bond strategy* improves diversification, enhances yield, and increases return potential by leveraging asset classes such as mortgages, preferred shares and high-yield
- There is no dedicated allocation to each plus category
 - They are added opportunistically to mitigate risk and/or add relative value

FGP Core Plus Bond Fund



FGP Universe Bond Products

- Always the ‘Core’ of the Fund
- At least a 65% allocation



FGP Corporate Bond Fund

- Additional active management to enhance returns



FGP Corporate Plus+ Bond Fund

- Further increases yield in the portfolio
- Increases **flexibility of corporate holdings**



FGP Preferred Share Fund

- Adds a **non-correlated asset class** with a significant yield enhancement
- Active management to enhance returns



FGP Mortgage Fund

- Adds a **less correlated asset class** with a significant yield enhancement
- Active management to enhance returns



FGP Short Term Bond Fund

- Reduces duration
- Active management to enhance returns



FGP Long Term Bond Fund

- Increases duration
- Active management to enhance returns

HOW HAS STRATEGY PERFORMED IN RISING RATE ENVIRONMENTS? (1/2)

- From 2016 to October 2018 rates rose by about 1.5%
- FGP's Core Plus strategy performed strongly during this rising interest rate environment

10 Yr Canada Bond Interest Rate
January 1, 2016 to October 31, 2018

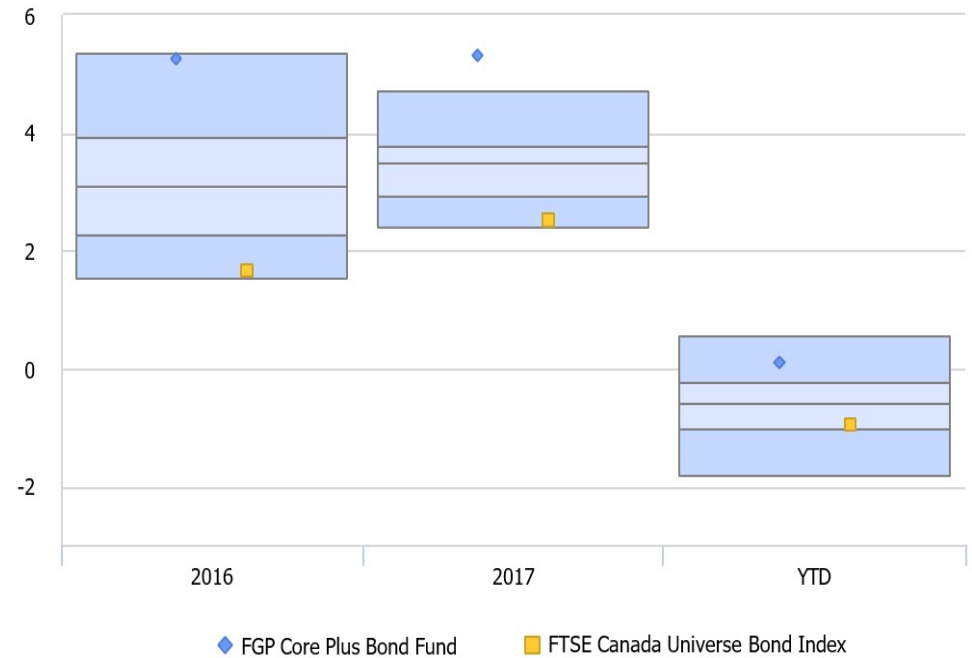
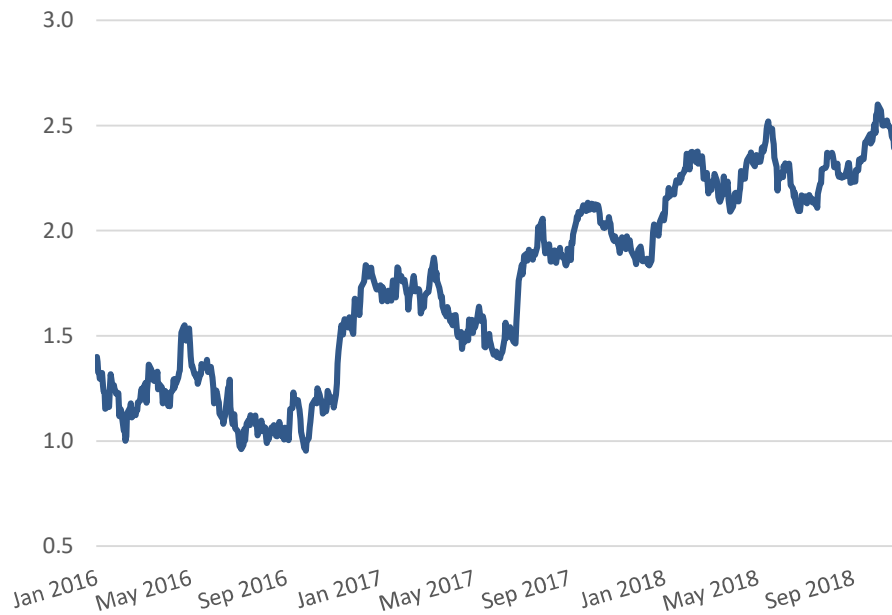
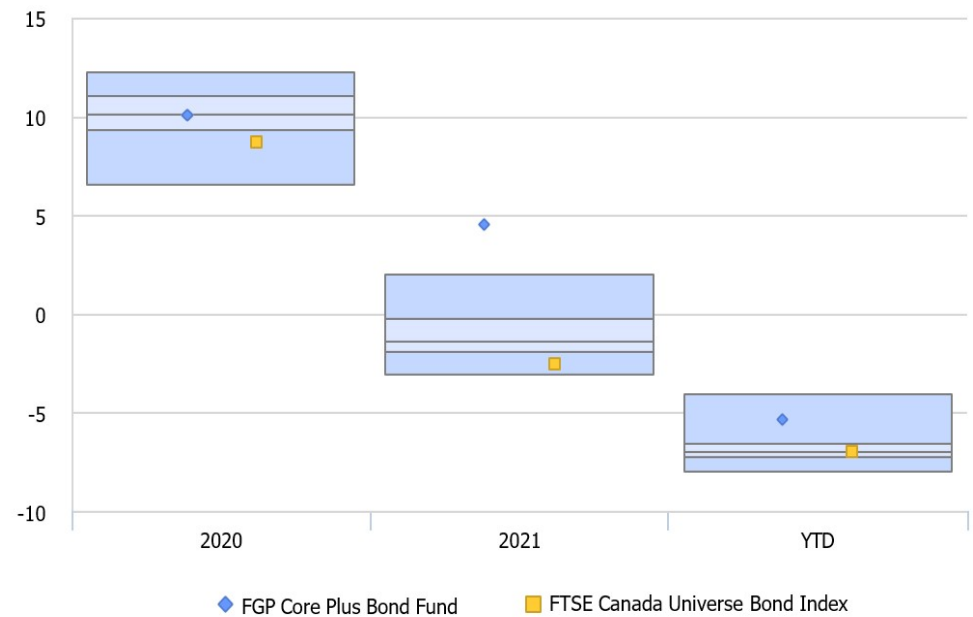
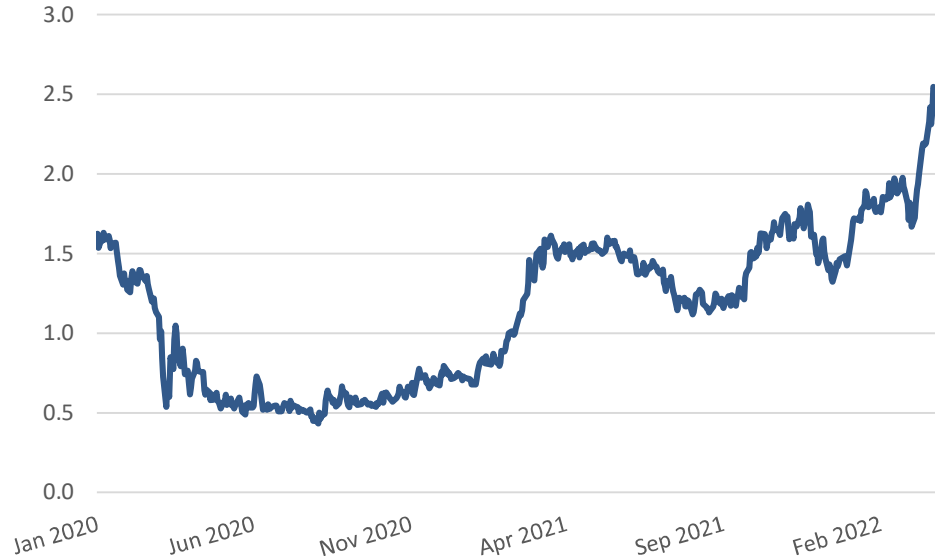


Chart on the right is eVestment rankings for the Canadian Core Plus Universe for the year 2016, 2017 and YTD denotes 2018 until October. See appendix for notes & disclosures.

HOW HAS STRATEGY PERFORMED IN RISING RATE ENVIRONMENTS? (2/2)

- From 2020 to March 2022 interest rates increased by about 2% (from bottom in June of 2020)
- FGP's Core Plus strategy continued to perform well during the decline and subsequent rate rise

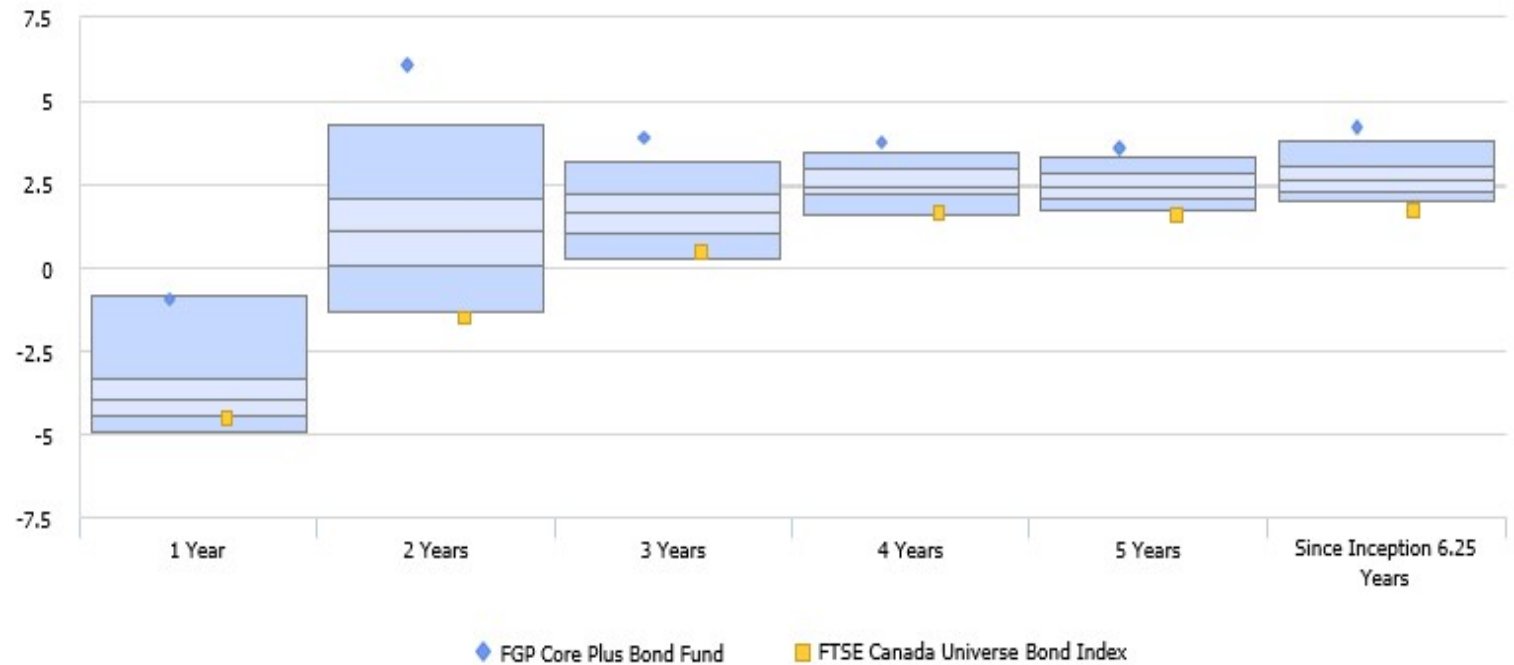
10 Yr Canada Bond Interest Rate
January 1, 2020 to March 31, 2022



The chart on the right is eVestment rankings for the Canadian Core Plus Universe for the year 2020, 2021 and YTD denotes 2022 until March 31, 2022
See appendix for notes & disclosures

HOW HAS THE FGP CORE PLUS STRATEGY PERFORMED OVERALL?

- The FGP *Core Plus Bond* Fund has outperformed its benchmark and peers over its history

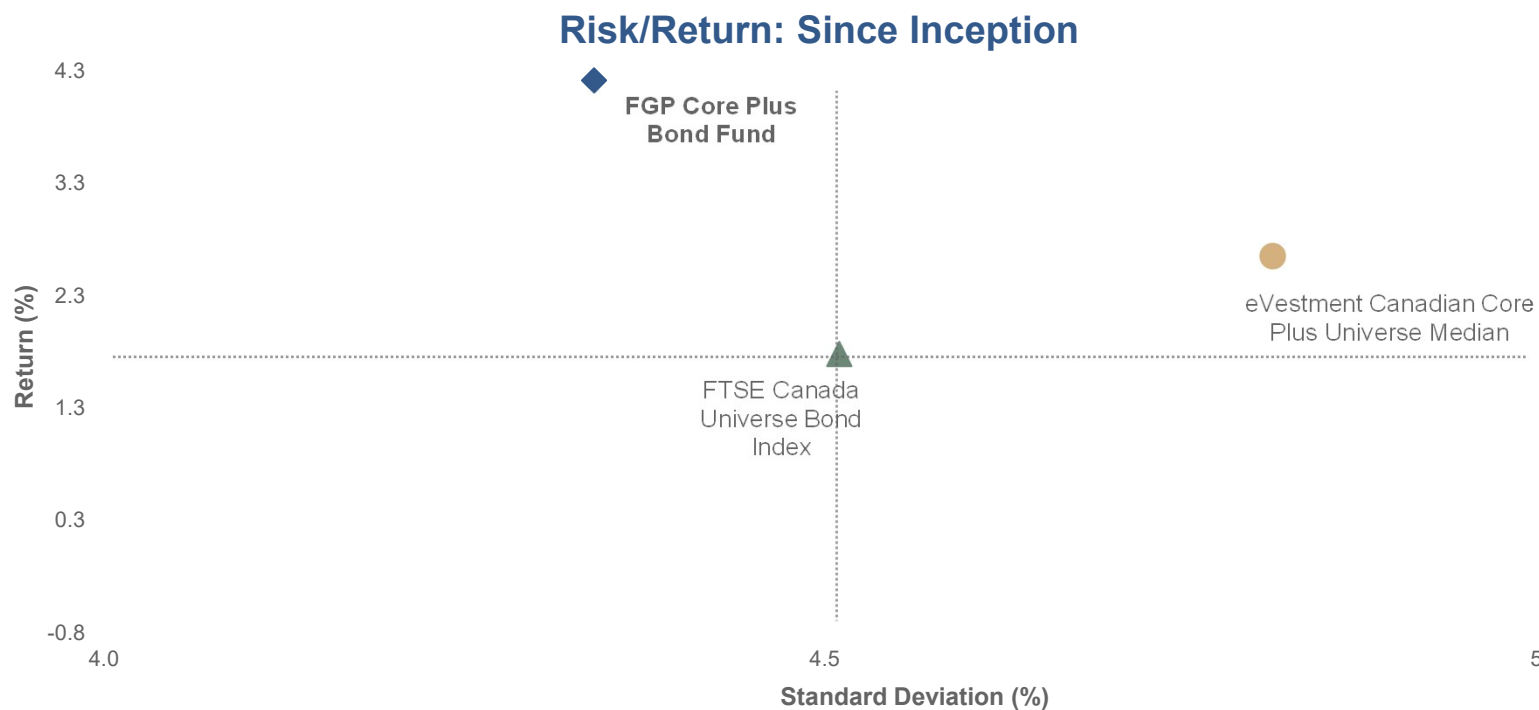


ANNUALIZED RETURNS AS AT MARCH 31, 2022	1 YR (%)	2 YR (%)	3 YR (%)	4 YR (%)	5 YR (%)	SINCE INCEPTION* (%)
FGP Core Plus ⁺ Bond Fund	-1.0	6.1	3.9	3.7	3.5	4.2
FTSE Canada Universe Bond Index	-4.5	-1.5	0.4	1.6	1.6	1.7
Value Added	+3.5	+7.6	+3.5	+2.1	+1.9	+2.5

Data is as of March 31, 2022
 *Inception Date: December 31, 2015
 FGP Core Plus⁺ Bond Fund was launched on October 31, 2017
 Historical performance from December 31, 2015 to October 31, 2017 is based on the Core Plus Mandate. From October 31, 2017 onwards, performance is based entirely on the Fund.
 See appendix for notes & disclosures

WAS THE PERFORMANCE ACHIEVED AT HIGHER RISK LEVELS?

- Performance was achieved while taking lower risks than the benchmark or its peers



SINCE INCEPTION			
Product Name	Sharpe Ratio	Upside Market Capture	Downside Market Capture
FGP Core Plus Bond Fund	0.68	103.9	33.46
eVestment Canadian Core Plus Universe	0.28	107.7	90.1
FTSE Canada Universe Bond Index	0.12	100.0	100.0

As of March 31, 2022
Inception Date: December 31, 2015
See appendix for notes & disclosures

- Replacing the Universe strategy with the *FGP Core Plus Bond Fund* would entail a 6 bps fee increase for the Endowment
- The *FGP Core Plus Bond Fund* has outperformed the Universe index by 243 basis points since its inception*
 - That is a 169 basis point advantage over the *FGP Universe Bond Fund* over the same period
- The *FGP Core Plus Bond Fund's* fees are as follow:
 - First \$25 mm in assets is charged 30 basis points
 - Next \$50 mm in assets is charged 27 basis points
 - Assets over \$75 mm are charged 24 basis points

Performance figures as of March 31, 2022
*Inception Date: December 31, 2015
Outperformance figure based on annualized performance
See appendix for notes & disclosures



FGP FIXED INCOME

Brooke Biscoe
Credit Analyst



Jesse Cotton
Trader / Junior Analyst



Andy Thi
Senior Credit Analyst



Cameron Greenwood
Portfolio Manager



Ryan Domsy
Co-Head of Team
Portfolio Manager



Robert Head
Co-Head of Team
Portfolio Manager

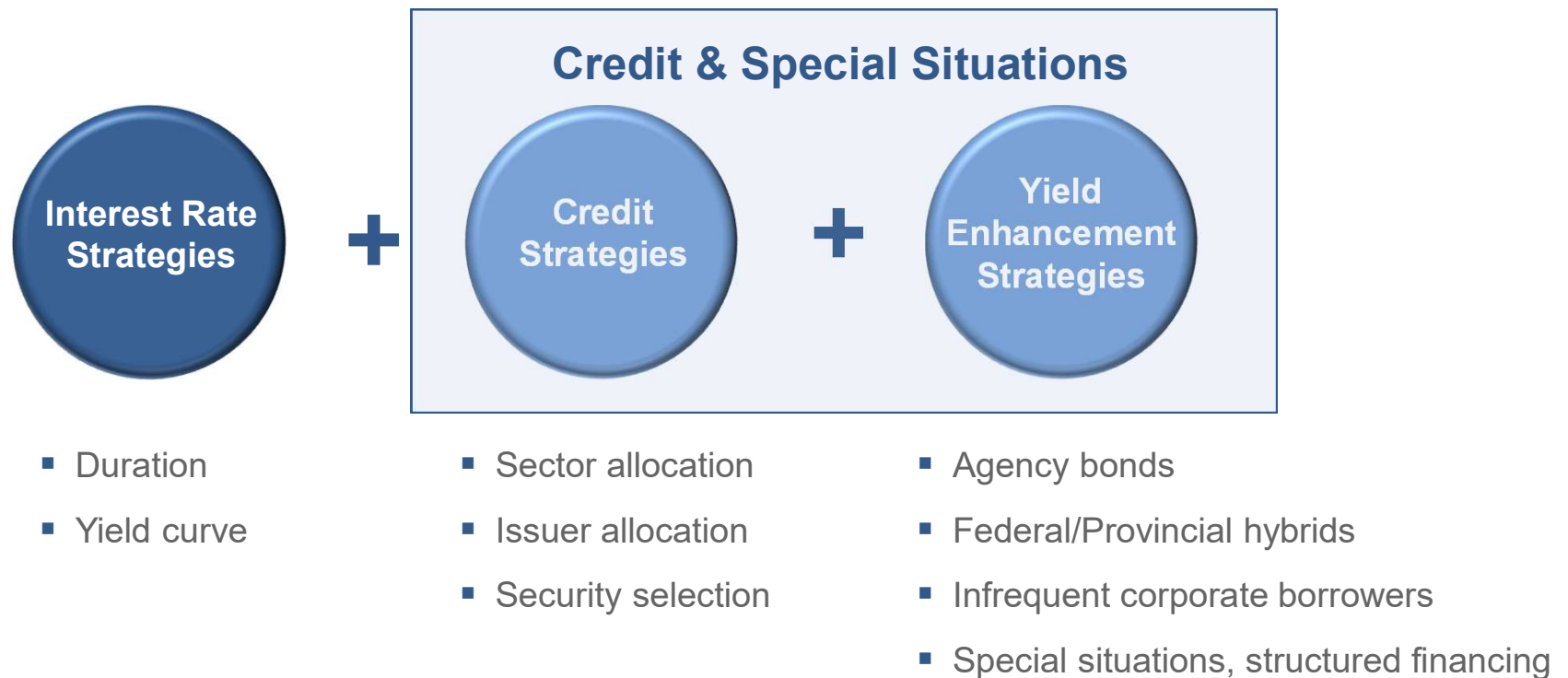


DEEP, EXPERIENCED FIXED INCOME TEAM

TEAM MEMBER	RESPONSIBILITIES	FGP	INDUSTRY EXPERIENCE
Ryan Domsy, CFA, MEcon, FRM	Portfolio Manager & Co-Head of Fixed Income	2010	2008
Robert Head, BA	Portfolio Manager & Co-Head of Fixed Income	1998	1990
Cam Greenwood, CFA	Portfolio Manager & Senior Analyst	2007	2007
Andy Thi, CFA	Senior Credit Analyst	2016	2012
Brooke Biscoe, CFA	Credit Analyst	2019	2013
Jesse Cotton, CFA, MBA	Trader/Junior Credit Analyst	2015	2015

- Multi-industry focused; credit rating experience
- Experienced and stable team
- Team focused, performance-driven culture

- A multi-strategy approach is used in varying degrees in our bond funds depending on the mandate and the environment
- Unique credit process and ability to analyze credit/special situations is FGP's competitive advantage



FGP'S FIXED INCOME PERFORMANCE

Fund Name	1 Year	3 Years	5 Years	10 Years	Since Inception	Inception Date
Universe Bond Fund ⁽¹⁾	-3.56%	1.45%	2.18%	-	2.54%	31-Oct-15
FTSE Canada Universe Bond Index	-4.52%	0.45%	1.58%	-	1.88%	
Value Added	0.96%	1.00%	0.60%	-	0.66%	
Corporate Bond Fund ⁽¹⁾	-2.98%	2.38%	2.91%	3.90%	5.27%	31-May-09
FTSE Canada All Corporate Bond Index	-4.36%	1.39%	2.16%	3.21%	4.45%	
Value Added	1.38%	0.99%	0.75%	0.69%	0.81%	
Corporate Plus Bond Fund ^{(1) (3)}	-0.35%	4.42%	3.86%	5.09%	6.18%	30-Jun-03
FTSE Canada All Corporate Bond Index	-4.36%	1.39%	2.16%	3.21%	4.67%	
Value Added	4.01%	3.03%	1.69%	1.88%	1.51%	
Core Plus Bond Fund ⁽¹⁾⁽²⁾	-0.97%	3.89%	3.54%	-	4.16%	31-Dec-15
FTSE Canada Universe Bond Index	-4.52%	0.45%	1.58%	-	1.73%	
Value Added	3.55%	3.44%	1.96%	-	2.43%	
Short Term Bond Fund ⁽¹⁾	-2.58%	1.34%	1.58%	2.07%	2.29%	30-Jun-10
FTSE Canada Short Term Overall Bond Index	-3.31%	0.84%	1.12%	1.66%	1.93%	
Value Added	0.74%	0.50%	0.47%	0.41%	0.36%	
Long Term Bond Fund ^{(1) (4)}	-4.77%	0.50%	2.77%	3.90%	5.37%	31-Aug-08
FTSE Canada Long Term Overall Bond Index	-5.62%	-0.20%	2.30%	3.57%	5.21%	
Value Added	0.85%	0.70%	0.48%	0.34%	0.16%	

Alternatives

Income Fund⁽¹⁾	15.58%	11.99%	7.77%	8.09%	9.34%	30-Jun-09
Income Blended Benchmark	7.53%	7.54%	5.55%	4.90%	5.66%	
Value Added	8.05%	4.45%	2.22%	3.19%	3.69%	
Preferred Share Fund ⁽¹⁾	14.51%	14.40%	8.10%	7.12%	9.19%	30-Jun-09
S&P/TSX Preferred Share Index	6.88%	8.12%	4.45%	2.80%	4.06%	
Value Added	7.63%	6.28%	3.64%	4.31%	5.13%	

All figures shown are annualized as of March 31, 2022
See appendix for notes & disclosures

Investment returns and assets under management are expressed in Canadian dollars unless otherwise noted. Investment returns are gross of investment management fees, net of fund expenses for FGP pooled funds, and include reinvestment of dividends and income. Returns are time weighted and annualized for periods greater than one year. Values change frequently and past investment performance may not be repeated.

Securities mentioned herein are not to be construed as recommendations to buy or sell and are not representative of Foyston, Gordon & Payne Inc. accounts/portfolios as a whole.

FGP Small Cap Canadian Equity Fund was launched January 23, 2006. Historical performance from February 28, 2002 to March 2006 is based on a segregated Small Cap Canadian Equity portfolio. On March 1, 2006 this portfolio was transferred into the Fund. Performance from this date onwards is based entirely on the Fund.

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Any projections in this investment presentation are estimates only and may not be realized in the future.

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U.S residents

FGP's pooled funds are not offered to U.S. residents. Any information herein describing FGP's pooled funds is for illustration purposes only. FGP's strategies are available to U.S. residents on a separate account basis.

FGP CORE PLUS⁺ BOND FUND

Investment Policy Statement | March 31, 2022



INVESTMENT OBJECTIVE

The FGP Core Plus⁺ Bond Fund (the “Fund”) aims to generate an attractive total investment return through income and long term capital appreciation primarily through investments in debt obligations and other evidences of indebtedness of Canadian, U.S., and international issuers. To achieve this, the Fund will invest in a diversified mix of fixed income securities.

INVESTMENT STRATEGY

FGP utilizes a multi-strategy approach, including: interest rate anticipation, credit sector/security selection, and yield-enhancing strategies in the context of a long-term, value-oriented approach. The portfolio managers, supported by FGP’s research team, are responsible for security selection and portfolio construction within FGP’s diversification and risk control guidelines.

PERFORMANCE OBJECTIVE

The Fund’s objective is to exceed the return of its Performance Benchmark over five-year periods.

Performance Benchmark

FTSE Canada Universe Bond Index.

PERMISSIBLE INVESTMENTS

Eligible fixed income investments include bonds, debentures, notes, coupons, residuals and other evidence of indebtedness of Canadian or foreign issuers, whether denominated and payable in Canadian dollars or a foreign currency, mortgage-backed securities, asset-backed securities, floating rate notes, private placements, real return bonds, extendible/retractable bonds, convertible debentures, fixed income exchange traded funds, preferred shares, income-oriented equities, and other fixed income oriented securities. The Fund may hold units of eligible FGP pooled funds.

Eligible cash and money market investments include cash and demand deposits, short term debt securities of Canadian government(s) and corporate issuers including treasury bills issued by the Federal, Provincial or Territorial governments or any of their agencies; bankers’ acceptances, term deposits, commercial paper, the FGP Money Market Fund, and any other evidences of indebtedness with terms to maturity of less than one year.

The Fund may use derivatives, such as currency forwards as permitted by Canadian securities laws, to hedge against potential currency fluctuations.

Diversification and Risk Control Guidelines

The Fund has established guidelines to ensure the investments of the Fund are diversified. The assets of the Fund are invested in a prudent fashion, with securities selected for their overall contribution to the investment objective of the Fund

Security Level Guidelines: Investment limits are governed by each relevant FGP Pooled Fund Investment Policy Statement.

Investment limits for fixed income securities as a percentage of the portfolio are as follows:

TYPE OF ISSUE	GUIDELINES
Total Government / Government-Guaranteed Issues	Minimum 20%
Total Corporate Issues	Maximum 80%
Corporate Issuers rated below ‘BBB’	Maximum 20%
Preferred Shares / Equities / Convertible Bonds / Other	Maximum 20%

FGP CORE PLUS+ BOND FUND

Investment Policy Statement | March 31, 2022



Cash Level Guidelines: The Fund may have maximum cash or short term money market holdings of 10%.

Credit Quality Guidelines: The minimum credit quality for a fixed income investment at the time of purchase is 'B', as assessed by FGP portfolio managers or analysts, or as determined by a recognized credit rating agency.

Duration/Term to Maturity Guidelines: The modified duration range for the fixed income portfolio is plus or minus two years around the duration of the FTSE Canada Universe Bond Index.

FUND FACTS

Fund Code	1035
Fund Class	A
Performance Inception Date	December 31, 2015
Taxable Investors (Non-Registered Plans)	Eligible
Non-Taxable Investors (Registered Plans)	Eligible
Valuation Frequency	Daily
Distribution Frequency	Income – Monthly Capital Gains – Minimum Annually
Expense Ratio *	0.12%
Trustee	CIBC Mellon Trust Co.
Custodian	CIBC Mellon Trust Co.
Auditor	Deloitte LLP

The units of the Fund are issued and redeemed at the applicable net asset value per unit. The net asset value is determined daily at the close of each business day.

Net investment income and net realized gains on investment are paid to unitholders on a periodic basis as indicated. Distributions are made on a pro rata basis within each class to unitholders of record at the close of business on the second last business day prior to the date of distribution

Temporary variances from these investment policy guidelines will generally be corrected within 90 days.

*The Fund incurs direct expenses for services provided by the Trustee, Custodian, Registrar and Auditor. The 2021 expense ratio for the Fund is presented above. FGP does not charge management fees directly to the Fund.

FOYSTON, GORDON & PAYNE INC.

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University of Windsor
Board of Governors

4.6.3: **Statement of Investment Policies and Procedures for University of Windsor Endowment Funds**

Item for: **Approval**

Forwarded by: **Board Investment Committee**

MOTION: That the proposed revisions to the Statement of Investment Policies and Procedures (SIPP) for University of Windsor Endowment Funds be approved.

Rationale:

- The proposed revisions streamline the University of Windsor Endowment Funds SIPP in the broader context of proper portfolio governance.
- The proposed revisions minimize additional voluntary disclosures but retain some necessary basic information related to investment procedures.
- The proposed revisions ensure consistency between the Endowment Funds SIPP and the Pension SIPP, which was recently streamlined and approved in November 2021.

See attached:

Revised SIPP for University of Windsor Endowment Funds (BG220524-4.6.3a)



University
of Windsor

STATEMENT OF INVESTMENT POLICIES AND PROCEDURES

University of Windsor Endowment Funds

Effective: May 24, 2022

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General Provisions

Purpose and Scope

- 1.1 This Policy provides objectives, policies and procedures for the management of the assets of the University of Windsor Endowment Fund (the “Fund”). The investments made from the Fund will be referred to as the “Portfolio”.
- 1.2 This Policy contains several sections:
- a) Section 1 contains a number of definitions and general provisions
 - b) Section 2 addresses the investment of the Fund
 - c) Section 3 covers the review and approval of the Policy

Definitions

The following definitions shall have the meaning ascribed to them when used throughout the Policy. Definitions that appear in the singular shall be deemed to include the plural and vice versa as applicable in the circumstances.

“**Administrator**” means the legal administrator of the Fund, which is the University of Windsor (“the University”) or such other entity as may be designated the legal Administrator.

“**Board**” means the Board of Governors.

“**Committee**” means the Investment Committee of the Board of Governors.

“**Fund**” means the University of Windsor Endowment Fund.

“**Investment Manager**” means a manager appointed to invest all or a portion of the Fund assets.

“**Policy**” means this Statement of Investment Policies and Goals.

“**Pooled Funds**” means commingled investment vehicles such as unit trusts, mutual funds, specified limited partnerships, and segregated funds of an insurance company.

“**Portfolio**” means the investments made from the Fund.

“**Trustee**” means a corporate trustee or other funding agent permitted under applicable legislation appointed by the University from time to time to receive and hold the Fund or any portion of the Fund pursuant to a funding agreement.

“**University**” means the University of Windsor.

Governance and Administration

- 1.3 The University is the Administrator of the Fund and is responsible for overall management and administration of the Fund except to the extent such responsibility is permitted to be, and has been, delegated to another entity. The University acts through its Board of Governors. The Board of Governors reviews recommendations from its Investment Committee with respect to all investment-related matters of the Fund.
- 1.4 In fulfilling its responsibilities, the Committee may delegate functions or responsibilities to, or otherwise utilize, employees of the University where appropriate. The Committee may rely on independent experts for certain aspects of the operations and administration of the Fund. The Committee, as appropriate, shall retain responsibility and utilize suitable personnel for such activities and monitor the activities undertaken by the selected personnel.
- 1.5 The University or delegate shall:
- a) Appoint one or more Investment Managers to invest the assets of the Fund;
 - b) Satisfy itself of the appropriateness of the investment policy of any Pooled Fund investments; and
 - c) Delegate certain aspects of the operations and administration of the Fund to independent advisors where appropriate, and will monitor the activities undertaken by the selected personnel.
- 1.6 Where investments are made through Pooled Funds, those investments are to be governed in accordance with the investment policy of the Pooled Fund. The University shall satisfy itself that the Pooled Fund investment policy is generally consistent with the objectives and risk tolerances expressed in this Policy.

Conflicts of Interest

- 1.7 “Affected Persons” means:
- a) Committee members;
 - b) The University, including its subsidiaries, associates and affiliates;
 - c) The Trustee;
 - d) The Board of Governors;
 - e) The Investment Manager(s);
 - f) The Consultant(s);
 - g) Staff of the University that directly support the Committee and who deal with the investment portfolios of the Fund;
 - h) Agents, advisors and managers retained by any of the above in connection with the investment or administration of the Fund.
- 1.8 A conflict of interest is defined as any direct, indirect, actual or perceived material pecuniary interest of an Affected Person in, or any other direct or indirect personal benefit, actual or perceived, to be derived by an Affected Person from any arrangement, contract, investment, transaction or other

matter related to the Affected Person's duties or powers with respect to the Fund. All Affected Persons shall comply with the provisions of the Board of Governors Code of Conduct and Conflict of Interest Policy for Board Members and Board Committee Members.

- 1.9 Each Affected Person shall use its best efforts to avoid any situation involving any actual or perceived conflict of interest. Each Affected Person shall disclose to the University in writing, if practical, any conflict or perceived conflict of interest. Disclosure shall be made promptly after the Affected Person becomes aware of the conflict or perceived conflict. The University shall then determine an appropriate course of action.
- 1.10 Any failure to comply with the procedures described in this Section shall not of itself invalidate any transaction or decision and the University shall have discretion to determine an appropriate course of action.

Environmental, Social & Governance

- 1.11 Environmental, Social, and Governance (ESG) factors can affect the performance of companies and other entities in which the Fund invests and may therefore be considered where relevant and material to the assessment of investment value and mitigation of investment risk.
- 1.12 The University has given appointed Investment Managers full discretion in evaluating ESG factors, including climate change considerations, and exercising voting rights and stewardship obligations attached to the investments, in accordance with their own policies and procedures.

Lending or Borrowing of Cash and Securities

- 1.13 Securities lending is not permitted within the Fund.
- 1.14 Other than through making investments as allowed by this Policy, assets of the Fund shall not be loaned to any party. Pooled Funds may lend securities if permitted under their investment policies and providing the loaned investments are secured by adequate collateral consistent with market practice. The Fund may enter into securities loan agreements providing the loaned investments are secured by cash or highly liquid investments having a market value of at least 102% of the loan, and that this 102% level of security is maintained at least daily.

Voting Rights

- 1.15 With respect to any portion of the Fund invested in Pooled Funds, the authority for exercising all voting rights is delegated to the Investment Manager of the Pooled Fund, to be exercised in accordance with the Pooled Fund's policies.
- 1.16 With respect to any portion of the Fund invested in segregated mandates where individual securities are beneficially owned by the Fund, the authority for exercising all voting rights is delegated to the Investment Manager of the segregated mandate, provided that the Administrator reserves the right to direct or override the voting decisions of the Investment Manager if, in its view, such action is in the best interests of the Fund and its beneficiaries.

- 1.17 Any rights acquired to exercise the votes of Pooled Fund units and interests in partnerships or limited partnership within the Fund shall be the responsibility of the University, which shall vote in the best interests of the beneficiaries of the Fund.

Valuation of Investments

- 1.18 Investments in Pooled Funds shall be valued according to the unit values published by the Investment Manager.
- 1.19 If any of the Fund assets are invested in assets or securities that are not regularly traded at a marketplace, then such securities will be valued at least once annually by the Investment Manager with the basis for such valuation be made available to the Committee. In the absence of any other valuation by the Trustee or independent appraiser, such assets or securities will be held at their book value.
- 1.20 With respect to any portion of the Fund invested in segregated mandates where individual securities are beneficially owned by the Fund:
- a) Investment in publicly traded securities shall be valued at their fair market value no less frequently than monthly.
 - b) If a market valuation of an investment is not readily available, then, where expertise exists, the security will be valued at least monthly by the Investment Manager using best judgment in consultation with market makers. Securities that fall outside this area of expertise will be valued by external, independent, qualified specialists that will be retained at a minimum of once per calendar year.
 - c) Derivatives not traded over public exchanges will be valued by an entity independent of the counterparty to the derivative transaction.

Liquidity of Investments

- 1.21 Investment of the Fund will be undertaken with a view to providing for sufficient liquidity to enable the Fund to meet its obligations as they become due.

Performance Measurement Monitoring

- 1.22 The University will review investment performance at least semi-annually.
- 1.23 Performance of an Investment Manager will be evaluated with respect to an appropriate market index or other benchmark.
- 1.24 For the purpose of measuring rates of return, all returns shall be measured before investment management fees, but after transaction costs, and over rolling four-year periods. All index returns shall be total returns. All foreign index returns shall be Canadian dollar returns.

Selection, Monitoring and Termination of Managers

- 1.25 The selection and monitoring of Investment Managers involves consideration of both qualitative and quantitative factors, which may include, but are not limited to:

- a) Investment performance relative to benchmark and/or peers;
- b) Overall adherence to this Policy;
- c) Characteristics of the firm and organization and evaluation of any changes to the firm or key personnel; and
- d) Competitiveness of fees and expenses.

1.26 If an Investment Manager fails to meet the criteria used for selection and monitoring, the University shall consider whether further action should be taken, as appropriate.

Investment Provisions

Endowment Fund Description and Goals

- 2.1 The University of Windsor's Endowment Fund was established to generate a stable source of income to fund specific programs identified by the donors and the Board of Governors. With the impact of inflation and increase in student costs, the Fund will have an equity component that will allow the funds to grow over the long run. The Funds' Portfolio was established to ensure the appropriate investment of funds in cases where a donor, legacy or the Board of Governors have placed restrictions on the expenditure of capital in the endowed fund.
- 2.2 The donors normally, but not always, specify the manner in which the revenue generated from their "funds" may be spent. The majority of these funds support scholarships in specific faculties or academic units, where they are an essential source of revenue.
- 2.3 The Portfolio will be managed with the primary qualitative objective of generating a stable income to fund endowment requirements while maintaining the real long term capital value of the Portfolio. The SIPP was developed to establish policies for the prudent management and investment of the University's endowments. The SIPP provides policy guidelines for investing the Portfolio to ensure sufficient funds to achieve the objectives of the Fund.
- 2.4 The University has developed policies for spending income from endowments. The policies were designed to balance three goals: a flow of revenue adequate to meet donor requirements, growth of revenue over time, and protection for the stream of revenue against market fluctuations.

Diversification

- 2.5 Asset mix diversification is the key risk management strategy and the University shall periodically review the asset mix policy to ensure it aligns with the overall objectives of the Fund.
- 2.6 The use of broadly diversified Pooled Funds is an additional risk management strategy used to mitigate risks associated with any one particular security, country, region, industry and/or currency.

Permitted Investments and Investment Guidelines

- 2.7 The following categories of investments are permitted for the Fund:
 - a) Equities;
 - b) Fixed Income;
 - c) Real Assets, including infrastructure;
 - d) Other Asset Classes, including private equity; and
 - e) Cash and demand deposits and money market securities.

Asset Mix and Rate of Return Expectations

- 2.8 The long-term investment objective of the Fund is to achieve a nominal annual rate of return at least equal to the return that could have been earned by passively investing in the Benchmark Index outlined below.
- 2.9 The long term strategic asset mix of the Fund is indicated in the table below. Market values of the individual asset classes of the Fund shall normally be held within the indicated minimum and maximum aggregate investment limits. Also shown are the performance benchmarks used to measure the performance of the underlying investment strategies.

Investment Category	Benchmark	Policy Allocation	Minimum	Maximum
Cash/Short-Term Equivalents	FTSE Canada 91-Day T-Bill	0%	0%	15%
Fixed Income – Universe Bonds	FTSE Canada Universe Bond	25%	15%	35%
Canadian Equities	S&P/TSX Composite	15%	5%	25%
Global Equities	MSCI World	40%	30%	50%
Infrastructure	Consumer Price Index + 4%	10%	5%	15%
Private Equity*	MSCI World	10%	5%	15%

*As investments in Private Equity are made, the University will evaluate whether there is a more suitable benchmark.

- 2.10 Where more than one Investment Manager has been hired by the Fund within a single asset class, it is expected that the asset allocation between the Investment Managers will be appropriately equal.
- 2.11 If the asset allocation moves outside of the allowable range, the University will be responsible for initiating action to rebalance the portfolio back within the allowable range. Alternatively, the University shall authorize temporary asset mix positions outside those ranges.
- 2.12 The asset allocations listed above incorporate target allocations to infrastructure and private equity, which may take several years to fully invest. During this period, commitments not called may be invested in various other asset classes as permitted by this Policy.
- 2.13 Private market asset classes are generally not expected to be rebalanced due to the long-term illiquid nature of the investments.
- 2.14 Consistent with the benchmark indices shown above, the minimum rating for the target investment allocation of investment grade fixed income is BBB low (or equivalent), as rated by at least one credit rating agency that is recognized by a competent authority. Notwithstanding this target, actual quality requirements and permitted ranges shall be determined by the respective Investment Manager responsible for implementation of the strategy.

Derivatives, Options, and Futures

- 2.15 Derivatives such as options, futures, swaps, forward contracts or currency hedging contract on any securities including indices outside of Pooled Funds governed by Investment Managers are only permitted upon approval by the Board of Governors.
- 2.16 The use of derivatives shall be restricted to create an exposure or asset mix position consistent with the allocation guidelines set out within the Policy. The use of derivatives shall be restricted to the following purposes:
- a) Manage positions as they relate to duration, credit exposure, interest rates, inflation, capital market indices and/or currency consistent with this Policy in order to manage risk;
 - b) Hedge (fully or partly) any investment risk, including market, interest rate, credit, liquidity, and currency risk.
- 2.17 The Investment Manager shall be responsible for assessing counterparty risk with regard to credit rating and total exposure limits for each derivatives securities dealer and bank directly involved in the derivative transaction.

Endowment Management and Spending Policy

Introduction

- 3.1 The policies of the Fund were designed to comply with the terms of reference outlined by donors in the documents establishing the individual Endowments and to balance the following goals of the University:
- a) To fund programs at the desired level, normally the level which is stipulated by the donor;
 - b) To grow funding over time to provide continued support for future generations; the growth should reflect, as far as possible, the loss in value of money over time; and
 - c) To protect the flow of funds to programs in any year when income earned is less than the required four percent (4%) as outlined in the terms of reference.

Spending Policy and Endowment Protection

- 3.2 This policy provides for the use of re-invested income from the endowment as a source of funding in any year in which earnings are not adequate to support the designated program. This portion of the endowment will henceforth be referred to as the "Growth and Protection Fund".

General Operation of the Policy

- 3.3 Expenditures from the Endowment Fund will be made from investment income earned net of applicable expenses, in the previous year or from the Growth and Protection Fund if required. The Fund operates under the University's fiscal year, May 1 to April 30. Annual net income earned is reported for this period.

Three sub accounts are to be established for each endowment:

- a) the original endowment donation;
- b) funds re-capitalized by the University; and
- c) the Growth and Protection Fund.

Note: The original donation and funds re-capitalized by the University are considered the endowment capital.

- 3.4 Each year the University will first allocate income up to four percent (4%), as per the terms of reference of the endowment, of the previous year's endowment capital for expenditure. The expenditure shall be funded from the previous year's income on the endowment capital. Note: there are certain exceptions to the four (4%) allocation due to grandfathering of this policy.
- 3.5 The University's policies are designed to provide spending stability should income fall below the four (4%) percent of capital. That portion of the previous year's income which exceeds four (4%) percent of capital is allocated to the Growth and Protection Fund.

- 3.6 The size of the Growth and Protection Fund is established by the Board as a percentage of the endowment's capital. As of May 1, 2000 the Growth and Protection Fund will be set at 12 percent (12%) of the endowment's capital. When the Endowment Growth and Protection Fund reaches this size, any additional income will be allocated to the endowment's capital, i.e. the "Funds - Re-capitalized by the University" account. This procedure increases the capital on which the four (4%) percent for spending is calculated as noted above.
- 3.7 Scholarships will normally be increased in \$100 increments. Where possible, donors will be consulted regarding any non-routine change to scholarship amounts.

Contingency Plans

- 3.8 The University's policy is to maintain spending at the level published in the University calendar. The Growth and Protection Fund is now set at twelve percent (12%). The Growth and Protection Fund will enable the University's policy to be maintained in all but the most negative market conditions.
- 3.9 Specific policies governing the operation of the Growth and Protection Fund in adverse market conditions are the responsibility of the Committee. The appropriate response may vary, depending on specific market conditions.
- 3.10 In cases of severe and prolonged adverse market conditions where the University cannot maintain this policy, donors will be contacted wherever possible, to identify a mutually acceptable course of action. If donors cannot be contacted, the Board's policy will be applied.

Protection of New Endowments

- 3.11 New endowments will be protected should income be less than four (4%) percent of capital before an endowment has built up an adequate Growth and Protection Fund.

New endowments will be protected as follows:

- No payments will be made in the year in which an endowment is received. Expenditures made in the year after an endowment is established will depend on the income which it earns. Partial expenditures may be necessary if funds were not endowed for a full year.
- The University has established a General Growth and Protection Fund for emergency support.

General Growth and Protection Fund

- 3.12 The University has several general endowments which allow the Board very broad discretion in spending. The Board has also established several endowments under its direct control (Board endowments). A General Growth and Protection Fund will be established by increasing the Growth and Protection Funds of these endowments by three (3%) percent to fifteen (15%) percent as of May 1, 2000. The policies governing the operation of this fund in years when income is less than five (5%) percent of capital are the responsibility of the Committee.

Donor Restricted Endowment Funds

- 3.13 Endowed Funds are generally restricted for use on a specific purpose (for example, in support of a certain Faculty or academic program) by the donor. These restrictions are documented through the Endowment Fund's Terms of Reference. In the event that the circumstances make the specified use of a Fund no longer practicable or desirable (for example, the discontinuation of an academic

program), the University will make reasonable attempt to contact the donor(s) to amend the Terms of Reference. Where donor amendment is not possible, the University is authorized to make changes it deems necessary in the Terms of Reference of the Fund. However, such changes are to be keeping, as far as possible, with the spirit and general intent of the original Terms of Reference for the Fund.

Donation Policies

Small Donations

- 3.14 The University and each Faculty or other campus unit of sufficient size will have a General Endowment Fund to encourage small donations. Donations in excess of \$100 may be made directly to the Faculty/unit endowment.
- 3.15 The fund will be administered as is any other endowment. Each Faculty will maintain an endowment fund. When an academic unit's endowment has accumulated \$25,000 for a specific program, a new endowment for that program will be established.

Larger Donations (\$1,000 per annum onwards)

- 3.16 A donation that would generate \$1,000 per annum will normally become a Named Award. Although such awards would generally require a \$25,000 donation, exceptions may apply. Naming opportunities associated with an endowed fund are governed by the Policy on Naming of University Assets. Named endowments will be administered separately and any income not required for expenditure will be used to increase the endowment's Growth and Protection Fund or it will be re-capitalized as per the above policies. All endowments will be reviewed at least at each five-year anniversary for possible increases in the award in \$100 increments.

Implementation

Wherever possible, existing endowments will be restructured to conform to this policy.

Review and Approval of Policy

4.1 The University shall review the Policy periodically, but in any event no less than annually.

Cross-References

- 5.1 The University of Windsor Responsible Investing Policy (adopted November 24, 2020) cross-references this policy.

Appendix A - Supplementary Information for the Board of Governors

The Investment Committee will use the following general guidelines in managing the Growth and Protection Fund. Specific approaches may vary depending on circumstances.

1. Guidelines for the Operation of Individual Growth and Protection Funds of Named Endowments

If income in any year is insufficient to meet the endowment's required spending, withdrawals shall be made first from the endowment's Growth and Protection Fund. If further funding is required, withdrawals shall be made from the General Growth and Protection Fund as outlined in item 2 of these guidelines.

2. Guidelines for the Operation of the General Growth and Protection Fund in Adverse Conditions

If income in any year is insufficient to meet the endowment's required spending, withdrawal will be made first from the endowment's individual Growth and Protection Fund and then from the General Growth and Protection Fund. To prevent the rapid depletion of the General Growth and Protection Fund, such withdrawals in aggregate shall be limited to 50 percent of its opening balance.

Funds will be withdrawn in the following order:

- first, to protect new endowments;
- second, to pay four (4%) percent on the original capital from all other endowments on a *pro-rata* basis if insufficient funds are available from individual Growth and Protection Funds;
- third, to pay on the re-capitalized amounts of original endowments in the age order of the original endowments, i.e. oldest to newest; and
- finally, funds from the General Growth and Protection Fund will be withdrawn *pro-rata*, based on capital, regardless of how the funds will be spent.

If in any one year where there is a shortfall of interest earned to satisfy the spending policy requirement of four (4%) percent for any individual endowment, the allocation of Growth and Protection to fund the respective shortfall will be as follows:

- first, up to 100% of the individual endowment's Growth & Protection Fund;
- second, up to 100% of the General Growth & Protection Fund; and
- third, up to 100% of the Expendable portion of the Board endowments.

In subsequent years when interest earned to satisfy the spending policy of any individual endowment exceeds the requirement of four (4%) percent, the amount of the shortfall from prior years funded from

the Expendable portion of the Board endowments will be directed to the General Growth & Protection Fund to replenish the fund.

3. Endowments for Which a 15 Percent Growth and Protection Fund is Recommended

Endowments for Which a 15 Percent (15%) Growth and Protection Fund is Recommended	
Account#	
General Endowment (General Donations) †	60109
Gertrude Rock (General Donation) †	60144
University Graduate Scholarships (Board Established)	60083
OSOTF Graduate (OSOTF restrictions only) ‡	60415
University Undergrad (Board Established)	60076
OSOTF Undergraduate (OSOTF Restrictions) ‡	60362
Pension Contribution Holiday	60427

† The expendable portion could be re-capitalized to start the general Growth and Protection Fund.

‡ The terms under which an endowment would be protected should be compatible with general OSOTF terms.

**University of Windsor
Board of Governors**

4.6.4: **Statement of Investment Policies and Procedures for University of Windsor Working Capital Funds**

Item for: **Approval**

Forwarded by: **Board Investment Committee**

MOTION: That the proposed revisions to the Statement of Investment Policies and Procedures for the University of Windsor Working Capital Funds be approved.

Rationale:

- The proposed revisions streamline the University of Windsor Working Capital Funds Statement of Investment Policies and Procedures (SIPP) in the broader context of proper portfolio governance.
- The proposed revisions minimize additional voluntary disclosures but retain some necessary basic information related to investment procedures.
- The revisions include a cross reference to the University of Windsor Responsible Investing policy to allow for greater consideration to environmental, social, and governance factors.
- An addition to SIPP allows for lending cash to related parties. As the Lancer Centre opens, the Manulife loan will become a term loan and the student fees will be used to pay the principal and interest payments. In the first few years, the student fees may not be sufficient to cover the cost of the loan payments, therefore, requiring the University to lend LSRC Corp additional funds to cover the loan payments. The University would be paid interest on the funds loaned to LSRC Corp.
- There are changes to the allowable equity investments under working capital by removing Canadian equities and allowing for broader selection of equity investments. Expansion of the current limitation on Canadian equities of \$10M, to include a cap on equities of \$10M or 5% of the working capital portfolio, whichever is larger.
- The proposed revisions broaden the current reserve fund such that, if losses are generated on fixed income pooled funds, we can utilize the reserve and redefine the size of the reserve accordingly.

See attached:

Revised SIPP for University of Windsor Working Capital Funds (BG220524-4.6.4a)



University
of Windsor

STATEMENT OF INVESTMENT POLICIES AND PROCEDURES

University of Windsor Working Capital Funds

Effective: May 24, 2022

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General Provisions

Purpose and Scope

- 1.1 This Policy provides objectives, policies and procedures for the management of the assets of the University of Windsor Working Capital Funds (the “Fund”).
- 1.2 This Policy contains several sections:
- a) Section 1 contains a number of definitions and general provisions
 - b) Section 2 addresses the investment of the Fund
 - c) Section 3 covers the review and approval of the Policy

Definitions

The following definitions shall have the meaning ascribed to them when used throughout the Policy. Definitions that appear in the singular shall be deemed to include the plural and vice versa as applicable in the circumstances.

“**Administration**” means the Finance staff of the University of Windsor.

“**Committee**” means the Investment Committee of the Board of Governors.

“**Fund**” means the Working Capital assets of the University of Windsor.

“**Internal Loan Program**” refers to the policy approved by the Board of Governors which allows Administration to internally finance approved capital projects.

“**Investment Manager**” means a manager appointed to invest all or a portion of the Fund assets.

“**Policy**” means this Statement of Investment Policies and Procedures.

“**Pooled Funds**” means commingled investment vehicles such as unit trusts, mutual funds, specified limited partnerships, and segregated funds of an insurance company.

“**Term**” refers to a period of time.

“**University**” means the University of Windsor.

Description

- 1.3 The Fund is generated from the following main sources of funds:
- a) Unspent operating and ancillary funds including student fees, government grants, and other revenue;
 - b) Unspent research grant funds;
 - c) Unspent capital funds including government grants, capital donations, external debt etc.; and
 - d) Unspent expendable trust funds.
- 1.4 The Fund can be broken into two separate categories based on the anticipated timeframe when the funds will be needed as follows:
1. **Short Term and Operating Fund:** Those funds that can reasonably be expected to be required within 36 months (3 years).
 2. **Medium Term Fund:** Those funds that are not expected to be required for a period of at least 36 months (3 years).

Objectives

- 1.5 The primary objective of the Fund is to provide a secure source of assets to meet present and future financial obligations of the University.
- 1.6 The Fund must provide a sufficient return to support the University Operating budget while providing sufficient liquidity so that assets are available when required by the University. The University requires a high degree of certainty that the assets will be available to meet its obligations and cannot tolerate a high degree of volatility in investment returns nor is it willing to invest in lower quality fixed income assets.

Related Party Transactions

- 1.7 The Fund may engage in related party transactions where the terms and conditions of the transaction are equal to the actual cost incurred by the related party to perform the service, or are no less favourable than market terms and conditions at the time of the transaction.
- 1.8 The Fund may hold equity investments in related parties (including common and preferred shares) when such a holding has been approved by the University Board of Governors.

Conflicts of Interest

- 1.9 "Affected Persons" means:
- a) Committee members;

- b) The University, including its subsidiaries, associates and affiliates;
 - c) The Board of Governors;
 - d) The Investment Manager(s);
 - e) Staff of the University that directly support the Committee and who deal with the investment portfolios of the Fund;
 - f) Agents, advisors and managers retained by any of the above in connection with the investment or administration of the Fund.
- 1.10 A conflict of interest is defined as any direct, indirect, actual or perceived material pecuniary interest of an Affected Person in, or any other direct or indirect personal benefit, actual or perceived, to be derived by an Affected Person from any arrangement, contract, investment, transaction or other matter related to the Affected Person's duties or powers with respect to the Fund. All Affected Persons shall comply with the provisions of the Board of Governors Code of Conduct and Conflict of Interest Policy for Board Members and Board Committee Members.
- 1.11 Each Affected Person shall use its best efforts to avoid any situation involving any actual or perceived conflict of interest. Each Affected Person shall disclose to the University in writing, if practical, any conflict or perceived conflict of interest. Disclosure shall be made promptly after the Affected Person becomes aware of the conflict or perceived conflict. The University shall then determine an appropriate course of action.
- 1.12 Any failure to comply with the procedures described in this Section shall not of itself invalidate any transaction or decision and the University shall have discretion to determine an appropriate course of action.

Environmental, Social & Governance

- 1.13 Environmental, Social, and Governance (ESG) factors can affect the performance of companies and other entities in which the Fund invests and may therefore be considered where relevant and material to the assessment of investment value and mitigation of investment risk.
- 1.14 The University has given appointed Investment Managers full discretion in evaluating ESG factors, including climate change considerations, and exercising voting rights and stewardship obligations attached to the investments, in accordance with their own policies and procedures.

Lending or Borrowing of Cash and Securities

- 1.15 Securities lending is not permitted within the Fund.
- 1.16 Other than through making investments as allowed by this Policy, assets of the Fund shall not be loaned to any party, except for related party transactions permitted by section 1.7 of the policy. Pooled Funds may lend securities if permitted under their investment policies and providing the loaned investments are secured by adequate collateral consistent with market practice. The Fund may enter into securities loan agreements providing the loaned investments are secured by cash or highly liquid investments having a market value of at least 102% of the loan, and that this 102% level of security is maintained at least daily.

Voting Rights

- 1.17 With respect to any portion of the Fund invested in Pooled Funds, the authority for exercising all voting rights is delegated to the Investment Manager of the Pooled Fund, to be exercised in accordance with the Pooled Fund's policies.
- 1.18 With respect to any portion of the Fund invested in segregated mandates where individual securities are beneficially owned by the Fund, the authority for exercising all voting rights is delegated to the Investment Manager of the segregated mandate, provided that the Administrator reserves the right to direct or override the voting decisions of the Investment Manager if, in its view, such action is in the best interests of the Fund.

Valuation of Investments

- 1.19 Investments in Pooled Funds shall be valued according to the unit values published by the Investment Manager.
- 1.20 If any of the Fund assets are invested in assets or securities that are not regularly traded at a marketplace, then such securities will be valued at least once annually by the Investment Manager with the basis for such valuation be made available to the Committee. In the absence of any other valuation by the Trustee or independent appraiser, such assets or securities will be held at their book value.

Selection, Monitoring and Termination of Managers

- 1.21 The selection and monitoring of Investment Managers involves consideration of both qualitative and quantitative factors, which may include, but are not limited to:
- a) Investment performance relative to benchmark and/or peers;
 - b) Overall adherence to this Policy;
 - c) Characteristics of the firm and organization and evaluation of any changes to the firm or key personnel; and
 - d) Competitiveness of fees and expenses.
- 1.22 If an Investment Manager fails to meet the criteria used for selection and monitoring, the University shall consider whether further action should be taken, as appropriate.
- 1.23 The purchase of investments issued by financial institutions is restricted to those with a minimum rating of R1 (low) or single A by DBRS, S&P or Moody's. When an investment is issued by a credit union, the rating of Central 1 Credit Union shall be applicable.

Investment Provisions

Short Term and Operating Fund

- 2.1 The Short Term and Operating Fund supports the ongoing operations of the University. Liquidity and preservation of capital will be the key investment objectives for this fund as the investment time horizon is expected to be within 36 months (3 years).

Investments in the Short Term Portfolio

- a) **Short Term Investments:** This asset class can include demand deposits, treasury bills, short-term notes, bankers' acceptances, term deposits, guaranteed investment certificates and commercial papers (only those acquired directly by the Investment Manager) all of which must have less than or equal to a 3-year term before maturity.
- b) **Fixed Income:** Duration of security or overall short term portfolio component of the fund must be less than three (3) years. This duration was determined as future spending is unpredictable and a longer duration would result in increased risk and volatility. A pooled fund may contain a portion of its assets in "Cash & Equivalents".

Limits on Short Term Investments

Administration and/or Investment Manager(s) may invest in the permitted investment categories listed above, subject to the following quality constraints:

- a) The short-term investments in the securities of any one Canadian Tier 1 Bank will not exceed 25% of the total market value of all investments held by the Fund, unless the issuer is guaranteed by the Government of Canada or one of the provinces in Canada.
- b) The total short-term investments for all Canadian Credit Unions in the Fund shall not exceed 10% of the total market value of investments held in the Fund, and any individual investment shall not exceed 5% of the respective Credit Union's market capital, with market capital defined as assets under management. The total short-term investments for all Canadian Tier 2 Banks in the Fund shall not exceed 10% of the total market value of investments held in the Fund, and any individual investment shall not exceed 5% of the respective Canadian Tier 2 Bank's market capital.

Medium Term Fund

- 2.2 The funds invested are not expected to be required for at least three (3) years. As such, these funds may be invested in longer term and less liquid assets where the University expects to receive a higher rate of return. The Medium-Term Fund will be allocated to Investment Manager(s) appointed by the Committee, or with Canadian Banks or Credit Unions.

Investments in the Medium-Term Portfolio

- a) **Fixed Income:** Duration of security or overall fund must have a target duration equal to the FTSE Canada Universe Bond Index duration. This target duration was determined as future spending is unpredictable and a longer duration would result in increased risk and volatility. A pooled fund may contain a portion of its assets in “Cash & Equivalents”.

- b) **Equities:** The inclusion of an equity portfolio in the Working Capital Funds will result in greater volatility in returns while providing for higher expected returns in the long term. The investment in equities requires the establishment and full implementation of a Reserve Fund that will mitigate the effects of investment volatility and will be used in situations where the investment return of the index fund does not meet the Operating Budget requirements. The maximum amount to be invested in an equity mandate is \$10,000,000, or 5% of the total value of the Fund, whichever is larger. The performance of this mandate will be reviewed following one year of implementation and revisions will be made by the Committee as required.

Other Limits

Where investments are made through Pooled Funds, those investments are to be governed in accordance with the investment policy of the Pooled Funds. The University shall satisfy itself that the Pooled Fund investment policy is generally consistent with the objectives and risk tolerances expressed in this Policy.

Policies of the Investment Manager(s)

- 2.3 In some circumstances the Investment Manager(s) may have published policies in place, which are more restrictive than those outlined in this document. Should the Investment Manager(s) wish to change existing policy, while respecting the University’s policy, he/she shall inform the University in writing at least 60 days prior to the change. The Investment Manager(s) shall specify the reason for the proposed change and the proposed time at which the change would be effected. Unless the Committee registers concern within a reasonable, mutually-agreed upon period of time, the Investment Manager(s) will be authorized to effect the change.

Review and Approval of Policy

3.1 The University shall review the Policy periodically, but in any event no less than annually.

Cross-References

- 4.1 The University of Windsor Responsible Investing Policy (adopted November 24, 2020) cross-references this policy.

Appendix A - Reserve for the Investment of Working Capital Funds

A reserve will be established to address the expected volatility for publicly traded bond and equity mandates which are allowable investments in the Medium Term Fund. The following guidelines apply to the establishment and administration of this Reserve:

- Reserve to be established for the sole purpose of providing investment income to the Operating Budget in years when the actual investment returns do not meet the budgeted level for the publicly traded bond and equity mandates.
- Reserve to be established and maintained with investment income earned in excess of the budgeted amount for the publicly traded bond and equity mandates only;
- Annual transfers from the Reserve will be for the maximum amount required to meet the annual budgeted amount for the respective mandate.
- Reserve to have a maximum value equal to approximately 10% of the market value of the equity mandate and 3% of the bond mandate, valued at September 30th yearly.
- Investment income earned in excess of the budgeted level for the bond and equity mandates and not required to be directed to the Reserve (maximum value in Reserve achieved) will be available to the Operating Budget on a one-time basis only;
- A negative balance may be carried in the Reserve if there are not sufficient funds in the Reserve to cover the shortfall in the budgeted amount for the bond and equity mandates; and,
- The Operating Budget established for the bond and equity mandates is to be based on prevailing short term rates in effect during the development of the budget and is to be re-evaluated on an annual basis.

**University of Windsor
Board of Governors**

*4.7.1: **Report of the Pension Committee**

Item for: **Information**

Forwarded by: **Board Pension Committee**

Report of the Pension Committee

Following consultation with the Faculty and Employee Retirement Committees, the University decided to file valuations as at July 1, 2021, given the favourable market conditions and changes in asset mix approved by the Board. The pension valuation results, reported to the Board at its April 2022 meeting, were reviewed in detail at the May 5, 2022, Pension Committee meeting. Members are reminded that both plans are in a surplus position, on both a going concern and solvency basis, reducing contribution rates for the Employees Plan, eliminating the special payments for the Faculty Plan, and providing stability from a budget perspective.

The Pension Committee also supported Administration proposal to undertake a two-year project to restate the Pension Plan text. A Pension Plan Text restatement is something typically undertaken once a Plan has had a number of amendments, or there have been a number of regulatory changes as it can be a labour intensive and costly project. While amendments have been appended to the pension plans, as required, the full text has not been since 2002 for the Employee Plan and 2003 for the Faculty Plan. The updated documents will be submitted to the Board for approval, though the Pension Committee.

University of Windsor
Board of Governors

4.8.1: **2022-2023 Residence and Meal Plan Fees**

Item for: **Approval**

Forwarded by: **Board Resource Allocation Committee**

MOTION: That the proposed 2022-2023 Residence and Meal Plan Fees be approved.

Executive Summary

Despite increasing pressures from inflation, the proposed fee increases for Residence and Meal Plans reflect a continued commitment to keep costs competitive for students:

- Residence rates to increase by a blended rate of 3%
- Meal plan rates to increase by a blended rate of 4.5%

Residence

With return of students to campus, Residence Services anticipates approximately 700 students to live in residence during the 2022/23 academic year in a combination of single and double rooms. Alumni Hall, Cartier, and Laurier Hall will be the residence buildings in use.

Residence Fees

When determining residence fees for the upcoming year, Residence Services considered local market conditions, increases in meal plan rates, and increases at peer institutions. In addition, with the private-partner residence opening in Fall 2025, Residence Services must consider the room rates expected to be set by the partner in 2025 to ensure that the Alumni Hall rates are not materially lower than those charged by the partner.

With increased expenses and the need for significant renovations in the three buildings in service, Residence Services is proposing a blended increase of **3%** for the upcoming year. With these increases, UWindsor fees will fall in line with the increase proposed at other schools and in the middle of fees charged for both traditional and suite style room options.

Table 1: Fee Increase Market Scan – Traditional Style Room

University	2022/23 Increase	2021/22 Single Rate	2021/22 Double Rate	Cable	Internet	Laundry
Brock	4.1%	\$8,920+	\$8,120+	In lounge	Yes	No
Laurier	3.0%	\$6,600	\$6,600	In lounge	Yes	No
McMaster	3.0%	\$8,700+	\$7,775+	Yes	Yes	No
Metropolitan	3.0%	\$9,289	\$7,682	In lounge	No	No
Guelph	5.0%	\$8,140 to \$8,258	\$6,976 to \$7,067	No	Yes	Yes
Waterloo	2.0%	n/a	\$6,008	No	Yes	No
Western	3.0%	\$8,760	\$8090	No	No	Yes
Windsor	3.0%	\$7,817	\$6,539	In lounge	Yes	Yes
York	3.5%	\$7,789 to \$7,512+	\$7,154 to \$7,363+	No	Yes	No

Table 2: Fee Increase Market Scan – Suite Style Room

University	2022/23 Increase	2021/22 Single Rates	2021/22 Double Rates	Cable	Internet	Laundry
Brock	3.0%	\$9,420+	n/a	In lounge	Yes	No
Laurier	3.0%	\$8,276	\$6,601	No	Yes	Yes
McMaster	3.0%	\$9,625+	\$8,675+	Yes	Yes	No
Guelph	5.0%	\$8,500	n/a	No	Yes	Yes
Toronto (Mississauga)	4.8%	\$11,372	n/a	No	Yes	Yes
Western	3.0%	\$10,710	n/a	No	Yes	Yes
Windsor	3.0%	\$8,556	\$8,169	In lounge	Yes	Yes

Table 3: Proposed Residence Fees 2022/23

Room Type	2021/22 Fees	2022/23 Fees	Fee Increase	% Increase	Fee/Mth 2021/22	Fee/Mth 2022/23*	Increase/ Month
Laurier Single	\$7,817	\$7,989	\$172	\$2.2%	\$977	\$999	\$21
Laurier Double	\$6,539	\$6,729	\$192	\$2.9%	\$817	\$841	\$24
Cartier Single	\$8,169	\$8,398	\$229	\$2.8%	\$1,021	\$1,050	\$29
Cartier Double	\$7,524	\$7,750	\$226	\$3.0%	\$941	\$969	\$28
Alumni Hall	\$8,556	\$8,907	\$351	\$4.1%	\$1,070	\$1,113	\$44

*8-month occupancy (September to April)

Significant commitment to deferred maintenance and renovations will also be required over the long-term, beyond current three-year strategy, to address key issues in identified long term assets. As such, it is expected that increases to residence fees will continue to be 3-4% per year over the next three years.

Food Services

Market conditions have created significant challenges for Food Services. Gasoline prices increased 39.8% year to year, which has impacted distribution costs. Food prices overall have increased 7.7%¹, the most significant increase in over a decade. With food prices continually escalating, Food Services must be strategic when creating menus and managing portion sizes to not have to increase prices at the level of CPI.

Food Services have benchmarked its meal plan options and fees with universities across the province, focusing on schools with a self-operated food service program. After considering increases in CPI and increases at other institutions, meal plan prices are being budgeted at a blended 4.5% increase.

Table 4: Meal Plan Proposed Rates 2022/23

Plan	2021/22 Rate	Proposed 2022/23 Rate	Increase \$	Increase %
Minimum	\$5,100	\$5,350	\$250	4.9%
Light	\$5,400	\$5,650	\$250	4.6%
Full	\$5,600	\$5,850	\$250	4.3%
Plus	\$5,800	\$6,050	\$250	4.2%

¹ <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1810000403>

Table 5: Meal Plan Market Scan

University	Mandatory Minimum Plan	Proposed 2022/23 Increase	Plan Ranges
Western	\$6,335	3.0%	\$6,335
Waterloo	\$5,500	6.0%	\$5,500 to \$6,300
Windsor	\$5,350	4.5%	\$5,350 to \$6,050
McMaster	\$4,875	6.8%	\$4,875 to \$5,395
Guelph	\$4,590	4.8%	\$4,590 to \$6,850

These increases are required to ensure that the quality of meal plan offerings can remain strong, and sufficient budgets exist to address variable and fixed costs budgeted.