



Royal Roads  
UNIVERSITY

# ROYAL ROADS UNIVERSITY **STRATEGIC DIRECTION**

MARCH 2017



## FRAMEWORK

# Royal Roads University has created a unique educational experience.

The connection between people, place and purpose has created a vibrant learning community supporting each other's success in career and life. Our applied research combines the very best of scholarship and practice, responding to emerging challenges in career, workplace and community and supporting continuous improvement by organizations and communities.

### OUR MANDATE

- To offer certificate, diploma and degree programs at the undergraduate and graduate levels in solely the applied and professional fields.
- To provide continuing education in response to the needs of the local community.
- To maintain teaching excellence and research activities that support the university's programs in response to the labour market needs of British Columbia.

### OUR VISION

We connect people, ideas, experiences and cultures to change lives and the world.

### OUR MISSION

We are leaders and partners creating an enduring prosperity. Our teaching and research transforms careers and lives by solving problems and creating opportunities in the world.

### OUR GOALS

- Lead change and advance demand-driven growth in high-quality, effective education and research that contribute to economic productivity, social advancement and environmental sustainability.
- The university of choice for relevant applied and professional education providing continuous opportunities to learn and transform lives and careers.
- A financially sustainable, high-performance organization.
- A workplace of choice supporting professional and personal success.
- A university with strong partnerships, supportive to our alumni and the communities we serve.
- A leader in sustainable stewardship which meets the needs of the present without compromising the ability of future generations to meet their own needs.

# OUR CORE VALUES



## CARING

Creating an inclusive, supportive community for our students and staff.



## ACCOUNTABLE

Being comfortable with delegation and taking responsibility for our actions in a performance-based culture.



## CREATIVE

Committed to innovation in our learning and teaching model and continually questioning how and why we do things.



## NARRATIVE

# Royal Roads University connects people to ideas and experiences that can change their lives and the world.

“My experience at RRU has been truly transformational and I am very excited for the journey ahead.”

Pierce Cassidy  
Master of Global Management

### OUR PROGRAMS

A powerful idea has created a powerful community. Royal Roads University has developed into a vibrant, robust and relevant community of people taking knowledge and experience and turning it into opportunity.

From its inception in 1995, Royal Roads set out to change the way universities work, by building something new from the ground up. We weren't interested in refining the traditional university. It was time for something new, something specifically designed for learners. We pioneered the “blended learning” model, combining the strengths of team-based, applied and experiential practices.

Our combination of intense and rewarding residencies with a richly collaborative online environment provides an educational experience like no other.

We have carefully and purposefully built a suite of high-quality, interdisciplinary undergraduate, graduate and doctoral programs and lifelong learning opportunities targeted to be accessible and meet the needs of busy professionals. The key attribute was and continues to be accessibility. We invite people to live their lives while continuing their education, so that success is evident in both their careers and personal growth.

## Our students often learn as much from the experience and knowledge of their teammates as they do from the professors.

“My intention going into the MBA program was to get a better understanding of who I was and how I was going to be in the world...I questioned everything about myself; it felt like being deconstructed.

Throughout the program, I set out to rebuild myself with my own values, not the values of my parents, my workplace or society. That gave me confidence as a leader, knowing I could run my business in line with my values and bring my authentic self to work.”

Jivi Khehra  
MBA

There are no 500-student classes at our university. Learning occurs in small teams that support each other throughout the educational experience. In supporting each other's success, strong bonds and friendships that endure are created. Royal Roads University's integrated Learning and Teaching Model defines the university's approach to learning, assesses the effectiveness of our programs and is used in the design of new programs that incorporate Royal Roads' distinctive learning and teaching principles.

Our graduate-level students have already experienced considerable success, which helps inform the learning process. Our professors—sometimes referred to as scholar practitioners—infuse their teaching with their real-world experience. The result is an education grounded in the practical development of a robust network that supports learning beyond graduation. The interplay between personal growth and professional success results in an enduring, life-changing experience.

Royal Roads University's mandate was established to respond to the dominant long term challenges to competitiveness and to meet current and future workforce needs. The opportunity for Royal Roads is significant. The quality of our distinctive academic programming remains the bedrock of our success. We graduate problem solvers in a world searching for solutions and provide programs relevant to the big questions being asked in contemporary society.

Always forward-looking, we are excited by the prospect of future challenges and opportunities as we continue to respond to the emerging needs of a changing world and workforce. In China, Taiwan, India, Latin America, the Middle East and elsewhere, knowledge and action are combining, and a new global citizenship is emerging.

“I chose to return to school for a few different reasons. The first was that I enjoy my work in health promotion and wanted to enhance my professional skills. Another reason was to increase my employability.

Today, my work involves collaborating with Indigenous communities and organizations to plan health promotion activities, including walking challenges, tobacco cessation education and healthy living groups. The MA in Interdisciplinary Studies program allowed me to build a degree about project management and community development while conducting research in the areas of community engagement and healthy living. From the first course and throughout the entire program, my RRU education helped me with my personal and professional development.”

Tracy Steere  
MA in Interdisciplinary Studies

Global citizenship is inclusive and active. It is founded in the educational experience by ensuring that our campus is diverse and welcoming in all ways. It opens pathways for all people at Royal Roads University to become immersed in learning opportunities that extend beyond the classroom, to support a deeper understanding of values, attitudes and knowledge.

We will continue to offer programs that provide pathways for international and domestic students to complete undergraduate and graduate programs, providing increased opportunities for both our international students and for communities closer to home.

Our future growth will continue to be founded on the strong interplay between collaborative, experiential and applied learning. The development of our programs will continue to respond to the needs of society. We will support our learners to function effectively and excel in an increasingly intergenerational and cross-cultural workplace.

Royal Roads research does more than help solve the challenges facing organizations and communities; it creates hands-on, relevant opportunities for real life learning.

As part of their degree requirements, most of our students work with businesses, governments and other organizations to address challenges and opportunities and look for new ways to promote value by applying those lessons in their own careers.

Our Canada Research Chairs focus their research in the areas of sustainable communities, livelihoods and the environment and innovative learning. Research leads to discovery, which then informs our teaching to ensure we are always at the forefront of learning and change.

“I have grown so much as a person. The content of my studies has really opened my eyes to the ‘real world’ and has challenged me to question everything. Before, I was so ingrained to just accept things as they are and there was a large quantity of ‘black and white’. RRU has taught me there is colour in the world and changes can be made, and I can be part of those changes.

Studying at Royal Roads is so much more than the classroom. It’s a life experience that will follow you. With classes being taught by people actually working in the field, learning was happening in ‘real time’ with real life situations and examples. This program changed me as a person. It helped me discover things about myself I didn’t know existed. Now, after being able to help myself, I can take it forward to help others.”

Julianne Thorne  
BA in Justice Studies

## **OUR PROCESS**

Because the future is always on our doorstep, Royal Roads University continues to chart its own course by building on a firmly established foundation of success based upon its unique mandate.

The drivers of change are many and have combined in a pressing call to action for the university sector. Shifts in demographics, new partnerships, changing research agendas, sustainable funding, applied focus and the internationalization of education are just a few of the many challenges pressing on our sector.

Our success is more certain because of the strength of our financial model. We operate under a business model that requires us to be efficient (cost conscious), accountable, performance management driven, service-oriented, respectful and adheres to high levels of integrity. Unlike many post-secondary institutions, Royal Roads University carries no operating debt.

We must continually respond to the demands of the marketplace and the needs of our students. Our opportunities for growth are intrinsically tied to our financial strength.

## **OUR PEOPLE**

We collaborate, linking active minds with the present and urgent needs of communities. Our work helps organizations meet their challenges and thrive.

For instance, as our population ages and we experience greater transition in the workplace, studies point to the emergence of a diversified workforce populated by people with highly variant value sets and abilities. An examination of this new and evolving intergenerational workplace has only just begun.

We are committed to developing an engaged workforce based on transparency, empowerment, trust and pride that encourages new ideas and new approaches to learning and teaching. We are building a high performance work culture that is focussed on the success of our students.



## Royal Roads University is committed to appreciating and celebrating the diversity of students, faculty and staff.

“I came to Royal Roads University to complete the BA in Professional Communication with the goal of improving my communication skills, gaining the ability to lead the next generation of professionals, and expanding my worldview.

Here no one is going to judge you or crush you down for your opinions; instead, the focus is on constructive criticism and supporting one another. You could say my experience at RRU has been both rewarding and surprising – certainly not anything you could get from a textbook.”

Yusuf Mohammed  
BA in Professional Communication

We are most proud of the work of our students, who often apply their research to promote value in their own professional organizations and do so with impressive records of success.

Royal Roads University is committed to appreciating and celebrating the diversity of students, faculty and staff.

### OUR PLACE

Long before that modern history, this was a place of gathering for the people of Coast Salish heritage. It was called Teechamitsa—a place devoted to creating a common good through the growing and gathering of herbs and medicine. It’s a place to reflect on change, community needs and aspirations—a place of learning.

With the completion of Sneq’wa e’lan (Blue Heron House), we are working to honour this traditional gathering place by strengthening our relations with neighbouring First Nations. Our goal is to partner with First Nations and Indigenous communities, locally and globally, to create opportunities to connect our faculty and students with our Indigenous alumni and strengthen our community of learning.

## **DIVERSITY STATEMENT**

Diversity is the recognition and acknowledgement of multiple and overlapping identities. These identities include but are not limited to race, ethnicity, culture, nationality, linguistic origin, citizenship, colour, ancestry, place of origin, creed (religion, faith, spirituality), family status, marital status, ability or disability, sex, gender identity, age, sexual orientation, education, style, socio-economic class and political belief.

Diversity enriches community. Royal Roads University is committed to appreciating and celebrating the diversity of students, faculty and staff. We strive to increase understanding and acceptance of each other, thereby making us more compassionate human beings and strengthening the fabric of our communities.

Our learning community is also made stronger by the connection we have to place – to the beautiful national historic site that is home to the Dunsmuir estate and Hatley Castle. The site’s period gardens opening out to the Salish Sea inspire learning and a deep-seated connection between natural and human heritage.

Learning at Royal Roads University is enriched by our strong commitment to the land and to preserving nature. Situated on 565 acres that include old-growth forests, world-class gardens, a migratory bird sanctuary and stunning views of mountains meeting the ocean, Royal Roads is truly a place where powerful learning experiences are often just a walk in the woods away.

## **PRESTIGE - OUR REPUTATION**

As a university, our strength is evident where it matters most. We continue to receive consistently high marks from those who know us best. Our students and our expanding group of worldwide alumni strongly endorse the quality of programming, the benefits of collaborative learning and the opportunity to put knowledge into action. Alumni are our most powerful advocates, a fact that speaks to our strength.

No matter the program, no matter the field of research, the common characteristic displayed by our faculty, researchers, students and professional staff is leadership. It is a form of leadership that is grounded in our history. Royal Roads has a proud military history that extends back to 1940 through the teaching and training of cadets who have, through successive generations, led through service to our country.

It is leadership that is deeply invested with values and ethic.

It is leadership that is about moving forward and reaching out.

We have an impressive record based on the tremendous investment and ethic of our people and the satisfaction of our students. We are reaching out to countries around the world eager to access our unique, life-changing learning. As we pursue our international expansion goals, we will continue to ensure that we remain a nimble, responsive organization that can adapt to meet emerging labour market and community needs both in B.C. and around the globe.

# Our graduates are making their mark in organizations and using their knowledge to create opportunity and value in the lives of people in Canada and around the world.

“I had heard from colleagues who had completed their master’s degrees at RRU so I entered the program with eager anticipation. From the application process through to graduation, I was never disappointed. Student support seemed to be a priority, and the course design really suited my needs. I appreciated the opportunity to evaluate each course and was so proud of myself for achieving my educational goals. On campus during residency, I was able to develop and cement relationships and really appreciate what RRU had to offer – it was a great experience that fully met my expectations.”

Cindy Page  
MA in Learning and Technology

“Professionally, my RRU experience enabled me to write at a higher level and gain a new understanding of critical thinking and teamwork. Personally, the experience allowed me to access opportunities I never had before.”

Heidi Dewald  
MA in Conflict Analysis and Management

Our graduates are making their mark and using their knowledge to create opportunity and value in the lives of people in Canada and around the world.

While we have built a strong suite of programs that have provided opportunity for growth and learning for our alumni, we will improve in this important area. We will strengthen our alumni connection through the development of vibrant communities of practice.

By strengthening these bonds and forming new partnerships and networks, we will continue to grow and learn from each other. Our award-winning Learning and Innovation Centre is a place for organizations to connect to our unique research and explore new problem-solving opportunities.

Over the coming years we will broaden and deepen our global connection.

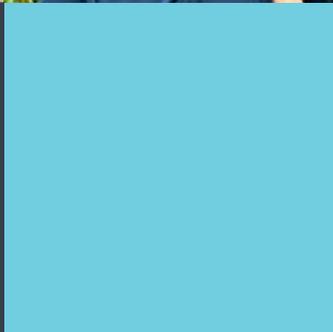
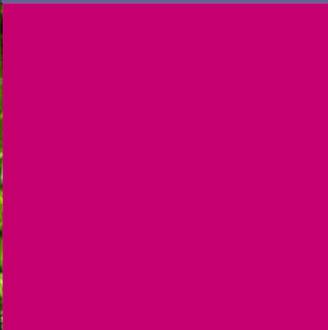
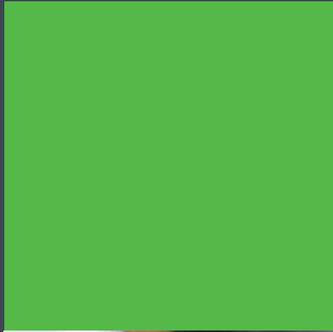
Our learners are actively investing their knowledge and realizing new opportunities in their lives and careers. They are creating a stir in organizations and using their knowledge to create opportunity and value in the lives of people beyond our borders.

## THE ROAD AHEAD

We will continue to build on our innovative teaching model and ensure our applied research infuses learning and growth inside and outside the classroom experience.

Royal Roads University has accomplished a great deal since 1995. Our growing community has created a strong foundation on the simple yet very powerful idea of life-enriched learning.

We are confident in the distinctive value a Royal Roads education offers, best proven in our own people who comprise a powerful community creating change for a better world.



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