

## Board of Governors - Open Session



### Board:

Nelson Chan, Board Chair and Chancellor  
Philip Steenkamp, President and Vice Chancellor  
Dranna Andrews-Brown  
Christina Benty  
David Black  
Kathleen Burton  
Dave Byng  
Bruce Donaldson  
Monique Gray Smith  
Geoff Pearce  
Dave Saunders  
Lori Simcox

### Executive:

Cheryl Eason  
Susan Gee  
Pedro Márquez  
Veronica Thompson

### Guests:

Asma-na-hi Antoine

### Administration:

Drew Duncan  
Ashley Richards (recording)

June 17, 2021 08:30 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Chan	08:30 AM-08:45 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Chan	08:45 AM-08:46 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 31 March 2021 Board of Governors meeting be approved as distributed.	Chan	08:46 AM-08:47 AM	4
4. Report from the President For information	Steenkamp	08:47 AM-09:02 AM	
REPORTS FROM COMMITTEES			
5. Program and Research Council	Steenkamp	09:02 AM-09:05 AM	

## 5.1 Report from the Council Chair

6.	Finance and Audit Committee	Byng	09:05 AM-09:25 AM	10
----	-----------------------------	------	-------------------	----

6.1	Report from the Committee Chair	Byng		10
	For information			

6.1.1	Strategic Investment Policy - One-Year Review	Byng/Eason		10
-------	-----------------------------------------------	------------	--	----

## MOTIONS:

1. That the Board of Governors approves changes to the investment objectives in the Investment Policy as outlined in Attachment 1.

2. That the Board of Governors approves changes to the eligible and prohibited investments, return expectations, investment exposure limits and composite benchmarks for the Strategic Investment Portfolio Plans for the University and Foundation as outlined in Attachment 4.

6.1.2	2015-2020 Sustainability Close-out Report	Byng/Eason		35
-------	-------------------------------------------	------------	--	----

For information

7.	Governance and Nominating Committee	Donaldson	09:25 AM-09:30 AM	
----	-------------------------------------	-----------	-------------------	--

7.1	Report from the Committee Chair	Donaldson		
	For information			

## VP PORTFOLIO REPORTS

8.	Report from the Vice-President, Academic and Provost	Thompson	09:30 AM-09:32 AM	40
----	------------------------------------------------------	----------	-------------------	----

For information

9.	Report from the Vice-President and Chief Financial Officer	Eason	09:32 AM-09:34 AM	43
----	------------------------------------------------------------	-------	-------------------	----

For information

10.	Report from the Vice-President, Communications and Advancement	Gee	09:34 AM-09:36 AM	44
-----	----------------------------------------------------------------	-----	-------------------	----

For information

11.	Report from the Vice-President Research and International	Márquez	09:36 AM-09:38 AM	48
-----	-----------------------------------------------------------	---------	-------------------	----

For information

CONSENT AGENDA	Chan
----------------	------

PRO FORMA MOTION: That the following items be approved or received for information by the Board of Governors by consent.

12.	Consent - Approval Items	Chan	09:38 AM-09:39 AM	
-----	--------------------------	------	-------------------	--

None

13.	Consent - Information Items	Chan	09:39 AM-09:40 AM	50
-----	-----------------------------	------	-------------------	----

13.1	Freedom of Information/Protection/Privacy Year-End Report			50
------	-----------------------------------------------------------	--	--	----

14. Adjournment of Open Session

15-minute break

**DRAFT**

**Board of Governors  
MINUTES OF THE OPEN SESSION**

**31 March 2021  
Via Zoom**

<b>PRESENT</b>	
<b>Board:</b> Philip Steenkamp, President & Vice-Chancellor Nelson Chan, Board Chair & Chancellor Dranna Andrews-Brown David Black Dave Byng Bruce Donaldson Monique Gray Smith Geoff Pearce Lori Simcox	<b>Administration:</b> Cheryl Eason Susan Gee Pedro Márquez Veronica Thompson Drew Duncan Ashley Richards (recording)  <b>Guests:</b> Gwen Hill Athena Madan
<b>REGRETS</b>	
Kathleen Burton Dave Saunders	

1. Call to Order and Welcome – 8:31 a.m.

Board Chair, Nelson Chan, welcomed members and acknowledged the Xwsepsum (Esquimalt) and Lekwungen (Songhees) ancestors and families on whose traditional lands the university sits.

The chair reminded governors that they are subject to the RRU Code of Conduct and Conflict of Interest Guidelines and the CABRO Candidate Profile and Declaration. He called upon the governors to declare any conflicts of interest, real or perceived, that they may have. None were declared.

The chair noted that the open session of the board of governors meeting is being livestreamed.

The chair encouraged governors to raise any items of concern or ask for clarification if required as the board moves through the meeting, and noted it was critically important to ensure all understood their responsibilities as governors.

The board wished President Steenkamp a happy birthday.

2. Approval of the Agenda

MOTION (Steenkamp/Black)  
*That the agenda be approved as distributed.*

CARRIED

3. Approval of the Minutes

MOTION (Donaldson/Andrews Brown)

*That the minutes of the open session of the 03 December 2020 Board of Governors meeting be approved as distributed.*

CARRIED

4. Report from the President

President Steenkamp provided an update to members on the following topics:

- **Provincial Health Officer (PHO) restrictions:** The PHO introduced a three-week circuit breaker to combat the rise in COVID-19 transmissions rates. RRU implemented the specified guidelines immediately. RRU is still planning for a September resumption of in-person studies informed by public health guidance and phased in step with the community vaccination schedule.
- **Marketing and Communications campaign:** A six-part series on the history of RRU has been launched in a new ad campaign. It tells the story of RRU lands, starting with Indigenous history, and will conclude with the new vision and an appeal for support from the community.
- **Supporting international students:** RRU is working with the federal government on several initiatives to assist international students. The time that international students spent in online learning at RRU outside of Canada will count as credit towards post-graduate work permit eligibility. Attention has shifted to visa processing. RRU is working collaboratively with UVic and Camosun to support international students upon their arrival in Canada.
- **Centre for Lifelong Learning in the Westshore:** RRU is continuing the work with University of Victoria and Camosun College to create a centre for lifelong learning in the Westshore. The revised proposal has gone to the provincial government for consideration.

Board members discussed ways to support international students to ensure the quarantine period upon arrival is not too prohibitive. Members also discussed how to best approach the return to campus alongside the current public health order. The return to campus plan remains flexible and will continue to evolve.

Potential impacts of a vaccination passport were raised. Discussions are ongoing with governments on alternative quarantine measures. There is demand from international students to attend RRU. Work on logistics around protocols, applications, visa process and travel to Canada is ongoing and essential to meeting RRU's realistic enrollment targets. Once students return to campus, the importance of following guidelines from the Public Health Authority will be emphasized.

SPECIAL BUSINESS

5. Spotlight on the University: Anti-Racism Task Force

Vice-President Research and International, Pedro Márquez, introduced Athena Madan, Associate Professor with the School of Humanitarian Studies, and Gwen Hill, Manager of Equity, Diversity, and Inclusion in Research, and invited them to speak on the findings of the Anti-Racism Task Force (ARTF).

The ARTF was made up of faculty, staff, students and executives. The *2021 RRU Anti-Racism Action Plan* is the result of broad consultation with the RRU community with the intent to combat racism within the community and beyond. They shared a select number of recommendations per theme with the board, as the document contains 23 Calls to Action and 123 recommended actions organized within five themes. The themes are as follows: 1. Building Space, Place and Connection; 2. Supporting our Students; 3. Transforming Research and Curriculum; 4. Creating an Anti-Racist Environment; and 5. Developing an Anti-Racist Framework in Governance. Members were encouraged to visit the ARTF website to review the *Action Plan* in greater detail.

Board members articulated their deep gratitude and appreciation for work being done on this topic. They highlighted the importance of understanding diversity within governance at all levels and the need to be more expansive than specific when looking to anti-racism. Members indicated that they would like to receive regular updates on progress made in this area.

## REPORTS FROM COMMITTEES

### 6. Report from the Program and Research Council

#### 6.1 Report from the Chair

The committee met on March 4, 2021 and discussed the following: a previous meeting with the School Advisory Council; reviewed/updated the PRC terms of reference (ToR); deferred approval of the PRC 2021/22 priorities to ensure they are in alignment with current circumstances; approved programs; and spent time with Roberta Mason, Associate Vice-President, Student & Academic Services, and Russ Johnston, Indigenous Education Advisor, on the Wassenas response and report. The next meeting of PRC is scheduled for May 27, 2021.

#### 6.2 New Program Approvals from Academic Council

Vice-President Academic and Provost (VPAP), Veronica Thompson, was invited to speak to new program approvals. She shared that three programs were approved at the March 4, 2021 meeting:

- Graduate Certificate Financing Social Impact – new program;
- MA Intercultural and International Communication – program revision; and
- BA Business Administration – change to specialization description (revised from “Business and Sustainability” to “Innovation and Sustainability”).

#### 6.3 Approval of the 2021/22 Academic Plan

V. Thompson was invited to speak on this approval item. She thanked the former acting VPAP and everyone who had started work on the plan prior to her arrival. The document marks a transitional plan as work continues on academic strategic planning

and the completion of reorganization and restructuring. It is a reflective and forward-looking document embedded with the six critical commitments in RRU's new vision.

Board members commended the comprehensive nature of the plan and encouraged that the Academic Plan always be tied to the university's mandate.

The question was called, and the motion **carried**.

MOTION (Donaldson/Gray Smith)

*That the Board of Governors approve the 2021/22 Academic Plan.*

CARRIED

7. Report from the Finance and Audit Committee

7.1 Report from the Committee Chair

The committee chair commended the Finance team for excellent work throughout unprecedented times and for the strong fiscal position of the university. The committee met on March 18, 2021 and discussed following: the Capital Plan, its infrastructure, and technology projects; the latest operations and projections for year-end, which is \$200,000 over original projection; the FAC ToR, with some changes to reflect the nature of roles and responsibilities; the 2021/22 Annual Plan; and the Enterprise Risk Management Risk Policy. The outstanding work done on enrollment projections allows the Annual Plan to anticipate what to expect in terms of revenue throughout the coming year. There are strong mitigation strategies in place as well to avoid deficit.

7.2 2021/22 Annual Plan

Vice-President and Chief Financial Officer, Cheryl Eason, presented the Annual Plan. RRU's financial outlook remains good. RRU is projected to have a revenue of \$82.8M and student full-time enrollments (FTEs) are anticipated to exceed 3100. There are plans for continued investment in infrastructure and information technology projects, with operating reserves and future capital funding planned for; \$40.4M is allocated to capital investments, with half earmarked for the proposed West Shore campus.

The 2021/22 highlights focus planned actions in the four categories from the new vision. The net operating income includes projection for a 2022/23 anticipated balanced budget as well; however, those numbers do not include the expanded West Shore initiative or expanded undergraduate programming. All details of the Annual Plan can be looked at more deeply in the board meeting materials package.

Members discussed setting aside funds annually for new buildings to prepare for future maintenance costs. RRU is exploring potential assets that might bring in more revenue and would offset some of the amortization associated with new builds. An Investment Surplus Policy will be brought to the board, likely in June. Members were glad to hear that RRU is exploring revenue generating capital assets. Concern was raised about the

rising costs associated with construction. Proper contingencies are in place and the rise in construction costs will continue to be monitored. Members were happy with RRU's fiscal performance throughout the pandemic.

The question was called, and the motion **carried**.

MOTION (Chan/Black)

*That the Board of Governors approve the 2021/22 Annual Plan as presented.*

CARRIED

7.3 Enterprise Risk Management Risk Policy

C. Eason shared with the board that management prepared the updated Enterprise Risk Management (ERM) Policy to further the development of the ERM program, promoting an organizational culture of increased awareness. The policy sets out the shared responsibility of the Board of Governors, FAC, executive and staff, and aligns to the FAC ToR. The policy also expresses the use of the ISO 31000 2018 standards as guidelines for development and management. In future, program activity will become a regular reporting item to board, as present and emerging risks are monitored.

Members noted that the changes were not drastic and did not have further questions.

The question was called, and the motion **carried**.

MOTION (Pearce/Gray Smith)

*That the Board of Governors approve the updated Enterprise Risk Management Policy.*

CARRIED

8. Report from the Governance and Nominating Committee

8.1 Report from the Committee Chair

The committee met on March 18, 2021. The focus of discussion was on the following: report out on the president's goals and performance from the past year; outline of the president's goals for the year ahead; annual review of ToR (to be approved alongside remaining ToR at the June board); succession planning; review of the outcome of the retreat in January; and the timing of the board self-assessment. These topics will be covered in greater detail in subsequent sessions of the Board.

VP PORTFOLIO REPORTS

9. Report from the Vice-President, Academic and Provost

V. Thompson referred members to her report in board materials. Members were reassured that the investment in upgrading Moodle was not going to be at cross-purposes with the replacement of BlueJeans video conferencing. It was shared that the student onboarding process will now be stretched over the term. Concern was raised that one of the deferred items



is discussion on sexual violence. It was recommended and accepted that guidance should be provided from the outset in terms of emergency support. Members also discussed the length of time taken in getting ministry approval for new programs, as well as the success of the RRU Design Thinking Challenge.

10. Report from the Vice-President and Chief Financial Officer

C. Eason shared that while staff and faculty are encouraged to work from home at this moment, RRU has been able to keep the recreation centre and campus gardens open as a healthy outlet for campus and community members. She updated board members that Terri Klotz, Associate Vice-President Human Resources, will be retiring.

11. Report from the Vice-President, Communications and Advancement

S. Gee noted that the annual Alumni campaign concluded today, and that the campaign cleared \$50,000. The average gift was much higher this year than the year before. S. Gee highlighted that there will be a campaign rolling out in mid-April. Members offered their congratulations to S. Gee and her team and complimented the rollout as well.

12. Report from the Vice-President Research and International

P. Márquez noted that the final quarter had been exciting, with exploring new projects and the ARTF Action Plan. He thanked board for their warm reception on the marketing campaigns and highlighted the approval of the International Strategic Plan. Regarding approval of the Strategic Research Plan, P. Márquez informed members that work is showing great results already. RRU is in the process of hiring its fifth and sixth Canada Research Chairs.

CONSENT AGENDA

PRO-FORMA MOTION

*That the following items be approved or received for information by the Board of Governors by consent.*

13. Consent Agenda - Approval items:

None.

14. Consent Agenda - Information items:

14.1 Draft PRC Minutes of the 04 March 2021 Meeting of the Program and Research Council

15. Adjournment of Open Session

The meeting adjourned at 10.45 a.m.

## BOARD OF DIRECTORS BRIEFING NOTE



**MEETING:** June 17, 2021

**AGENDA ITEM:** Strategic Investment Policy – One Year Review

**SPONSOR:** Cheryl Eason, Vice President & Chief Financial Officer

**PURPOSE:** For Approval

---

### Synopsis

Present proposed revisions to RRU's Investment Policy and the Strategic Investment Portfolio Plans (SIPPs) for the University and Foundation.

At their June 3, 2021 meeting, the Board Finance and Audit Committee reviewed the draft policy and confirmed their recommendation of Board of Governors approval.

### Background

At the March 29, 2019 Board meeting, the Board approved an amended Investment Policy and Investment Governance Guidelines, and, at the June 4, 2019 Board meeting, the Board approved the Strategic Investment Portfolio Plans (SIPPs) for the University and Foundation. Management is recommending changes to the Investment Policy and SIPPs for the University and Foundation portfolios and changes to the investment accounts for the Foundation.

### Changes to Investment Policy

Management, based on discussion with RRU's investment advisor, is recommending changes to the Investment Policy to prioritize the investment objectives, make the wording for the University objectives more consistent with the Foundation, and to add an objective to the Foundation. The proposed revised objectives are:

- a) Investment Objectives of the University – removing the previous wording on short, medium, and long-term requirements, including objectives with similar wording to the Foundation, and ordering the objectives as follows:
  - preservation of capital in real terms,
  - generation of sufficient annual cash flow to meet finance the University's capital and revenue investments, and
  - growth of capital.
- b) Investment Objectives of the Foundation – Adding "Growth of capital" as an objective and ordering the objectives as follows:
  - growth of capital,
  - generation of sufficient annual cash flow to meet foundation disbursement objectives, and
  - preservation of capital in real terms.

Attachment 1 includes a black-lined version of the Investment Policy and Attachment 2 contains a clean copy.

#### Changes to the Investment Governance Guidelines (ICG)

Attachment 2 includes a copy of ICG for reference. There are no changes recommended to the ICG at this time.

#### Changes to SIPPs

RRU's investment advisor is suggesting changes to the SIPPs for the University and the Foundation including:

- a) Expanding eligible investments to include Exchange Traded Funds (ETFs), in both fixed income and equities, for the University and the Foundation to allow more flexibility to manage risk and currency exposure in the long term.
- b) Updating return expectations for the University portfolio to 2.48% and for the Foundation portfolio to 3.94% to reflect TD Economics estimates which are being impacted by more moderate returns from fixed income government and corporate bonds.
- c) Changes to the investment limits to allow more USD exposure, as follows:
  - Moving the single entity exposure limit from 5% to 10% and adding a 5% individual security holding limit.
  - Moving the maximum equity exposure to non-Canadian currency up to 60% from the current 50% in the University and 25% in the Foundation.
  - Moving the equity mandate to US holdings up to 50% from the current 35% in the University and 15% in the Foundation.
- d) Adjusting the composite benchmarks for both the University and Foundation based on the new return expectations and exposure limits.

Attachment 4 includes a black-lined version of the SIPPs and Attachment 5 contains a clean copy.

#### Advancement Considerations

Finance has been working with the University's Advancement team and RRU's investment advisor, TD Waterhouse, to create a stabilization account to protect donations while reducing volatility of yearly disbursement amounts that are based on annual investment returns.

These objectives can be achieved within RRU's Foundation investment portfolio by restructuring the existing two investment accounts, establishing an account with 3 years of expected return of 4.5% (based on TD long-term financial asset returns) of approximately \$1.5M. This balance will be maintained and returns paid out based on a minimum of 4.5%. This can be achieved as result of the 2020/21 returns of 23.5%.

---

#### **Recommendation**

The Finance and Audit Committee recommends:

1. approval of changes to the investment objectives in the Investment Policy as outlined in Attachment 1; and
2. changes to the eligible and prohibited investments, return expectations, investment exposure limits and composite benchmarks for the SIPPs for the University and Foundation as outlined in Attachment 4.

---

#### **MOTIONS**

1. *That the Board of Governors approves changes to the investment objectives in the Investment Policy as outlined in Attachment 1.*

2. *That the Board of Governors approves changes to the eligible and prohibited investments, return expectations, investment exposure limits and composite benchmarks for the Strategic Investment Portfolio Plans for the University and Foundation as outlined in Attachment 4.*
- 

**Attachments**

1. Royal Roads Investment Policy – black-lined version
2. Royal Roads Investment Policy – clean copy
3. Royal Roads Investment Governance Guidelines
4. Strategic Investment Portfolio Plan – black-lined version
5. Strategic Investment Portfolio Plan – clean copy

**ATTACHMENT 1  
INVESTMENT POLICY**

## **Royal Roads University Policy**

Policy Number: D1080

First implemented: September 17, 2010

Amended: March 29, 2019

Approved By: Board of Governors

Office of Oversight: VP & CFO

### **Purpose**

The purpose of this policy is to provide an investment framework for Royal Roads University and the Royal Roads University Foundation to effectively maintain, manage, and enhance the investment portfolios.

### **Authority**

In accordance with Section 57 of the *University Act* a university board (through its delegates) is authorized to:

1. invest money belonging to the university and available for investment, and
2. must, when investing under paragraph (1), make investments that a prudent person would make.

### **Investment Objectives**

The investment objectives of the University and the Foundation differ from each other and are outlined below.

#### University

The primary objectives of the investment of assets for the University are to ensure that funds are invested to meet:

1. Preservation of capital in real terms.
2. Generation of sufficient annual cash flow to meet finance the University's capital and revenue investments, and
3. Growth of capital.

~~Short term liquidity requirements (generally within one year for regular operations or other planned spending initiatives);~~

~~Medium term requirements to finance the University's capital and revenue investments (generally within one to five years for future operating or capital project commitments); and~~

~~Long term requirements for investments to exceed the target real rate of return, within acceptable risk levels (generally where funds are not to be expended in the next five years).~~

#### Foundation

The primary objectives of the investment of assets for the Foundation are to ensure that funds are invested to meet:

1. Growth of capital.
2. Generation of sufficient annual cash flow to meet foundation disbursement objectives, and
- 4.3. Preservation of capital in real terms. ~~and~~

~~Generation of sufficient annual cash flow to meet foundation disbursement objectives~~

## **Investment Governance Guidelines (IGG) and Strategic Investment Portfolio Plan (SIPP)**

The IGG governs the management of the University and Foundation investment portfolios. The SIPP outlines the specific investing strategy for each investment portfolio. The IGG and the SIPP shall be reviewed and approved at least annually and as required to ensure they continue to meet the University and Foundation investment objectives.

## **Investment Performance and Investment Management**

Investment performance of the investment portfolios and the external managers shall be assessed by the Board at least annually in accordance with the IGG. Based on the annual review, the Vice-President & CFO may recommend either to continue with the appointed investment manager or initiate a selection process for a new investment manager. The selection of an investment manager shall be made in a prudent manner, using fair selection and evaluation criteria developed for that process.

[The Foundation's investment performance is managed and measured, including the stabilization account, to protect donations while stabilizing investment amounts based on yearly returns.](#)

## **Responsibilities**

### The Board

The Board shall:

1. Review the Investment Policy at least annually and make revisions where appropriate;
2. Review the IGG and SIPP for the University and the Foundation at least annually and make revisions if necessary;
3. Approve, monitor and replace the investment managers as appropriate;
4. Consider how ESG issues are incorporated into the investment decision making process;
5. Review the performance of the external managers at least annually; and
6. Review the performance of the investment portfolios at least annually.

### The Office of the Vice-President and CFO

The Office of the Vice-President and CFO shall:

1. Make recommendations on changes to the IGG and SIPP for the University and the Foundation for consideration by the Board as appropriate;
2. Recommend to the Board, for appointment, suitably qualified external professional investment manager(s);
3. Liaise with and review performance of external professional investment managers at least annually;
4. Review performance of the investment portfolios on a quarterly basis and provide performance reports to the Board at least annually; and
5. Ensure accounting for the investment portfolios in accordance with established accounting guidelines.

The Vice-President and CFO will ensure that the investment managers shall:

1. Be accountable for the investment of the assets allocated in accordance with this Policy, the IGG, and SIPP;
2. Comply with the terms of the investment manager agreement;
3. Meet with the Board as required and provide written reports regarding past performance and future strategies at least annually;
4. File an annual compliance report; and
5. Advise the Board on an on-going basis of any change in the organization, personnel or investment process where the change is material to the portfolio being managed by the Fund.

## **Related Documents**

- Corporate Social Responsibility Policy

## **Dates**

2010 09 17	Board Approval
2010 09 17	Implementation
2015 02 23	Review Performed
2018 12 14	Review Performed and Board Approval
2019 03 29	Board Approval

**ATTACHMENT 2**  
**INVESTMENT POLICY**

## **Royal Roads University Policy**

Policy Number: D1080

First implemented: September 17, 2010

Amended: March 29, 2019

Approved By: Board of Governors

Office of Oversight: VP & CFO

### **Purpose**

The purpose of this policy is to provide an investment framework for Royal Roads University and the Royal Roads University Foundation to effectively maintain, manage, and enhance the investment portfolios.

### **Authority**

In accordance with Section 57 of the *University Act* a university board (through its delegates) is authorized to:

1. invest money belonging to the university and available for investment, and
2. must, when investing under paragraph (1), make investments that a prudent person would make.

### **Investment Objectives**

The investment objectives of the University and the Foundation differ from each other and are outlined below.

#### University

The primary objectives of the investment of assets for the University are to ensure that funds are invested to meet:

1. Preservation of capital in real terms,
2. Generation of sufficient annual cash flow to meet finance the University's capital and revenue investments, and
3. Growth of capital.

#### Foundation

The primary objectives of the investment of assets for the Foundation are to ensure that funds are invested to meet:

1. Growth of capital,
2. Generation of sufficient annual cash flow to meet foundation disbursement objectives, and
3. Preservation of capital in real terms.



## **Investment Governance Guidelines (IGG) and Strategic Investment Portfolio Plan (SIPP)**

The IGG governs the management of the University and Foundation investment portfolios. The SIPP outlines the specific investing strategy for each investment portfolio. The IGG and the SIPP shall be reviewed and approved at least annually and as required to ensure they continue to meet the University and Foundation investment objectives.

## **Investment Performance and Investment Management**

Investment performance of the investment portfolios and the external managers shall be assessed by the Board at least annually in accordance with the IGG. Based on the annual review, the Vice-President & CFO may recommend either to continue with the appointed investment manager or initiate a selection process for a new investment manager. The selection of an investment manager shall be made in a prudent manner, using fair selection and evaluation criteria developed for that process.

The Foundation's investment performance is managed and measured, including the stabilization account, to protect donations while stabilizing investment amounts based on yearly returns.

## **Responsibilities**

### The Board

The Board shall:

1. Review the Investment Policy at least annually and make revisions where appropriate;
2. Review the IGG and SIPP for the University and the Foundation at least annually and make revisions if necessary;
3. Approve, monitor and replace the investment managers as appropriate;
4. Consider how ESG issues are incorporated into the investment decision making process;
5. Review the performance of the external managers at least annually; and
6. Review the performance of the investment portfolios at least annually.

### The Office of the Vice-President and CFO

The Office of the Vice-President and CFO shall:

1. Make recommendations on changes to the IGG and SIPP for the University and the Foundation for consideration by the Board as appropriate;
2. Recommend to the Board, for appointment, suitably qualified external professional investment manager(s);
3. Liaise with and review performance of external professional investment managers at least annually;
4. Review performance of the investment portfolios on a quarterly basis and provide performance reports to the Board at least annually; and

5. Ensure accounting for the investment portfolios in accordance with established accounting guidelines.

The Vice-President and CFO will ensure that the investment managers shall:

1. Be accountable for the investment of the assets allocated in accordance with this Policy, the IGG, and SIPP;
2. Comply with the terms of the investment manager agreement;
3. Meet with the Board as required and provide written reports regarding past performance and future strategies at least annually;
4. File an annual compliance report; and
5. Advise the Board on an on-going basis of any change in the organization, personnel or investment process where the change is material to the portfolio being managed by the Fund.

## **Related Documents**


- Corporate Social Responsibility Policy

## **Dates**

2010 09 17	Board Approval
2010 09 17	Implementation
2015 02 23	Review Performed
2018 12 14	Review Performed and Board Approval
2019 03 29	Board Approval

**ATTACHMENT 3**  
**INVESTMENT POLICY**

## INVESTMENT GOVERNANCE GUIDELINES

	Category:	Finance
	Parent Policy:	Investment Policy
	Parent Policy Number:	TBD
	Guideline Name:	Investment Governance Guidelines
	Guideline Number	TBD
	Authority:	Vice-President Finance and Chief Financial Officer
	Approval Date:	Select Date
	Effective Date:	Select Date
	Last Reviewed Date:	Select Date
	Next Biennial Review Date:	Select Date
	Policy Sponsor:	Vice-President Finance and Chief Financial Officer
	Policy Administrator	Director of Financial Services

### Table of Contents

1.	Overview of Investment Governance Guidelines.....	2
2.	Guidelines for Investing .....	2
3.	Guidelines for Monitoring and Measuring Performance .....	5
4.	Guidelines for Reporting .....	5
5.	Related Documents .....	6
6.	Approval.....	<b>Error! Bookmark not defined.</b>
7.	Guideline History .....	6

## 1. OVERVIEW OF INVESTMENT GOVERNANCE GUIDELINES

The investment portfolios are held through two separate legal entities: Royal Roads University and Royal Roads University Foundation. The Investment Policy, Investment Governance Guidelines (IGG) and Strategic Investment Portfolio Plan (SIPP) apply to both investment portfolios. Where required, specific references are made to the individual investment portfolios.

The IGG supports the Board of Governors' (or 'Board') Investment Policy and provides further governance on the investing of funds. The SIPP outlines the specific investing strategy for each investment portfolio. The Policy, IGG and SIPP apply to all investments<sup>1</sup> owned by Royal Roads University (or 'University') and the Royal Roads University Foundation (or 'Foundation').<sup>2</sup>

## 2. GUIDELINES FOR INVESTING

### 2.1 Risk Tolerance

The required annual rate of return for each investment portfolio shall be determined based on the investment objectives outlined in the Investment Policy. The required rate of return over time can only be achieved by accepting a level of volatility in returns from quarter to quarter end and from year to year. The expected annual rate of return for the University and the Foundation investment portfolios and the expected standard deviation shall be outlined in the SIPP and be reflected in the approved asset mix.

### 2.2 Asset Mix Policy

The Board shall review and approve the asset mix stated in the SIPP on an annual basis to maintain, over the long term, the best balance between investment returns within an acceptable level of risk. Assets shall be allocated across permitted strategic asset classes, based on the role of the underlying asset classes in the portfolio. The SIPP shall outline the target asset mix and the allowable range for each strategic asset class and any other specific investment limits (i.e., exposure to non-Canadian currency, exposure to international or emerging markets, maximum exposure to a single equity or bond holding, minimum credit ratings, durations, etc.).

### 2.3 Permitted Asset Classes / Eligible Investments

The following asset classes are permitted for investment purposes for the University and Foundation investment portfolios:

Strategic Asset Class	Role of Strategic Asset Class	Eligible Investments
Cash and Cash Equivalents	To provide liquidity, stability and diversification due to	<ul style="list-style-type: none"> <li>Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;</li> </ul>

<sup>1</sup> Pension plan funds and employee related retirement funds not held by RRU are excluded.

<sup>2</sup> RRU Foundation was incorporated under the *Societies Act*, Province of BC. The Foundation is a registered charity for the purposes of the *Income Tax Act*.

Strategic Asset Class	Role of Strategic Asset Class	Eligible Investments
	low correlation to other asset classes	<ul style="list-style-type: none"> <li>• Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada;</li> <li>• Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada;</li> <li>• Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government;</li> <li>• Highly rated Banker's Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and</li> <li>• Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.</li> </ul>
Fixed Income Instruments	To protect the portfolio in times of stress and provide some liquidity	<ul style="list-style-type: none"> <li>• Canadian Government, real return bonds, provincial and municipal bonds, corporate securities (including the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed countries), sovereign bonds from developed countries, preferred stock</li> </ul>
Equities	To generate most of the growth in the portfolio	<ul style="list-style-type: none"> <li>• Common stock and equivalents traded on Canadian, US or international markets stock exchanges</li> </ul>

#### 2.4 Securities Lending

The investments held in the University and Foundation investment portfolios shall not be lent out under a security lending arrangement.

#### 2.5 Derivative Usage

Due to the additional risk associated with derivatives, derivatives shall not be used when managing the University or Foundation investment portfolios.

#### 2.6 Leverage

Leverage is not permitted in the management of the University or Foundation investment portfolios.

#### 2.7 Responsible Investing

Socially responsible investing (SRI) involves the integration of environmental, social and governance (ESG) values into investing activities. The university shall require investment decisions in so far as they have a corporate social responsibility dimension, to be considered in the normal course of investing activity. Social issues are considered alongside the university's risk, return and capital

preservation criteria. The external manager(s) shall have annual reporting requirements to allow the Board to assess the investment portfolios managed by them in terms of ESG.

## **2.8 External Management**

Due to the size of the University and Foundation investment portfolios, the University shall use external investment managers in the management of the investment portfolios. The Vice-President & Chief Financial Officer (VP & CFO) shall review the performance of the external manager(s) at least annually and recommend to the Board to continue with the appointed investment manager(s) or initiate a selection process for a new investment manager(s).

The selection of an investment manager(s) shall be made in prudent manner, using fair and reasonable selection and evaluation criteria developed for the process. In addition to approving the appointment of the external manager(s), the Board shall approve the level of discretion the external manager(s) is granted to buy and sell investments within their stated mandate.

## **2.9 Treasury Management**

Royal Road University's Financial Services Department, under direction of the VP & CFO, shall be responsible for effective treasury management to ensure the best possible use of the funds, to maintain liquidity, maximize returns and mitigate operational and financial risk. Where a portion of the University or Foundation investments portfolio is managed by external manager(s), the Financial Services Department shall transfer funds to/from the external manager(s) to maintain liquidity and maximize returns. The Financial Services Department may directly invest in accordance with this IGG and the SIPP.

## **2.10 Conflict of Interest**

All persons working with the university (internal and external) must be cognizant of the possibility that conflicts, or perceived conflicts, may arise and must comply with the following:

- Shall make timely and full disclosure of any material conflict of interest relating to them, or any material ownership of securities, which could impair their ability to render unbiased advice, or to make unbiased decisions, affecting the administration of the Funds' assets.
- Shall not make any personal financial gain (direct or indirect) because of his or her fiduciary position. However, normal and reasonable fees and expenses incurred in the discharge of his/her responsibilities are permitted if documented and approved by the university.
- Shall not accept a gift or gratuity or other personal favour that is material, from a person with whom the person deals in the course of performance of his or her duties and responsibilities for the Funds.

## **2.11 Related Party Transactions**

All persons working with the university (internal and external) may not enter into a transaction with a related party unless:

- The transaction is both required for operation and/or administration of Funds and the terms and conditions of the transaction are not less favourable than market terms and conditions; or,
- Securities of the related party are acquired at a public exchange.

### **3. GUIDELINES FOR MONITORING AND MEASURING PERFORMANCE**

#### **3.1. External Manager Performance**

Each external manager shall be evaluated as follows:

- a) A benchmark shall be established for each investment portfolio that is managed by an external manager. The benchmark can include more than one underlying indices, where appropriate, with appropriate weighting applied. The benchmark for each investment portfolio managed by an external manager shall be approved by the Board and used to assess the performance of the external manager and the value added.
- b) The performance of an external manager shall be reviewed at least annually by the Board and shall include a review of the specific investment portfolio returns against the approved benchmark for a 1 year, 3 year, 5 year, 10 year and since inception time horizon.
- c) Royal Road's Financial Services Department shall receive monthly reports from the external managers showing the market and book value of the individual securities held in the investment portfolios and the income and capital gains earned for the period. This information shall be used to assess the performance of the investment portfolio between annual reviews and monitor any deviations from the mandate provided to the external manager.

#### **3.2. Investment Portfolio Performance**

The performance of the University and the Foundation investment portfolios shall be reviewed by the Board at least annually against the expected annual rate of return identified in the SIPP. The review of performance shall be measured for a 1 year, 3 year, 5 year, 10 year and since inception time horizon.

### **4. GUIDELINES FOR REPORTING**

#### **4.1 Quarterly Reporting**

The VP & CFO or delegate shall ensure the administration and guidelines of the investments and the financial controls are established to support the fiduciary duties of board and management.

The VP & CFO shall report to the President and Executive Committee quarterly on the performance of the investment portfolios and any compliance deviations during the quarter. Reporting shall include all investments managed internally and externally.

#### **4.2 Annual Reporting**

The VP & CFO or delegate shall provide the following reporting to the Board at least annually on the University and Foundation investment portfolios:

- a) Investment reports that allow the Board to perform the performance reviews outlined in Section 3 for the University and Foundation investment portfolios and for each external manager.
- b) A report showing any deviations from mandates that occurred during the year.
- c) A report for each investment portfolio that allows the Board to review the holdings in terms of ESG factors and determine whether any changes are required.
- d) Audited financial statements for the Foundation and consolidated audited financial statements for the university that include the Foundation with investments shown in accordance with the stated accounting principles.
- e) A review of each external manager's performance as well as a recommendation to continue with the appointed investment manager(s) or initiate a selection process for a new investment manager(s).

## **5. RELATED DOCUMENTS**

- a) The Universities Act
- b) Royal Roads University Act
- c) Financial Administration Act
- d) Investment Policy
- e) Strategic Investment Portfolio Plan

## **6. GUIDELINE HISTORY**

The following documents the amendments to this document, as required.

DATE	VERSION NO.	SUMMARY OF AMENDMENTS
Select Date	0	Original



**ATTACHMENT 4**  
**INVESTMENT POLICY**

**STRATEGIC INVESTMENT PORTFOLIO PLANS**

**PORTFOLIO FUND: ROYAL ROADS UNIVERSITY – TD WATERHOUSE WEALTH MANAGEMENT GROUP**

**Fund Management**

- Externally managed by TD Waterhouse Wealth Management Group ("TD Wealth")

**Level of Discretion Granted to External Manager**

- Discretionary management on all accounts

**Eligible Investments**

<b>Strategic Asset Class</b>	<b>Eligible Investments</b>
Cash and Cash Equivalents	<ul style="list-style-type: none"> <li>Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;</li> <li>Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada;</li> <li>Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada;</li> <li>Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government;</li> <li>Highly rated Banker's Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and</li> <li>Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.</li> </ul>
Fixed Income Instruments	<ul style="list-style-type: none"> <li>Canadian Government, real return bonds, provincial and municipal bonds, corporate securities (including the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed countries), sovereign bonds from developed countries, preferred stock, <u>Exchange Traded Funds</u></li> </ul>
Equities	<ul style="list-style-type: none"> <li>Common stock and equivalents <u>(including Exchange Traded Funds)</u> traded on Canadian, US or international markets stock exchanges</li> </ul>

**Prohibited Investments**

- Companies in the alcohol and tobacco industries, pipelines, mining and oil companies

**ROYAL ROADS UNIVERSITY – TD WATERHOUS WEALTH MANAGEMENT GROUP Cont'd**

Asset Mix			
Asset Type	Target	Target Range	
		Min.	Max.
Cash	5%	0%	30%
Fixed Income	75%	55%	85%
Equity	20%	10%	30%
Expected Annual Rate of Return			4.00% <del>-2.48%</del>
Standard Deviation			+/-3.81%
Investment Limits			
Maximum Exposure to Single Entity		Single Entity or Bond Holding	5% <del>-10%</del> single entity or 5% individual security holding
Maximum Equity Exposure to Non-Canadian Currency			50% <del>60%</del>
Equity Mandate to US Holdings			35% <del>60%</del>
Minimum Credit Rating			BBB
Duration not to Exceed			Not greater than average of Total Return Universe Bond Index
Composite Benchmarks			
<del>FTSE Canada Universe Bond Index</del> Canadian Universe Bond Index ETF			75% <del>40%</del>
<del>FTSE TMX Canada 91-day T-Bill Total Return Index</del> Canadian Short Term Bond Index ETF			5%
Ishares U.S Corporate IG Bond Index ETF			35%
S&P 500 Total Return Index			10%
S&P TSX Composite Total Return Index			8%
MSCI EAFE (Europe, Australia & Far East) US\$ Total Return Index			2%
Composite Benchmark*			100%

\*Based on target Geographical Breakdown for Equities note in exposure limits (i.e., ~~50%~~ **34%** Canadian, ~~35%~~ **60%** US and ~~15%~~ **6%** International)

**PORTFOLIO FUND: ROYAL ROADS UNIVERSITY - CDP****Fund Management**

- Provincial Central Deposit Program (CDP)

**Eligible Investments – Cash and Cash Equivalents**

- Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;
- Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada;
- Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada;
- Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government;
- Highly rated Banker's Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and
- Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.

**Asset Mix and Expected Annual Rate of Return**

<b>Asset Mix</b>	100% allocation to Cash and Cash Equivalents
<b>Expected Annual Rate of Return</b>	<del>2.0%</del> <u>1.0%</u>

**PORTFOLIO FUND: ROYAL ROADS UNIVERSITY FOUNDATION****Fund Management**

- Externally managed by TD Waterhouse Wealth Management Group ("TD Wealth")

**Level of Discretion Granted to External Manager**

- Discretionary management on all accounts

**Eligible Investments**

Strategic Asset Class	Eligible Investments
Cash and Cash Equivalents	<ul style="list-style-type: none"> <li>Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;</li> <li>Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada;</li> <li>Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada;</li> <li>Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government;</li> <li>Highly rated Banker's Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and</li> <li>Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.</li> </ul>
Fixed Income Instruments	<ul style="list-style-type: none"> <li>Canadian Government, real return bonds, provincial and municipal bonds, corporate securities (including the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed countries), sovereign bonds from developed countries, preferred stock, <a href="#">Exchange Traded Funds</a></li> </ul>
Equities	<ul style="list-style-type: none"> <li>Common stock and equivalents (<a href="#">including Exchange Traded Funds</a>) traded on Canadian, US or international markets stock exchanges</li> </ul>

**Prohibited Investments**

- [Companies in the alcohol and tobacco industries pipelines, mining and oil companies](#)

**ROYAL ROADS UNIVERSITY FOUNDATION Cont'd**

Asset Mix			
Asset Type	Target	Target Range	
		Min.	Max.
Cash	5%	0%	30%
Fixed Income	45%	40%	70%
Equity	50%	25%	65%
Expected Annual Rate of Return			4.86%3.94%
Standard Deviation			+/-4.67%
Investment Limits			
Maximum Exposure to Single Entity		Single Entity or Bond Holding	5%10% single entity or 5% individual security holding
Maximum Equity Exposure to Non-Canadian Currency			35%60%
Equity Mandate to US Holdings			15%60%
Minimum Credit Rating			BBB
Duration not to Exceed			Not greater than average of Total Return Universe Bond Index
Composite Benchmarks			
FTSE Canada Universe Bond Index Canadian Universe Bond Index ETF			45%25%
FTSE TMX Canada 91-day T-Bill Total Return Index Canadian Short Term Bond Index ETF			5%
Ishares U.S Corporate IG Bond Index ETF			20%
S&P 500 Total Return Index			20%25%
S&P TSX Composite Total Return Index			25%20%
MSCI EAFE (Europe, Australia & Far East) US\$ Total Return Index			5%
Composite Benchmark*			100%

\*Based on target Geographical Breakdown for Equities note in exposure limits (i.e., 50% 34% Canadian, 35% 60% US and 15% 6% International)

**ATTACHMENT 5**  
**INVESTMENT POLICY**

**STRATEGIC INVESTMENT PORTFOLIO PLANS**

**PORTFOLIO FUND: ROYAL ROADS UNIVERSITY – TD WATERHOUSE WEALTH MANAGEMENT GROUP**

**Fund Management**

- Externally managed by TD Waterhouse Wealth Management Group ("TD Wealth")

**Level of Discretion Granted to External Manager**

- Discretionary management on all accounts

**Eligible Investments**

Strategic Asset Class	Eligible Investments
Cash and Cash Equivalents	<ul style="list-style-type: none"> <li>Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;</li> <li>Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada;</li> <li>Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada;</li> <li>Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government;</li> <li>Highly rated Banker's Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and</li> <li>Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.</li> </ul>
Fixed Income Instruments	<ul style="list-style-type: none"> <li>Canadian Government, real return bonds, provincial and municipal bonds, corporate securities (including the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed countries), sovereign bonds from developed countries, preferred stock, Exchange Traded Funds</li> </ul>
Equities	<ul style="list-style-type: none"> <li>Common stock and equivalents (including Exchange Traded Funds) traded on Canadian, US or international markets stock exchanges</li> </ul>

**Prohibited Investments**

- Companies in the alcohol and tobacco industries, pipelines, mining and oil companies

**ROYAL ROADS UNIVERSITY – TD WATERHOUS WEALTH MANAGEMENT GROUP Cont'd**

<b>Asset Mix</b>			
<b>Asset Type</b>	<b>Target</b>	<b>Target Range</b>	
		<b>Min.</b>	<b>Max.</b>
Cash	5%	0%	30%
Fixed Income	75%	55%	85%
Equity	20%	10%	30%
Expected Annual Rate of Return			2.48%
Standard Deviation			+/-3.81%
<b>Investment Limits</b>			
Maximum Exposure to Single Entity		Single Entity or Bond Holding	10% single entity or 5% individual security holding
Maximum Equity Exposure to Non-Canadian Currency			60%
Equity Mandate to US Holdings			60%
Minimum Credit Rating			BBB
Duration not to Exceed			Not greater than average of Total Return Universe Bond Index
<b>Composite Benchmarks</b>			
Canadian Universe Bond Index ETF			40%
Canadian Short Term Bond Index ETF			5%
Ishares U.S Corporate IG Bond Index ETF			35%
S&P 500 Total Return Index			10%
S&P TSX Composite Total Return Index			8%
MSCI EAFE (Europe, Australia & Far East) US\$ Total Return Index			2%
<b>Composite Benchmark*</b>			100%

\*Based on target Geographical Breakdown for Equities note in exposure limits (i.e., 34% Canadian, 60% US and 6% International)

**PORTFOLIO FUND: ROYAL ROADS UNIVERSITY - CDP****Fund Management**

- Provincial Central Deposit Program (CDP)

**Eligible Investments – Cash and Cash Equivalents**

- Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;
- Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada;
- Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada;
- Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government;
- Highly rated Banker's Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and
- Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.

**Asset Mix and Expected Annual Rate of Return**

<b>Asset Mix</b>	100% allocation to Cash and Cash Equivalents
<b>Expected Annual Rate of Return</b>	1.0%



**PORTFOLIO FUND: ROYAL ROADS UNIVERSITY FOUNDATION****Fund Management**

- Externally managed by TD Waterhouse Wealth Management Group ("TD Wealth")

**Level of Discretion Granted to External Manager**

- Discretionary management on all accounts

**Eligible Investments**

Strategic Asset Class	Eligible Investments
Cash and Cash Equivalents	<ul style="list-style-type: none"> <li>• Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;</li> <li>• Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada;</li> <li>• Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada;</li> <li>• Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government;</li> <li>• Highly rated Banker's Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and</li> <li>• Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.</li> </ul>
Fixed Income Instruments	<ul style="list-style-type: none"> <li>• Canadian Government, real return bonds, provincial and municipal bonds, corporate securities (including the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed countries), sovereign bonds from developed countries, preferred stock, Exchange Traded Funds</li> </ul>
Equities	<ul style="list-style-type: none"> <li>• Common stock and equivalents (including Exchange Traded Funds) traded on Canadian, US or international markets stock exchanges</li> </ul>

**Prohibited Investments**

- Companies in the alcohol and tobacco industries pipelines, mining and oil companies

**ROYAL ROADS UNIVERSITY FOUNDATION Cont'd**

<b>Asset Mix</b>			
<b>Asset Type</b>	<b>Target</b>	<b>Target Range</b>	
		<b>Min.</b>	<b>Max.</b>
Cash	5%	0%	30%
Fixed Income	45%	40%	70%
Equity	50%	25%	65%
Expected Annual Rate of Return			3.94%
Standard Deviation			+/-4.67%
<b>Investment Limits</b>			
Maximum Exposure to Single Entity	Single Entity or Bond Holding	10% single entity or 5% individual security holding	
Maximum Equity Exposure to Non-Canadian Currency			60%
Equity Mandate to US Holdings			60%
Minimum Credit Rating			BBB
Duration not to Exceed			Not greater than average of Total Return Universe Bond Index
<b>Composite Benchmarks</b>			
<del>FTSE Canada Universe Bond Index</del> Canadian Universe Bond Index ETF			25%
<del>FTSE TMX Canada 91-day T-Bill Total Return Index</del> Canadian Short Term Bond Index ETF			5%
Ishares U.S Corporate IG Bond Index ETF			20%
S&P 500 Total Return Index			25%
S&P TSX Composite Total Return Index			20%
MSCI EAFE (Europe, Australia & Far East) US\$ Total Return Index			5%
<b>Composite Benchmark*</b>			100%

\*Based on target Geographical Breakdown for Equities note in exposure limits (i.e., 34% Canadian, 60% US and 6% International)

## BOARD OF GOVERNORS BRIEFING NOTE



**MEETING:** June 17, 2021

**AGENDA ITEM:** 2015 - 2020 Sustainability Plan – Close-Out Report

**SPONSOR:** Cheryl Eason, Vice-President & Chief Financial Officer

**PURPOSE:** For Information

---

### Synopsis

An update on the university's 2020 greenhouse gas (GHG) emissions as well as progress and achievements on emissions reductions in relation to the 2015-2020 *Sustainability Plan*. High-level outline of next steps in the development of a new five-year *Climate Action Plan*.

### Fit to Vision and Strategic Direction

Goal 4: Vibrant and Sustainable

### Commitments

Advance sustainability in all our academic programs and operations, with a focus on the UN Sustainable Development Goals (UNSDGs)

### Lens of Reconciliation - n/a

### Background

- In 2015, the RRU Board of Governors adopted a GHG reduction target of a 50% (from 2007 levels) by the end of calendar year 2020.
- Royal Roads University has achieved a 43% reduction in greenhouse gas (GHG) emissions, from 1,558 tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) in 2007 to 888 tO<sub>2</sub>e in 2020.
- Through this achievement, RRU has surpassed the provincial GHG reduction targets for both 2020 and 2030<sup>1</sup>. The university continues to project that it will achieve the Board of Governors target in 2021/22.
- The university's five-year *Sustainability Plan* (2015-2020) has reached the end of its reporting cycle. Over this plan's time horizon, Royal Roads invested in initiatives aimed at 10 target areas and associated goals focused on reducing the university's climate impact and environmental footprint, as well as engagement, curriculum, research, and partnerships.
- The 2020 launch of the new strategic vision orients the university towards a renewed focus on sustainability and climate action. The new vision looks forward 25 years, with goals and actions

---

<sup>1</sup> The provincially legislated GHG target is a 33% reduction from 2007 base levels by 2020, with a further target to achieve a 40% reduction by 2030.

that provide a focus on the climate crisis; interconnected social, economic, and political challenges; and the UN Sustainable Development Goals.

- In September 2020, development of the Climate Action Plan was launched. This plan will complement the university's new strategic vision and address key commitments for climate action leadership.
- Co-chaired by representatives from Enterprise Services and the Academic portfolios, the plan will build on successes to date and enable RRU to exceed provincial emission reduction targets that have been set at a further 60% by 2040, and 80% by 2050<sup>2</sup>.

### Key Considerations

**With GHG emissions reduced by 43% (see Figure 1), Royal Roads has made significant progress that is in line with other North American leaders<sup>3</sup>.** This achievement has been realized by systematic infrastructure upgrades and retrofits with a goal of improving energy efficiency and reducing GHG emissions. The ambitious, leadership challenge set by the Board to achieve a 50% reduction has been a highly motivating driver for the focused efforts to realize these dramatic reductions.

**Supporting these efforts, the university anticipates achievement of the Board of Governors 50% reduction target in 2021/22.** Reasons for this are as follows:

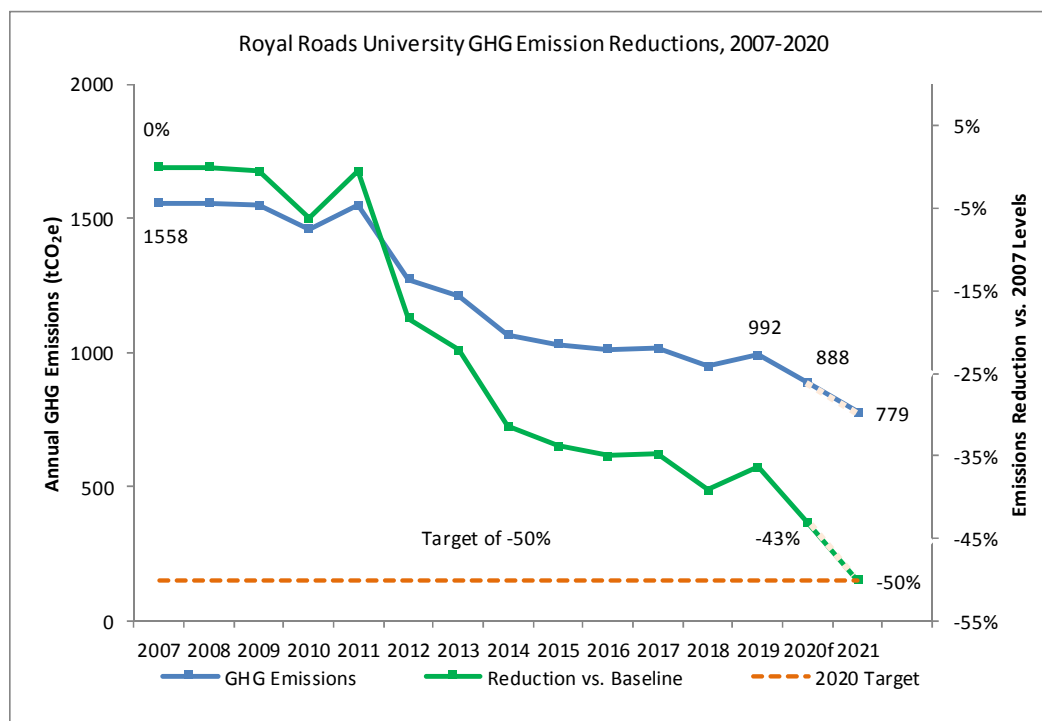
- Prioritized GHG-reduction projects (summarized in Appendix 1) were delayed in 2020/21. Technical assessments revealed that electrical infrastructure upgrades were necessary *prior* to initiating the mechanical system improvements (i.e. switching from natural gas boilers to electric heat pump systems).
- The COVID-19 pandemic response required the Operations & Resilience team to refocus on priority health and safety initiatives, which in turn, slowed project work prioritized by the 2018 Energy Audit and capital program.
- Increased ventilation requirements now and into the future (due to pandemic-triggered facilities management and safety requirements) are anticipated to increase natural gas consumption to maintain acceptable building temperatures, posing additional challenges.

**Opportunities from the COVID-19 experience.** Reduced levels of activities on the campus (starting in mid-March 2020) has resulted in lower-than-usual building heating requirements. In addition, habit and practice changes have resulted in reduced fleet vehicle use and printing. Looking into the future, ongoing COVID-19 response and recovery will consider coordination with GHG emission mitigation and climate adaptation factors. Whether applying new practices and lessons learned from COVID-19, or radical revisioning<sup>4</sup> in the face of real and emergent threats, the university is positioned well to “build back better”.

<sup>2</sup> As per the *Climate Change Accountability Act*. Additionally, the BC Government has set a target for all public sector organizations to achieve, by 2030, building emission reductions of 50%, and be fleet emission reductions of 40% (from 2010 levels).

<sup>3</sup> For comparison, UBC, a recognized leader in North America for climate action, achieved a 38% reduction in absolute carbon emissions from the 2007 baseline, despite a 21% increase in building floor space and a 32% increase in FTE students (Source: 2018 Carbon Neutral Action Report, University of British Columbia)

<sup>4</sup> “Surviving, Thriving or Radical Revisioning: Scenarios and Considerations for Pandemic Recovery and Response Planning” [https://www.royalroads.ca/sites/default/files/rru-scenario-planning\\_aug\\_2020.pdf](https://www.royalroads.ca/sites/default/files/rru-scenario-planning_aug_2020.pdf) accessed 14 May 2021

**Figure 1: Royal Roads University GHG emission trend, 2007 to 2020.**

#### 2021/22 GHG Emission Reduction Initiatives

In anticipation of completing projects identified in Appendix 1, Royal Roads University anticipates exceeding the 50% reduction target, albeit one year behind schedule. Plans and priorities for the balance of the current fiscal year, carrying forward to 2022/23, will concentrate on the following:

- **Electrical infrastructure upgrades:** complete upgrades to aging distribution systems enabling conversion from natural gas systems (boilers) to electric systems (boilers and unit heaters) in the greenhouses and campus houses. This work is also a precursor to additional electric vehicle charging infrastructure which are critical to achieving fleet emissions reductions.
- **Geo-exchange heating and cooling system:** Operationalize the new system at the Dogwood Auditorium. Implementation of this new system is expected to offset GHG emissions by approximately 50 tCO<sub>2</sub>e annually.
- **Building use Optimization:** Where feasible, optimize space planning to reduce heat and electricity requirements, taking advantage of GHG emission savings gained in 2020.
- **Renewed energy audit:** Plan to renew RRU's energy audit (last completed in 2018).

#### Climate Action Plan

The new five-year Climate Action Plan will be an outcomes-based plan which will aspire to a longer-range vision extending to 2050. Through this plan, the university will address ways it will continue to lower its carbon footprint and influence urgent change and action across various sectors of society. The plan will recommend actions that will support further GHG reductions, improve capacity to prepare for and adapt to climate change, address climate risk factors, and enhance engagement and

leadership through education, research, and partnerships. The Climate Action Plan will be ready for presentation to the Board of Governors in fall 2021.

**Options** - n/a

### **Implications**

Financial		Equity, Diversity, Inclusion, and Anti-Racism	
Human Resources		Sustainability	✓
Campus Planning		Climate Action	✓
Stakeholder/Community		Other	

### *Sustainability & Climate Action*

In general, sustainability objectives (environmental, social, and economic) are closely entwined with climate action, which is arguably the most pressing issue highlighted in the UNSDGs. RRU's concerted efforts to mitigate GHG emissions and exceed targeted reduction objectives puts the university in a position of strength as it matures the approach taken in the 2015 Sustainability Plan and transitions to the robust leadership stance that will emerge through the new Climate Action Plan.

### **Risk Assessment**

Risk	Mitigation
RRU does not comply with provincial GHG emission reduction program/targets	Integrating sustainability objectives with RRU's capital program continues to ensure that project work aimed directly at GHG emission reductions continues to be prioritized and funded  Continued monitoring and analysis of the university's GHG emission outcomes and alignment to the new Climate Action Plan

---

### **Recommendation**

That the Board of Governors receives this report for information.

---

**Attachments** - n/a

## **APPENDIX 1 – RRU GHG EMISSION REDUCTION PROJECTS**





Office of the Vice President Academic and Provost  
**Report to the Board of Governors**  
17 June 2021

## GENERAL

- The Academic Strategic Planning and Reorganization (ASPR) process is underway - terms of reference and members of the Advisory Group have been finalized. An ASPR Advisory Group Kick-Off meeting and three Appreciative Inquiry sessions took place in were held with VPA portfolio members in May and June.
- Attended Conference Board of Canada (CUE) working group sessions on Internationalization on May 11 and May 27
- CAUCE 2021 presentation: *Future-Proofing the Credentialing Ecosystem: Bringing Micro-credentials Into the Fold* - May 27
- Attended Indigenous Principles consultation session re: revisions to Universities Canada's *Principles on Indigenous Education* - June 16

## COVID-19 RESPONSE AND RECOVERY PLANNING

### RRU specific

- The COVID Task Force continue to meet regularly (virtually) to address immediate and ongoing issues related to COVID-19 response and recovery.
- The core Academic Leadership Team (ALT-core) meets weekly to assess, evaluate and coordinate on-campus programming as well as on-campus residencies based on student feedback.
- Faculty and staff have continued to deliver courses and residencies online.
- Operationally, many staff and faculty have continued to work remotely; a phased-in return to campus will take place over the summer in preparation for fall programming.

### External partners

- Attended RUCBC VP Academic meetings – April 21 and May 19
- The MAEST Learning Continuity Working Group met April 28 and June 10
- Attended Post-Secondary Town Hall Primer with Dr. Bonnie Henry - May 10

## LEARNING AND TEACHING

- Enrollment targets are strong for all programs.
- The Bachelor of Science Environmental Studies is planning for students to arrive on campus June 21 for labs.
- Fall 2021 program update  
The following programs will be held on campus beginning in September 2021:
  - International Year 1
  - Bachelor of Business Administration; Bachelor of Arts in Justice Studies; Bachelor of Arts in International Hotel Management, Bachelor of Arts in Global Tourism Management
  - Master of Arts in Tourism Management
  - Masters in Global Management (online cohort will also be offered to accommodate Intl students unable to travel to Canada)
- We are continuing to seek additional information from students in other programs to determine whether it will be possible for them to arrive in Canada to begin their studies in Fall 2021.
- Residencies associated with blended programs will continue online until January 2022.
- The MBA team is planning for the launch of a first time, on-campus MBA in January 2022. Online pre-program preparation will begin online on November 29.
- RRU received confirmation of funding from MAEST for the following initiatives:
  - Graduate Student Scholarships
  - Indigenous Initiatives
  - Student Emergency Assistance
- Updates on MAEST funded micro-credentials via Professional and Continuing Studies (PCS):
  1. Leading Projects in a Digital Environment: Jan and Feb cohorts finished - 55 students successfully completed this program
  2. Workplace Communication Skills: Jan, Feb and March cohorts finished - 73 students successfully completed this program
- MAEST Community Workforce Response Grant micro-credential programs had final wrap up with great success:
  1. Mineral Exploration, Geoscience and Environmental Field Assistant (finished in April)
  2. Supervisory Skills (finished mid-May)
  3. Business Administration Essentials (finished mid-May)



#### Recent Programs

- Graduate Certificate in Workplace Innovation and Graduate Certificate in Management and Leadership (inaugural offering) recently wrapped up end of May.
- The new Executive Leadership specialization of the MA-Leadership program (MAL XL) completed a successful online residency (May 24- May 29) with 36 engaged executive leaders who offered various presentations and microlearning's on diversity, equity & inclusion; employee engagement; workplace wellness; and cultivating mission, values, and purpose in a classroom as organizational simulation.
- It is the 20<sup>th</sup> anniversary of the Grad Cert in Executive Coaching, which is about to waitlist for the August intake.

#### New Programs

- MAEST has approved both the MA in Climate Action (MACAL) and the MA in Executive and Organizational Coaching programs.
- MSc in Management has been revised and resubmitted to DQAB. We are currently awaiting DQAB's review.

#### Student and Academic Services

- Student Counsellors from Student Success team hosted an online Wellness Workshop: *Self-Care in a Heavily Digital World* (Jun 2)
- Indigenous Student Services' weekly circle discussion held on June 4<sup>th</sup> was used as a time to reflect on the recent news from the site of the former Kamloops Indian Residential School.
- RRU Proud launched a Positive Space Network workshop (June 8-11)
- Career Learning and Development will be submitting funding requests to MAEST following the recent announcement regarding funding available to support the development of WIL opportunities – application deadline is June 22
- Pride event planning has started – a guest speaker, rainbow yoga, and music bingo are in the works.
- Several Student Services staff are participating in the annual Canadian Association of College and University Student Services (CACUSS) conference (online June 2-3, 9-10); Dranna Andrews-Brown and Kyla McLeod are presenting a session on the Online Positive Space Network workshop at Royal Roads.
- Community Service Leadership launched its Student Leadership Certificate program, welcoming 12 new Campus Ambassadors
- The recruitment process is currently underway for the Indigenous Student Services Coordinator to replace the regular full-time role vacated by Russ Johnston as he moved to the Indigenous Education Advisor position. Frankie Allen has served in this role in a temporary capacity since September 2020.
- CTET continued to see strong attendance at online faculty development workshops during May: Moodle Getting Around was offered May 6; Getting Started with Collaborate ran on May 13; and Teaching with Collaborate held on May 20 and 27.
- CTET has undertaken a "course compile" project in collaboration with the Registrar's office to provide course outlines.
- The Master of Arts in Climate Adaptation (MACAL) program launched its first course May 31 with support from Instructional Designer Ken Jeffery (CTET) which included integration of Program Mapping Application, WordPress, Moodle, and Zoom.
- CTET staff are continuing to work with BBA program faculty to redesign the program for its launch in September 2021.
- CTET Learning Technologies staff are working with LibCal account holders to automate the creation of Zoom meetings for appointments students create using this online appointment booking tool.

#### **RESEARCH**

- Royal Roads will host its first doctoral conference from Aug. 20 to 22, 2021, focused on socially engaged applied doctoral.
- STHM Dr. Geoff Bird has been invited for a two-year non-stipend term as an Associate Fellow at the Centre for Global Studies at UVic. The opportunity will hopefully lead to research partnerships – see: <https://www.uvic.ca/research/centres/globalstudies/>
- DBA student Karly Nygaard-Petersen awarded the Meddin Emerging Research Scholarship – 1<sup>st</sup> recipient of new NASBA program.
- Amy Zidulka and Ingrid Kajzer-Mitchell--along with RA Dr. Marianne Leenaerts--received a new \$18,000 contract from the Ministry of Health, *'Lessons Learned (2018-2021): 'Putting Our Minds Together Research and Knowledge Management Strategy'*.

#### **COMMUNITY ENGAGEMENT**

- The School of Leadership Studies hosted a webinar on April 8 with Mme. Annamie Paul, the first Black Canadian and first Jewish woman to be elected leader of a federal party in Canada. Mme. Paul discussed her leadership values, experiences, goals and perspectives in conversation with President Philip Steenkamp and Pierre Elliott Trudeau Scholar and Leadership Associate Faculty member, Rebecca Nelems. Mme. Paul also responded to questions from SoL students and alumni.
- The MA in Global Leadership hosted a panel on Global Leadership for Food Security on May 13<sup>th</sup> facilitated by Dr. Wanda Krause; panelists included Brenda Schoepp (graduate of the MA Global Leadership), Rebecca MacKenzie (current MAGL student), and Dr. Catherine Etmanski. The panelists offered a system's view to address this global leadership challenge (recorded webinar).
- Dr. Wanda Krause facilitated a workshop with Associate Faculty Gail Hochachka entitled *'Transformations in the Anthropocene'* at the virtual Integral European Conference on May 22<sup>nd</sup>, with participant discussions how to approach sustainability challenges.

## PCS

- 8 professors from UACJ (Mexico) will join us for a custom version of Facilitating Learning Online – Design starting June 14<sup>th</sup>
- Global Language and Learning Centre (GLLC) has decided to remain online for the fall based on student response due to travel.
- Update from Indigenous Community work:
  - PCS recently delivered our “Human Potential” course for BC Aboriginal Association of Friendship Centres last week as a kick-off to other training they are doing.
  - Future Skills Centre:
    - Project Connect (aka Professional Project Administrator program for Metis Nation students) completed first year of funding and the annual activity (narrative) report was submitted May 31. Finance working on June 30<sup>th</sup> audit deadline.
    - Program Evaluation and Research component underway led by Dr. Elizabeth Childs and Val Cortes.
  - Haisla Nation Council:
    - Cultural and Natural Resources Assessment courses underway:
      - *Understanding the Biosphere* course continuing (May 18<sup>th</sup> – June 24<sup>th</sup>)
      - *Foundations of Collective Leadership* now underway (May 31<sup>st</sup> – June 30<sup>th</sup>)
    - Curriculum development for Grad Cert in Indigenous Economic Development launched and still aiming for a fall delivery of the program.
- PCS is supporting the South Island Prosperity Partnership on their submission to the International Economic Development Council awards for the [Partnership Award](#) (w. educational institutions) focused on our collaborative work with [MicroStart BC](#) (recent Micro-Credentials project).
- Working with CAUBO (Faculty Bargaining Services) on a partnership to deliver an online Collective Bargaining course.
- Working on new business with BC Hydro, Ministry of Education, BC Legislative Assembly, City of Richmond, BC Friendship Centres, Nova Scotia Govt, Parkland, Don Mann Excavating, Township of Langley.

## PEOPLE AND PLACE

- RRU Administrative Restructure announcement (May 26) → VPA changes include:
  - combining Canadian and International teams in Admissions, Enrolment and Registration to create 3 teams – Global Admissions, Global Enrolment and Global Registration
  - Transferring responsibility from the VP Communications and Advancement for the Museum to the Library
- Recruitment for an Indigenous Scholar will begin shortly.
- Dr. Russ Wilde joined the School of Education and Technology as Program Head for the MA in Higher Education Administration and Leadership (MAHEAL) program in early April.
- FoM’s Canada Research Chair, Dr. Julie MacArthur has been elected chair of the Women and Inclusivity in Sustainable Research (WISER) network. WISER is a global network of academics in the field of clean, low-carbon, or sustainable energy research.
- Canada Research Chair Ash Prasad was mentioned on [CNN](#) discussing the COVID-19 situation in India and the impact a lockdown may have on the country’s poorest citizens.
- STHM Director Eugene Thomlinson joined local host Gregor Craigie with a panel of tourism experts on [CBC Victoria’s On the Island](#) to discuss what may be ahead for Vancouver Island travel and tourism this summer.
- Interim Dean Rob Mittelman has been asked to extend his term on the Ashoka U Network Advisory Committee for another year until July 2022, and to continue providing input into the needs of higher education institutions.
- Keith Webster, CTET Associate Director, Learning Design led the recent Electronic Technologies Users Group (ETUG) Spring Workshop in his role as group chair. The 3-day workshop featured a keynote address by Jennifer Wemigwans (Anishnaabekwe (Ojibwe/Potawatomi) from Wikwemikong First Nation), an OISE faculty member, President of Invert Media, and author of *Digital Bundle: Protecting and Promoting Indigenous Knowledge Online*. Seven CTET staff members participated in the workshop.



**Office of the Vice-President & Chief Financial Officer**  
**Report to the Board of Governors**  
17 June 2021

## GENERAL

- The new Dogwood Auditorium has won the 2021 Project of the Year Award with the Project Management Institute, Vancouver Island Chapter. A [short video](#) has been produced to celebrate completion of the project and highlight key features of the building.
- Based on one month of actual, the 2021/22 annual plan anticipates a balanced budget at \$0.6M as approved by Board of Governors.

## COVID-19 RESPONSE AND RECOVERY PLANNING

- Management is updating COVID-19 safety plans and mandatory training to align with the [BC Restart Plan](#).
- The university continues to plan and prepare for a full return to campus in September 2021 in alignment with ministry guidelines and other BC post-secondary institutions.

## LEARNING AND TEACHING

- Enterprise Resource Planning (ERP) Program – Current systems vendor (Unit4) internal restructuring has delayed engagement by 6 months for student management system (Feb/Mar 2022); in the meantime, RRU will initiate RFP process to explore options for other student information systems.
- Website Presence Renewal (WPR) Project – Phase I deployment of the core website is scheduled for June 10. Phase II subsite deployments planning under way.
- Other information technology projects currently in progress to assist employees and students include automated letters (admissions and registration), Docu-sign software implementation, additional applicant self-service and continuing education systems improvements and upgraded communications system.

## RESEARCH

- N/A

## COMMUNITY ENGAGEMENT

- Meetings with West Shore Initiative (WSI) partners MAEST, Camosun College, and University of Victoria continues to be a top priority to support the development of a capital business plan for submission in late August.
- With board approval to execute agreements between the university and the City of Langford, management continues to work with the city and site owner toward the July 28 deadline to secure the land and build long-term relationships that will support the WSI.

## PEOPLE AND PLACE

- In parallel to return to campus planning, an examination of the future of a flexible workplace is underway, including a survey to better understand operational needs of workplace. This will assist in establishing criteria for remote work to address the needs of departments and individuals and support the success of remote work arrangements.



**Office of the Vice-President Communications and Advancement**  
**Report to the Board of Governors**  
 17 June 2021

## COVID-19 RESPONSE AND RECOVERY PLANNING

### *Communications*

The communications team is working with several program areas to develop and roll out return to work on campus communications. The plan includes:

- **Refresh of COVID website** with a fresh look that signals a move to the future, updated QAs and more.
- **Release of Return to Campus guide**, an engaging guide that answers questions and defines campus posture.
- **Weekly President's message**. A June 4 focus on the value of working together in person.
- **Short welcome back videos for our social channels**. Hope for 3 of these between June and Sept.
- **Campus Conversation**. In person in early September to welcome staff back and move forward.

## RESEARCH, LEARNING AND TEACHING

### *Communications*

- **West Shore business case update**: Communications is working with Operations and Resilience through development of the West Shore business plan for gov't submission in September

## COMMUNITY ENGAGEMENT

### *Indigenous Engagement*

- **Indigenous engagement plan**. The Indigenous Engagement strategy is underway with delivery this summer.
- **Cultural representation**. Work has begun to develop a comprehensive cultural representation strategy that will link with the Indigenous Engagement Plan. It is hoped this plan will be delivered in the fall of 2021.
- **Pulling Together module**. This staff and faculty cultural competency training program was developed by the student services team and Asma-na-hi Antoine. Early survey results from those piloted are strongly positive with solid benefits and learning achieved by participants. Pulling Together will be deployed in 2021/22 to all RRU faculty and staff to help improve the RRU community's knowledge of Indigenous history, heritage and culture as we continue to move forward with (re)conciliation.
- **Connection with the Heron People**. Asma-na-hi Antoine continues to work closely with the Heron People/Old Ones providing safe opportunities for engagement with RRU, and support throughout the pandemic in the wake of the horrific news from Kamloops. Her work is instrumental in helping RRU to continue to become an inclusive and diverse community.

***Please see the appendix for full details on all communications and engagement work undertaken in response to the Kamloops residential school.***

### *Advancement*

- **Vision in Bloom campaign**. Campaign has confirmed \$102,000+ as of June 1, 2021 through direct mail. To date we have 208+ gifts, an very healthy average gift of \$229 and a response rate of just over 1.3%.
- The breakdown is as follows:
  - 55% of the gifts are from first time donors
  - 40% of giving is from the ex-cadet community
  - 13% is the result of community gifts likely driven by media attention. This tells us our ads and earned media are working so more will be deployed in the next few months at key junctures.
- Seven commemorative benches are confirmed and another 13 waitlisted. Revenue from benches will significantly boost campaign totals, each is valued at \$5K for a 10 year term.
- Major gift cultivation and solicitation begins now with personal letters from the president inviting 1:1 (distanced) tours or zoom meetings to prospects and current donors.
- **Staff giving**. Plans are underway to build out a staff giving program for launch later this summer.
- **President's Indigenous Education Bursary**. Giving to this bursary has increased with the president's donation and encouragement for staff and faculty to contribute in honour of the 215 children who lost their lives at the Kamloops residential school. We are looking at broadening this award and also considering a new name that

reflects the contemporary Indigenous students it assists and honours the children of residential schools who, because of colonization, were never given the opportunity to continue to learn or share their own knowledge. Further to this, the university is also looking at other ways to support Indigenous students. As of June 7 the bursary has raised over \$3,625 from 24 gifts.

- **Feasibility study.** RFP has been released to hire a firm for a fundraising study to test viability of a multi-year campaign. Study results will be delivered at the end of August 2021.

### ***Communications, Marketing and Campus Services***

Through spring, summer and fall of 2021 our teams will activate signature events and 25<sup>th</sup> celebrations to amplify RRU's vision, values and 25<sup>th</sup> anniversary. As Restart BC plans advance we will shift to in-person events on July 1:

1. **Convocation.** A virtual event this spring livestreamed on Facebook with 794 students graduating, 526 have registered to receive the grad package that includes a presidential letter of congrats, branded grad cap, alumni pin and several other branded items. Media celebrating our HDs, Dr. Dan Miller, who was instrumental in creating RRU, and Dr. Weifang Yang of Beifang International Education Group will support the event. 39 students will receive Founders, Chancellors or President's Scholar awards.
2. **Indigenous Graduation.** A virtual event this year, taking place June 17 to celebrate RRU's 22 Indigenous graduates (13 First Nations, 6 Metis, and 3 Inuit). Indigenous grad packages included a newly crafted heron pin, created by Elder and artist Butch Dick.
3. **National Indigenous Peoples Month AND Day.** A series of virtual events with a list of workshops and happenings including fitness sessions, bannock making, drum making and seminars on (re)conciliation, Indigenous history, culture, heritage and more. You can sign up for events at: <https://www.royalroads.ca/news-releases/joining-together-national-indigenous-peoples-month-day>
4. **Pride.** On June 25, the Pride flag will be raised and three rainbow crosswalks installed on campus. ***The first RRU in person gathering*** will be held on July 9 at Hatley Castle, celebrating Pride.
5. **July 14 – Day 1 for RRU.** In-person birthday event at Hatley Castle to celebrate the day RRU became a university with a 25<sup>th</sup> anniversary cake, fun events and presentations.
6. **President's Garden Party.** This event will be held in person in the RRU gardens on August 14.
7. **Campus Conversation.** This event will be held September 8 to welcome staff back to work on campus.
8. **Staff BBQ.** Held early September, in person, this event will welcome staff back to work on campus.
9. **Speakers Series.** In July Dr. Bonnie Henry will speak with Gwynn Dyer in September. Planning for further high-quality speakers is underway, ensuring representation from diverse communities.
10. **Dogwood Auditorium opening.** Official opening of the auditorium with the provincial government is being planned for fall 2021, hopefully September, depending on schedules.

### ***Alumni Relations***

**Alumni Chats.** On April 28 the alumni relations team hosted an alumni chat with 300+ participants on women in leadership. The next panel will feature RRU alumni senior leaders in government and the private sector.

**Alumni engagement strategy.** A plan to strategically engage alumni, analyzing levels of engagement, with strategies to move alumni along an engagement continuum is planned to build relationships and understand when to link with advancement.

## **PEOPLE AND PLACE**

### ***Campus Services***

**Public Visitation.** Since April we have seen ~8,000 visitors to the gardens

**Recovery of ancillary revenue.** the team continues to recover ancillary revenue through weddings and film production. The next film production (Netflix) is scheduled for June 22-24.

**Habitat café will have partial service** early September, resuming a full menu by January.

**Taking the RRU retail store online.** hoped to be online for convocation this project will now go-live in July.

### ***Communications***

- **Daily RRU media summary.** This is in a pilot phase with RRU executive through June. Following this the system will be adjusted based on feedback and released to a larger RRU audience.

## APPENDIX

### ***Communications and engagement activities in response to the Kamloops residential school***

**Friday, May 28:** The Royal Roads Communications team responded quickly to the horrific news out of Kamloops with a brief statement from the president posted on the university's website that was shared on social media. The statement can be found [here](#).

**Sunday, May 30:** The university lowered its flag for an undetermined period of time.

**Tuesday, June 1:** President Steenkamp issued a [longer statement](#) to recognize the beginning of National Indigenous Peoples Month and honour the 215 children who lost their lives at the Kamloops residential school. The statement included information for faculty and staff regarding decolonization work underway at RRU, lead by the Director of Indigenous Engagement, Asma-na-hi Antoine and the Indigenous Education Advisor, Russ Johnston. The statement included the announcement of a personal donation to the President's Indigenous Student Bursary and an opportunity for people to give to this fund if they so choose. As above, the university is considering a new name for the fund.

The statement and fund have been shared publicly through our social media channels with a goal to continue to broadly grow support for Indigenous students at Royal Roads. You can donate to the bursary [here](#).

Asma-na-hi Antoine lead a gathering of over 200 people to launch National Indigenous Peoples Month. Her virtual invitation is shared below:

*It's been an emotional few days for many Indigenous people throughout Turtle Island with the finding of 215 children at the former Kamloops Indigenous Residential School on Tk'emlups te Secwepemc lands. My heart and spirit have been heavy as I remember my parents who attended the Alberni Residential School.*

*I will be wearing an orange shirt to launch Indigenous Peoples Month. This virtual event will be a mixture of sorrow, honour and celebration. Very different than I had imagined, but still very important.*

*I hope you can join me. Wear orange, light some medicines and have 2 minutes and 15 seconds of silence to begin the launch of National Indigenous Peoples Month.*

Significant social media was deployed with links to [events throughout the month of June](#), specifically on **June 21, National Indigenous Peoples Day**.

**Wednesday, June 2.** The president convened a small group for a meeting to share experiences and feelings and provide support. Present was Asma-na-hi Antoine, Russ Johnston, Roberta Mason, Susan Gee, Veronica Thompson and Philip Steenkamp. This gathering will be held again as way for this group to check in with one another, learn from and support one another.

**Friday, June 4.** The communications team prepared a president's message video to collate and amplify the numerous Indigenous voices present through media all week. The video can be viewed [here](#).

**Tuesday, June 7.** RRU Human Resources sent out an email to all faculty and staff detailing the educational opportunities available throughout June through National Indigenous Peoples Month, to encourage professional and personal development around Indigenous history, culture and heritage.



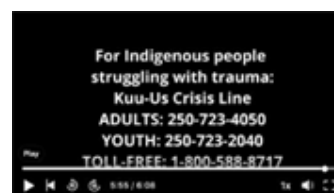
## Social media

### Response to 215 children discovered buried in Kamloops Residential School

#### Video

June 4: [President Steenkamp's video message](#)

- **8.6K** impressions
- **2.2K** views
- **340** interactions



- **20** communications social media posts on **5** channels with **56K** impressions, **1.75K** interactions **3.7%** interaction rate

May 30: [Flag lowering](#)



- **32K** impressions
- **1.2K** interactions
- **3.8%** interaction rate
- **670** reactions on LinkedIn

June 1: [Indigenous Peoples Month – Walking a better path](#)



- **5.6 K** impressions
- **162** interactions
- **2%** interaction rate

June 7: [Indigenous bursary](#)



- **2.5K** impressions
- **68** interactions
- **2.7%** interaction rate



**Office of the Vice-President Research and International**  
**Report to the Board of Governors**  
 17 June 2021

## GENERAL

- Finalizing the implementation plan for International and Research Strategic plans through the International Advisory Committee (IAC) and the Research Advisory Council (RAC) as well as coordinating the implementation of the ARTF's.
- Leveraging the *Boldly Different* creative platform. In Q1 we refreshed the creative and launched additional program clusters that together define why RRU is *Boldly Different* using a digital media mix including LinkedIn, Programmatic, Instagram, YouTube and Display. Insights West will be reporting early June on the survey results to quantify overall awareness, reputation, and effectiveness of the campaign.
- Collaboration across portfolios & academic areas resulted in the production of a series of student testimonial videos for undergraduate programs, building a full playlist on the RRU YouTube channel. Videos are garnering between 13k to 23k views.

## COVID-19 RESPONSE AND RECOVERY PLANNING

- OICD Partnership Team is collaborating with institutions overseas to offer RRU students virtual global learning opportunities during the pandemic in lieu of physical internationalization, and with international admissions, program areas, finance and GLLC to manage study permit delays and travel restrictions to reduce uncertainty and disruption to students' study plans. Student exchange has continued with online courses. OICD Recruitment Team has decreased carbon footprint with continued virtual efforts with agent Facebook Live sessions, topical webinars, RRU's Virtual Open House, a Language School FAM, student recruitment fairs and events all from the safety of their homes.

## LEARNING AND TEACHING

- Launched virtual "Lunch and Learn" with student advisors and college partners to promote transfer agreements with college partners that connects student advisors and faculty to support students on their pathways journey.
- Micro-credentials are top of mind in Canada, the US and beyond. RRU's task force is meeting regularly to develop opportunities in this area. We are assessing offerings and framework including approval process and requirements for credit and non-credit, pathways into RRU programming, registration systems constraints and market affordability & strategy of existing RRU programming.
- Dr. E. Thompson received grant funding through Global Affairs Canada and Universities Canada for the development of a Collaborative Online International (COIL) project for tourism students with partner ITESO (Mexico) as well as the development of a Professional Applied Project (PAP). Through an additional grant application underway, PAP may support undergraduate student mobility and recruitment for program.

## RESEARCH

*(All successful projects, including CRC announcements, are considered confidential until permission to announce is provided by the funder)*

- Canada Research Chairs Secretariat. Recruitment is complete for a Tier 2 Canada Research Chair in Climate Change, Sustainability, and Biodiversity. A candidate has been recommended and the nomination is expected to be submitted in October 2021. A renewal application for Dr. Ash Prasad's Tier 2 Canada Research Chair in Critical Management Studies was submitted in April 2021. The results of the Tier 2 Canada Research Chair in Advancing the UN Sustainable Development Goals nomination, which was submitted in November, are expected in June.
- Research Services. The 2020-21 fiscal year was an extremely busy and productive year. There were 217 proposals worked on – 164 faculty; 1 RSF; 52 student (2019-20 number was 141; 2018-19 number was 126; 2017-18 number was 120); and with approximately \$3.7 million in deferred revenue – previous year was just under \$3m. Number of new projects with a first year of funding this fiscal was 105 (57 faculty; 1 RSF; 47 student) – previous year was 49 (38 faculty; 1 RSF; 10 student)



- Research Ethics Board. For the 2020-21 fiscal year, there were 505 new *Requests for Ethical Review*. There are currently approx. 112 active faculty projects for which ethics approval is in place, and 42 active course-wide ethics approvals. During the 2020-21 fiscal year, the Office of Research Ethics met with 25 student cohorts. RRU is now formally a partner of [Research Ethics BC \(REBC\)](#), and is part of the [Provincial Research Ethics Platform \(PREP\)](#) for multijurisdictional research, hosted in UBC's [RISe](#) system.
- Successful proposals since March 2021: Ann Dale – School of Environment and Sustainability - \$310k from the Social Science and Humanities Research Council of Canada (SSHRC) for the *Realizing a carbon neutral economy: A new governance framework* project. 2) Heather Hachigian – School of Business - \$283k from the Vancouver Foundation for the *Testing community ownership at scale* project. 3) Sean Irwin – School of Business - \$240k from the Fund for Innovation and Transformation (Manitoba) for the *Improving WASH protocols for health care facilities to improve women's health: Testing the STREAMS approach* project. 4) Tad Homer-Dixon – Cascade Institute - \$300k from the McConnel Foundation (through RRU Advancement) for the *Interventions for Rapid Global Change* project.

## COMMUNITY ENGAGEMENT

- The first phase of the web presence renewal project is almost complete with the launch of the website scheduled for June 10<sup>th</sup>. Marketing served as the business lead of this highly collaborative cross functional effort. Webinars continue to play a key role in the new environment and can be accessed on demand [here](#).
- In Q1, the OICD Partnership Team has engaged with the European community to develop internationalization opportunities with Liverpool John Moore's University (exchange), Management Center of Innsbruck (virtual summer program) and Artevelde College University (dual degree). In the on-shore Canada market, OICD has facilitated new program delivery in collaboration with the GLLC with Royal Bridge College (dual language GCPMOL, 2+2, language pathway) and Global Village English Centre (direct pathway). All initiatives support the goals and targets outlined in the International Strategic Plan.
- The VPRI continues to actively engage in a number of virtual partner, community and government events. Currently a board member of the Greater Victoria Chamber of Commerce, member of the South Island Prosperity Partnership board selection committee, judge for the 2021 Greater Victoria Business Awards, keynote speaker for Mexico's TecMilenio webinar on *Business Ethics after the Pandemic* (April 8) and the Conference Board of Canada's *CUE Internationalization at Royal Roads University* (May 11), as well as participating in local, national and international forums, conferences and webinars related to topics such as international collaboration, post-pandemic opportunities and challenges and EDI.

## PEOPLE AND PLACE

- RRU's first *Virtual Open House* was launched over four days in May, attracting 840 attendees from 83 countries offering over 35 online sessions. Attendees experience mock classes, learned about financial aid, attended student and alumni panels, received program information including online and on-campus delivery options, amongst other opportunities.
- Marketing collaborated with our Creative and Indigenous teams on an Indigenous Alumni Pin for Convocation. Working with Asma-na-hi Antoine and artist Butch Dick, we created a wooden addition to our existing alumni pin that features a laser engraved heron-medicine wheel illustration to honour our Indigenous alumni.
- Over the past quarter, RRU has focused on the development of our relationships, partnerships, and business cases for the proposed development of the Westshore Campus.
- Anti-Racism Task Force recommendations update. 1) Establish an equity office/hub/office of inclusion: Dr Campos-García has been appointed Associate Director of Human Rights, Equity, Diversity and Inclusion reporting to the VPRI. 2) Establish a research hub: a) G Hill has been promoted to Manager of EDI in Research and is participating in the deployment of the Research Strategic Plan; b) A Madan has put forward an application to support the recommended research enquiry for Tri-Council funding with Dr. G Bird and A Antoine as proposed co-supervisors/collaborators to support; c) R Mason is tasked with implementing a hub through a staff committee (R Johnston, S Palahicky, D Zornes, D Andrews-Brown, K McLeod, A Campos Garcia and A Madan). 3) Consider our honorary doctorates to include diverse activists and scholars. A call was extended by President Steenkamp via email to the RRU community with a May 1 deadline.

## BOARD OF GOVERNORS BRIEFING NOTE



**MEETING:** June 17, 2021

**AGENDA ITEM:** Freedom of Information/Protection/Privacy Year-End Report

**SPONSOR:** Cheryl Eason, Vice-President & Chief Financial Officer

**PURPOSE:** For Information

### Synopsis

Provide information on privacy incidents and freedom of information (FOI) requests received by Royal Roads University in the 2020/21 fiscal year.

### Background

Management provides the Finance and Audit Committee and the Board of Governors an annual year-end report highlighting administration of the Freedom of Information and Privacy policy.

### Key Considerations

#### Privacy Incidents

There were four privacy incidents during FY 2020/21, a decrease of one from the previous year. A summary of 2020/21 incidents is provided below.

Date	Primary Cause	Number of Records	Additional Info	Resolution
2020-06-08	Software bug	3	HR Smart journal entries by employee were visible to another	Reported to and resolved by vendor
2020-07-03	Misdirected email	1	Email contained first and last names and student number of another student	Confirmed that email and attachment were deleted and not read
2020-08-31	Application configuration/ data residency	67	Staff member used MS Forms to collect contact information on persons registering for an alumni event; MS Forms stores information in the US, which contravenes FIPPA	Added disclosure/consent statement to form and advised those affected by email; no complaints received
2020-12-10	Application mis-configuration  Personal email addresses exposed	6,579	During the investigation of a phishing incident it was discovered that a secondary contact form held in RRU's mail system, which contains a personal email address, was open to viewing by anyone with access to the RRU mail system.	Given the extent of the data exposure a report was filed with the OIPC BC and affected users were notified  OIPC BC satisfied with RRU's response and closed the file

			Personal email addresses are considered personal information	
--	--	--	--------------------------------------------------------------	--

### FOI Requests

The university received five FOI request in 2020/21 and responded in a timely manner. This compares to one FOI request in 2019/20 and two FOI requests in 2018/19. The information requested by applicants in fiscal 2020/21 is summarized below.

Applicant	Scope of Request	Comments
Robert Fleming Lawyers (Alanna Mackenzie)	All documents, materials, records and correspondence in Elisa Wang's employment file with the RRU, from January 2006 to December 2008.	Records released August 14, 2020
Higher Education Strategy Associates	<ul style="list-style-type: none"> <li>• Enrolment by FTE by each undergraduate degree programs for the academic years of 2013/14 - 2017/18</li> <li>• Enrolment by FTE by each graduate degree programs for the academic years of 2013/14 - 2017/18</li> <li>• List of the new undergraduate and graduate degree programs in academic years of 2013/14 - 2017/18</li> <li>• International student recruitment costs broken out by categories for each of the academic years of 2013/14 - 2017/18</li> <li>• Total international student recruitment budget for each of the academic years of 2013/14-2017/18</li> </ul>	Records released September 14, 2020
Company SciLeads	Purchasing information from February 25, 2020 to present. Originator advised that records of interest included: 1. Purchase order number or equivalent, 2. Purchase order date, 3. Line item details, 4. Line item quantity, 5. Line item price, 6. Vendor name, 7. Delivery Address.	Records released August 14, 2020
Company ClassRanked	Grade distributions by letter grade, for every class and instructor for the last academic year.	Records released February 19, 2021. Instructor names withheld pursuant to section 22 (3) (d) of <i>the Act</i>
Consent Order	A Consent Order to produce all records in the university's possession with respect to student Mr. Cumpelik.	Records released February 19, 2021

### Risk Assessment

The university's freedom of information/privacy program is compliant with legislative requirements and continues to be developed as the organization matures.

### Recommendation

That the Board of Governors receives this report for information.

**Attachments** - n/a