



Extraordinary  
times call for  
transformational  
leaders.

**ROYAL ROADS  
2045 LEARNING  
FOR LIFE**





People who  
can solve the  
world's toughest  
problems.

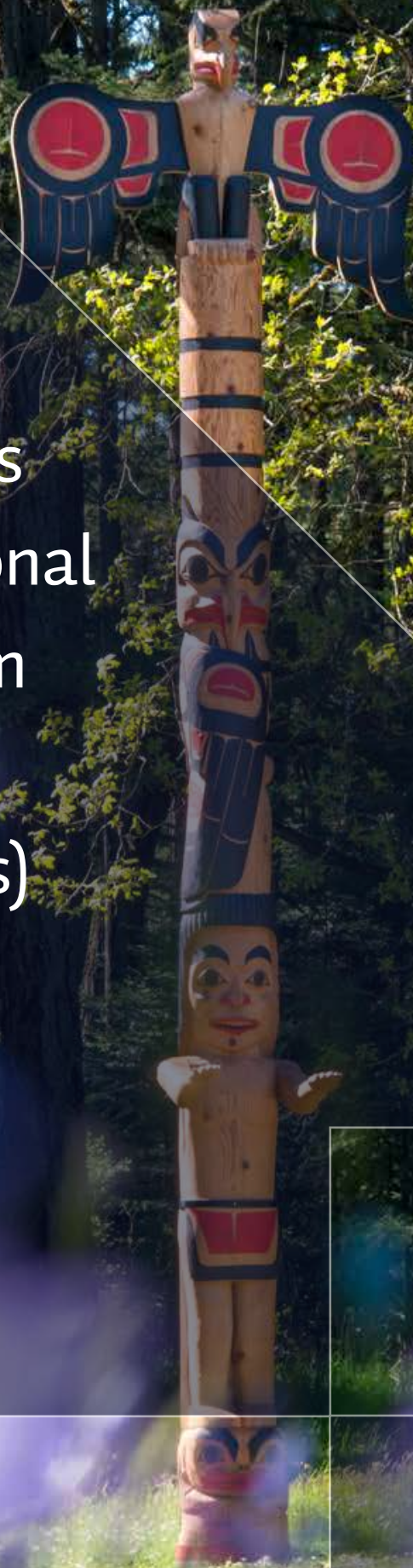
At Royal Roads  
we inspire leaders  
who shape the  
future.



Learning For Life,  
our new strategic VISION  
celebrates our past and  
looks forward 25 years,  
with goals and actions  
crafted to ensure we  
continue to deliver  
life-changing education...  
creating leaders  
who change the world.



Royal Roads  
acknowledges that it is  
located on the traditional  
lands of the Xwsepsum  
(Esquimalt) and  
Lekwungen (Songhees)  
families.



**WELCOME! Hay'sxw'qa' si'em!**

## **A NEW VISION FOR ROYAL ROADS UNIVERSITY**

I am delighted to share with you a new vision for Royal Roads University. This vision, with its associated values, goals and actions, will guide the development of our learning, teaching and research for the next 25 years. The vision is simple and bold: inspiring people with the courage to transform the world.

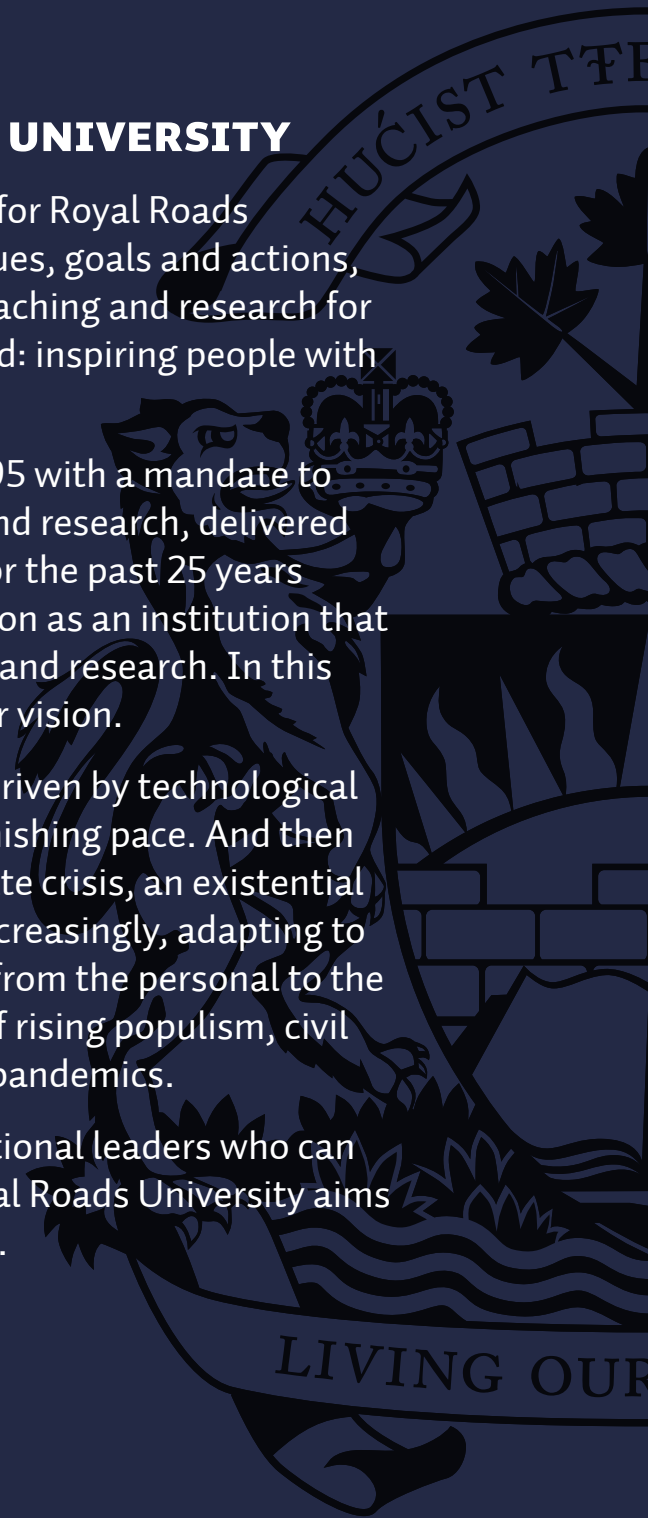
Royal Roads University was established in 1995 with a mandate to focus on applied and professional programs and research, delivered in a blended format, on campus and online. For the past 25 years Royal Roads has established a strong reputation as an institution that delivers high-quality, life-changing education and research. In this anniversary year, the time is right to renew our vision.

Our world is changing rapidly. The economy, driven by technological innovation and AI, is transforming at an astonishing pace. And then there's our most pressing challenge: the climate crisis, an existential threat around the world. Addressing it and, increasingly, adapting to it, demands coordinated action at every level from the personal to the global. And all this is set against a backdrop of rising populism, civil unrest, war, mass migration and devastating pandemics.

These extraordinary times call for transformational leaders who can step up and tackle significant challenges. Royal Roads University aims to be the university of choice for these leaders.

Please join us!

Dr. Philip Steenkamp  
President and Vice-Chancellor  
Royal Roads University







**OUR VISION STATEMENT**

Inspiring people  
with the courage to  
transform the world



## OUR VALUES...



### **Caring**

*A diverse and supportive community for our students, faculty and staff*



### **Creative**

*Innovation in all we do; we continually seek new and better ways to do things*



### **Courageous**

*Bold in our actions; we welcome challenges and take thoughtful risks*

## WE HAVE 6 CRITICAL COMMITMENTS GROUNDED IN OUR GOALS AND ACTIONS...



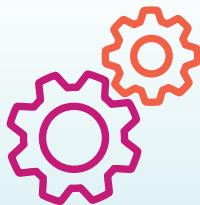
Build on our strengths in applied and professional programming, inter and transdisciplinarity and innovative delivery



Grow our innovative and entrepreneurial culture, and respond quickly to changes in the workplace and society



Enhance the inclusion and engagement of people of diverse backgrounds and ideas in all aspects of university life



Implement the recommendations of the Truth and Reconciliation Commission (TRC), and honour the spirit of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).



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



Promote research and education to tackle the climate crisis, rapid advances in technology, and interconnected social, economic and political challenges

## **GOAL 1: ANY AGE, ANY STAGE, ANY PLACE**

Royal Roads University is an **engine of life-long learning**, connecting with students of any age, at any stage in their careers and from any place around the globe.

We are nimble and responsive to labour market demands and the needs of our students – answering the call of changing demographics, shifting workplaces, and global problems. We dial in programming to the issues of our time, offering first-rate teaching in climate change, sustainability, social change, and the human-machine interface. We are accessible, open and flexible – engaging a wide range of learners from around the world with program schedules that allow them to keep their jobs while increasing skills and knowledge.

Our students say Royal Roads gives them education that is transformational. And that's our aim: to build leaders from all walks of life, from any community or country, who change the world.

## **GOAL 2: EXPLORE, SHARE, ADVANCE**

Royal Roads research seeks to transform lives, communities and societies. Our research:

- is purposefully designed to directly benefit the communities in which we live, work and play, be they local, national, or international.
- inspires action and solves real-world problems as we prepare for disruption on many fronts including education, technology, the natural world, and economic and social systems.
- is primarily inter and transdisciplinary, which by its nature is collaborative.
- knows no borders and seeks to inform both local and global contexts.
- is designed to be shared and developed with practitioners who will implement the findings and results.

At Royal Roads, research is integral to and inextricably linked with our learning and teaching. It informs learning and teaching. In turn, teaching and learning is explored through research. Partnerships with those who may be affected by, or use, our research, are critical. Finally, research informs the university's operations and how we live and work at Royal Roads. We move forward with a spirit of inquiry, a quest for knowledge, and a commitment to action. Our aim is to teach students to explore, share and advance solutions to critical issues, and ultimately show up as sought-after leaders in communities around the world.

### **GOAL 3: INVITE IN, VENTURE OUT**

Our campus warmly welcomes all people and communities. We are proud to partner with leaders from local Indigenous communities and our colleagues in the education sector here at home and across the country. And, we continue to strengthen relationships with partners in the cities on the West Shore, and Victoria, as well as with our provincial and federal governments.

Our graduates are local, provincial, national and international. For our alumni we are a constant touchpoint, creating life-long relationships for life-long learning. For local high school graduates and adult learners we are a community hub for studies and skill development in countless areas.

We are committed to reconciliation, implementing an Indigenous learning-framework that will reach into our operations, teaching and research.

We continually grow our profile and reputation across Canada and around the world, telling the Royal Roads story through our website and digital channels, at conferences and speaking engagements and through our wide professional networks. As we invite in and venture out, our aim is clear: to grow Royal Roads as a sought-after partner and destination.

## **GOAL 4: VIBRANT AND SUSTAINABLE**

We honour the history and culture of those who have come before us: Indigenous communities, settlers, and those who attended Royal Roads as a military college. Today we work to create a highly engaged and inclusive campus, built on sustainable, leading-edge infrastructure and online platforms.

We are devoted to sustainability and over the past few years have significantly reduced GHG emissions on campus. With a new Climate Action Plan in the works we will reduce emissions further and roll out projects and initiatives to fight climate change, while helping our communities learn to adapt and be resilient.

Our magnificent campus, combined with a focus on taking on the world's toughest problems, makes it an extraordinary place to work and learn. It means our faculty, staff and students are as exceptional as our surroundings. We aim to make Royal Roads a workplace of choice and the university of choice for learners who want the best in real-world teaching and research.

## CONCLUSION

As we work together to reposition Royal Roads for the next 25 years, we envision a nimble, innovative university attracting students from across Canada and around the world interested in learning relevant to their personal and professional needs and the demands of a rapidly changing world.

Simply put, we will be the university of choice for life-long learners. We also see a university deeply respectful of Indigenous history and culture and highly responsive to the needs of Indigenous students and communities.

As an employer, we will continue to build a high performing, regenerative work culture, creating an environment that is inclusive and diverse, driving to be recognized as a top workplace in Canada.

And finally – place. Royal Roads is a very special place. Steeped in history and the splendour of our gardens, forests and ocean views, we will welcome people from around the world who want to study, work, partner, or just enjoy our campus.

### TO MAKE THIS VISION A REALITY

- we will keep living our values – being caring, creative and courageous,
- get busy on the actions that will help us reach our goals,
- and report our progress to the community each year.

**Most importantly we will demonstrate** how a university with courage at its core creates leaders, again and again, who truly change the world.

