

Board of Governors - Open Session



Board:

Kathleen Birney, Board Chair & Chancellor
Philip Steenkamp, President & Vice-Chancellor
Sage Berryman
David Black
Cindy Brar
Dave Byng
Nelson Chan
Bruce Donaldson
Geoff Pearce
Asad Shaikh
Lori Simcox

Administration:

Cheryl Eason
Steve Grundy
Pedro Márquez
Katharine Harrold
Margot Bracewell (recording)

Regrets:

Lydia Hwitsum

Guests:

Catherine Riggins
William Holmes

October 10, 2019 08:45 AM - 10:30 AM Eastern Time (US and Canada)

Thursday, October 10, 2019

Agenda Topic	Presenter	Time	Page
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1. Call to order and welcome	Birney	08:45 AM-08:48 AM	
2. Approval of the agenda MOTION: That the agenda be approved as distributed.	Birney	08:48 AM-08:49 AM	
3. Approval of the minutes of June 19, 2019 MOTION: That the minutes of the open session of the 19 June 2019 Board of Governors meeting be approved as distributed.	Birney	08:49 AM-08:50 AM	4
4. Report from the President Verbal update	Steenkamp	08:50 AM-09:05 AM	

5. Spotlight on the University Alumni Spotlight - Presented by Catherine Riggins	Riggins	09:05 AM-09:35 AM	
6. Report from the Program and Research Council	Steenkamp	09:35 AM-09:45 AM	12
6.1 Report from the Chair	Steenkamp		
6.2 New Program: Master of Arts in Executive and Organizational Coaching	Holmes		12
MOTION: That the Board of Governors approve the Master of Arts in Executive and Organizational Coaching as a new program.			
7. Report from the Finance and Audit Committee	Byng	09:45 AM-10:00 AM	14
7.1 Report from the Chair	Byng		
7.2 Accumulated Operating Surplus Policy	Byng/Eason		14
MOTION: That the Board of Governors approves the proposed Accumulated Surplus Policy as presented in attachment.			
7.3 Sustainability Plan – Update	Byng/Eason		21
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8. Report from the Governance and Nominating Committee	Donaldson	10:00 AM-10:15 AM	25
8.1 Report from the Chair	Donaldson		
8.2 Committee Terms of Reference	Donaldson		25
MOTION: That the Board of Governors approves the revisions to the Program and Research Council Terms of Reference as recommended and outlined in the briefing materials.			
8.3 RRU Standards of Conduct and Service Policy	Donaldson/Eason		28
PROPOSED MOTION: That the Board of Governors approve:			
1. The “Standards of Conduct and Service Policy” with the suggested amendment; and			
2. Rescinding of the 2005 Employee Standard of Conduct Policy.			
8.4 Board Policy: Delegation of Authority Policy	Donaldson/Eason		77
MOTION: That the Board of Governors:			
1. Approve the amended Delegation of Authority Policy; and			
2. Rescind the four (4) redundant policies.			
- D1020 – Delegation of Authority to Hire Staff			
- D1030 – Delegation of Authority for Purchasing and Signing Authorities			
- D1040 – Delegation of Authority for Capital Expenditures			
- D1050 – Delegation of Authority for Fees for Service and Facility Use			
9. Consent – information items	Birney	10:15 AM-10:20 AM	94
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9.3 [Academic and student support services report](#)

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For information - From PRC meeting September 12, 2019

10. Adjournment

Birney

DRAFT



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

**19 June 2019
Drawing Room, Hatley Castle**

PRESENT	
Board: Kathleen Birney, Board Chair & Chancellor Philip Steenkamp, President & Vice-Chancellor David Black Cindy Brar Nelson Chan Bruce Donaldson Lydia Hwitsum Doug Kobayashi Geoff Pearce Lori Simcox	Administration: Cheryl Eason Steve Grundy Pedro Márquez Katharine Harrold Karen Hakkarainen Margot Bracewell (recording)
REGRETS	
Dave Byng Nadine Penalagan	
Guests: Brigitte Harris	

1. Call to order and welcome – 8:30 a.m.

Board Chair Kathleen Birney welcomed Board members and members of the university community who were present to observe the meeting. She acknowledged with gratitude the Lkwungen and Xwsepsum families and the traditional lands on which the university sits.

The Chair welcomed Geoff Pearce and David Black to their first Board of Governors meeting following their appointments to the Board on March 12 and April 1, 2019 respectively. Geoff is a Lieutenant Governor in Council appointee to the Board and, prior to retirement, was a chief administrative officer in local governments. David is an associate professor in the School of Communication and Culture and was elected by the faculty to serve a three-year term on the Board.

The chair also thanked Doug Kobayashi for his service on the Board. Doug was appointed to the Board by the Lieutenant Governor in Council on July 31, 2018 and his term on the Board will expire on July 31, 2019. Doug has agreed to serve as an external member of the Program and Research Council once his service as a Board member concludes, as approved at the June 2019 Board meeting.

2. Approval of the agenda

MOTION (Kobayashi/Donaldson)

That the agenda of the open session of the 19 June 2019 meeting be approved as distributed.

CARRIED

3. Approval of the minutes

MOTION (Donaldson/Kobayashi)

That the minutes of the open session of the 29 March 2019 meeting be approved as distributed.

CARRIED

4. Report from the President

The President thanked members of the executive and operations teams for their work on the prior day's convocation ceremonies and his installation as the university's fourth president. He offered a special thanks to Katharine Harrold, VP Communications and Advancement, who led the teams.

The President provided the Board with updates on a number of key initiatives:

West Shore campus expansion:

Work on the business case development is proceeding well through the efforts of S. Grundy and C. Eason. A status report summarizing activities to date was submitted to the Ministry at the end of May. The current focus of the project is on the development of new undergraduate curriculum and engagement with external partners, for example, the University of Victoria, Camosun College and School District 62. The Board will receive a significant update on this initiative in the fall.

DND land disposition:

On June 11th, RRU signed a framework agreement with Esquimalt Nation, outlining how we will work together through the Department of National Defence (DND) land disposition process. The agreement is similar to the one RRU entered into with Songhees Nation (signed May 2018).

Funding for equity and diversity:

The university recently received \$347k funding from NSERC's inaugural Equity, Diversity and Inclusion (EDI) Institutional Capacity-Building Grant. RRU was one of 15 universities, from an applicant pool of 51, to secure this tri-agency funding. The purpose of the grant is to support equity, diversity and inclusion in the Canadian post-secondary research enterprise. This connects nicely with RRU's ongoing Everyone Counts initiative (through Human Resources) and the recent EDI information sessions (with 242 employees participating) and online EDI survey (58% response rate). Survey results and feedback will be shared in the coming weeks.

Visioning exercise: Pedro Márquez (steering committee and executive lead) reported on recent activities to engage the RRU community in an open dialogue on who we are and what makes us, and keeps us different. A number of face-to-face and virtual consultations were conducted with staff and faculty during the month of May, and an online survey was shared with an even larger group of stakeholders, resulting in 737 responses. Data and comments are being analyzed and consolidated to identify key themes.

The Chair thanked Pedro for the comprehensive overview of the visioning project and commented on how this work will help to inform the Board on important decisions over the next 25 years.

Additionally, the President updated members on his recent travel to Germany where he attended the Going Global conference in Berlin and visited the Berlin School of Economics.

The Board thanked the President for this report and acknowledged Philip's efforts in moving initiatives forward in the first six-months of his presidency.

The chair also welcomed and thanked Margot Bracewell for stepping into the interim role of Manager, Board Governance and Planning.

Nelson Chan, on behalf of the Board, extended a sincere appreciation and thanks to Karen Hakkarainen for her many years of work supporting the Board and congratulated her on her new role at UBC.

5. Spotlight on the university

5.1 Presentation on the Faculty of Social and Applied Sciences (FSAS)

The Chair invited Dr. Steve Grundy to introduce Dr. Brigitte Harris, Dean of the Faculty of Social and Applied Sciences, and welcomed her to the meeting.

Dean Harris provided an overview of FSAS and its structure, noting that currently FSAS is home to 48 programs in five schools, that are largely graduate, applied, and inter- and transdisciplinary in nature. Common amongst all schools are the unifying themes of social innovation, leadership, social justice, sustainability, reconciliation, inclusion/diversity, and inter- and transdisciplinarity.

A detailed SWOC analysis highlighted the following:

- Strengths: dedicated faculty, staff, and associate faculty; innovative teaching practices; continuous improvement of programs and courses; learning in and with community; student/alumni word of mouth
- Weaknesses: heavy faculty administrative load; limited opportunities for staff advancement; rapid staff turnover; risks associated with programs led by a single faculty member; lack of semesters; need for critical IT improvements; relatively low awareness of RRU
- Opportunities: rethink academic administration; remove barriers to sharing resources, courses, programs; re-engineering work process; rethink work planning process
- Challenges: attract and retain skilled staff and faculty in shrinking workforce; slow/broken DQAB approval process; location of FSAS schools across campus fosters silos and hinders collaboration; continue to differentiate; keeping up with rapid technological changes and market disruptions

Board members offered the following observations:

- Find a way to reflect and integrate the Truth and Reconciliation Commission recommendations and themes across programs.
- Consider what external sources are available to advise on best practices re: challenges with administrative processes.

- Determine the behavioral or systems barriers to collaboration and consider what structures could improve/support collaboration.
- Utilize the RRU Admin community of practice to reduce the duplication of process challenges for administrative staff. Clearly define roles and help create an environment of sharing.
- Consider how workload planning and design could address faculty administrative burden.

The Board thanked Dean Harris for the thought-provoking discussion and presentation.

6. Report from the Program and Research Council

6.1 Report from the Chair

Philip Steenkamp reported on the May 30 council meeting, noting that Dr. Anna Biolik stepped down after serving the maximum 6-year term as an external member of council.

6.2 New Program: Graduate Certificate in Management and Leadership

Steve Grundy introduced the proposed 9-credit graduate certificate, noting that it is built using existing courses and is designed as a corporate training offering, delivered through Professional and Continuing Studies (PCS), with academic oversight from the Faculty of Management. It was further clarified that PCS can provide customized program delivery to meet individual client needs. The tuition rate aligns with the current MBA credit rate.

MOTION (Kobayashi/Chan)

That the Board of Governors approves the Graduate Certificate in Management and Leadership as a new program.

CARRIED

6.3 Program Approval Framework

Stemming from prior discussions at the Board and the Program and Research Council (PRC), Steve Grundy provided an overview of the proposed program approval framework that enables a more streamlined and nimble approach to approving new diplomas and graduate certificates, and revising existing programs.

In summary, the framework proposes that:

- All new certificate and diploma programs be approved by Academic Council.
- All new certificate and diploma program tuition rates be set within the framework established by the Pricing Committee and consistent with rates in existing certificate and diploma programs.
- All new certificate and diploma program tuition rates be reviewed and approved by the Executive Committee prior to Academic Council review.

- All program revisions for certificates, diplomas and degrees be approved by Academic Council.

No other changes to program approval or quality assurance practices are proposed; however, the PRC and Academic Council terms of reference, and the Academic Programs Policy will require updating.

Members supported the changes to the program approval framework but requested that the PRC and the Board be informed of all approvals.

MOTION (Donaldson/Steenkamp)

That the Board of Governors approves the Program Approval Framework.

CARRIED

7. Report from the Finance and Audit Committee (FAC)

7.1 Report from the Chair

Nelson Chan, vice-chair of the Finance and Audit Committee, offered to lead the discussion in the absence of the chair, Dave Byng.

7.2 Strategic Investment Portfolio Plan

Following extensive discussion around the topics of asset mix and risk tolerance, the committee recommends Option 1 for Board approval. Management clarified that reducing cash holdings will not pose a risk in the ability to access cash, as this is carefully monitored through treasury management.

MOTION 1 (Kobayashi/Donaldson)

That the Board of Governors approves adoption of Option 1 for the investment strategy for Royal Roads University.

MOTION 2 (Kobayashi/Donaldson)

That the Board of Governors approves adoption of Option 1 for the investment strategy for the Royal Roads University Foundation.

MOTION 3 (Kobayashi/Donaldson)

That the Board of Governors approves the adoption of the format for the Strategic Investment Portfolio Plan.

CARRIED

7.3 Web Presence Renewal Project Business Case

Nelson Chan commented on the website being a core component of RRU's infrastructure and that the project is moving forward in a calculated and methodical way to reduce risk. The new platform

will be mobile friendly and easier to update, and functionality will be turned on as it becomes available through the project.

Management provided a high-level overview of the project, including financing options. It was noted that the platform will serve as a strategic hub to all areas of university operations, including marketing, student recruitment, and human resources.

Board members commented that the student experience is of primary importance and provided the following observations:

- Mobile friendly access must be a good “user experience” as nearly 50% of all access to the website is via a mobile device.
- Management will need to be mindful of competing demands on internal resources as the project unfolds, and ensure that human resources and policies are in place to support successful implementation.
- Consider change management principles throughout the process, as most similar projects fail in the implementation stage.

Management clarified that the \$1.2m project management fee (option 1) encompasses project costs across multiple years (to 2023) and includes professional project management and support to the implementation team. The fees are consistent with the industry standards that MNP recommends. It was further explained that the project budget is fully costed from accumulated surplus; any additional funding received from MAEST would off-set the RRU’s contribution.

MOTION (Chan/Donaldson)

That the Board of Governors approves the Web Presence Renewal Project Business Case as presented.

CARRIED

7.4 Enterprise Resource Planning (ERP) Program Concept Paper

Nelson remarked that the ERP concept paper was thoroughly discussed at the Finance and Audit Committee meeting. Given the scope of the ERP renewal program the committee recommends taking a cautious approach to advance the business case, fully understand the scope, determine risk, and identify implementation options. Members encouraged the planning team to draw on local knowledge i.e.: staff, in the ERP design process.

MOTION (Kobayashi/Chan)

That the Board of Governors approves a budget of up to \$400K to complete the business case analysis and preliminary design of the proposed Enterprise Resource Planning renewal program.

CARRIED

7.5 Update on the Learning and Teaching Auditorium

The Board was provided with a quarterly update on the Learning and Teaching Auditorium. It was reported that construction is scheduled for completion in October 2020. Management is awaiting confirmation from MAEST on an additional project-specific capital grant of \$5.0M.

8. Report from the Governance and Nominating Committee

8.1 Report from the Chair

Committee Chair Bruce Donaldson shared that the committee last met on June 4.

8.2 Committee Terms of Reference

The committee completed its annual review of all Board committee terms of reference and the proposed revisions identified by each committee. Updates to both the Governance and Nominating Committee and Finance and Audit committee were recommended. Details are outlined in the briefing materials.

MOTION (Donaldson/Hwitsum)

That the Board of Governors approves the revisions to the Finance and Audit Committee Terms of Reference and the Governance and Nominating Committee Terms of Reference as recommended and outlined in the briefing materials.

CARRIED

8.3 Board retreat

The Governance and Nominating Committee recommends scheduling a mini-retreat and Board dinner the day prior to the October Board meeting

The president volunteered to draft an agenda and circulate it for consideration.

MOTION (Donaldson/Pearce)

That the Board of Governors schedules a half-day Board Retreat and dinner on Wednesday, 09 October 2019.

CARRIED

CONSENT AGENDA

9. Approval items

None.

10. Information items

10.1 Minutes of the 30 May 2019 meeting of the Program and Research Council

10.2 2018/19 Annual Research Report

10.3 Quality and Student Satisfaction Measures report

10.4 Report from the Prevention and Response to Sexual Violence Advisory Committee

10.5 KPMG Management Letter and Management Responses

10.6 2018/19 Freedom of Information and Protection of Privacy Year End Report

10.7 Government Reporting Entity (GRE) 2018/19 Compliance Report

11. Adjournment – 10:56 a.m.



BOARD OF GOVERNORS BRIEFING NOTE

MEETING:	10 October 2019
AGENDA ITEM:	New program – Master of Arts in Executive and Organizational Coaching
SPONSOR:	Philip Steenkamp, Chair, Academic Council
PURPOSE:	For Decision

Consistent with its terms of reference, the Program and Research Council recently reviewed a proposal for a Master of Arts in Executive and Organizational Coaching and recommends approval to the Board of Governors.

Approval Process:

The full program proposal was reviewed and approved to move forward by:

- RRU Executive – 28 May 2019
- Curriculum Committee – 17 July 2019
- Admissions Committee – 24 July 2019
- Academic Council – 24 July 2019
- Program and Research Council – 12 September 2019

Summary:

This proposed credential is a 36-credit Master of Arts in Executive and Organizational Coaching housed within the Faculty of Management. This degree will result from the combination of the existing 9-credit Graduate Certificate in Executive Coaching (GCEC), additional courses from the Graduate Certificate in Advanced Coaching Practices, and existing research, paper and thesis courses. Only 2-3 new courses would be required for development. The degree is designed to give organizational leaders and managers, and professional and executive coaches, working in or with organizations in all sectors the enhanced knowledge, skills, practice, and expertise in the blossoming field of Executive and Organizational Coaching. The proposed credential is aligned with relevant professional associations (e.g. International Coach Federation, Association of Coach Training Organizations, Worldwide Association of Business Coaches, Graduate School Alliance for Education and Coaching) and allows for students to accumulate the required education hours for the Master Certified Coach (MCC) designation through the International Coach Federation.

Anticipated launch date:

It is proposed that the new programs be introduced in September 2020.

Enrolment:

We project an initial (minimum) enrolment of 10 students and anticipate a steady growth rate to 25 students.

Financial Analysis:

As the first nine credits of the program are with the current GCEC, this analysis picks up after the completion of those 9 credits. With an anticipated September start, the 27 credits exclusive to the MA degree would start early in the following fiscal. Program delivery costs within the model include the standard rates for the associate faculty contract model and instructional costs in line with other MA programs. The analysis also includes academic support costs during the delivery phase of the program at the normal rates for modelling.

Tuition rates:

EXPECTED VERSION	
Tuition - Domestic	\$23,506
Tuition - International	\$30,085
Administration Fee	\$0
Annual Enrollment (<i>Steady State</i>)	25 50 FTEs
Annual Program Tuition (<i>Less Attrition</i>)	\$558,272
IRR - 7 years	25%
NPV - 7 years	\$267,181
Payback (<i>years from September 2020</i>)	4.88
Contribution Margin at Steady State	\$281,471
Contribution Margin %	50%
Net Profit at Steady State	\$253,346

While the Pricing Strategy Committee has not yet categorized and aligned the tuition rates across programs and courses, the preferred rate is the mid-range, \$23,506, which is aligned to the MBA program. The proposal is that students pay the current premium rate (\$1,122 per credit) for the 3 GCEC courses (9 credits) and the remainder of the courses (27 credits) would be charged at the rate per credit aligned to the MBA program.

Fit to Strategic Direction:

There is also a clear alignment and opportunity to advance our three overarching institutional strategic research themes:

- 1) learning and innovation
- 2) thriving organizations
- 3) sustainable societies and communities.

The work completed by the students, as well as the engagement of faculty in this work, would be another indication of the University's support and commitment to these themes. This program will help Royal Roads University develop into a nationally recognized leader in the field.

Other RRU strategic goals that align with the creation of this program include:

*Goal: RRU needs to grow to achieve sufficient critical mass to assure continued relevance, quality and financial sustainability at a time **when its traditional competitive advantage is being eroded by competitors/imitators***

Goal: To realize our targets and be sustainable and competitive, we need to build on our strength as well as diversify and expand our markets (domestic and international) and our program offerings, according to our Strategic Direction and the Board-approved policy

*Goal: We must be business-model focused for all programs and initiatives, but as we mature, **we need to be able to leverage off of current programs and processes and continuously develop new versions, and look for new opportunities that successfully build on existing platforms** and therefore be able to explore lower cost options that are based on volume and/or lower margins.*

The full program proposal is available on request.

MOTION: That the Board of Governors approves the Master of Arts in Executive and Organizational Coaching as a new program.

**BOARD OF GOVERNORS
BRIEFING NOTE**



MEETING: OCTOBER 10, 2019
AGENDA ITEM: ACCUMULATED SURPLUS POLICY – ONE-YEAR REVIEW
SPONSOR: CHERYL EASON, VICE PRESIDENT & CHIEF FINANCIAL OFFICER
PURPOSE: APPROVAL

BRIEF DESCRIPTION OF AGENDA ITEM

The Accumulated Surplus Policy was brought forward to the Finance and Audit Committee at their October 1, 2019 meeting to review the recommended changes as part of the ongoing monitoring of the policy during its first year of adoption.

KEY CONSIDERATIONS

There are two key cost pressures that the university could potentially face: [1] operating deficits, and [2] projects (e.g. West Shore initiative, land acquisition) that may have future investment implications.

The Finance and Audit Committee indicated that management should consider providing the committee with guidelines for the amount of accumulated surplus funds that are appropriate for the university to maintain and bring back for discussion as part of the business planning.

RECOMMENDATION

Through discussion with management, the Finance and Audit Committee asks that the Board of Governors consider the proposed changes to the Policy as outlined in the attachment.

MOTION

That the Board of Governors approves the proposed Accumulated Surplus Policy as presented in attachment.

Attachment

- October 1, 2019 briefing note and associated attachments presented to the Finance and Audit Committee

FINANCE & AUDIT COMMITTEE BRIEFING NOTE



MEETING: OCTOBER 1, 2019
AGENDA ITEM: ACCUMULATED SURPLUS POLICY – ONE-YEAR REVIEW
SPONSOR: CHERYL EASON, VICE-PRESIDENT & CHIEF FINANCIAL OFFICER
PURPOSE: APPROVAL

BRIEF DESCRIPTION OF AGENDA ITEM

To review the Accumulated Surplus Policy and reflect recommended changes as part of the ongoing monitoring of the policy during its first year of adoption.

BACKGROUND

The Accumulated Surplus Policy was approved by the Board of Governors on October 12, 2018. It requires a review by the Finance and Audit Committee one year after the policy's approval to identify changes to the policy to ensure it is meeting its stated objectives.

KEY CONSIDERATIONS

Emerging themes since approval of the policy

1. Five-year (2019/20 to 2023/24) business plan perspectives

Historically, the university has not deployed significant amounts of accumulated surplus to fund capital assets having successfully leveraged funding from government and other sources. However as capital plans and priorities are pursued, this is beginning to change. The proposed five-year business plan identifies further significant deployment of accumulated surplus through to fiscal 2023/24.

2. Program Funding

Evolving throughout fiscal years 2018/19 and 2019/20, two distinct mechanisms have emerged for approval of capital expenditures:

- Initiative/Major Project Funding: Supported by business cases, these projects significantly change the capacity of the university either through new or substantially enhanced or rejuvenated assets.
- Ongoing routine capital programs: aiming to maintain or extend capital asset service capacity and lifecycles, these programs include the government routine capital funding program which requires a 75:25 government-to-institution financing ratio. This program enables the safe and effective operation of campus facilities, building systems and infrastructure. In parallel, the university manages furniture and equipment assets in keeping with acceptable maintenance and lifecycle plans.

Impact on Policy

From a practical approach, replacement and sustaining programs do not have a business case reviewed by the Board. Management reviews and prioritizes requests based on assessed need within the capital framework. Targeted expenditure levels are identified in the five-year business plan based on expected funding and high-level estimated need. Approval of these capital expenditures is accomplished in the annual operating plan. Amended wording to incorporate this approval process are included in paragraphs 3 and 4 of the Accumulated Surplus Policy.

3. Prioritization

As the capital framework continues to evolve and expenditures continue, funding of projects and initiatives through deployment of accumulated operating surplus will become a constraining factor. To ensure that revised priorities are correctly identified, a revised accumulated operating surplus plan should be presented and approved by the Board in conjunction with approval of a project's business case.

Impact on Policy:

Wording is included in paragraph 3 to require a revised accumulated surplus plan at the time that new business cases are approved.

RECOMMENDATION

Based on the one-year review of the Accumulated Surplus Policy, management asks that the committee consider the proposed changes to the Policy as outlined in Attachment 1. Attachment 2 provides the Board approved Accumulated Surplus Policy (October 2018).

MOTION

That the Finance and Audit Committee recommends for approval to the Board of Governors the Accumulated Surplus Policy be amended as proposed in Attachment 1.

Attachments

1. Accumulated Surplus Policy – Proposed policy at one-year review
2. Accumulated Surplus Policy – Tracked changes on Board-approved policy (October 12, 2018)

Attachment 1: Accumulated Surplus Policy – Proposed policy at one-year review [FAC 2019Oct01]

POLICY NAME: RRU ACCUMULATED SURPLUS POLICY**PURPOSE**

This document sets forth the accumulated surplus policy (Policy) to guide Royal Roads University (RRU) in the deployment of available accumulated surplus funds in accordance with responsible fiscal management for the allocation and utilization of resources to meet the university's priorities.

KEY TERMS/DEFINITIONS

Key Term	Definition
Accumulated Surplus	The accumulation of annual net operating income.
Available Accumulated Surplus	<u>Available</u> accumulated surpluses are the result of the accumulation of annual net operating income (accumulated surpluses), less additions to capital and major projects, plus deferred capital contributions. Available accumulated surpluses are also net of endowments when presented on a consolidated basis
Extraordinary Operating Results	Unforeseen revenue shortfalls or unexpected expenditures not contemplated in annual operating plans that cannot be mitigated through cost containment measures and result in a net loss for the year.

POLICY TERMS

1. All planned uses of the available accumulated surplus and operating surpluses must be reviewed by the Finance and Audit Committee and approved by the RRU Board of Governors.
2. Use of the available accumulated surplus, within the current Board guidelines, legislative and government policy requirements, include:
 - Capital infrastructure and technology upgrades and additions
 - Extraordinary operating results (unforeseen revenue shortfalls or unexpected expenditures not contemplated in annual operating plans that cannot be mitigated through cost containment measures and result in a net loss for the year)
 - Other non-recurring expenditures
3. Use of available accumulated surplus to fund major capital projects and initiatives should be prioritized for projects that maximize funding capacity and achieve capital plan objectives. Such uses will be identified in the form of a business case for approval by the Board. Amended accumulated surplus balances will be updated and presented in conjunction with business case approvals so the overall impact to the organization and existing approved projects and surplus balances can be considered.
4. Smaller projects including small asset replacement and routine capital maintenance projects will be identified in the annual operating plan and approved by the Board.
5. Rolling five-year business plans will identify five-year capital frameworks that maximize funding capacity and meeting long term objectives. This will include prioritization and level of use of available accumulated surplus to fund capital initiatives.
6. Use of operating surpluses shall be identified through rolling five-year business plans and annual operating plans.

- a. The rate of growth of surplus over time should consider the balancing of long-term and short-term needs including the priority of identified capital requirements, the priority of identified strategic operational investments and the ability of the university to generate additional surplus from operations.
 - b. Annual operating plans should continue to target operating costs that do not exceed 95.0 per cent of revenues. Use of available accumulated surplus should be identified separately from the 95.0 per cent guideline and included in annual operating plans for approval by the Board, followed by quarterly financial reporting for monitoring purposes.
 - c. The Board may at any time adjust, amend, defer or restrict previous approvals for the use of operating surpluses based on financial projections or as deemed necessary to ensure the university's strategic financial objectives are met.
7. A reserve for operating deficit purposes will be maintained in the available accumulated surplus to allow for future and unforeseen operating deficits and capital.
 8. Audited financial statements should contain a note of disclosure that identifies the intended use of available accumulated surplus through identification of board-approved internal restrictions.

RESTRICTIONS

In addition to financial management guidelines identified by RRU Board of Governors (Board), *Budget Transparency and Accountability Act* (BTAA) and other legislation impose restrictions and constraints on the university that impact the use of accumulated surpluses as described below:

University Act

As per the *University Act*, RRU is not permitted to post an operating deficit without the approval of the Minister of Finance. As such, accumulated surplus cannot be drawn down to fund operating activities except in extreme or unusual circumstances.

Borrowing Restrictions for Post-secondary Institutions¹

Due to government policy, conventional borrowing options are limited for post-secondary institutions. As such, financing of capital expenditures must generally be accomplished through a combination of third party contributions or from RRU cash flow.

Board Guideline - 5.0 per cent excess of revenue above cost

The Board has adopted a guideline whereby annual operating costs are targeted not to exceed 95.0 per cent of revenues with the intent that the increase in accumulated surplus would help to fund tangible capital asset additions. Use of operating investments from the 5.0 per cent excess of revenue above cost will be identified for approval by the Board in annual operating plans.

AUTHORITATIVE SOURCES

This policy will be administered in compliance with the following legal, regulatory and policy requirements:

Source	Description
<i>Budget Transparency and Accountability Act</i> (BTAA) from the Ministry of Finance for the provincial government of BC	RRU's authority and fiduciary responsibility.

¹ Recent changes by MAEST permit for borrowing related to the construction and renovation of student housing based on MAEST approved business case.

Attachment 2: Accumulated Surplus Policy – Tracked changes on Board-approved policy (October 12, 2018)
[FAC 2019Oct01]

POLICY NAME: RRU ACCUMULATED SURPLUS POLICY

PURPOSE

This document sets forth the accumulated surplus policy (Policy) to guide Royal Roads University (RRU) in the deployment of available accumulated surplus funds in accordance with responsible fiscal management for the allocation and utilization of resources to meet the university's priorities.

KEY TERMS/DEFINITIONS

Key Term	Definition
Accumulated Surplus	The accumulation of annual net operating income.
Available Accumulated Surplus	<u>Available</u> accumulated surpluses are the result of the accumulation of annual net operating income (accumulated surpluses), less additions to capital and major projects, plus deferred capital contributions. Available accumulated surpluses are also net of endowments when presented on a consolidated basis
Extraordinary Operating Results	Unforeseen revenue shortfalls or unexpected expenditures not contemplated in annual operating plans that cannot be mitigated through cost containment measures and result in a net loss for the year.

POLICY TERMS

1. All planned uses of the available accumulated surplus and operating surpluses must be reviewed by the Finance and Audit Committee and approved by the RRU Board of Governors.
2. Use of the available accumulated surplus, within the current Board guidelines, legislative and government policy requirements, include:
 - Capital infrastructure and technology upgrades and additions
 - Extraordinary operating results (unforeseen revenue shortfalls or unexpected expenditures not contemplated in annual operating plans that cannot be mitigated through cost containment measures and result in a net loss for the year)
 - Other non-recurring expenditures
3. Use of available accumulated surplus to fund major capital projects and initiatives should be prioritized for projects that maximize funding capacity and achieve capital plan objectives. Such uses will be identified in the form of a business case for approval by the Board. Amended aAccumulated surplus balances plans will be updated and presented in conjunction with business case approvals so the overall impact to the organization and existing approved projects and surplus balances and reserves can be considered.
4. Smaller projects including sSmall asset replacement and routine capital maintenance projects will be identified in the annual operating plan and approved by the Board.
5. Rolling Five-year business plans will identify five-year capital frameworks that maximize funding capacity and meeting long term objectives. This will include prioritization and level of use of available accumulated surplus to fund capital initiatives.

6. Use of operating surpluses shall be identified through [rolling](#) five-year business plans and annual operating plans.
 - a. The rate of growth of surplus over time should consider the balancing of long-term and short-term needs including the priority of identified capital requirements, the priority of identified strategic operational investments and the ability of the university to generate additional surplus from operations.
 - b. Annual operating plans should continue to target operating costs that do not exceed 95.0 per cent of revenues. Use of available accumulated surplus should be identified separately from the 95.0 per cent guideline and included in annual operating plans for approval by the Board, followed by quarterly financial reporting for monitoring purposes.
 - c. The Board may at any time adjust, amend, defer or restrict previous approvals for the use of operating surpluses based on financial projections or as deemed necessary to ensure the university's strategic financial objectives are met.
7. A reserve for operating deficit purposes will be maintained in the available accumulated surplus to allow for future and unforeseen operating deficits and capital.
8. Audited financial statements should contain a note of disclosure that identifies the intended use of available accumulated surplus through identification of board-approved internal restrictions.

RESTRICTIONS

In addition to financial management guidelines identified by RRU Board of Governors (Board), *Budget Transparency and Accountability Act* (BTAA) and other legislation impose restrictions and constraints on the university that impact the use of accumulated surpluses as described below:

University Act

As per the *University Act*, RRU is not permitted to post an operating deficit without the approval of the Minister of Finance. As such, accumulated surplus cannot be drawn down to fund operating activities except in extreme or unusual circumstances.

Borrowing Restrictions for Post-secondary Institutions¹

Due to government policy, conventional borrowing options are limited for post-secondary institutions. As such, financing of capital expenditures must generally be accomplished through a combination of third party contributions or from RRU cash flow.

Board Guideline - 5.0 per cent excess of revenue above cost

The Board has adopted a guideline whereby annual operating costs are targeted not to exceed 95.0 per cent of revenues with the intent that the increase in accumulated surplus would help to fund tangible capital asset additions. Use of operating investments from the 5.0 per cent excess of revenue above cost will be identified for approval by the Board in annual operating plans.

AUTHORITATIVE SOURCES

This policy will be administered in compliance with the following legal, regulatory and policy requirements:

Source	Description
<i>Budget Transparency and Accountability Act</i> (BTAA) from the Ministry of Finance for the provincial government of BC	RRU's authority and fiduciary responsibility.

¹ Recent changes by MAEST permit for borrowing related to the construction and renovation of student housing based on MAEST approved business case.

FINANCE & AUDIT COMMITTEE**BRIEFING NOTE**

MEETING: OCTOBER 1, 2019
AGENDA ITEM: 2015-2020 SUSTAINABILITY PLAN REVIEW
SPONSOR: CHERYL EASON, VICE PRESIDENT & CFO
PURPOSE: INFORMATION

BRIEF DESCRIPTION OF AGENDA ITEM

Completion of the 2018 Carbon Neutral Action Report (CNAR) and distribution to the Board of Governors (June 2019) prompted further review and analysis of the Royal Roads University Sustainability Plan for the period 2015 to 2020 which is nearing the end of its term. An overview of the targets embedded in the plan and the university's progress to date is summarized for information.

BACKGROUND

The Sustainability Plan 2015-2020 describes the university's commitment to environmental sustainability and the reduction of RRU's impact on climate change and sets out a broad range of targets aimed at the university's response to climate change and reduction of greenhouse gas (GHG) emissions. Target areas included energy and emissions, paper and printing, composting and recycling, water conservation and transportation. A summary of the analysis of the impact and outcomes of measurable initiatives relative to the sustainability plan that have been put into action since 2015 is provided as follows:

Target Area	Goal	Base Level	Sustainability Plan target	Current Level	Current Status
Energy & Emissions	GHG reduction by 11% (33% reduction below 2007 levels)	22% of 2007 levels	33% of 2007 levels	39% of 2007 levels	Achieved
	Reduce energy use by 10%	33267 GJ	29940 GJ	31233 GJ	6%
	Further reduce GHGs by 50%	22% of 2007 levels	50% of 2007 levels	39% of 2007 levels	On track
Paper & Printing	Reduce printing by 20%	2973 Packages	2380 Packages (20%)	2760 Packages	7.2% Reduction
	Reduce single – sided printing by 20%	+/-595000	20%	+/-666000	Short of Target
Composting & Recycling	80% waste diversion	64% Diversion	80% Diversion	72% Diversion	50% of goal achieved
	20% increase in composting	35 tonnes	42 tonnes	35 tonnes	No Change
Water Conservation	Maintain current water usage levels	34779 m3 *	<> Base	23,432 m3	Short of Target
	11% reduction in fleet emissions and fuel consumption	73 tCO2e	65 tCO2e (11%)	70 tCO2e (4%)	Short of Target
Transportation	Reduce SOV by 13%	63%	50%	60%	Short of Target
	Achieve 10% increase in use of alternative commuting	Factors: Car pool Public transportation Cycling Pedestrians	10% increases	9%	In progress

* Review of water utilization history/invoices indicates base level should have been cited as 21302 m3

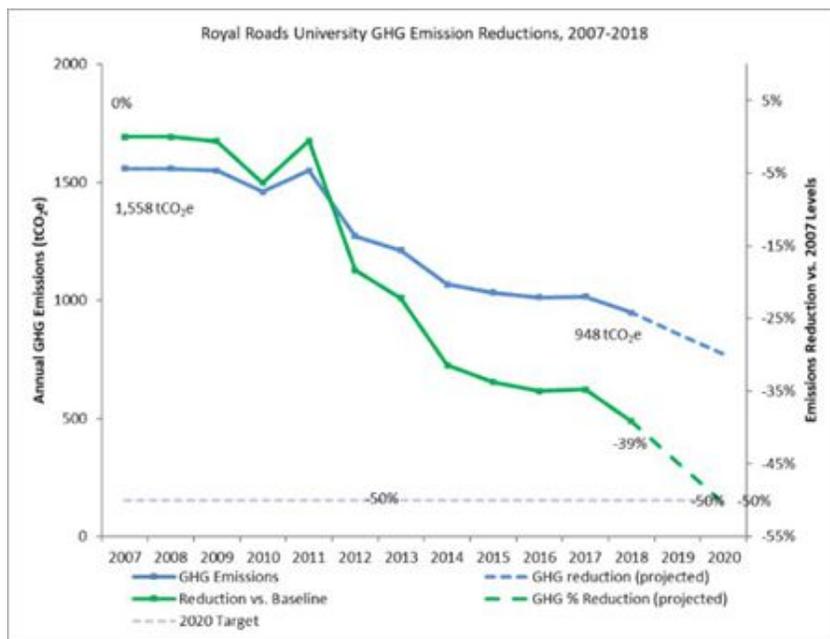
Outcomes can be characterized in two broad assessment categories:

- (1) The university has succeeded in putting into place the infrastructure needed to achieve targets however continued emphasis on the program and initiatives aimed at modifying behavior and to leverage infrastructure changes is required to realize all targets by 2020.
- (2) Over the balance of the current planning period, and moving into the next planning horizon, greater emphasis will be placed on educating students, employees and other stakeholders to ensure a greater impact on operational activities and therefore, GHG emissions and other relevant sustainability targets.

GHG Reductions

Carbon Neutral Action Report (CNAR)

The CNAR outlines the legislated GHG reduction target: the provincial government's original target of a 33% reduction from 2007 base levels by 2020, with a further stretch to achieve a 40% reduction by 2030. The government tracks progress against these targets through the annual carbon neutral action reporting cycle. The CNAR is an annual report through which all provincial public sector organizations publicly disclose details related to their achievement of carbon neutrality. The university's 2018 CNAR was distributed to the Board of Governors in June 2018 following submission to the Climate Action Secretariat. Detailed analysis of year-over-year progress in relation to the sustainability plan targets, in coordination with review of 2018 GHG emissions exposed an error in the 2018 CNAR emission calculation which is corrected reflected in the following table. A restatement of the correct data in the 2018 CNAR will be completed and resubmitted to the government.



Sustainability Plan

In addition to the government-mandated reductions, striving to mobilize the university's commitment to sustainability initiatives, the RRU Board of Governors adopted the more advanced target of a 50% reduction from 2007 levels by the end of calendar year 2020. As of the end of calendar year 2018, the university reported 948 tCO₂e, leaving 169 tCO₂e in reductions to achieve this target by December 2020. GHG emission results at the end of 2018 position RRU to achieve the government's overarching reduction target and, subject to completing a series of pre-identified energy upgrade projects, achieve the Board's

objectives by the end of 2020. Notwithstanding mixed outcomes resulting from initiatives actioned under the sustainability plan, the university continues to be in a solid position to achieve its overarching GHG reduction goals. Detailed analysis finds that this is largely attributable to the outcomes of a broad range of energy upgrades and introduction of environmentally sustainable building systems and associated capital investments.

At the same time, foundational work has been undertaken to influence the dependence on paper and printing, increase composting and recycling, water conservation, sustainable purchasing, use of alternate modes of transportation, community engagement in environmental stewardship, support interdisciplinary curriculum and research, and, promote communications and engagement and community partnerships.

Energy Audit

In 2018, the university commissioned external expertise to update the campus energy audit that was originally conducted nearly a decade ago. Analysis of the findings of the 2018 audit reveal the potential for RRU to take a range of actions that will position the organization to achieve the Board's GHG reduction goal. Audit findings are being aligned with the current capital and operating plans.

Initiatives that would be actioned in the next 18 months anticipate a reduction of 175 tCO₂e thus positioning the university to achieve the Board's GHG target. A summary of individual initiatives planned through 2020 with the anticipated reduction of GHG emissions follows.

Initiatives	GHG Emission Reduction (tCO ₂ e)
Replace boilers in the main greenhouse (glass) with electric baseboard heating	16
Enhance fleet management and replace fuel vehicles with electric utility vehicles	14
Switch to sugarcane paper	4
Install heat pump in Grant	3
Update exhaust fans in Nixon	50
Update exhaust fans in Grant	19
Expand solar-thermal systems (plumbing)	10
Implement radiant heating system in secondary greenhouse (plastic cover)	20
Convert campus houses to heat pumps:	
Residence 3	5
Residence 10	31
Residence 27	7
Residence 28	6
Annualization of Sherman Jen Building	-10
Total Reductions	175

Completion of these initiatives by the end of the 2020 calendar year and the confirmation of a further reduction of 175 tCO₂e GHG emissions will position the university to confirm achievement of both the government and RRU Board of Governors reduction targets (40% and 50% respectively).

The following table summarizes projected results:

	GHG Emission Reduction (tCO ₂ e)	% Reduction From Base
Calendar 2007 Levels	1558	
2020 Target (based on 50% reduction of 2007 level)	779	50.0%
GHG emissions as of calendar 2018	948	39.2%
Less impact of initiatives	-175	
Expected GHG for calendar 2020	773	50.4%

Factoring in the Learning & Teaching Auditorium

It is important to note that completion and operationalization of the new Learning & Teaching Auditorium has been factored out of the analysis of RRU's GHG emission reduction targets; the pool facility was already out of commission at the beginning of the planning period (2015).

During the last five years, RRU heated the pool building at minimum levels to protect essential building systems. Engineering analysis of the pool and Recreation Centre indicates that the two facilities previously reported approximately 114 tCO₂e. Creation of the LTA and installation of a ground-sourced heat pump system are expected to reduce emissions to approximately 65 tCO₂e starting in 2021. These results will be factored into the new sustainability plan that will be developed through the course of 2020.

Lessons Learned and Next Steps

The opportunity to achieve positive outcomes exists through the routine capital program. The government's annual commitment of the Carbon Neutral Capital Program (CNCP) enabled this approach and the university's deferred maintenance challenge made it easy to prioritize GHG-efficient upgrades (to building heating systems and lighting systems converted to LED). Given work completed to date, capital initiatives or activities that would further reduce GHG emissions will require development and approval of large-scale projects affecting significant, aging and in some cases, heritage designated facilities, including Nixon, Millward, and Grant. Updates to these buildings will require a significant capital investment (far greater than funds available through the CNCP).

Fundamental to making more progress on its sustainability objectives, the university recognizes that organizational structure, coordination of capital and operating planning and performance cycles, and appropriate resourcing levels are also critical. Creation of the operations and resilience portfolio (2018) has already begun to facilitate the integration and collaboration required for success.

In early 2020, RRU will update its sustainability plan in alignment with the new five-year business plan. Continuing the dialogue initiated at the September 2019 campus conversation which focused on RRU's response to the climate crisis, a comprehensive communications and engagement strategy aimed at educating the university community and influencing the behaviors of campus users will be a key component of a new sustainability plan. In parallel, the university will continue to investigate renewable energy developments/innovation in order to achieve further GHG reductions.

RECOMMENDATION

That the Finance and Audit Committee receive this report for information.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING:	10 October 2019
AGENDA ITEM:	Program and Research Council Terms of Reference - Review
SPONSOR:	Bruce Donaldson, Chair, Governance and Nominating Committee
PURPOSE:	For Decision

Synopsis:

The Governance and Nominating Committee recently reviewed revised terms of reference for the Program and Research Council and now present them to the board for review.

Discussion:

The Program Approval Framework approved 19 June 2019 by the Board of Governors included a number of changes designed to streamline the program approval process and support the university's ability to respond to labour market trends, feedback on program design, and demand for short programs.

The new framework states that:

- All new certificate and diploma programs be approved by Academic Council (*had previously been approved by the board*). PRC and the board will be informed of all approvals.
- All new certificate and diploma program tuition rates be set within the framework established by the Pricing Committee and consistent with rates in existing certificate and diploma programs.
- All new certificate and diploma program tuition rates be reviewed and approved by the Executive Committee prior to Academic Council review.
- All program revisions for certificates, diplomas and degrees be approved by Academic Council (previously all major revisions were approved by the board).

To successfully implement the new framework, revisions to the Program and Research Council terms of reference are required.

Recommended Motion:

That the Board of Governors approve revisions to the Program and Research Council terms of reference as recommended and outlined in the briefing materials.



PROGRAM & RESEARCH COUNCIL TERMS OF REFERENCE

For Review by the Governance and
Nominating Committee
September 2019

PURPOSE

The Program and Research Council supports the Board in discharging its senate responsibilities as assigned by The *Royal Roads University Act* and laid out in the *University Act*.

Per Section 14 of the *Royal Roads University Act*, the Program & Research Council advises the Board on instructional program and research priorities, program objectives and desirable learning outcomes. The Council assists the Board in meeting the university's mandate of offering certificate, diploma and degree programs in solely the applied and professional fields, providing continuing education, and maintaining teaching excellence and research activities that support the university's programs in response to the labour market needs of British Columbia (S. 2 of the *RRU Act*).

MEMBERSHIP

There will be at least eight members*, including the President and the Chair of the University's Academic Council. At least three of the members will be members of the Board of Governors and at least three will be external to the Board and to the University (External Members). As per Section 14 of The *RRU Act*, at least two-thirds of the members must not be employees of the university.

Per the *RRU Act*, the President is the chair.

**At least one member of the committee will be skilled in financial management sufficient to assess the financial viability of new program proposals.*

TERM

The term for External Members will normally be three years. The Board of Governors may renew the term for an External Member for a maximum term of six years.

RESPONSIBILITIES

1. Academic Programs

- a. Advise the Board on the academic plan and the overall mix of degree programs from time to time.
- b. Review proposals from the Academic Council for new ~~or significantly revised~~ degree programs, both domestic and offshore, on the basis of relevance, academic rigour, and fit with strategic direction, and make recommendations to the Board.

~~c.—Review proposals from the Academic Council for new or significantly revised certificate and diploma programs and recommend to the Board decisions or actions.~~

~~d.c.~~ Monitor degree programs for academic effectiveness, relevance and demand by:

- reviewing annual reports from Advisory Councils;
- periodically reviewing each program, including reviewing reports of five-year cyclical external reviews of degree programs;
- reviewing available measures of quality and student satisfaction; and
- reviewing other suitable methods of academic quality assurance as necessary.

~~e-d.~~ Annually review the offerings and up-take of non-credit programs.

2. Academic Administrative Structure

- a. Review the President's recommendations and Academic Council's advice on the establishment or discontinuance of any faculty, school, centre, institute, or department and make recommendations to the Board.

3. Research

- a. Consistent with strategic directions, periodically review and advise the Board on applied research themes.
- b. Receive and review the university's annual research report.
- c. Ensure that research activities comply with pertinent legal and policy requirements.

4. Academic Support Services

- a. Periodically review academic and student support services and advise the Board on the quality and adequacy of such services.

5. Policy

- a. Periodically review Board policies that deal with academic quality, academic integrity, research, and academic support and services, and recommend revisions, additions and deletions to the Board.

6. Indigenous/Métis Programming and Research

- a. Matters related to Indigenous/Métis protocols, initiatives and focus be considered as part of PRC program and research review.

Approved by the Board of Governors:	17 September 2010
Reviewed and approved:	29 June 2011
	21 June 2013
	22 June 2015
	24 June 2016
	22 June 2018

**BOARD OF GOVERNORS
BRIEFING NOTE**



MEETING: OCTOBER 10, 2019
AGENDA ITEM: STANDARDS OF CONDUCT AND SERVICE POLICY
SPONSOR: CHERYL EASON, VICE PRESIDENT & CHIEF FINANCIAL OFFICER
PURPOSE: APPROVAL

BRIEF DESCRIPTION OF AGENDA ITEM

To review and approve the proposed *Standards of Conduct and Service Policy* for employees, contractors and associate faculty as recommended by the Governance and Nominating Committee.

KEY CONSIDERATIONS

7.2 Code of Conduct Policy

The committee was provided with an overview of the changes to the 2014 Code of Conduct Policy that resulted in a new Standards of Conduct and Service Policy by the Associate Vice-President Human Resources, Terrie Klotz. Revisions to the proposed *Standards of Conduct and Service Policy* were made following a comprehensive review of current policy, legislation, and regulations. The policy sets out concrete guidelines, principles, and standards of conduct for all university employees and contractors; a signed declaration is required by all covered by the policy. A communication and education plan has been developed to support the implementation of the policy.

Members commented on the extensive work required to prepare this comprehensive policy and suggested a summary of principles be drafted to assist staff, supervisors, and contractors in interpreting and communicating the important details and understanding their responsibility in signing the declaration. It was suggested and agreed that “suppliers of goods and/or services and any other vendor” be removed from the policy language as compliance may be difficult to monitor/enforce.

The Chair thanked all those involved with the policy development.

MOTION: (Pearce/Birney)

That the Governance and Nominating Committee recommends to the Board of Governors:

- 1. Approval of the “Standards of Conduct and Service Policy”; and*
- 2. Rescinding of the 2005 Employee Standard of Conduct Policy.*

CARRIED

RECOMMENDATION

Based on review and suggested amendment, the Governance and Nominating Committee asks that the Board consider the changes as presented in the newly titled “Standards of Conduct and Service Policy” and by merging the Code of Conduct Policy 2014 into the Standards of Conduct and Service

Policy, the 2005 Employee Standard of Conduct Policy is no longer required and therefore can be rescinded.

PROPOSED MOTION

That the Board of Governors approve:

1. The “Standards of Conduct and Service Policy” with the suggested amendment; and
 2. Rescinding of the 2005 Employee Standard of Conduct Policy.
-

Attachment

- September 18, 2019 briefing note and associated attachments (with amendments) presented to the Governance and Nominating Committee



Royal Roads
UNIVERSITY

~~ROYAL ROADS UNIVERSITY~~ ~~CODE OF CONDUCT POLICY~~

~~November 1, 2014~~

DRAFT SEPTEMBER 5, 2019

LIFE.CHANGING

ROYAL ROADS UNIVERSITY
STANDARDS OF CONDUCT AND
SERVICE POLICY

For employees and contractors
September 2019

This document is maintained by Royal Roads University Human Resources to provide information on RRU's Standards of Conduct and Service as they relate to existing policies. The document is not intended to replace existing policies. If there is any conflict between existing policies and this document, the RRU policies will apply.

The document is intended to provide information for RRU Employees and Contractors as well as for the General Public.

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**Royal Roads University
Standards of Conduct and
Service Policy**

Links to Related Policies

<u>RRU Policy Name¹</u>
<u>Academic Integrity & Misconduct Policy for RRU Faculty Members & Staff</u>
<u>Associate Faculty Contract for Services Policy</u> <u>Part 2: Teaching</u> <u>Part 2: Non-Teaching</u> <u>Part 2: Supervision</u>
<u>Campus Smoking Policy</u>
<u>Bullying, Harassment & Discrimination Policy</u>
<u>Collective Agreement between Royal Roads University and CUPE 3886</u>
<u>Collective Agreement between Royal Roads University & the RRU Faculty Association</u>
<u>Confidentiality Policy</u>
<u>Conflict of Interest Policy</u>
<u>Conflict of Interest in Research Policy</u>
<u>Employment of Employee Relatives Policy</u>
<u>Freedom of Information & Protection of Privacy Policy</u>
<u>Information Security Policy</u>
<u>Intellectual Property Policy</u>
<u>IT Services Acceptable Use Policy</u>
<u>IT Services Information Security Policy Framework</u>
<u>Network Access & Email Use Policy</u>
<u>Occupational Health and Safety</u>
<u>Policy Precluding the Direct Sale of Course Material</u>
<u>Records Management Policy</u>
<u>Research Ethics Policy</u>
<u>RRU Employee Standard of Conduct Policy</u>
<u>Sexual Violence Policy</u>
<u>Support to Partisan Political Activities</u>
<u>Whistleblowing Policy</u>

¹ [The complete listing of Royal Roads Policies can be retrieved from RRU Policies](#)

Links to Related Regulations

<u>Legislation / Regulations</u>
<u>BC Legislation re Tobacco and Vapour Products</u>
<u>Cannabis Control and Licencing Act</u> <u>prohibits smoking marijuana in the workplace</u>
<u>CRD Clear Air Bylaw</u>
<u>WorkSafe BC Occupational Health & Safety Regulations</u> <u>Regulation 4.20</u> <u>Regulation 4.81</u>

**Royal Roads University
Standards of Conduct and
Service Policy**

1. PURPOSE OF STANDARDS OF CONDUCT AND SERVICE

The purpose of this Standards of Conduct and Service Policy is to set out the principles and standards of conduct for all university employees (full-time, part-time, temporary, or casual) and all contractors (associate faculty, contractors, consultants, partners and suppliers of goods and/or services, and any other vendor) engaged to work with, and on behalf of RRU.

The content and context for the standards contained within this policy is embedded within the full set of Royal Roads University (RRU) Policies which can be found on our website at <http://policies.royalroads.ca/>. For ease of reference, we have created links at the front and throughout this document where applicable. Please see the full set of policies and procedures for additional information.

As a publicly funded institution it is imperative that all university employees and contractors conduct themselves in an ethical manner, upholding high standards of conduct and care in all aspects of their employment with Royal Roads University (RRU). Therefore, every employee of, and contractor providing services to, RRU is responsible for ensuring that their conduct demonstrates respect, integrity, and fairness towards our students, each other, and the communities we serve.

The requirement to understand and to comply with these Standards of Conduct and Service is a condition of employment and/or contracted service. Employees who fail to comply with these standards may be subject to disciplinary action up to and including dismissal. Specific procedures for discipline are contained in the various policies and procedures referenced within this policy or within the applicable collective agreements. Contractors who fail to comply with these standards and their obligations as per their service contract may be terminated upon written notice by the university.

Our Standards of Conduct and Service Policy is also intended to help Royal Roads University employees and contractors put our university values into action every day by providing guidance on the competencies (i.e. behaviours, actions, and decisions) that support our values of Caring, Accountable, and Creative.

- CARING – we are passionate about student success, our organizational success, and each other
- ACCOUNTABLE – we are comfortable taking responsibility and working in an organization that takes accountability seriously
- CREATIVE – we like to try new ways of doing things and are open to new ideas

See [Appendix I](#) for RRU’s Guiding Values and Values Based Competencies.

2. APPLICATION OF THE STANDARDS OF CONDUCT AND SERVICE

Our Standards of Conduct and Service provide concrete guidance in applying our university values to our day-to-day working lives.

The Standards apply to every employee of RRU (full-time, part-time, temporary, or casual employee) in their day-to-day dealings with, and delivery of service to, students, fellow employees, customers, suppliers, donors, government agencies, and other stakeholders, as well as colleague institutions and the communities with which we do business.

Royal Roads University Standards of Conduct and Service Policy

We also expect contractors (in the course of providing services to Royal Roads) to comply with these Standards to the extent feasible, in their dealings with, and on behalf of, the university. Contractors include: associate faculty, contractors, consultants, partners and suppliers of goods and/or services, and any other vendor engaged to work with, and on behalf of, RRU.

All new employees and contractors must review and agree to the terms of the Standards of Conduct and Service prior to commencing employment or a contracted engagement with Royal Roads University as per Appendix II and III.

Employees with doubts or questions concerning any aspect of this policy are encouraged to discuss the matter with their direct supervisor. Contractors should raise questions or concerns through their primary university contact. Those in leadership roles should direct their inquiries to their direct supervisor, or to the appropriate member of their Leadership Team.

Employees and contractors who are concerned about potential breaches of the Standards of Conduct and Service are encouraged to raise their concerns. Please speak with your direct supervisor, dean, university contact, another senior manager in the university, or a member of the Human Resources Team.

Without limiting the general purpose of this Policy and the general expectations of employees and contractors as set out in Section 1 and 2 above, Sections 3 through 7 below set out specific areas for which employee and contractor conduct is subject to this Policy.

EXCEPTIONS

A Standards of Conduct and Service Policy cannot reasonably cover every circumstance that may arise in the university. If a conflict of interest or allegation of a breach of conduct arises that is not covered by this policy, the university reserves the right to act reasonably and in accordance with the overall spirit and intent of this policy to ensure the highest standards of ethical conduct.

The Standards of Conduct and Service Policy does not override the collective agreements between Royal Roads University and the Royal Roads University Faculty Association or between Royal Roads University and Canadian Union of Public Employees Local 3886.

3. CONFLICT OF INTEREST

DEFINITION

Conflict of interest is a breach of an obligation to the university that has the effect or intention of advancing one's own interest or the interests of others in a way detrimental to the interests or potentially harmful to the integrity or fundamental mission of the university.

DISCLOSURE

In the event of an actual, potential, or perceived conflict of interest, it is the responsibility of an employee to disclose this conflict to their hiring manager or dean and the responsibility of a contractor to disclose

**Royal Roads University
Standards of Conduct and
Service Policy**

the conflict to their primary university contact. In the case of the President, such disclosure must be made to the Board Chairperson.

Such disclosure should occur immediately to ensure that direction is provided to the employee or contractor so that a conflict of interest can be avoided or that actions are taken to remove a conflict of interest. Such disclosure must be in writing.

EMPLOYEE EXPECTATIONS

While the university recognizes that employees have a right to be involved in personal relationships and community and business activities, all employees of RRU shall conduct themselves in a manner that will avoid conflict of interest situations.

While employed by the university, employees shall:

- Not engage in other business or activity that prevents them from meeting their contractual agreement with the university or from performing their duties and responsibilities;
- During ordinary working hours devote their full time, energy and ability to employment of the university, and shall not during any such time engage in any other business or activity;
- Not engage or become connected in any business undertaking for gain without prior written approval, specifying the specific terms and conditions of such undertaking, from the appropriate Vice-President or their delegate;
- Identify any research or intellectual property that is in progress that the employee brings with them to the University;
- Avoid any situation in which any actual, potential, or perceived conflict of interest may arise, and to report to their direct supervisor or dean any such actual, potential, or perceived conflict of interest of which they may become aware.

CONTRACTOR EXPECTATIONS

While the university recognizes that contractors have a right to be involved in personal relationships and community and business activities, all contractors of RRU shall conduct themselves in a manner that will avoid conflict of interest situations.

As a contractor with the university, contractors are expected to:

- Act with integrity, independence, and good faith, and to maintain high ethical standards;
- Comply with the university's Standards of Conduct and Service;
- Not use for personal benefit or advantage any information acquired in the conduct of their service as a contractor;
- Identify any research or intellectual property that is in progress that the contractor brings with them to the university;
- Agree that any research or intellectual property, including but not limited to software, audio visual materials, and/or instructional materials, that is developed as part of their contract with the university will be the right of the university to benefit from, reimbursing the contractor as it sees fit, and will remain the property of the university if the contractor or university terminate the contract; and
- Avoid any situation in which any actual, potential, or perceived conflict of interest may arise, and to report to their university contact any such actual, potential, or perceived conflict of interest of which they may become aware.

Related Policies and Procedures

- [Academic Integrity & Misconduct Policy for RRU Faculty Members & Staff and Procedures](#)
- [Associate Faculty Contract for Services Policy](#)
 - *Associate Faculty Contract for Services, Part 2: Teaching (as regards intellectual property)*
- [Collective Agreement between Royal Roads University & the RRU Faculty Association](#)
- [Conflict of Interest Policy](#)
- [Conflict of Interest in Research Policy and Procedures](#)
- [Employment of Employee Relatives Policy](#)
- [Intellectual Property Policy](#)
- [Policy Precluding the Direct Sale of Course Material](#)
- [Research Ethics Policy](#)

EMPLOYMENT RESTRICTIONS – MANAGEMENT & CONTRACTORS

As a condition of accepting employment with RRU, each employment contract contains provisions addressing non-competition, non-solicitation, and injunctive relief provisions. Employees are encouraged to review the offer of employment and direct any questions he/she may have, prior to signing the contract, to the Human Resources Department.

The service contract for associate faculty contains a provision addressing non-solicitation. Associate faculty may direct any questions to their primary university contact.

ACCEPTANCE OF GIFTS, ENTERTAINMENT, BENEFITS & FAVORS

EMPLOYEE EXPECTATIONS

Gifts

The giving and receiving of gifts (goods or services) may occur within the university's operations, particularly when dealing with external and international partners. However, the acceptance of gifts for personal use from people or companies who do business, or who may potentially do business, with RRU could impede the objectivity of employees or contractors and create a conflicting obligation to that person or company contrary to the obligation of employees or contractors to RRU.

The following parameters apply in situations of giving or receiving gifts:

- Any employee who receives a gift of goods or services with a significant value (more than \$100) shall deliver the goods to the Office of the President and the goods shall become the property of the university.
- The reporting of such a gift of goods or services should occur at the earliest possible opportunity upon receipt of the gift.
- An employee who accepts a gift of significant value while travelling outside of Canada should, upon returning to Canada, pay the applicable duty, and the university will reimburse the employee for such duty.

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- The goods accumulated by the university under this Policy will be disposed of, from time to time, as determined by the university in its discretion.
- Tokens of appreciation of insignificant value (less than \$100) may be accepted at the discretion of the individual. However, any employee who receives gifts during any fiscal year (April 1 to March 31) with an aggregate value of over \$100 from any one source must report each gift along with its estimated value to the Office of the President.
- An employee of RRU shall not accept a gift of money under any circumstance.

Entertainment/Favours

The following parameters apply in situations of offers of entertainment/favours:

- Any employee who receives an offer of entertainment or a favour from people of companies that do business with the university must recognize that the acceptance of such an offer may be a conflict of interest or a perceived conflict of interest if the offer were accepted.
- Insignificant offers with a value of less than \$100 are at the discretion of the employee.
- Any concerns with accepting such an offer should be discussed in advance with the employee's direct supervisor.

CONTRACTOR EXPECTATIONS

In cases where a contractor holds a service contract and is clearly performing work in service to the university, the contractor shall be held to the same standard as an employee for both Gifts and Entertainment/Favours.

4. OUTSIDE INTERESTS / IMPARTIALITY

The university recognizes that employees and contractors have the right to be associated with political parties and associated activities. However, employees and contractors who engage in political campaigns must do so in their individual capacity and without support or representation from the university and must not bring partisan politics into the workplace.

The university has established a policy with regards to these expectations and it is the responsibility of an employee and contractor to understand this policy and seek clarification if there is any question with regard to their political activities.

Related Policy

- [Support to Partisan Political Activities](#)

5. WORKPLACE CONDUCT

EMPLOYMENT MATTERS

As per the [Employment of Employee Relatives Policy](#), in the event that a relative of a current RRU employee be offered employment or a contract for services with the university, the following standard of conduct and service is required:

- Should an offer of employment or contract be extended to a relative of a current university employee or contractor, it is the responsibility of both the current university employee and the family member (potential new employee or contractor) to fully disclose their relationship with one another to the President/Vice-President and to the hiring manager before the offer of employment or contract is accepted.
- Should no actual or potential conflict of interest exist between the positions to be held by the family members, reasons should be documented in writing. This written submission will be included in the department personnel file for the affected employee(s) and/or contractor(s).
- This written submission as well as a proposal prepared by the manager involved in the potential hiring and supervision of the employment relationship will form the basis of a review to be conducted by the President/Vice-President.
- If there is a conflict of interest, the university will look at ways to reduce or mitigate the conflict first (e.g., removing supervisory conflict, or transferring an employee).
- Approval of the employment relationship may or may not be granted. Fair and equitable application of this policy is expected of all parties involved in the review process.

Related Policy

- [Employment of Employee Relatives Policy](#)

RESPECTFUL WORKPLACE

The university strives for a respectful, fair, and productive work environment for all its employees and contractors and all those that work directly with our employees and contractors on campus. Thus RRU is committed to providing a work environment free of bullying and harassment and discrimination: such behaviours will not be accepted or tolerated. As such:

- All employees will be treated in a fair and respectful manner.
- All employees in the pursuit of their duties shall treat fellow employees, students and members of the community with respect, dignity and consideration.
- All employees shall ensure that their verbal and written communication with other employees and students is respectful and supportive of a productive and safe work environment.
- All employees shall assist and cooperate with other employees to ensure that work is performed in a safe, productive and efficient fashion.
- All employees shall respect the right of all employees and students to work and learn in an environment free from harassment and discrimination.
- Employees shall not participate in activities that could constitute a form of direct or indirect harassment or discrimination. Some examples (not comprehensive) of behavior issues that have been found to be harassment or discrimination are:
 - Verbal threats, intimidation or abuse
 - Unwelcome remarks or jokes about subjects like race, religion, disability or age

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- [The display of sexist, racist or other offensive pictures or posters](#)
- [Consistent subjection of an individual to practical jokes or ridicule](#)
- [Unwelcome or inappropriate physical contact](#)
- [Inappropriate use of power or control](#)

The university has also established a separate [Bullying, Harassment and Discrimination Policy](#) and related investigation procedures and reporting mechanism to address any allegations of bullying, harassment or discrimination.

While contractors are not named in the Employee Standard of Conduct Policy or Bullying, Harassment and Discrimination Policy, the university's intent is that contractors are included in principle in terms of the rights and responsibilities identified in these policies.

Related Policies

- [Employee Standard of Conduct Policy](#)
- [Bullying, Harassment and Discrimination Policy](#)
 - [Bullying, Harassment and Investigation Procedures](#)
 - [Bullying, Harassment and Complaint Reporting Form](#)

HEALTH AND SAFETY

There is nothing more important than the health and safety of our employees, students, and the suppliers and contractors with whom we do business. Through an active Joint Occupational Health and Safety Committee, training, and supervisory due diligence, the university strives to ensure a safe and healthy workplace.

This includes the respectful treatment of all employees, contractors, and students in providing a safe campus in which to work and study as well as ensuring safe working and learning conditions for our campus community. As such: all employees and contractors may expect and have the responsibility to contribute to a safe workplace and campus.

FIT FOR DUTY

All employees and contractors are expected to make every effort to attend work fit for duty and capable of safely and acceptably performing their assigned duties. As such, all employees and contractors shall ensure that in reporting to work, they are fit to carry out their duties in a respectful, safe, and productive way.

This includes being unimpaired, physically and mentally able, and free from the effects of the use or after effects of alcohol, prescription drugs, and over-the-counter medications or drugs of concern. Drugs of concern are legal or illicit drugs, medications, solvents, inhalants, or any other substance that may change or adversely affect the way a person thinks, feels, acts, or otherwise has the potential to impair an individual's ability to perform their job safely and productively.

In addition, it is expected that employees and contractors will:

- Disclose to the university if they have a current or emerging substance use issue;

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- Seek advice and follow appropriate treatment if they have a current or emerging substance use problem, and follow recommended monitoring programs after attending treatment;
- Consult with medical professionals regarding whether medication (prescribed or over-the-counter) cause impairment and/or will have any potential negative impact on job performance and notify the university where there is risk of the same;
- Cooperate in identifying and carrying out work modifications or accommodations related to legitimate safety and performance concerns; and
- Cooperate with an investigation into a violation of this Policy.

The university shall ensure employees and contractors are supported and accommodated as necessary to be able to safely and productively perform their work.

Employees are invited to see their Human Resources Consultant for information on Accommodation, Sick Leave, and Return to Work Procedures

More information is provided as part of our onboarding and employee orientation program.

Related Policies

- [Campus Smoking Policy](#)

Related Legislation

- [Cannabis Control and Licencing Act](#) (prohibits smoking marijuana in the workplace)
- [WorkSafe BC Occupational Health & Safety Regulations](#) (Regulation 4.20: must not be impaired by alcohol, drug or other substance; Regulation 4.81: prohibits smoking or vaping in the workplace)

SAFETY FROM VIOLENCE IN THE WORKPACE

Violence and Sexual Violence in the workplace is unacceptable. Employees and contractors must report any incident of violence or threat of violence immediately to their direct supervisor or to Human Resources, or, for contractors, to their university contact. An employee or contractor who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of harm. Any incident or threat of violence in the workplace must be addressed immediately.

The university is committed to having all health and safety legislation understood and adhered to by employees and contractors; every employee and contractor is expected to conduct themselves in accordance with all relevant health and safety legislation.

Related Policies

- [RRU Occupational Health and Safety website](#)
- [Sexual Violence and Misconduct Policy](#)
 - [Sexual Violence and Misconduct Protocols and Procedures](#)
 - [Sexual Violence Information for University Community Members](#)

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SMOKE FREE ENVIRONMENT

Royal Roads University is committed to a healthy environment for all members of the community. As per medical evidence, we accept that exposure to second hand smoke is hazardous to health. To fulfill our commitment to health and safety and in accordance to CRD's Clear Air Bylaw, the university restricts smoking of all forms within and on university property.

As such, smoking of tobacco, cannabis and other harmful substances (including vaping and e-cigarettes) is prohibited within all university buildings, vehicles, enclosed public places, and enclosed workplaces. As per our Campus Smoking Policy, smoking is also prohibited in all outdoor areas on the university's campuses, except in the Designated Smoking and Designated Cannabis Smoking Areas. Smoking is prohibited in accordance with applicable legislation and local bylaws.

All university employees, students, visitors, and contractors are expected to abide by the Campus Smoking Policy, provincial legislation, and local bylaws.

Related Policies

- [Campus Smoking Policy](#)

Related Legislation and Regulations

- [CRD Clear Air Bylaw](#)
- [BC Legislation re Tobacco and Vapour Products](#)
- [Cannabis Control and Licencing Act](#) (prohibits smoking marijuana in the workplace)
- [WorkSafe BC Occupational Health & Safety Regulations](#) (Regulation 4.20: must not be impaired by alcohol, drug or other substance; Regulation 4.81 prohibit smoking or vaping in the workplace)

6. CONFIDENTIALITY AND PROTECTION OF INFORMATION AND DATA

RECORDS MANAGEMENT

All records created or received by the university are considered government records and must be managed in accordance the *Freedom of Information and Protection of Privacy Act* and with the *BC Document Disposal Act* regardless of their form or medium. The university retains and disposes of records in accordance with the approved retention and disposition schedules.

It is critically important for each employee and contractor to understand and maintain confidentiality of university records including both employee records and student records.

Any question with regard to the storage and/or retention of records may be directed to the university's FOIPOP Officer.

Related Policies

- [Records Management Policy](#)
- [Associate Faculty Contract for Services Policy](#)
 - [Associate Faculty Contract for Services, Part 2: Teaching](#)

- [Associate Faculty Contract for Services, Part 2: Non-Teaching](#)
- [Associate Faculty Contract for Services, Part 2: Supervision](#)

Related Legislation

- [BC Freedom of Information and Protection of Privacy Act](#)
- [BC Document Disposal Act](#)

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY (FOIPOP)

RRU ensures compliance with the *Freedom of Information and Protection of Privacy Act*. Any questions or information inquiries with regard to FOIPOP may be directed to the university's FOIPOP Officer.

Related Policy

- [Freedom of Information and Protection of Privacy Policy](#)

Related Legislation

- [BC Freedom of Information and Protection of Privacy Act](#)

INTELLECTUAL PROPERTY

A comprehensive policy and procedures with regard to intellectual property is established in both Board policy and within the RRU Faculty Association collective agreement. The overall purpose of an intellectual property policy is to:

- Provide a supportive climate and incentives for intellectual and creative development, innovation, and entrepreneurship by members of the RRU community, including students;
- Acknowledge that RRU has an obligation, within a framework of respect for copyright and patent principles, to disseminate the products of scholarly activity to benefit the creators, the institution, and the public;
- Provide a framework for effective development and utilization of discoveries for the economic benefit of British Columbia and Canada which would be in the interests of the public and RRU;
- Provide the potential for gaining funds and other resources to be used to promote and aid research and creative activities, employee and student entrepreneurship, and technology transfer at RRU;
- Ensure RRU meets its obligations to funding sponsors and to assist RRU members in fulfilling the terms of grants or contracts with respect to intellectual property;
- Provide safeguards for the equitable protection and disposition of proprietary rights and recognize and uphold the principles of scholarly integrity and academic freedom in the commercialization of intellectual property for the protection of RRU and its community; and
- Establish a set of procedures to address ownership, disclosure, publication, commercialization, and disposition and sharing of revenues associated with RRU intellectual property, and when such sharing is in dispute, provide an effective dispute resolution mechanism.

| [Employees are expected to:](#)

Royal Roads University Standards of Conduct and Service Policy

- Identify any research or intellectual property that is in progress that the employee brings with them to the university;
- Agree that any research or intellectual property, including but not limited to software, audio visual materials, and/or instructional materials, that is developed while in the employ of the university will be the right of the university to benefit from, reimbursing the employee as it sees fit, and will remain the property of the university if the employee leaves its employ, excepting full-time faculty who own their intellectual property unless they decide to commercialize it;

There are differences in how the intellectual property policy applies to full-time faculty, staff, and associate faculty. Please refer to the following related policies for further details. Full-time core faculty are encouraged to review the RRU-RRUFA Collective Agreement for terms and conditions pertaining to intellectual property.

Related Policies

- [Intellectual Property Policy](#)
- [Collective Agreement between Royal Roads University & the RRU Faculty Association \(Article 39\)](#)
- [Associate Faculty Contract for Services Policy](#)
- [Associate Faculty Contract for Services](#)

CONFIDENTIALITY WHILE EMPLOYED WITH RRU

All confidential information heard, created, or accumulated by contractors and employees of RRU must be used or reviewed on a strict need-to-know basis in the performance of contract or job functions, and must not be disclosed to anyone other than persons authorized to receive it, both during a contract or employment period and beyond it. Recorded information in all formats is covered by this policy. Confidential information includes, among other examples: business plans, data and analytics, draft reports, research results, legal opinions, etc.

Confidential information also includes the personal information of identifiable individuals. Personal information is covered by the provincial *Freedom of Information and Protection of Privacy Act (FOIPOP Act)* in addition to this policy. Examples are: student enrolment information; contact information of students, prospective students, contractors, employees, alumni, donors, visitors, and other members of the public; photographs of all individuals; educational history of students; birth dates of any individuals; personal opinions as expressed in student essays and discussions; work history of contractors and employees.

Personal information must be collected, recorded, corrected, accessed, altered, used, disclosed, retained, and removed only in accordance with the *Act* and university guidelines, and must be maintained in a secure manner.

Contractors and employees who are uncertain whether information is confidential must check with their direct supervisor and any other appropriate authorities before using and disclosing it. Any suspected violation of the *Act* or this policy must be reported to appropriate university officials, including the Registrar if student data is involved.

Provisions for associate faculty to safeguard confidential information are included in the service contract.

Related Policies

Royal Roads University Standards of Conduct and Service Policy

- [RRU Confidentiality Policy](#)
- [Collective Agreement between Royal Roads University & the RRU Faculty Association \(Article 14\)](#)
- [Associate Faculty Contract for Services Policy](#)
 - [Associate Faculty Contract for Services, Part 2: Teaching](#)
 - [Associate Faculty Contract for Services, Part 2: Non-Teaching](#)
 - [Associate Faculty Contract for Services, Part 2: Supervision](#)

INFORMATION SECURITY

RRU is critically dependent on its information, information systems, and infrastructure. The appropriate use of technology at RRU is a strategic advantage. Loss, unavailability, unreliability, and inappropriate disclosure of information constitute serious risk.

The university will take appropriate measures, with the cooperation of all computer network users, to ensure the integrity of the RRU networks and to mitigate the risks and losses associated with security threats to RRU networks and resources, in accordance with administrative policies, standards, and procedures established by the university for the purpose of protecting information.

Related Policies

- [IT Services Acceptable Use Policy](#)
- [IT Services Information Security Policy Framework](#)
- [Network Access and Email Use Policy](#)

POST-EMPLOYMENT CONFIDENTIALITY

RRU employees and contractors are responsible for the appropriate use of confidential information while employed or contracted by the university and after leaving the employ or service of RRU. Each contract of employment and service contract contains a standard provision with regard to the confidentiality of information both during and post-employment or post-service with the university. Employees and contractors are encouraged to review the offer of employment or contract offer and direct any questions he/she may have, prior to signing the contract, to the Human Resources Department or their university contact respectively.

7. RESPONSIBILITIES: COMMITMENT AND COMPLIANCE

Every employee and contractor of RRU must always fully comply with both the letter and the spirit of all laws applicable to employment and the provision of services. As a publicly funded university with a primary mission to serve its students, employees and contractors must avoid any situation that could be perceived as improper or indicate a casual attitude to compliance. Employees and contractors must never commit or condone an illegal act or counsel another employee, student, contractor, or consultant to do so. As a public institution, the actions of our employees and contractors are subject to public scrutiny and the reasonable expectation of the public that we will manage the university assets to the highest ethical standard.

It is the responsibility of each employee of RRU and contractors (in the course of providing services to the University) to read, understand, and adhere to the RRU Standards of Conduct and Service.

WHISTLEBLOWING

RRU is committed to maintaining the highest standards of ethical conduct. It is the responsibility of each employee and contractor to immediately report any alleged ethical misconduct or fraud.

Employees, students, volunteers and contractors are often in the best position to observe ethical misconduct or abuse of public trust because of their proximity to day-to-day university operations. The university relies on these individuals to report such activities so that it can take prompt corrective action.

The university will protect all individuals who take steps to expose wrongdoing by prohibiting harassment, threats, retaliation or discrimination against them.

Related Policy

- [RRU Whistleblowing Policy and Procedures](#)

Appendix I – RRU’s Guiding Values

Our Standards of Conduct and Service Policy is also intended to help Royal Roads University employees and contractors put our university values into action every day by providing guidance on the competencies (i.e., behaviours, actions and decisions) that support our values of Caring, Accountable and Creative.

CARING – we are passionate about student success, our organizational success, and each other

- **Student/Client focus:** maintaining student/client focus, understanding their needs, providing realistic commitments and taking responsibility for delivering on those commitments
- **Relationship management:** working to build effective contacts with internal and external individuals whose co-operation is important to present and/or future success
- **Honesty, respect openness:** acting with openness, honesty and respect in all that we do
- **Coaching & feedback:** providing support, guidance and feedback to help others meet challenging objectives and performance goals
- **Teamwork:** working collaboratively with others to build supporting working relationships where people actively share information, support diversity, rely on each others’ expertise and deliver on commitments as a means to achieve effective teamwork

ACCOUNTABLE – we are comfortable taking responsibility and working in an organization that takes accountability seriously

- **Results focus:** maintaining a focus on the important issues to achieve and improve results; ensuring a strategic to drive successful outcomes
- **Business awareness:** maintaining an awareness of and applying sound business principles and effective operational practices
- **Social, economic & environmental responsibility:** consciously making sustainable choices that foster a healthy social, economic and environmental future
- **Communication:** exchanging information and ideas with others to promote effective discussion and decision-making; promoting 2-way communication
- **Quality:** striving for the highest standards in self and the organization

CREATIVE – we like to try new ways of doing things and are open to new ideas

- **Flexibility/facilitating change:** Receptive to change; positively adapting and effectively working within a changing environment; seizing opportunities and maintaining focus on the important issues
- **Future thinking/Innovation (Problem Solving & Creativity):** generating and implementing creative solutions to achieve RRU’s strategic goals; anticipating, conceptualizing and /or communicating future events trends and opportunities; supporting innovativeness and exploration
- **Developing self & others:** finding ways to keep skills current and maintain up-to-date knowledge of specific and broad-range topics; providing developmental opportunities to others
- **Leadership:** inspiring and energizing self and others to achieve personal and organizational success

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Appendix II

Acknowledgement Form for Employees

Royal Roads University (the “University”) is proud of its reputation for applying the highest ethical standards in all its dealings.

As a Royal Roads employee (including members of the Executive Team, Faculty, and Staff) you are the face of the University and are responsible for upholding its high standards of conduct and service.

The Standards of Conduct and Service Policy applies to all University employees.

Contractors, consultants and others hired by Royal Roads or who represent the University are also expected to adhere to the same high standards the University requires of its employees. If you are responsible for hiring a contractor or consultant, you must inform them of this expectation and provide them with a copy of this Standards of Conduct and Service Policy.

As an employee, you are responsible for being aware of and understanding your responsibilities under the Standards of Conduct and Service and if you have any questions concerning any aspect of this policy you are encouraged to discuss the matter with your manager.

As a hiring manager or and member of the Executive Team you should direct your inquiries to the parties named in the Policy, otherwise, to the AVP HR or VP and CFO.

Contravention of this Policy is a serious matter and may result in disciplinary action, which may include dismissal.

I acknowledge receiving the Royal Roads University Standards of Conduct and Service (dated xxx), and I acknowledge that I have read and understand the Standards of Conduct and Service Policy. I further acknowledge that I am aware that breaching the Standards of Conduct and Service is a serious matter that may result in disciplinary action.

Signature

Name and Title (please print)

Date

Appendix III

Acknowledgement Form for Contractors Doing Business with Royal Roads University

Royal Roads University (the “University”) is proud of its reputation for applying the highest ethical standards in all of its dealings.

The Standards of Conduct and Service Policy applies to all Royal Roads employees.

Contractors, consultants and others hired by the University or who represent the University are also expected to adhere to the same high standards Royal Roads University requires of its employees.

Contractors are responsible for being aware of, understanding their responsibilities under and adhering to the Standards of Conduct and Service. If you have any questions concerning any aspect of this policy, you are encouraged to discuss the matter with your University contact.

In addition, contractors are required to ensure that their employees and subcontractors who perform work for the University are aware of, understand their responsibilities under and adhere to the Standards of Conduct and Service. Contravention of the Standards of Conduct and Service is a serious matter and may result in the termination of your contract or engagement with Royal Roads University.

Any employee or subcontractor of the contractor who attends the University work sites must acknowledge below that they have read, understand their responsibilities under and will adhere to the Standards. No contractor, employee or subcontractor of the contractor, will be provided access to the University’s work sites unless this acknowledgement is signed below and provided to the University prior to access being granted.

I, on behalf of [Name of contractor if applicable], acknowledge receiving Royal Roads University’s Standards of Conduct and Service (dated xxx). I acknowledge that I have read and understand the Standards of Conduct and Service, including that all references to “employees” to include “contractors”, and I will ensure my employees and subcontractors who perform work under the Royal Roads University contract or engagement understand their responsibilities under and will adhere to the Standards.

I further acknowledge that I am aware that breaching the Standards of Conduct and Service is a serious matter that may result in the termination of my/our contract with Royal Roads University.

Signature

Name and Title (please print)

Date

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QUESTIONS ?

WHOM TO CONTACT:

Associate Vice-President, Human Resources
Telephone: 250-391-2600 extension 4850





Royal Roads
UNIVERSITY

ROYAL ROADS UNIVERSITY STANDARDS OF CONDUCT AND SERVICE POLICY

For employees and contractors
September 2019

This document is maintained by Royal Roads University Human Resources to provide information on RRU's Standards of Conduct and Service as they relate to existing policies. The document is not intended to replace existing policies. If there is any conflict between existing policies and this document, the RRU policies will apply.

The document is intended to provide information for RRU Employees and Contractors as well as for the General Public.

LIFE.CHANGING

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Links to Related Policies

RRU Policy Name¹
Academic Integrity & Misconduct Policy for RRU Faculty Members & Staff
Associate Faculty Contract for Services Policy Part 2: Teaching Part 2: Non-Teaching Part 2: Supervision
Campus Smoking Policy
Bullying, Harassment & Discrimination Policy
Collective Agreement between Royal Roads University and CUPE 3886
Collective Agreement between Royal Roads University & the RRU Faculty Association
Confidentiality Policy
Conflict of Interest Policy
Conflict of Interest in Research Policy
Employment of Employee Relatives Policy
Freedom of Information & Protection of Privacy Policy
Information Security Policy
Intellectual Property Policy
IT Services Acceptable Use Policy
IT Services Information Security Policy Framework
Network Access & Email Use Policy
Occupational Health and Safety
Policy Precluding the Direct Sale of Course Material
Records Management Policy
Research Ethics Policy
RRU Employee Standard of Conduct Policy
Sexual Violence Policy
Support to Partisan Political Activities
Whistleblowing Policy

¹ The complete listing of Royal Roads Policies can be retrieved from [RRU Policies](#)

Links to Related Regulations

Legislation / Regulations
BC Legislation re Tobacco and Vapour Products
Cannabis Control and Licencing Act prohibits smoking marijuana in the workplace
CRD Clear Air Bylaw
WorkSafe BC Occupational Health & Safety Regulations Regulation 4.20 Regulation 4.81

**Royal Roads University
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1. PURPOSE OF STANDARDS OF CONDUCT AND SERVICE

The purpose of this Standards of Conduct and Service Policy is to set out the principles and standards of conduct for all university employees (full-time, part-time, temporary, or casual) and all contractors (associate faculty, contractors, consultants, partners and suppliers of goods and/or services, and any other vendor) engaged to work with, and on behalf of, RRU.

The content and context for the standards contained within this policy is embedded within the full set of Royal Roads University (RRU) Policies which can be found on our website at <http://policies.royalroads.ca/>. For ease of reference, we have created links at the front and throughout this document where applicable. Please see the full set of policies and procedures for additional information.

As a publicly funded institution it is imperative that all university employees and contractors conduct themselves in an ethical manner, upholding high standards of conduct and care in all aspects of their employment with Royal Roads University (RRU). Therefore, every employee of, and contractor providing services to, RRU is responsible for ensuring that their conduct demonstrates respect, integrity, and fairness towards our students, each other, and the communities we serve.

The requirement to understand and to comply with these Standards of Conduct and Service is a condition of employment and/or contracted service. Employees who fail to comply with these standards may be subject to disciplinary action up to and including dismissal. Specific procedures for discipline are contained in the various policies and procedures referenced within this policy or within the applicable collective agreements. Contractors who fail to comply with these standards and their obligations as per their service contract may be terminated upon written notice by the university.

Our Standards of Conduct and Service Policy is also intended to help Royal Roads University employees and contractors put our university values into action every day by providing guidance on the competencies (i.e. behaviours, actions, and decisions) that support our values of Caring, Accountable, and Creative.

- CARING – we are passionate about student success, our organizational success, and each other
- ACCOUNTABLE – we are comfortable taking responsibility and working in an organization that takes accountability seriously
- CREATIVE – we like to try new ways of doing things and are open to new ideas

See [Appendix I](#) for RRU’s Guiding Values and Values Based Competencies.

2. APPLICATION OF THE STANDARDS OF CONDUCT AND SERVICE

Our Standards of Conduct and Service provide concrete guidance in applying our university values to our day-to-day working lives.

The Standards apply to every employee of RRU (full-time, part-time, temporary, or casual employee) in their day-to-day dealings with, and delivery of service to, students, fellow employees, customers, suppliers, donors, government agencies, and other stakeholders, as well as colleague institutions and the communities with which we do business.

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We also expect contractors (in the course of providing services to Royal Roads) to comply with these Standards to the extent feasible, in their dealings with, and on behalf of, the university. Contractors include: associate faculty, contractors, consultants, partners and suppliers of goods and/or services, and any other vendor engaged to work with, and on behalf of, RRU.

All new employees and contractors must review and agree to the terms of the Standards of Conduct and Service prior to commencing employment or a contracted engagement with Royal Roads University as per Appendix II and III.

Employees with doubts or questions concerning any aspect of this policy are encouraged to discuss the matter with their direct supervisor. Contractors should raise questions or concerns through their primary university contact. Those in leadership roles should direct their inquiries to their direct supervisor, or to the appropriate member of their Leadership Team.

Employees and contractors who are concerned about potential breaches of the Standards of Conduct and Service are encouraged to raise their concerns. Please speak with your direct supervisor, dean, university contact, another senior manager in the university, or a member of the Human Resources Team.

Without limiting the general purpose of this Policy and the general expectations of employees and contractors as set out in Section 1 and 2 above, Sections 3 through 7 below set out specific areas for which employee and contractor conduct is subject to this Policy.

EXCEPTIONS

A Standards of Conduct and Service Policy cannot reasonably cover every circumstance that may arise in the university. If a conflict of interest or allegation of a breach of conduct arises that is not covered by this policy, the university reserves the right to act reasonably and in accordance with the overall spirit and intent of this policy to ensure the highest standards of ethical conduct.

The Standards of Conduct and Service Policy does not override the collective agreements between Royal Roads University and the Royal Roads University Faculty Association or between Royal Roads University and Canadian Union of Public Employees Local 3886.

3. CONFLICT OF INTEREST

DEFINITION

Conflict of interest is a breach of an obligation to the university that has the effect or intention of advancing one's own interest or the interests of others in a way detrimental to the interests or potentially harmful to the integrity or fundamental mission of the university.

DISCLOSURE

In the event of an actual, potential, or perceived conflict of interest, it is the responsibility of an employee to disclose this conflict to their hiring manager or dean and the responsibility of a contractor to disclose

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the conflict to their primary university contact. In the case of the President, such disclosure must be made to the Board Chairperson.

Such disclosure should occur immediately to ensure that direction is provided to the employee or contractor so that a conflict of interest can be avoided or that actions are taken to remove a conflict of interest. Such disclosure must be in writing.

EMPLOYEE EXPECTATIONS

While the university recognizes that employees have a right to be involved in personal relationships and community and business activities, all employees of RRU shall conduct themselves in a manner that will avoid conflict of interest situations.

While employed by the university, employees shall:

- Not engage in other business or activity that prevents them from meeting their contractual agreement with the university or from performing their duties and responsibilities;
- During ordinary working hours devote their full time, energy and ability to employment of the university, and shall not during any such time engage in any other business or activity;
- Not engage or become connected in any business undertaking for gain without prior written approval, specifying the specific terms and conditions of such undertaking, from the appropriate Vice-President or their delegate;
- Identify any research or intellectual property that is in progress that the employee brings with them to the University;
- Avoid any situation in which any actual, potential, or perceived conflict of interest may arise, and to report to their direct supervisor or dean any such actual, potential, or perceived conflict of interest of which they may become aware.

CONTRACTOR EXPECTATIONS

While the university recognizes that contractors have a right to be involved in personal relationships and community and business activities, all contractors of RRU shall conduct themselves in a manner that will avoid conflict of interest situations.

As a contractor with the university, contractors are expected to:

- Act with integrity, independence, and good faith, and to maintain high ethical standards;
- Comply with the university's Standards of Conduct and Service;
- Not use for personal benefit or advantage any information acquired in the conduct of their service as a contractor;
- Identify any research or intellectual property that is in progress that the contractor brings with them to the university;
- Agree that any research or intellectual property, including but not limited to software, audio visual materials, and/or instructional materials, that is developed as part of their contract with the university will be the right of the university to benefit from, reimbursing the contractor as it sees fit, and will remain the property of the university if the contractor or university terminate the contract; and
- Avoid any situation in which any actual, potential, or perceived conflict of interest may arise, and to report to their university contact any such actual, potential, or perceived conflict of interest of which they may become aware.

Related Policies and Procedures

- [Academic Integrity & Misconduct Policy for RRU Faculty Members & Staff and Procedures](#)
- [Associate Faculty Contract for Services Policy](#)
 - *Associate Faculty Contract for Services, Part 2: Teaching (as regards intellectual property)*
- [Collective Agreement between Royal Roads University & the RRU Faculty Association](#)
- [Conflict of Interest Policy](#)
- [Conflict of Interest in Research Policy and Procedures](#)
- [Employment of Employee Relatives Policy](#)
- [Intellectual Property Policy](#)
- [Policy Precluding the Direct Sale of Course Material](#)
- [Research Ethics Policy](#)

EMPLOYMENT RESTRICTIONS – MANAGEMENT & CONTRACTORS

As a condition of accepting employment with RRU, each employment contract contains provisions addressing non-competition, non-solicitation, and injunctive relief provisions. Employees are encouraged to review the offer of employment and direct any questions he/she may have, prior to signing the contract, to the Human Resources Department.

The service contract for associate faculty contains a provision addressing non-solicitation. Associate faculty may direct any questions to their primary university contact.

ACCEPTANCE OF GIFTS, ENTERTAINMENT, BENEFITS & FAVORS

EMPLOYEE EXPECTATIONS

Gifts

The giving and receiving of gifts (goods or services) may occur within the university's operations, particularly when dealing with external and international partners. However, the acceptance of gifts for personal use from people or companies who do business, or who may potentially do business, with RRU could impede the objectivity of employees or contractors and create a conflicting obligation to that person or company contrary to the obligation of employees or contractors to RRU.

The following parameters apply in situations of giving or receiving gifts:

- Any employee who receives a gift of goods or services with a significant value (more than \$100) shall deliver the goods to the Office of the President and the goods shall become the property of the university.
- The reporting of such a gift of goods or services should occur at the earliest possible opportunity upon receipt of the gift.
- An employee who accepts a gift of significant value while travelling outside of Canada should, upon returning to Canada, pay the applicable duty, and the university will reimburse the employee for such duty.

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- The goods accumulated by the university under this Policy will be disposed of, from time to time, as determined by the university in its discretion.
- Tokens of appreciation of insignificant value (less than \$100) may be accepted at the discretion of the individual. However, any employee who receives gifts during any fiscal year (April 1 to March 31) with an aggregate value of over \$100 from any one source must report each gift along with its estimated value to the Office of the President.
- An employee of RRU shall not accept a gift of money under any circumstance.

Entertainment/Favours

The following parameters apply in situations of offers of entertainment/favours:

- Any employee who receives an offer of entertainment or a favour from people of companies that do business with the university must recognize that the acceptance of such an offer may be a conflict of interest or a perceived conflict of interest if the offer were accepted.
- Insignificant offers with a value of less than \$100 are at the discretion of the employee.
- Any concerns with accepting such an offer should be discussed in advance with the employee's direct supervisor.

CONTRACTOR EXPECTATIONS

In cases where a contractor holds a service contract and is clearly performing work in service to the university, the contractor shall be held to the same standard as an employee for both Gifts and Entertainment/Favours.

4. OUTSIDE INTERESTS / IMPARTIALITY

The university recognizes that employees and contractors have the right to be associated with political parties and associated activities. However, employees and contractors who engage in political campaigns must do so in their individual capacity and without support or representation from the university and must not bring partisan politics into the workplace.

The university has established a policy with regards to these expectations and it is the responsibility of an employee and contractor to understand this policy and seek clarification if there is any question with regard to their political activities.

Related Policy

- [Support to Partisan Political Activities](#)

5. WORKPLACE CONDUCT

EMPLOYMENT MATTERS

As per the [Employment of Employee Relatives Policy](#), in the event that a relative of a current RRU employee be offered employment or a contract for services with the university, the following standard of conduct and service is required:

- Should an offer of employment or contract be extended to a relative of a current university employee or contractor, it is the responsibility of both the current university employee and the family member (potential new employee or contractor) to fully disclose their relationship with one another to the President/Vice-President and to the hiring manager before the offer of employment or contract is accepted.
- Should no actual or potential conflict of interest exist between the positions to be held by the family members, reasons should be documented in writing. This written submission will be included in the department personnel file for the affected employee(s) and/or contractor(s).
- This written submission as well as a proposal prepared by the manager involved in the potential hiring and supervision of the employment relationship will form the basis of a review to be conducted by the President/Vice-President.
- If there is a conflict of interest, the university will look at ways to reduce or mitigate the conflict first (e.g., removing supervisory conflict, or transferring an employee).
- Approval of the employment relationship may or may not be granted. Fair and equitable application of this policy is expected of all parties involved in the review process.

Related Policy

- [Employment of Employee Relatives Policy](#)

RESPECTFUL WORKPLACE

The university strives for a respectful, fair, and productive work environment for all its employees and contractors and all those that work directly with our employees and contractors on campus. Thus RRU is committed to providing a work environment free of bullying and harassment and discrimination: such behaviours will not be accepted or tolerated. As such:

- All employees will be treated in a fair and respectful manner.
- All employees in the pursuit of their duties shall treat fellow employees, students and members of the community with respect, dignity and consideration.
- All employees shall ensure that their verbal and written communication with other employees and students is respectful and supportive of a productive and safe work environment.
- All employees shall assist and cooperate with other employees to ensure that work is performed in a safe, productive and efficient fashion.
- All employees shall respect the right of all employees and students to work and learn in an environment free from harassment and discrimination.
- Employees shall not participate in activities that could constitute a form of direct or indirect harassment or discrimination. Some examples (not comprehensive) of behavior issues that have been found to be harassment or discrimination are:
 - Verbal threats, intimidation or abuse
 - Unwelcome remarks or jokes about subjects like race, religion, disability or age

Royal Roads University Standards of Conduct and Service Policy

- The display of sexist, racist or other offensive pictures or posters
- Consistent subjection of an individual to practical jokes or ridicule
- Unwelcome or inappropriate physical contact
- Inappropriate use of power or control

The university has also established a separate [Bullying, Harassment and Discrimination Policy](#) and related investigation procedures and reporting mechanism to address any allegations of bullying, harassment or discrimination.

While contractors are not named in the Employee Standard of Conduct Policy or Bullying, Harassment and Discrimination Policy, the university's intent is that contractors are included in principle in terms of the rights and responsibilities identified in these policies.

Related Policies

- [Employee Standard of Conduct Policy](#)
- [Bullying, Harassment and Discrimination Policy](#)
 - [Bullying, Harassment and Investigation Procedures](#)
 - [Bullying, Harassment and Complaint Reporting Form](#)

HEALTH AND SAFETY

There is nothing more important than the health and safety of our employees, students, and the suppliers and contractors with whom we do business. Through an active Joint Occupational Health and Safety Committee, training, and supervisory due diligence, the university strives to ensure a safe and healthy workplace.

This includes the respectful treatment of all employees, contractors, and students in providing a safe campus in which to work and study as well as ensuring safe working and learning conditions for our campus community. As such: all employees and contractors may expect and have the responsibility to contribute to a safe workplace and campus.

FIT FOR DUTY

All employees and contractors are expected to make every effort to attend work fit for duty and capable of safely and acceptably performing their assigned duties. As such, all employees and contractors shall ensure that in reporting to work, they are fit to carry out their duties in a respectful, safe, and productive way.

This includes being unimpaired, physically and mentally able, and free from the effects of the use or after effects of alcohol, prescription drugs, and over-the-counter medications or drugs of concern. Drugs of concern are legal or illicit drugs, medications, solvents, inhalants, or any other substance that may change or adversely affect the way a person thinks, feels, acts, or otherwise has the potential to impair an individual's ability to perform their job safely and productively.

In addition, it is expected that employees and contractors will:

- Disclose to the university if they have a current or emerging substance use issue;

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- Seek advice and follow appropriate treatment if they have a current or emerging substance use problem, and follow recommended monitoring programs after attending treatment;
- Consult with medical professionals regarding whether medication (prescribed or over-the-counter) cause impairment and/or will have any potential negative impact on job performance and notify the university where there is risk of the same;
- Cooperate in identifying and carrying out work modifications or accommodations related to legitimate safety and performance concerns; and
- Cooperate with an investigation into a violation of this Policy.

The university shall ensure employees and contractors are supported and accommodated as necessary to be able to safely and productively perform their work.

Employees are invited to see their Human Resources Consultant for information on Accommodation, Sick Leave, and Return to Work Procedures

More information is provided as part of our onboarding and employee orientation program.

Related Policies

- [Campus Smoking Policy](#)

Related Legislation

- [Cannabis Control and Licencing Act](#) (prohibits smoking marijuana in the workplace)
- [WorkSafe BC Occupational Health & Safety Regulations](#) (Regulation 4.20: must not be impaired by alcohol, drug or other substance; Regulation 4.81: prohibits smoking or vaping in the workplace)

SAFETY FROM VIOLENCE IN THE WORKPACE

Violence and Sexual Violence in the workplace is unacceptable. Employees and contractors must report any incident of violence or threat of violence immediately to their direct supervisor or to Human Resources, or, for contractors, to their university contact. An employee or contractor who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of harm. Any incident or threat of violence in the workplace must be addressed immediately.

The university is committed to having all health and safety legislation understood and adhered to by employees and contractors; every employee and contractor is expected to conduct themselves in accordance with all relevant health and safety legislation.

Related Policies

- [RRU Occupational Health and Safety website](#)
- [Sexual Violence and Misconduct Policy](#)
 - [Sexual Violence and Misconduct Protocols and Procedures](#)
 - [Sexual Violence Information for University Community Members](#)

SMOKE FREE ENVIRONMENT

Royal Roads University is committed to a healthy environment for all members of the community. As per medical evidence, we accept that exposure to second hand smoke is hazardous to health. To fulfill our commitment to health and safety and in accordance to CRD's Clear Air Bylaw, the university restricts smoking of all forms within and on university property.

As such, smoking of tobacco, cannabis and other harmful substances (including vaping and e-cigarettes) is prohibited within all university buildings, vehicles, enclosed public places, and enclosed workplaces. As per our Campus Smoking Policy, smoking is also prohibited in all outdoor areas on the university's campuses, except in the Designated Smoking and Designated Cannabis Smoking Areas. Smoking is prohibited in accordance with applicable legislation and local bylaws.

All university employees, students, visitors, and contractors are expected to abide by the Campus Smoking Policy, provincial legislation, and local bylaws.

Related Policies

- [Campus Smoking Policy](#)

Related Legislation and Regulations

- [CRD Clear Air Bylaw](#)
- [BC Legislation re Tobacco and Vapour Products](#)
- [Cannabis Control and Licencing Act](#) (prohibits smoking marijuana in the workplace)
- [WorkSafe BC Occupational Health & Safety Regulations](#) (Regulation 4.20: must not be impaired by alcohol, drug or other substance; Regulation 4.81 prohibit smoking or vaping in the workplace)

6. CONFIDENTIALITY AND PROTECTION OF INFORMATION AND DATA

RECORDS MANAGEMENT

All records created or received by the university are considered government records and must be managed in accordance the *Freedom of Information and Protection of Privacy Act* and with the *BC Document Disposal Act* regardless of their form or medium. The university retains and disposes of records in accordance with the approved retention and disposition schedules.

It is critically important for each employee and contractor to understand and maintain confidentiality of university records including both employee records and student records.

Any question with regard to the storage and/or retention of records may be directed to the university's FOIPOP Officer.

Related Policies

- [Records Management Policy](#)
- [Associate Faculty Contract for Services Policy](#)
 - [Associate Faculty Contract for Services, Part 2: Teaching](#)

- [Associate Faculty Contract for Services, Part 2: Non-Teaching](#)
- [Associate Faculty Contract for Services, Part 2: Supervision](#)

Related Legislation

- [BC Freedom of Information and Protection of Privacy Act](#)
- [BC Document Disposal Act](#)

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY (FOIPOP)

RRU ensures compliance with the *Freedom of Information and Protection of Privacy Act*. Any questions or information inquiries with regard to FOIPOP may be directed to the university's FOIPOP Officer.

Related Policy

- [Freedom of Information and Protection of Privacy Policy](#)

Related Legislation

- [BC Freedom of Information and Protection of Privacy Act](#)

INTELLECTUAL PROPERTY

A comprehensive policy and procedures with regard to intellectual property is established in both Board policy and within the RRU Faculty Association collective agreement. The overall purpose of an intellectual property policy is to:

- Provide a supportive climate and incentives for intellectual and creative development, innovation, and entrepreneurship by members of the RRU community, including students;
- Acknowledge that RRU has an obligation, within a framework of respect for copyright and patent principles, to disseminate the products of scholarly activity to benefit the creators, the institution, and the public;
- Provide a framework for effective development and utilization of discoveries for the economic benefit of British Columbia and Canada which would be in the interests of the public and RRU;
- Provide the potential for gaining funds and other resources to be used to promote and aid research and creative activities, employee and student entrepreneurship, and technology transfer at RRU;
- Ensure RRU meets its obligations to funding sponsors and to assist RRU members in fulfilling the terms of grants or contracts with respect to intellectual property;
- Provide safeguards for the equitable protection and disposition of proprietary rights and recognize and uphold the principles of scholarly integrity and academic freedom in the commercialization of intellectual property for the protection of RRU and its community; and
- Establish a set of procedures to address ownership, disclosure, publication, commercialization, and disposition and sharing of revenues associated with RRU intellectual property, and when such sharing is in dispute, provide an effective dispute resolution mechanism.

Employees are expected to:

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- Identify any research or intellectual property that is in progress that the employee brings with them to the university;
- Agree that any research or intellectual property, including but not limited to software, audio visual materials, and/or instructional materials, that is developed while in the employ of the university will be the right of the university to benefit from, reimbursing the employee as it sees fit, and will remain the property of the university if the employee leaves its employ, excepting full-time faculty who own their intellectual property unless they decide to commercialize it;

There are differences in how the intellectual property policy applies to full-time faculty, staff, and associate faculty. Please refer to the following related policies for further details. Full-time core faculty are encouraged to review the RRU-RRUFA Collective Agreement for terms and conditions pertaining to intellectual property.

Related Policies

- [Intellectual Property Policy](#)
- [Collective Agreement between Royal Roads University & the RRU Faculty Association \(Article 39\)](#)
- [Associate Faculty Contract for Services Policy](#)
- [Associate Faculty Contract for Services](#)

CONFIDENTIALITY WHILE EMPLOYED WITH RRU

All confidential information heard, created, or accumulated by contractors and employees of RRU must be used or reviewed on a strict need-to-know basis in the performance of contract or job functions, and must not be disclosed to anyone other than persons authorized to receive it, both during a contract or employment period and beyond it. Recorded information in all formats is covered by this policy. Confidential information includes, among other examples: business plans, data and analytics, draft reports, research results, legal opinions, etc.

Confidential information also includes the personal information of identifiable individuals. Personal information is covered by the provincial *Freedom of Information and Protection of Privacy Act (FOIPOP Act)* in addition to this policy. Examples are: student enrolment information; contact information of students, prospective students, contractors, employees, alumni, donors, visitors, and other members of the public; photographs of all individuals; educational history of students; birth dates of any individuals; personal opinions as expressed in student essays and discussions; work history of contractors and employees.

Personal information must be collected, recorded, corrected, accessed, altered, used, disclosed, retained, and removed only in accordance with the *Act* and university guidelines, and must be maintained in a secure manner.

Contractors and employees who are uncertain whether information is confidential must check with their direct supervisor and any other appropriate authorities before using and disclosing it. Any suspected violation of the *Act* or this policy must be reported to appropriate university officials, including the Registrar if student data is involved.

Provisions for associate faculty to safeguard confidential information are included in the service contract.

Related Policies

Royal Roads University Standards of Conduct and Service Policy

- [RRU Confidentiality Policy](#)
- [Collective Agreement between Royal Roads University & the RRU Faculty Association \(Article 14\)](#)
- [Associate Faculty Contract for Services Policy](#)
 - [Associate Faculty Contract for Services, Part 2: Teaching](#)
 - [Associate Faculty Contract for Services, Part 2: Non-Teaching](#)
 - [Associate Faculty Contract for Services, Part 2: Supervision](#)

INFORMATION SECURITY

RRU is critically dependent on its information, information systems, and infrastructure. The appropriate use of technology at RRU is a strategic advantage. Loss, unavailability, unreliability, and inappropriate disclosure of information constitute serious risk.

The university will take appropriate measures, with the cooperation of all computer network users, to ensure the integrity of the RRU networks and to mitigate the risks and losses associated with security threats to RRU networks and resources, in accordance with administrative policies, standards, and procedures established by the university for the purpose of protecting information.

Related Policies

- [IT Services Acceptable Use Policy](#)
- [IT Services Information Security Policy Framework](#)
- [Network Access and Email Use Policy](#)

POST-EMPLOYMENT CONFIDENTIALITY

RRU employees and contractors are responsible for the appropriate use of confidential information while employed or contracted by the university and after leaving the employ or service of RRU. Each contract of employment and service contract contains a standard provision with regard to the confidentiality of information both during and post-employment or post-service with the university. Employees and contractors are encouraged to review the offer of employment or contract offer and direct any questions he/she may have, prior to signing the contract, to the Human Resources Department or their university contact respectively.

7. RESPONSIBILITIES: COMMITMENT AND COMPLIANCE

Every employee and contractor of RRU must always fully comply with both the letter and the spirit of all laws applicable to employment and the provision of services. As a publicly funded university with a primary mission to serve its students, employees and contractors must avoid any situation that could be perceived as improper or indicate a casual attitude to compliance. Employees and contractors must never commit or condone an illegal act or counsel another employee, student, contractor, or consultant to do so. As a public institution, the actions of our employees and contractors are subject to public scrutiny and the reasonable expectation of the public that we will manage the university assets to the highest ethical standard.

It is the responsibility of each employee of RRU and contractors (in the course of providing services to the University) to read, understand, and adhere to the RRU Standards of Conduct and Service.

WHISTLEBLOWING

RRU is committed to maintaining the highest standards of ethical conduct. It is the responsibility of each employee and contractor to immediately report any alleged ethical misconduct or fraud.

Employees, students, volunteers and contractors are often in the best position to observe ethical misconduct or abuse of public trust because of their proximity to day-to-day university operations. The university relies on these individuals to report such activities so that it can take prompt corrective action.

The university will protect all individuals who take steps to expose wrongdoing by prohibiting harassment, threats, retaliation or discrimination against them.

Related Policy

- [RRU Whistleblowing Policy and Procedures](#)

Appendix I – RRU’s Guiding Values

Our Standards of Conduct and Service Policy is also intended to help Royal Roads University employees and contractors put our university values into action every day by providing guidance on the competencies (i.e., behaviours, actions and decisions) that support our values of Caring, Accountable and Creative.

CARING – we are passionate about student success, our organizational success, and each other

- **Student/Client focus:** maintaining student/client focus, understanding their needs, providing realistic commitments and taking responsibility for delivering on those commitments
- **Relationship management:** working to build effective contacts with internal and external individuals whose co-operation is important to present and/or future success
- **Honesty, respect openness:** acting with openness, honesty and respect in all that we do
- **Coaching & feedback:** providing support, guidance and feedback to help others meet challenging objectives and performance goals
- **Teamwork:** working collaboratively with others to build supporting working relationships where people actively share information, support diversity, rely on each others’ expertise and deliver on commitments as a means to achieve effective teamwork

ACCOUNTABLE – we are comfortable taking responsibility and working in an organization that takes accountability seriously

- **Results focus:** maintaining a focus on the important issues to achieve and improve results; ensuring a strategic to drive successful outcomes
- **Business awareness:** maintaining an awareness of and applying sound business principles and effective operational practices
- **Social, economic & environmental responsibility:** consciously making sustainable choices that foster a healthy social, economic and environmental future
- **Communication:** exchanging information and ideas with others to promote effective discussion and decision-making; promoting 2-way communication
- **Quality:** striving for the highest standards in self and the organization

CREATIVE – we like to try new ways of doing things and are open to new ideas

- **Flexibility/facilitating change:** Receptive to change; positively adapting and effectively working within a changing environment; seizing opportunities and maintaining focus on the important issues
- **Future thinking/Innovation (Problem Solving & Creativity):** generating and implementing creative solutions to achieve RRU’s strategic goals; anticipating, conceptualizing and /or communicating future events trends and opportunities; supporting innovativeness and exploration
- **Developing self & others:** finding ways to keep skills current and maintain up-to-date knowledge of specific and broad-range topics; providing developmental opportunities to others
- **Leadership:** inspiring and energizing self and others to achieve personal and organizational success

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Appendix II

Acknowledgement Form for Employees

Royal Roads University (the “University”) is proud of its reputation for applying the highest ethical standards in all its dealings.

As a Royal Roads employee (including members of the Executive Team, Faculty, and Staff) you are the face of the University and are responsible for upholding its high standards of conduct and service.

The Standards of Conduct and Service Policy applies to all University employees.

Contractors, consultants and others hired by Royal Roads or who represent the University are also expected to adhere to the same high standards the University requires of its employees. If you are responsible for hiring a contractor or consultant, you must inform them of this expectation and provide them with a copy of this Standards of Conduct and Service Policy.

As an employee, you are responsible for being aware of and understanding your responsibilities under the Standards of Conduct and Service and if you have any questions concerning any aspect of this policy you are encouraged to discuss the matter with your manager.

As a hiring manager or and member of the Executive Team you should direct your inquiries to the parties named in the Policy, otherwise, to the AVP HR or VP and CFO.

Contravention of this Policy is a serious matter and may result in disciplinary action, which may include dismissal.

I acknowledge receiving the Royal Roads University Standards of Conduct and Service (dated xxx), and I acknowledge that I have read and understand the Standards of Conduct and Service Policy. I further acknowledge that I am aware that breaching the Standards of Conduct and Service is a serious matter that may result in disciplinary action.

Signature

Name and Title (please print)

Date

Appendix III

Acknowledgement Form for Contractors Doing Business with Royal Roads University

Royal Roads University (the “University”) is proud of its reputation for applying the highest ethical standards in all of its dealings.

The Standards of Conduct and Service Policy applies to all Royal Roads employees.

Contractors, consultants and others hired by the University or who represent the University are also expected to adhere to the same high standards Royal Roads University requires of its employees.

Contractors are responsible for being aware of, understanding their responsibilities under and adhering to the Standards of Conduct and Service. If you have any questions concerning any aspect of this policy, you are encouraged to discuss the matter with your University contact.

In addition, contractors are required to ensure that their employees and subcontractors who perform work for the University are aware of, understand their responsibilities under and adhere to the Standards of Conduct and Service. Contravention of the Standards of Conduct and Service is a serious matter and may result in the termination of your contract or engagement with Royal Roads University.

Any employee or subcontractor of the contractor who attends the University work sites must acknowledge below that they have read, understand their responsibilities under and will adhere to the Standards. No contractor, employee or subcontractor of the contractor, will be provided access to the University’s work sites unless this acknowledgement is signed below and provided to the University prior to access being granted.

I, on behalf of [Name of contractor if applicable], acknowledge receiving Royal Roads University’s Standards of Conduct and Service (dated xxx). I acknowledge that I have read and understand the Standards of Conduct and Service, including that all references to “employees” to include “contractors”, and I will ensure my employees and subcontractors who perform work under the Royal Roads University contract or engagement understand their responsibilities under and will adhere to the Standards.

I further acknowledge that I am aware that breaching the Standards of Conduct and Service is a serious matter that may result in the termination of my/our contract with Royal Roads University.

Signature

Name and Title (please print)

Date

**Royal Roads University
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Service Policy**

QUESTIONS ?

WHOM TO CONTACT:

Associate Vice-President, Human Resources
Telephone: 250-391-2600 extension 4850





Employee Standard of Conduct Policy

Published on Policies & Procedures (<http://policies.royalroads.ca>)

Royal Roads University Policy

First implemented:
December 22, 2005
Approved By:
VP & CFO
Office of Oversight:
Human Resources

Policy Statement:

Employees and students at Royal Roads University desire a working and learning environment that is respectful, supportive, productive and safe. Employee conduct will at all times support and promote that working and learning environment.

Procedures:

All employees in the pursuit of their duties shall treat fellow employees, students and members of the community with respect, dignity and consideration.

All employees shall ensure that their verbal and written communication with other employees and students is respectful and supportive of a productive and safe work environment.

All employees shall assist and cooperate with other employees to ensure that work is performed in a productive and efficient fashion.

All employees shall respect the right of all employees and students to work and learn in an environment free from harassment and discrimination.

Employees shall not participate in activities that could constitute a form of direct or indirect harassment or discrimination. Some examples (not comprehensive) of behavior issues that have been found to be harassment or discrimination are:

- Verbal threats, intimidation or abuse
- Unwelcome remarks or jokes about subjects like race, religion, disability or age
- The display of sexist, racist or other offensive pictures or posters
- Consistent subjection of an individual to practical jokes or ridicule
- Unwelcome or inappropriate physical contact
- Inappropriate use of power or control

When an employee believes he/she has been impacted by or have witnessed unacceptable



Employee Standard of Conduct Policy

Published on Policies & Procedures (<http://policies.royalroads.ca>)

behavior they are encouraged to take any of the following actions as appropriate:

- Deal directly with the employee(s) conducting the unacceptable behavior
- Request the assistance of a supervisor and/or the human resources department
- Provide a written summary of the alleged unacceptable behavior to the human resources department and request a formal investigation

All employees can expect that when inappropriate behavior is reported, investigated and confirmed, that disciplinary action will be taken.

Source URL (modified on 2016-07-18 15:16): <http://policies.royalroads.ca/policies/employee-standard-conduct-policy>

**BOARD OF GOVERNORS
BRIEFING NOTE**



MEETING: OCTOBER 10, 2019
AGENDA ITEM: DELEGATION OF AUTHORITY POLICY
SPONSOR: CHERYL EASON, VICE PRESIDENT & CHIEF FINANCIAL OFFICER
PURPOSE: APPROVAL

BRIEF DESCRIPTION OF AGENDA ITEM

To present a new *Delegation of Authority Policy* that replaces four existing policies.

BACKGROUND

The new *Delegation of Authority Policy* was provided to the Finance and Audit Committee for first reading at the June 4, 2019 meeting. It was recommended by the committee to have the Governance and Nominating Committee ('GNC') review and provide recommendation for approval to the Board.

KEY CONSIDERATIONS

On September 18, 2019, the GNC reviewed the policy. The committee recommended to management that the Finance and Audit Committee receive for information the sub-delegation of the authority matrix going forward.

The policy is being presented to the Board for review and final approval based on the recommendation from GNC.

RECOMMENDATION

The GNC recommends that the amended policy be reviewed and approved, thereby replacing the now redundant policies as listed below (attachments D1020, D1030, D1040, D1050 and D1150).

MOTION

That the Board of Governors:

1. Approve the amended Delegation of Authority Policy; and
 2. Rescind the four (4) redundant policies.
-

Attachments

- September 18, 2019 briefing note to Governance and Nominating Committee
- June 4, 2019 briefing note to Finance & Audit Committee with associated attachments
 - D1020 – Delegation of Authority to Hire Staff
 - D1030 – Delegation of Authority for Purchasing and Signing Authorities
 - D1040 – Delegation of Authority for Capital Expenditures
 - D1050 – Delegation of Authority for Fees for Service and Facility Use
 - D1150 – Delegation of Authority Policy

GOVERNANCE & NOMINATING COMMITTEE

BRIEFING NOTE



MEETING: SEPTEMBER 18, 2019
AGENDA ITEM: DELEGATION OF AUTHORITY POLICY
SPONSOR: CHERYL EASON, VICE PRESIDENT & CHIEF FINANCIAL OFFICER
PURPOSE: APPROVAL

BRIEF DESCRIPTION OF AGENDA ITEM

To present a new *Delegation of Authority Policy* that replaces four existing policies.

BACKGROUND

At their June 4, 2019 meeting, the Finance and Audit Committee reviewed the proposed *Delegation of Authority Policy* presented by Management and recommended the information be forwarded to the Governance and Nominating Committee for their review prior to Board of Governor approval.

Section from the draft minutes of the June 4, 2019 Finance and Audit Committee meeting:

8. Delegation of Authority – 1st Reading

In the proposed policy, the Board delegates to the President the authority to make commitments on behalf of the university that are consistent with its institutional direction and approved by the Board in the annual operating plans, the multi-year business plans, business cases and other strategic planning/direction documents. The policy also ensures that the Finance and Audit Committee and Board retain authority over the institutional direction of the university and approve key strategic decisions through their responsibilities as outlined in the committee's terms of reference.

Motion: It was moved by Kathleen Birney and seconded by Nelson Chan

That management forward the proposed delegation of authority policy to the Governance and Nominating Committee for their review.

MOTION CARRIED

Attached is the original briefing note provided to the Finance and Audit Committee.

RECOMMENDATION

Management recommends that the amended policy be reviewed and approved, thereby replacing the now redundant policies:

- D1020 – Delegation of Authority to Hire Staff
- D1030 – Delegation of Authority for Purchasing and Signing Authorities
- D1040 – Delegation of Authority for Capital Expenditures
- D1050 – Delegation of Authority for Fees for Service and Facility Use

Management welcomes the Committee's feedback on the proposed delegation of authority policy. During discussions, should the Committee feel that the information is sufficiently detailed and appropriate to position this policy to proceed, a recommendation of approval is requested.

MOTION

That the Governance and Nominating Committee recommends to the Board of Governors:

1. Approval of the amended Delegation of Authority Policy; and
 2. Rescinding of the four (4) redundant policies.
-

Attachment

- June 4, 2019 briefing note and associated attachments presented to the Finance and Audit Committee

**FINANCE & AUDIT COMMITTEE****BRIEFING NOTE**

MEETING:	JUNE 4, 2019
AGENDA ITEM:	DELEGATION OF AUTHORITY POLICY – 1 ST READING
SPONSOR:	CHERYL EASON, VICE-PRESIDENT & CHIEF FINANCIAL OFFICER
PURPOSE:	INFORMATION

BRIEF DESCRIPTION OF AGENDA ITEM

The purpose of this briefing note is to present a new Delegation of Authority Policy and replace four existing policies.

BACKGROUND

The Finance and Audit Committee's (FAC) Terms of Reference outline certain responsibilities for the Committee that ensure the FAC and Board retain authority over the institutional direction of the university and approve key strategic decisions. These responsibilities include:

- a) Consistent with the university's strategic vision and direction, review and recommend to the Board of Governors the university's five-year business plan and annual operating plans;
- b) Within the context of these plans, review and recommend to the Board as necessary business cases, and ensure that post-implementation evaluations are conducted;
- c) Review the university's performance to plan and forecast reports, ensuring that emerging issues and opportunities are being appropriately addressed by management;
- d) Review the university's annual institutional accountability plan and report and make recommendations to the Board prior to submission to the Ministry; and
- e) Within the context of the Board investment policy, review the performance of the investments for the university and the RRU Foundation on at least an annual basis and as required.

To facilitate effective management and operation of the university, it is important for the Board to delegate a reasonable level of authority to the President.

The university has the following Board policies that delegate authority to the President:

Policy Number	Policy Name	Date Last Reviewed
D1020	Delegation of Authority to Hire Staff	February 14, 2006
D1030	Delegation of Authority for Purchasing and Signing Authorities	November 19, 2002
D1040	Delegation of Authority for Capital Expenditures	November 19, 2002
D1050	Delegation of Authority for Fees for Service and Facility Use	January 17, 2006

These policies have not been recently updated and are not consistently being followed in practice.

KEY CONSIDERATIONS

Management has reviewed delegation of authority policies of other universities¹ and has determined that there is a large range in delegation from the Board of Governors to the President (\$1M for some of the smaller universities, \$2M for Simon Fraser University and \$5M for the University of Victoria). Capilano University and the University of Calgary have adopted a more progressive approach. For these two universities, the delegation from the Board of Governors to the President is unlimited to the extent that the Board's approval was obtained through operating budgets and approved capital plans. Given the degree of authority retained by the Royal Roads Finance and Audit Committee and Board through the terms of references, management recommends adopting the approach taken by Capilano University and the University of Calgary.

Management proposes that the four existing policies be repealed and replaced by a new *Delegation of Authority Policy* (D1150). In this new *Delegation of Authority Policy*, management recommends:

- a) The Board delegate to the President the authority to make commitments on behalf of the university including the responsibility to enter into agreements and to act as a purchasing, signing and payment authority for all matters consistent with the institutional direction of the university and based on appropriate approval from the Board as outlined in the annual operating plans, the multi-year business plans, business cases and other strategic planning/direction documents;
- b) The Board maintain authority for duties that are required to be retained by legislation, ministerial expectations or institutional policies and directives; and
- c) The President be empowered determine and define sub-delegations for authorizations, including commitments, contracts, purchases and payments.

RECOMMENDATIONS

Management recommends to the Finance and Audit Committee:

1. Repealing of the following policies:
 - D1020 – Delegation of Authority to Hire Staff
 - D1030 – Delegation of Authority for Purchasing and Signing Authorities
 - D1040 – Delegation of Authority for Capital Expenditures
 - D1050 – Delegation of Authority for Fees for Service and Facility Use
2. Review and adoption of the following policy:
 - D1150 – Delegation of Authority Policy

Management welcomes the Committee's feedback on the proposed delegation of authority policy. During the course of these discussions, should the Committee feel that the information is sufficiently detailed and appropriate to position this policy to proceed, a recommendation of approval will be requested.

Attachments

- 7.1 D1020 – Delegation of Authority to Hire Staff
- 7.2 D1030 – Delegation of Authority for Purchasing and Signing Authorities

¹ University of Victoria, Simon Fraser University, Capilano University, Athabasca University, University of Calgary, University of Manitoba and University of Saskatchewan.

- 7.3 D1040 – Delegation of Authority for Capital Expenditures
- 7.4 D1050 – Delegation of Authority for Fees for Service and Facility Use
- 7.5 D1150 – Delegation of Authority Policy



Delegation of Authority to Hire Staff

ROYAL ROADS UNIVERSITY POLICY

POLICY NUMBER: D1020

FIRST IMPLEMENTED: FEBRUARY 14, 2003

APPROVED BY: BOARD OF GOVERNORS

OFFICE OF OVERSIGHT: VP & CFO

Board Policy Statement

The Board delegates to the President the authority to hire employees of the University.

The Board must pre-approve Vice President appointments.

Philosophy

In accordance with the governance model adopted by the Board of Governors, the Board hires one employee, the President. The Board delegates to the President the responsibility of achieving board approved "outcomes", and holds the President accountable for their achievement. The hiring of appropriate staff is one of the President's means of achieving the required outcomes.

President's Responsibilities

The President will hire employees within salary ranges and employment policy guidelines approved by the Board.

Appointments will be made through a personnel committee consisting of the President, Vice President Learning and Vice President Operations.

Information, Action and Monitoring Requirements for the Board

The Board will receive, for ratification, quarterly reports on new employee appointments.

Dates

14.02.2003- Board Approval

14.02.2003- Implementation Date

14.02.2006- Review Due

ROYAL ROADS UNIVERSITY

BOARD POLICY

Title: Delegation of Authority for Purchasing and Signing Authorities

Policy #: D1030

Effective Date: November 19, 1999

Board Policy Statement

The Board delegates to the President the authority to act as the purchasing overseer for the University for expenditures up to \$100,000.

The Board will approve expenditures exceeding \$100,000.

Philosophy

The President must have the freedom to take action consistent with the mission of the University. However, it is appropriate for expenditures exceeding \$100,000 to be subject to Board approval.

President's Responsibilities

The President will establish a set of expenditure controls including appropriate signing authorities and levels of authority and develop administrative procedures for handling purchasing matters and monitoring their effectiveness.

The President will bring forward proposed expenses exceeding \$100,000.

Information, Action and Monitoring Requirements for the Board

The Board will receive, for information, a list of expenditure authorizations by employee designation.

The Board will be advised of expenditures exceeding \$100,000 approved by the President where exigencies of time occur as per RRU Board Policy re: Exigencies of Administration.

RELATED DOCUMENTS

RRU Board Policy re: Exigencies of Administration

RRU Board Policy re: Delegation of Authority for Capital Expenditures

RRU Board Policy re: Delegation of Authority for Service Contracts

RRU Purchasing Policy

RRU Financial Management and Management Information Service Guide

FACT SHEET

DATES:

19.11.99	Board Approval
19.11.99	Implementation
19.11.02	Review Due

SOURCE:

95.08.24	<i>Approval by Board Motion . . . that each currently designated signing authority have an appropriate subordinate designated as an alternate signing authority.</i>
98.10.16	<i>Approval by Board Motion . . . the Royal Roads Purchasing Policy and an upset limit of Presidential authority at \$100,000.</i>

ROYAL ROADS UNIVERSITY

BOARD POLICY

Title: Delegation of Authority for Capital Expenditures

Policy #: D1040

Effective Date: November 19, 1999

Board Policy Statement

The Board delegates to the President the authority to make capital expenditures for the University consistent with the institutional direction outlined in the Business Plan and consistent with the mandate of Royal Roads University.

The Board will pre-approve capital expenditures exceeding \$100,000.

Philosophy

The President must have the freedom to take action consistent with the mission of the University. However, it is appropriate for expenditures exceeding \$100,000 to be subject to Board approval.

President's Responsibilities

The President will oversee capital expenditures consistent with the institutional direction outlined in the Business Plan and monitor their effectiveness.

The President will bring forward proposed capital expenses exceeding \$100,000.

Information, Action and Monitoring Requirements for the Board

The Board will receive, for information, quarterly reports on capital expenditures.

The Board will be advised of capital expenditures exceeding \$100,000 approved by the President where exigencies of time occur as per RRU Board Policy re: Exigencies of Administration.

RELATED DOCUMENTS

RRU Board Policy re: Exigencies of Administration

RRU Board Policy re: Delegation of Authority for Purchasing and Signing Authorities

RRU Board Policy re: Business Plan

RRU Purchasing Policy

RRU Financial Management and Management Information Service Guide

FACT SHEET

DATES:

19.11.99 Board Approval
19.11.99 Implementation
19.11.02 Review Due

SOURCE:

99.11.19 **REQUIRES BOARD MOTION**



Delegation of Authority for Fees for Service and Facility Use

ROYAL ROADS UNIVERSITY POLICY

POLICY NUMBER: 01050

FIRST IMPLEMENTED: JANUARY 17, 2003

APPROVED BY: BOARD OF GOVERNORS

OFFICE OF OVERSIGHT: VP & CFO

Board Policy Statement

The Board delegates to the President the authority to set fees for ancillary services (excluding parking and student ancillary fees).

Philosophy

This is an internal administrative task.

President's Responsibilities

The President will oversee the development of an ancillary fee schedule and will determine appropriate fee levels within Board approved guidelines, if any.

Information, Action and Monitoring Requirements for the Board

The Board will receive an ancillary fee schedule.

Related Documents

RRU Board Policy re: Business Plan

RRU Board Policy re: Entrepreneurial Activities

Dates

17.01.3- Board Approval

17.01.3 -Implementation

17.01.6- Review Due

Source

95.08.24- Approval by Board Motion ... *that the Board of Governors delegate to the President the authority to set fees for ancillary services, and to report to the Board from time to time on the use of the campus by external groups.*

96.01. 19 - Approval by Board Motion ... *that the Board approve the recommendation to limit the use of Hatley Castle for University and special functions only. Although this may reduce the overall revenue potential for RRU, the preservation of the Castle is deemed to be more important.*

ROYAL ROADS UNIVERSITY BOARD POLICY

Title: Delegation of Authority

Policy #: D1150

Effective Date: June xx, 2019

Purpose

The purpose of the Delegation of Authority Policy (“Policy”) is to establish the authority for the President and administration to act on behalf of Royal Roads University (“RRU” or the “University”). To facilitate the effective and efficient management and operation of the University, the Board of Governors (the “Board”) delegates its powers and confers on the President the authority for the University in accordance with legislation¹, ministerial expectations² and institutional policies³.

Scope

This Policy applies to the RRU (and its entities)⁴ and all the authorities and duties held by University members for various University activities, including commitments and financial transactions.

Board Authority and Delegation

The *Royal Roads University Act* gives the board the authority to exercise the powers of the board or senate of a university under the *University Act* except those powers and duties given to the president by the *RRU Act*. In accordance with Section 12 of the *RRU Act*, the president has the power to deal with matters delegated to the president by the board.

The Board delegates to the President the authority to make commitments on behalf of the University including the responsibility to enter into agreements and to act as purchasing, signing and payment authority. The authority delegated to the President and associated responsibilities are broadly assigned for all matters consistent with the institutional direction of the University as outlined in the annual operating plans, the multi-year business plans, business cases and other strategic planning/direction documents.

¹ The Royal Roads University (RRU) is subject to comply with institutional specific legislation under the *University Act*, the *Royal Roads University Act - RRUA*, and the *Financial Administration Act*.

² RRU, as a post-secondary institution in BC, is subject to performance and accountability obligations as determined by the Ministry of Advanced Education, Skills & Training.

³ RRU adheres to the relevant Board policies and terms of reference for the Finance & Audit Committee.

⁴ For the purpose of this Policy, the RRU includes any related entities such as the Royal Roads University Foundation.

The Board maintains authority for the following duties (i.e. does not delegate).

- a) Legislation Requirement:
 - approving an annual budget (including both operating and capital expenditures), and
 - approving an annual report on the progress of the University;
- b) Ministerial Expectations:
 - approving the Institutional Accountability Plan and Report,
 - approving the Government Reporting Entity Quarterly Reports,
 - approving the Statement of Financial Information, and
 - approving the annual audited financial statements of the university and the RRU Foundation;
- c) Institutional Policies and Directives:
 - approving the university's five-year business plan,
 - approving necessary business cases and ensuring that post-implementation evaluations are conducted,
 - reviewing the university's quarterly performance to plan and forecast reports, ensuring that emerging issues and opportunities are being appropriately addressed by management,
 - reviewing quarterly reports pertaining to the status of legal matters, and
 - reviewing the performance of investments for both the university and the RRU Foundation on at least an annual basis and as required.

President's Sub-delegation

The President determines and defines sub-delegations (the authority delegated to senior executive and employees) for authorizations, including commitments and contracts and purchases and payments. All sub-delegations shall be reasonable based on position, appropriate based on levels of responsibility, and documented and monitored for adherence.

Related Documents

RRU Board Policy D1000 re: Exigencies of Administration

Dates:

2019 06 xx	Board Approval
2019 06 xx	Implementation
2024 06 xx	Review Due

Return to agenda

Return to start of attachment

**PROGRAM AND RESEARCH COUNCIL****MINUTES**

MEETING OF THURSDAY 12 SEPTEMBER, 2019 – 9:00AM
SHERMAN JEN BUILDING ROOM 012

Voting Members:	Philip Steenkamp (Chair), Steve Grundy (Vice-chair), Kathleen Birney, Mary Collins (by phone), Doug Kobayashi, Kathryn Laurin, Nadine Penalagan (by phone)
Non-voting Members:	Brigitte Harris, matthew heinz, William Holmes, Pedro Márquez
Administration:	Margot Bracewell, Candice Chapple (recording secretary)
Regrets:	David Black, Dan Perrins
Guests:	Sage Berryman, Zoe MacLeod, Geoff Pearce

1. CALL TO ORDER, ACKNOWLEDGEMENT OF THE LANDS, APPROVAL OF THE AGENDA - M/S Kobayashi / Birney
9:04am **CARRIED**

The Chair welcomed new external member Doug Kobayashi, whose 3-year appointment began Aug 1, 2019; the Chair also welcomed the following guests: new members to the Board of Governors, Sage Berryman and Geoff Pearce; RRU VP Communications and Advancement, Katharine Harrold; interim EA to the VP Academic/Provost, Candice Chapple, covering for Margot Bracewell as PRC recording secretary. The Chair thanked Nadine Penalagan, the student elected member of the Board whose 1-year term concludes October 1; nominations are currently underway to select a new student elected member, tba September 27.

PRC was explained as a committee advising the Board, chaired by the President, in lieu of a senate and required by legislation. Academic Council and PRC provide academic oversight and items from PRC go forward to the Board.

2. APPROVAL OF THE MINUTES OF PREVIOUS MEETINGS:

- I. Minutes of 30 May 2019 - M/S Laurin / Birney

CARRIED

3. BUSINESS/INFORMATION ARISING

STEENKAMP

- I. Recent approvals from the Board meeting (June 23 2019):

- the Graduate Certificate in Management and Leadership as a new program
- the Program Approval Framework
 - required revisions to the PRC Terms of Reference will go before the Governance and Nominating Committee ahead of their presentation to the Board in October
- the recommendation that the current partnership agreement with Study Group not be renewed when it expires Aug 31 2020

- II. Status of degree approvals

GRUNDY

S. Grundy, VPA at RRU, informed members that the MSc Management program sent for Ministry approval through the Province's degree approval program process came back not approved; citing questions around need and market demand. S. Grundy and Dean, Faculty of Management, W. Holmes, will meet with the ADM next week to discuss. The VPA shared that in response to a global decline in demand for traditional MBAs, RRU, along with other institutions are attempting to respond with more specialized, targeted management degrees, however not only was the MSc Management proposal denied, but three somewhat similar programs from other institutions were too. The Province has a mandate to respond to market needs; however, the notoriously lengthy response time for program approval through the Degree Quality Assessment Board (DQAB) approval processes puts current market opportunities at risk. The VPA reminded members that before a proposal is submitted to the DQAB, it is subject to RRU's own rigorous, iterative,

program approval process, which in recent years has been audited and passed by DQAB. Committed to developing two new MA programs a year, the program approval process is critical to the University. The Chair assured members he will be following up with the Deputy to reiterate the RRU's own rigorous approval process and our desire to be nimble in response to market demand.

4. REPORT FROM ACADEMIC COUNCIL

GRUNDY

June 23 the Board approved the Program Approval Framework; to reflect this, the *new* Academic Programs Policy was approved at Academic Council July 24. Under this new approval framework, the Graduate Certificate in Science and Policy of Climate Change was approved. Also approved was the Academic Approvals framework – a list of approvers who make decisions about actions or decisions affecting students; the Graduate Program Research Requirement as Academic Regulation and the list of graduands (225) for June 2019 convocation.

I. New Program proposal for PRC recommendation to the Board of Governors:

➤ MA in Executive and Organizational Coaching

VPA S. Grundy introduced the program proposal for the MA in Executive and Organizational Coaching. Dean W. Holmes and Professional and Continuing Studies Director Z. MacLeod explained that the first year of the Masters program contains the 9-credit Graduate Certificate Executive Coaching that has been offered at the university with consistent and reliable success for over 10 years. 2 courses will need to be developed to offer the M. Questioned about the high tuition fee, the VPA responded that the Certificate reflects the high-degree of involvement from faculty and accreditation through the International Coach Federation. Beyond the first year, tuition fees align with regular MA program rates.

M/S Kobayashi / Birney **MOTION:** That the Program and Research Council recommend to the Board of Governors, approval of the Master of Arts in Executive and Organizational Coaching

CARRIED

5. STANDING ITEMS FROM PRC ANNUAL PLAN

GRUNDY

I. Program reviews: annual and 5 year external

External reviewers were retained to audit the Bachelor of Arts in International Hotel Management and BCom/BBA combination. Both reviews were positive, with some recommendations; most have been actioned. Concerned with the potential duplication between BBA/BCom we asked the reviewers for input as we move away from traditional course-based education to an entirely new model of challenge-based learning curriculum. Based on those conversations a complete revamp of undergraduate business education is underway, with a radical shift in pedagogy, resulting in some very significant changes to the BBA program; the on-campus version of the BCom will then be retired. The Chair noted that this new undergraduate model will be the subject of the Board retreat; adding that the VPA and his team have developed a storyboard that walks students through how a single semester will look. VPA explained that undergraduate business enrollment has been softening with a heavy reliance on international enrollment.

II. Academic and Student Support Services

S. Grundy provide an overview of the Services on campus. As the student demographic has changed over the years, so has student service framework evolved; traditionally services offered exist to assist mature students back into the regular realms of university life via "scholarly support." RRU continues to offer a uniquely centralized team coaching function as part of Student Services. Whereas traditional frameworks focus on life support; our main focus is scholarly support.

6. NEW BUSINESS

I. West Shore Campus initiative

STEENKAMP/GRUNDY

1.5 million in government funding has been given by the Ministry to develop a business case to address the access needs of students and learners on the West Shore. Heading up the development of the business case, RRU, in collaboration with Camosun and UVic, will be bringing it forward to the Board for endorsement in two parts – at the Retreat, where the focus will be on undergraduate programming in the

West Shore; and at the Board meeting to discuss the logistics of the business case. The Chair noted that regardless of the West Shore initiative, the new undergraduate programming model is considered essential. With so many players involved, to help guide the development of the complex business case, the President formed a governance structure. Working committees with members from all 3 institutes were established and a President's Group oversees the strategic direction. Having settled on the type of programming RRU will offer, the focus has been on narrowing down the what programming the other two institutes will offer and the types of support they will require. These developments will also be reviewed at the Board meeting. The VPA noted that in collaboration with the other two institutes, he anticipates the project will be able to meet about 65% of market demand. Acknowledging that the initiative is subject to Board approval, if it were to proceed, it would be an RRU campus, open to inviting other institutions, in addition to Camosun and UVic, to offer programming that meets market demand. As a catalyst for change, the President sees the University as helping to transform the education model and this campus as an opportunity to provide learners of all ages with the skill set for a changing economy. That said, there will still be a need for traditional transfer programming.

II. Meeting with School Advisory Council chairs – November 14

STEENKAMP

As is customary, the School Advisory Chairs will be invited to join a component of the November PRC meeting for gathering feedback relative to the external RRU community. Members were asked for feedback about this initiative and for input based on the notes from last year's meeting. Several members voiced their support; and with the addition of one question, Council heard that members were satisfied with the meeting date, agenda and questions. The addition came from K. Birney who recommended to ask if the questions raised last year had been addressed to their satisfaction.

7. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

STEENKAMP

Having recently returned from a visit to China with the VP RIMBD, Pedro Márquez, the Chair shared that these visits have multiple objectives and one is to establish important academic relationships with different institutions. During the visit, the President and VP RIMBD met with the Beifang international education group, which owns 17 private, high-quality universities and with Francis Pang of Concord College of Sino-Canada, with whom RRU maintains a long-standing relationship. Discussions with Pang included enhancing our relationship with a potential to train their teachers, along the lines of the work RRU already does with the Maple Leaf Group. City University of Macau is the centre of a major tourism hub; our Tourism and Hospitality Management programs provide an opportunity to partner. Lastly, they met with Nanjing tech university with potential for renewing former relationships. Moving forward, full reports will inform our international strategy that will be brought to the Board.

8. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST

GRUNDY

S. Grundy referred members to the report contained in the meeting package; highlighting the recent joining of faculty member Deborah Linehan who is an RRU alumni and former Board member.

9. OTHER BUSINESS

10. MEETING ADJOURNED *M/S Laurin / Birney*

10:41 AM

NEXT SCHEDULED MEETING – WEDNESDAY, NOVEMBER 14 AT 9:00A.M.



Royal Roads
UNIVERSITY

PROGRAM AND RESEARCH COUNCIL BRIEFING NOTE

MEETING:	September 12, 2019
AGENDA ITEM:	Program reviews 2018-19
SPONSOR:	Steve Grundy, Chair of Academic Council
PURPOSE:	For information

Consistent with the university and Academic Council policies on quality assurance, programs are subject to review to ensure quality and continuous improvement. This includes annual and five-year reviews and monitoring measures of quality and student satisfaction. The Vice-president Academic and Provost provides an annual report of program reviews each September to the Program and Research Council.

Bachelor of Arts in International Hotel Management (BAIHM)

The external reviewers of the BAIHM found the “BAIHM program is an applied degree with strong labour market relevance,” and the school “does an excellent job of focusing on competencies that are critical to future workplace success for graduates.” Among the program’s strengths are internships and a focus on soft skills that prepare students for a career in the hospitality industry. Student satisfaction is high and opportunities to work one-one-one with faculty on project and attend networking events are highly valued. The panel also noted faculty’s commitment to building a research culture.

A number of recommendations to improve the program included:

- Strengthening enrolment in BAIHM – the program will work with marketing and recruitment to increase the program’s profile and attract domestic enrolments, including faculty involvement in events. The school also works with the Office of International Collaboration and Development to identify emerging international markets. The school has also participated in discussions to inform the West Shore Campus Initiative and redesign of undergraduate programming. Visits to the school district would help to promote awareness of tourism, travel and hospitality career options.
- Conduct curriculum mapping of the BAIHM – the school will build on the program mapping exercise recently completed with CTET and explore skills development options, particularly beyond the 2nd year internship. Learning outcomes will also be reviewed in the context of undergraduate programming redesign and the possible introduction of specializations.
- Strengthen faculty pool – all courses are delivered face-to-face, making faculty recruitment difficult. The program will work with the local hotel association chapter to recruit and develop associate faculty and is pursuing a range of guest speakers from other institutions to contribute to the program. The option of delivering courses online will be explored to assist with associate faculty recruitment. Faculty exchanges will also be explored in coming years.

Bachelor of Commerce (BCom) and Bachelor of Business Administration (BBA)

The program review included the BCom on campus offering and the BBA, and explored a proposed redesign of the two programs into a single on-campus BBA focused on a project-based learning approach. The reviewers noted RRU's reputation for innovative programming and curriculum design and were "very impressed with the creativity of the new design; the modular structure is unique, compelling and consistent with best practices in adult education."

Recommendations for consideration as the BBA engages in a redesign included:

- Marketing and recruiting for a new kind of student – success will depend on RRU's ability to recruit the right kind of student in sufficient numbers. The proposed BBA program offers several compelling value propositions for prospective students. The project-based learning approach will orient students for future work by immersing them in real professional contexts; the focus on innovation, problem solving and active learning will allow students to develop skills needed for today's workplace; the program design is aligned with the challenge-based learning model of the West Shore Campus Initiative; and the redesign proposal includes a budget to support a marketing and recruitment strategy which includes Pop-up University events across Canada.
- Alignment of project objective and learning goals – the proposed design is organized around projects rather than courses, and it may be difficult to find an adequate range of projects in a small city like Victoria. The program proposes obtaining a license for CityStudio and modifying the model to include projects with all local municipalities, other levels of government and business and non-profit sectors. Not all projects will require live clients and a mix of project styles will be included in the design.
- Orientation towards this type of learning – success of the program will depend heavily on students' ability to adapt to a teaching and learning model to which they may have had limited exposure. The program will incorporate best practices for student orientation and adaptation including a "pathways" program to orient students to project-based learning; scaffolding of project difficult and level of independence; a structure with required on-campus class time; and ongoing faculty support with facilitators and team supports providing coaching and guidance.

Annual Program Reviews

Program highlights in 2018-19 included:

- A number of programs saw students participate in exchange opportunities abroad, including Lund, Sweden; Barcelona, Spain; and we welcomed a number of students from those partners institutions.
- The disaster and emergency management field has grown such that students are graduating from doctoral programs in the field and the MA Disaster and Emergency Management program has successfully recruited new associate faculty with doctorates who are working professionals.
- Programs continue to integrate Indigenous perspectives in courses and offer Indigenous and intercultural training to faculty and associate faculty. New courses include Communication in Indigenous Contexts (BAPC), Indigenous Justice Perspectives (BAJS). The MA Leadership program has introduced Indigenous plenaries focused on raising critical consciousness and exploring decolonizing methodologies.

- The MA Conflict Analysis and Management program celebrated its 20 year anniversary and held an alumni panel luncheon during residency, an event which was positively received and will be incorporated into future residencies.
- The MA Educational Leadership and Management program delivered to teachers from Maple Leaf Educational Services in China won the “Most Outstanding International Education Program of the Year”, awarded by the British Columbia Council of International Education in June 2018.
- Programs continue to expand options for students including new degree completion options such as course-based, major project and thesis options. The MBA program successfully introduced a 31-month option to provide greater flexibility to those students seeking a part-time program and is improving student satisfaction and completion rates.
- The BA Justice Studies successfully piloted the Inside Out Program within William Head Institution with 26 students, half of whom were inmates.
- A number of program introduced major revisions and the School of Environment and Sustainability undertook a review of learning outcomes to harmonize outcomes across graduate programs.

Program reviews are available in the Program and Research Council SharePoint site.



PROGRAM AND RESEARCH COUNCIL

BRIEFING NOTE

MEETING: September 12, 2019

AGENDA ITEM: Academic and student support services update

SPONSOR: Steve Grundy, Chair, Academic Council

PURPOSE: **For information**

The following update on academic and student support services is presented in keeping with the Council's rotating topic agenda, focusing this time on the student experience framework as it has evolved since first presented to Council in 2015.

An evolving student experience framework

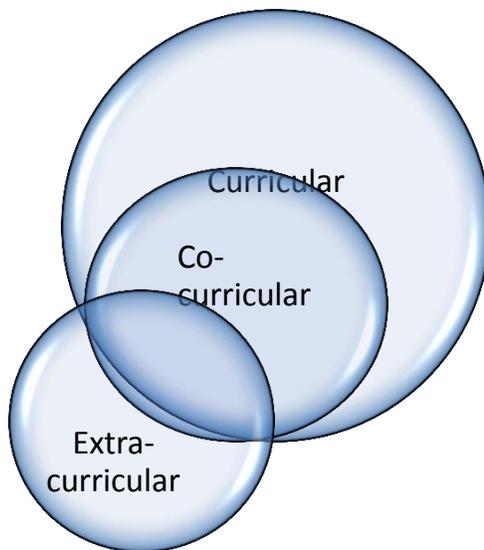
From its inception, Royal Roads University has had a different way of doing things. While there are elements of our learning model that other institutions now imitate, students, alumni and even Associate Faculty tell us that the Royal Roads University student experience is different. The Learning, Teaching & Research Model updated earlier this year provides the foundational framework for the Royal Roads academic experience, unique in its combination of applied and authentic, caring and community-based, and transformational elements. In keeping with the ways students are engaged in learning, the amount and types of student support have historically differed as well and have, and continue to be, aligned with this model and its antecedents.

The practical advantages of determining a conceptual framework for the non-academic student experience and concomitant support service strategy are many. The clarity that this provides will allow for clear communication with students about what they can expect from the university, inform decision-making regarding service structures and resource allocation and give focus to work. To explore the best approach to continue serving our unique blend of students engaged in varying delivery models, the following questions have been posed:

- What do students have to do to meet the learning outcomes of their programs?
- How do students complete learning activities and assignments?
- What support services do students access that keep them enrolled and help them to focus on their studies?
- What other tasks do students need to complete while they are enrolled?
- What do students do while students are on campus?
- Where do students go to get all of these things done?
- How do students use existing spaces, online and on campus?
- What types of places do students prefer to inhabit, online and on campus?

Considering these questions, an organizing framework characterized as two overlapping spheres, one of which includes a smaller sphere:

- the curricular, which captures student engagement in an academic activity or assignment;
- the co-curricular, a subset of the curricular that refers to activities that have academic credit but occur outside of the course schedule, such as research and organizational learning projects, internships, and the like;
- and the extracurricular, which addresses student retention, personal success and living and learning beyond the formal academic environment. The use of the term extracurricular refers to things that happen outside of the curriculum; although these do indeed form part of the experience of students, it does not refer primarily to recreational or social activities.



The curricular sphere is larger in this simple diagram to acknowledge that students are enrolled for the clear purpose of completing a credential, and that based on hours of effort, their academic pursuits make up a greater proportion of their Royal Roads experience.

The following lists a range of curricular and co-curricular activities that students engage in while completing their credential:

- Read course materials
- Attend classes or complete course units online
- Participate in class discussions
- Watch digital media presentations
- Interact with faculty - ask questions, get feedback
- Research course topics
- Complete written assignments
- Complete digital media assignments
- Study for tests and exams
- Work with team members
- Conduct lab experiments
- Conduct primary research
- Present face-to-face digital media assignments
- Upload online digital media assignment
- Write tests and exams
- Prepare for and apply to internships
- Complete internships and practica

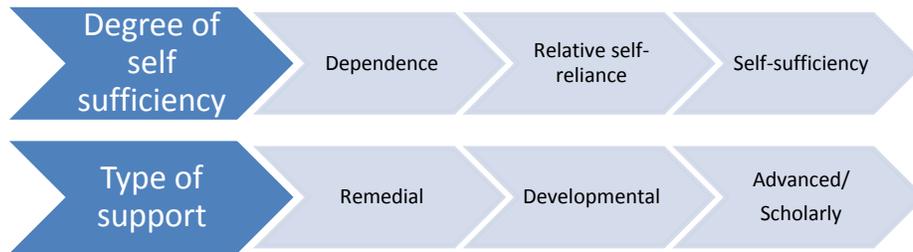
From the pre-admission phase to convocation, students also juggle a wide variety of activities that are related to their lives as students or their time spent on campus, such as:

- Decide what to study
- Develop complementary skills

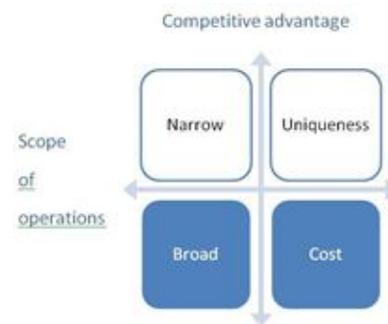
- Eat
- Explore interests
- Finance a credential
- Find a place to live
- Find one's way around
- Get along with others
- Get mental health support
- Get personal advice
- Learn about others
- Learn how to learn
- Look for a job
- Make career decisions
- Manage time and stress
- Manage student status (e.g. VISA)
- Meet peers; socializing
- Practice one's faith
- Purchase supplies, sundries and branded clothing and gifts
- Stay healthy
- Volunteer

Student need and strategy – aligning to support the student experience

In addition to considering the types of activities that students engage in while enrolled in an academic program, a review of the literature is continuously undertaken to inform understanding of student needs. This includes topics on student cognitive, psycho-social and moral development, supporting adults in transition, diversity, developing community and population characteristics. Based on this analysis, student needs can be expressed in terms of the degree of self-sufficiency and type of support in two parallel vectors.



Over the years, the Royal Roads model has evolved and the current scope of operations is broader, with a more heterogeneous suite of programs designed to serve a wider range of target groups with mixed features intended to appeal to these varied groups. Academic and student support services must be aligned with these to recruit and retain students, support their academic success and timely progression to degree completion and engender positive word of mouth to reinforce brand and market positioning.



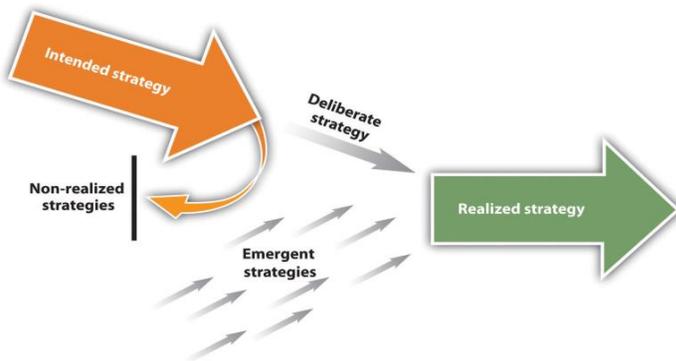
Need is experienced at the individual level and groups of like individuals, characterized as target groups, generally share common needs. The narrower a target group is the more accurately needs can be described. To conceive an appropriate service support structure, it is necessary to assess target group needs and to define the degree to which the organization is prepared to provide support.

The following target groups are identified for this purpose:

- Our primary target group is mature adults living in Canada seeking a graduate credential through blended (or online) learning.
- A group of international youth seeking undergraduate, on campus degree programs.
- A group of international youth seeking on campus graduate degree programs.
- By establishing the College of Interdisciplinary Studies we have cultivated an existing target group of students of all ages and backgrounds seeking personalized learning.
- Current work to revise the existing undergraduate curriculum model and contemplate offering undergraduate programming for domestic students in the WestShore represents our most recent expansion of our target groups.

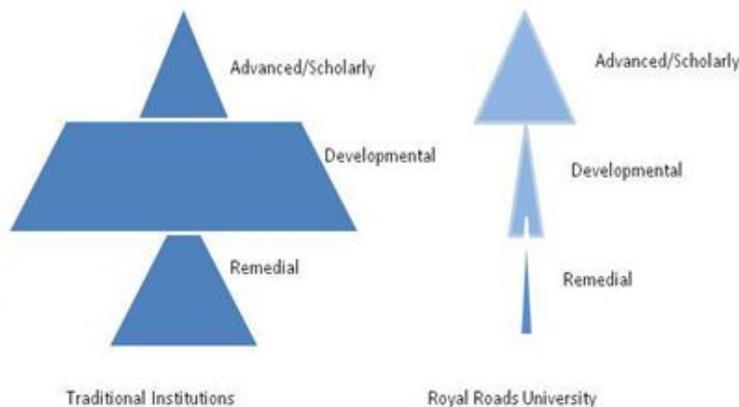
We therefore have distinct lines of business for which we can apply focused, differentiated strategies by defining scope of operations by target and sub-target group characteristics and then determining features of the academic and support structure that together support a clear market position. This requires us to revisit the student support service strategy, including considering implications for pedagogy and teaching.

Ideally the degree to which the organization is prepared to provide support should be determined purposefully, rather than resulting from a series of disconnected decisions based on emergent issues. Strategy, however, is almost always the result of a combination of intended, deliberate and emergent strategies as illustrated below.



(Ketchen & Short, 2012) ¹

In the early days, Royal Roads' realized academic and student support strategy was to provide basic services through a small staff complement of mostly one-person specialist functions, placing emphasis on referral to external resources and the combined contributions of all staff and faculty.



In contrast to traditional institutions, services were targeted to address higher level developmental and advanced needs, rather

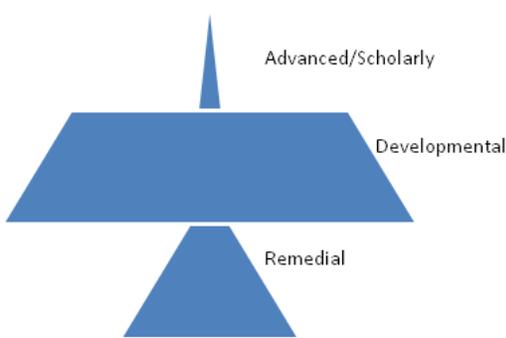
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than remedial and largely development needs. This was appropriate since the majority of our students were working professionals.

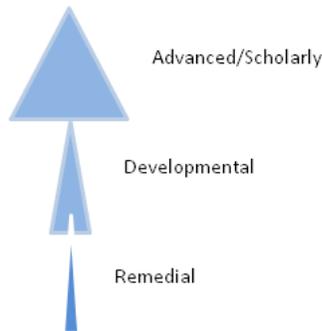
While the original intended strategy was based on reasonable assumptions about student needs, over time student demand placed considerable strain on this model as students in blended programs were heavier users of services than was originally anticipated and new business lines were launched that introduced different target groups, such as on campus non-academic preparatory programs for international students and on campus graduate programs, also targeted largely to international students. Adjustments to address capacity and emergent curriculum innovations such as the growth of work-integrated learning degree requirements would have therefore been necessary nevertheless, but the shift in strategy to broaden the scope of operations by increasing enrolment of undergraduate, on campus and international students required revision of the basic service and referral strategy.

The challenge was therefore to adjust the service strategy to meet the needs of an increasingly complex mix of student target groups. While there are many dimensions by which a target group may be defined, the key characteristics that have most relevance in our context are the level of academic study, the location in which the program is delivered, life experience, and the student’s home country or ancestry.

Characteristic	Categories		
Academic level	Non-credit preparatory	Undergraduate	Graduate
Location of learning	On campus	Blended	Online
Life experience	Youth – high school leavers	Young to mid-adulthood	Mid to mature adulthood
Home country/ancestry	International	Domestic - Indigenous	Domestic – Immigrant-descendants/immigrants



Target Group A: Undergraduate, international youth on campus



Target Group B: Graduate, non-Indigenous domestic mature adults studying online

Thus, the support service strategy for undergraduate international youth completing an on campus program will be very different than that for graduate immigrant-descendant and immigrant mature adults studying in an online program.

The university provides functions that directly support the **curricular and co-curricular** student experience, such as:

- Accessibility Services
- Archives/Museum
- Computer help desk access
- Copyright office
- English Language Centre
- Exam coordination
- Indigenous history, learning & research ethics
- Media equipment loans
- Print & digital collections
- Reference services
- Student team coaching
- Text supply services
- Work Integrated Learning support
- Writing Centre

It is notable that there is no current service to assist students with digital literacy or learning skills support - the former emerging from all target groups as a function of evolving use of digital forms for expressing learning and increasing use of digitally-based assignments, and the latter in response to the remedial and developmental needs of undergraduate and international students. There is also increasing demand for these services as well, particularly for Work Integrated Learning support and Team Coaching, commensurate with changes in academic programming, and the Writing Centre. An emerging need for supporting quantitative research for doctoral students is also being explored, along with numeracy skill development, particularly for business students. Whether, and if so, the degree to which such support should be provided is currently being reviewed, taking into account student need and university intention.

The university provides the following functions that directly support the **extracurricular** student experience, such as:

- Career enhancement services
- Clubs & organizations
- Diversity awareness & education
- Financial Aid & Awards
- Food Bank
- Food services
- Indigenous student services
- Interfaith support
- International student services
- New student transition support
- Personal counselling
- Recreation
- RRUSA liaison
- Security services
- Student activities
- Student conduct
- Student information & referrals
- Student housing

A gap currently exists for health and wellness support to address the needs of undergraduate, international and on campus students especially. There is also increasing demand for more traditional student life functions for these students, such as clubs and organizations, new student transition support, student activities and recreation. Growth in requirements personal counselling and student conduct administration has also resulted. As above, the degree to which such support should be provided is currently being reviewed, again considering student need institutional strategic priorities and resources.

At the same time, social and governmental expectations of post-secondary institutions to act *in loco parentis*, or in place of the parent, are also increasing. As is the case for all post-secondary institutions in Canada, Royal Roads is also impacted by the rise in demand for student mental health education and

support services as increasing numbers of students of all ages and origins present mental health concerns. In addition, post-secondary institutions are expected to take an active role in informing and educating students about appropriate sexual conduct, preventing sexual violence and misconduct, and developing appropriate policies, procedures and support services to respond to disclosures and reports of such incidences. These issues have put pressure on student support services and continue to be monitored.

Determining the appropriate service structure for our various student target groups will continue to evolve, particularly as the undergraduate curriculum is reviewed and work on the WestShore campus proposal continues. Although there is no question that improvements can continuously be made, there is a solid foundation of academic and student support services. The student experience framework, an ever-improving understanding of student needs and clear intentionality in the type and degree of our support service offerings will be critical to maintaining and propelling student success.