

Board of Governors - Open Session



Board:

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

Executive:

Cheryl Eason
Susan Gee
William Holmes
Pedro Márquez

Guests:

Rosie Croft
Deborah Zornes

Administration:

Drew Duncan
Ashley Richards (recording)

December 03, 2020 08:30 AM - 10:05 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Chan	08:30 AM-08:37 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Chan	08:37 AM-08:39 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 08 October 2020 Board of Governors meeting be approved as distributed.	Chan	08:39 AM-08:41 AM	4
4. Report from the President For information	Steenkamp	08:41 AM-08:56 AM	
SPECIAL BUSINESS			

5.	Spotlight on the University - Library	Croft	08:56 AM-09:16 AM	12
	For information			

REPORTS FROM COMMITTEES

6.	Program and Research Council	Steenkamp	09:16 AM-09:37 AM	23
6.1	Report from Chair	Steenkamp		
	For information			
6.2	New Program Approvals from Academic Council	Steenkamp		23
	For information			
6.3	Strategic Research Plan	Márquez/Zornes		25
	MOTION: That the RRU Board of Governors approves the Strategic Research Plan for 2020/2021 - 2022/2023.			
7.	Finance and Audit Committee	Byng	09:37 AM-09:47 AM	
7.1	Report from the Committee Chair			
	For information			
8.	Governance and Nominating Committee	Donaldson	09:47 AM-09:52 AM	
8.1	Report from the Committee Chair			
	For information			

VP PORTFOLIO REPORTS

9.	Report from the Vice-President, Academic and Provost	Holmes	09:52 AM-09:54 AM	33
	For information			
10.	Report from the Vice-President and Chief Financial Officer	Eason	09:54 AM-09:56 AM	35
	For information			
11.	Report from the Vice-President, Communications and Advancement	Gee	09:56 AM-09:58 AM	36
	For information			
12.	Report from the Vice-President Research and International	Márquez	09:58 AM-10:00 AM	40
	For information			

CONSENT AGENDA

Chan

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

13.	Consent - Approval Items	Chan	10:00 AM-10:01 AM	
	None			
14.	Consent - Information Items	Chan	10:01 AM-10:05 AM	43
14.1	Draft PRC minutes of the 13 November 2020 meeting of the Program and Research Council			43

- 14.2 Report on micro-credentials from 13
November 2020 meeting of the
Program and Research Council

47

15. Adjournment of Open Session
15-minute break

DRAFT



Board of Governors MINUTES OF THE OPEN SESSION

**08 October 2020
Via BlueJeans**

PRESENT	
Board: Philip Steenkamp, President & Vice-Chancellor Nelson Chan, Board Chair & Chancellor Dranna Andrews-Brown David Black Kathleen Burton Dave Byng Bruce Donaldson Monique Gray Smith Geoff Pearce Dave Saunders Lori Simcox	Administration: Cheryl Eason Susan Gee William Holmes Pedro Márquez Drew Duncan Ashley Richards (recording) Sara Adamson Guests: Kirsty Armstrong Carolyn Levesque Tasha Welch Deborah Zornes

1. Call to Order and Welcome – 8:30 a.m.

Board Chair, Nelson Chan, acknowledged the Xwsepsum (Esquimalt) and Lekwungen (Songhees) ancestors and families on whose traditional lands the university sits and expressed gratitude that the Royal Roads University community now learns and works here, where the past, present and future of Indigenous and non-Indigenous students, faculty and staff come together.

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

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

The chair welcomed to their first board meeting Monique Gray Smith, who was appointed July 31, 2020; Kathleen Burton, the new student-elected member whose term commenced on October 1, 2020; and Ashley Richards, the new board secretary. The chair also expressed thanks to Asad Shaikh, the former student-elected member whose term ended September 30, 2020.

2. Approval of the Agenda

MOTION (Donaldson/Andrews-Brown)

That the agenda be approved as distributed.

CARRIED

3. Approval of the Minutes

MOTION (Donaldson/Black)

That the minutes of the open session of the 25 June 2020 Board of Governors meeting be approved as distributed.

CARRIED

SPECIAL BUSINESS

4. Spotlight on the University: Wayfinding

President Steenkamp shared with members that he wanted this topic to come to the board because he felt members would be interested in the amazing work that has been done on campus wayfinding over the past few months. He invited Cheryl Eason, Vice-President and Chief Financial Officer, to speak to this item.

C. Eason noted that Kirsty Armstrong, Manager Creative Services, and Carolyn Levesque, Associate Vice-President, Operations and Resilience, were in attendance to share the work of their team in developing a signage strategy to make it easier for students, staff and visitors to navigate the Royal Roads University (RRU) campus.

C. Levesque gave board members some background on the purpose behind the signage initiative. In 2019, Cygnus Design Group, a wayfinding and environmental design group, was engaged to do a comprehensive audit of RRU signage on and off campus, as well as online. Through engaging with the community, and considering the needs and unique circumstances of the property, a strategic approach to signage has been developed and a prioritized action plan has been mapped out.

K. Armstrong presented an overview of the challenges involved and steps taken to date. RRU signage and wayfinding will be consistently applied regarding health and safety, accessibility, compliance, operational and digital presence. The signage strategy includes plans to declutter campus, provide clear direction, include artwork recognition and heritage/interpretive signage, trail marking signage, special event signage, and to increase the use of pageantry and create a sense of entering the campus zone.

Board members commented on the positive impact this will have for learners and visitors to campus and raised some additional points for consideration relating to signage location, safety lighting and external access points to walking trails. C. Eason advised that a detailed action plan with budget will be developed and there is a placeholder for the signage initiative in the 5-year capital program.

5. Report from the President

President Steenkamp noted that in reference to the previous item, signage and the development of the new RRU website are part of a larger strategy to raise the profile of the university. The president provided an update on the new 2020-45 Vision document, the new

Vice-President Academic and Provost (VPAP), the Campus Conversation on the return to work plan, and the upcoming virtual Convocation, which are all outlined in further detail below.

RRU's new 2020-45 Vision has been successfully rolled out both internally and externally. The consultation process was robust and involved six different engagement tables with staff, faculty and associate faculty, all of which incorporated input on how to socialize the vision. The Vision document will be brought back to a future board meeting to provide an overview of the implementation strategy and to measure progress against actions identified.

On September 17, 2020, a special Board meeting was held to get endorsement of the new Vice-President Academic and Provost. Commencing January 1, 2021, Veronica Thompson will be joining RRU in the new VPAP role. Veronica is joining RRU from Athabasca University, where she is dean of the Faculty of Humanities and Social Sciences. The President thanked acting VPAP, William Holmes, for his outstanding job and for kindly agreeing to stay in the role until Veronica is in place and to support her with the transition into her new role. He also expressed thanks to Matthew Heinz who will be stepping down on November 2 from the role of Vice-Provost, Graduate and Interdisciplinary Studies, returning to RRU faculty effective January 3, 2021. He was scheduled to step down earlier this year but agreed to stay on through the COVID-19 period. Dean of Faculty of Social and Applied Sciences, Brigitte Harris, will serve as the dean for the College of Interdisciplinary Studies effective November 2, 2020. The university's formal graduate dean responsibilities will be executed by the Vice-President Academic and Provost.

With respect to COVID Response & Recovery, the Academic Innovation team and Operational Transition team each produced excellent reports which were combined into a go-forward plan for RRU. Thought leaders from faculty also advised on different scenarios which formed part of the return to campus plan. The President noted that our plan has been admired by other institutions and he is proud of what our team has been able to accomplish.

While some units stayed on campus the whole time, the executive team has been back on campus since early July and other staff members are gradually being brought back based on business requirements in the first instance. The return is being done in a safe way, with protocols and planning guidelines in place that have been approved by the health officers and endorsed by the province. A special thanks was given to Ron Granados, Associate Director, Operations, for enabling the safe return.

The President noted a significant development in the last few weeks: RRU's decision to return to face-to-face programming in January 2021, beginning with programs that cater to international students. There was extensive lobbying done with the federal government, which last week announced that international students could travel to designated institutions. The programming will likely be a blend of face-to-face and online learning, beginning with the Masters in Global Management program, as international student eligibility for post-graduate work permits will be compromised if they cannot return to Canada. This will provide the ability to see how things go and determine if more programs can be brought back to campus, while residencies will take a little longer.

The first Campus Conversation since June was held via Zoom on September 23, 2020 in a town-hall setting on the topic of returning to work. Guest speaker, Dr. Dee Hoyana, Medical Officer at Island Health, spoke to conditions on Vancouver Island and the ability to return to work in a safe manner. The President confirmed RRU is generally in a good place and the goal is frequent and consistent communication with the community. She advised that the government is concerned about the impact of the lockdown on the workforce generally and also on the health and wellbeing of students.

A virtual Convocation will be held on November 6. Various segments have been filmed separately, including the installation of Chancellor Nelson Chan and Honorary Degree recipient Dr. Bonnie Henry. The event is already in board member calendars and the Board Office will send an updated invitation detailing more specific timing for the streamed event. The president also welcomed board members to reach out should anyone be interested in touring the updated Learning and Teaching Auditorium (LTA).

Board members discussed COVID-19 vaccinations. While there are no updates from the Medical Health Officer on how the vaccine will be rolled out, RRU will be ready to hold its annual flu clinic later this month. An eye will be kept on developments and reported back once more is known.

BUSINESS ARISING

6. International Strategic Plan

The President advised that the International Strategic Plan was before members for a second read-through and that the updated document addresses comments and questions from the first read-through, which was presented at the last board meeting in June. Pedro Márquez, Vice-President Research and International, and Tasha Welch, Director, International Collaboration and Development, were in attendance to outline what changes had been made and to seek formal board approval of this strategic plan.

P. Márquez informed members that there was another round of consultations at RRU and the document is one that is guiding and directional with a need to remain flexible and has been updated to align with our vision priorities, transition out of the agreement with Study Group, and take into consideration the COVID-19 pandemic and international recruitment.

T. Welch provided an overview that the changes incorporated into the International Strategic Plan are more aligned with the trade-end of business development and internationalization in order to design and deliver programs that are in line with the province's mandate and ministry initiatives. The priority is to develop relationships in Asia and Latin America and make connections where needed. The Office of International Collaboration and Development is also looking into how we can incorporate the Middle East into the plan and develop an understanding of how to support students coming from these areas, including intercultural training initiatives.

A governor queried international student demographics from Iran, which was indicated as a country from where there has been increased enrollment at RRU. P. Márquez noted that he will look into it for the governor.

Board members acknowledged the amount of work that has gone into developing the International Strategic Plan and how well it aligns with everything else that is being done at RRU. Other key elements to highlight as a university of choice are RRU's EDI initiatives and commitment to anti-racism.

MOTION (Byng/Pearce)

That the Board of Governors approves the 2020-2023 International Strategic Plan, as presented.

CARRIED

REPORTS FROM COMMITTEES

7. Report from the Program and Research Council

7.1 Report from the Chair

The committee met on September 17, 2020. The council chair shared that new members Dranna Andrews-Brown, the staff-elected Board representative, and Harley Eagle, a new external member; both joined the meeting and will be formally appointed in the closed session today. Other new members slated to be appointed to PRC in the closed session are new board member Monique Gray Smith and student-elected board member Kathleen Burton.

Standing items included an overview on program reviews. On the Student Support Services front, Roberta Mason, Associate Vice-President, Student & Academic Services, introduced Sophia Palahicky, Associate Director, Centre for Teaching and Educational Technologies (CTET), who gave an overview of what CTET had been doing regarding increased technology demand during the pandemic. There was a report from Academic Council that included new program approvals and PRC had a discussion about the annual meeting with school advisory council chairs, which is a great opportunity for PRC to meet with the heads of each of the seven school advisory councils. There was also discussion on the Strategic Research Plan, which is a substantive item to be discussed at this meeting.

7.1.1 New Program Approvals from July 2020

The council chair shared that degree approvals were discussed and that there is information regarding this in the board materials. He highlighted that the Master of Arts in Climate Action Leadership (MACAL) was resubmitted to the ministry and the Degree Quality Assessment Board recently contacted interim VP Academic B. Holmes with follow-up questions. It is hoped that the program will be approved soon.

The council chair also noted the MACAL program's video project with key leaders, including a recent virtual interview he conducted in early September with Mark Carney, UN Special Envoy for Climate Action and Finance.

7.2 Strategic Research Plan

P. Márquez introduced the item. The Strategic Research Plan 2020-2023 (SRP) document was before members for a first readthrough. The SRP development process was placed on hold while development of the Vision document was ongoing, to ensure that plans and targets on the research front were properly aligned with the overall purpose of the university. The SRP is guiding and directional and lists action items to be deployed over the next three years to enhance the relevance of research at RRU. It was developed through extensive consultation with the university community and leveraged the research advisory council made up of faculty members, librarians and the Office of Research Services as a steering committee. Deborah Zornes, Director, Office of Research Services, was invited to provide further detail.

D. Zornes shared that the SRP is one developed and driven by RRU rather than funding agencies, as with previous plans, to better reflect who RRU is, where RRU is, and where the institution wants to go. A framework document was developed through the Research Advisory Committee, which laid out principles and guided the four well-attended consultations that were held throughout late 2019 and early 2020, feeding into the creation of a report. Based on the report, the SRP was developed and the overarching statement on research and four goals were identified: to enable, advance and support quality of research; to expand the visibility, reach and impact of RRU research; to identify and focus on priority challenges for research at RRU; and to expand opportunities to conduct research into teaching and learning. A fifth community consultation was held in June 2020. The full draft of the SPR was shared with the President's steering committee on Equity, Diversity and Inclusion (EDI), and was presented at Program and Research Council (PRC) earlier in September and to Academic Council on October 7. The comments and suggestions arising from these discussions will be fed back into the SRP. Next steps by the Research Advisory Committee will be to look at timelines, specific actions, implications for resources, priorities and measures, including a yearly report back to the PRC.

Board members noted the importance of bringing the research being done by the Cascade Institute back into the plan, given the profile of RRU's investment. The board commented on how well-developed the Strategic Research Plan is to date with strong guiding principles and goals, and they look forward to having a second read through of the document when it is ready.

8. Report from the Finance and Audit Committee

8.1 Report from the Committee Chair

The committee chair acknowledged and recognized the excellent work of the management team, faculty and staff of the university regarding the fiscal management of the university during unprecedented times. The committee chair highlighted the comments made by P. Márquez in his presentation today regarding the key issue of enrolments and noted RRU's positive direction.

The committee met on September 24, 2020 and discussed the Institutional Accountability Plan report, the land disposition of property proposal to the federal government and RRU's relationship with the province, and deputy ministers of Advanced Education and Indigenous Relations and Reconciliation. The committee also talked about the RRU sustainability plan, in particular how it relates to greenhouse gas emissions and understanding broader objectives around being global leaders and thinkers in this area and leading by example. RRU will be achieving the province's mandated targets on schedule. The board had increased RRU's desired emissions reduction beyond that of the province from a 45% reduction to a 50% reduction in 2020. Given the impact of COVID-19, RRU will surpass the provincial targets but be slightly delayed in achieving its internal target for 2020, which the chair indicated is not due to a lack of commitment.

The committee also reviewed the year to date operating results and the committee chair noted that RRU is in a strong financial position due to the contingencies built in, a cautious approach to budgeting and a good reserve. The chair thanked faculty and staff for the cost management measures they have been taking. It was also shared that capital projects are proceeding well despite the pandemic, and more detail on RRU's financial situation will be discussed in the closed session.

9. Report from the Governance and Nominating Committee

9.1 Report from the Committee Chair

The committee met on September 24. The focus of discussion was on succession planning for the board, the format for board meetings and committee meetings going forward, new members and refreshing membership in committees. The committee also discussed the terms of reference for emerging committees, the board retreat in January and potential topics, as well as the board self-assessment and the President's 360 assessment. These topics will be covered in the subsequent sessions of the Board.

CONSENT AGENDA

PRO-FORMA MOTION

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

10. Consent Agenda - Approval items:

None.

11. Consent Agenda - Information items:

- 11.1 Draft PRC Minutes of the 17 September 2020 Meeting of the Program and Research Council
- 11.2 Program Reviews: Annual and 5-year External
- 11.3 Report from Student Support Services (CTET)
- 11.4 Exposure Control and Safety Plan
- 11.5 Guidelines for Political Activities

12. Adjournment of Open Session

The meeting adjourned at 10.28 a.m.

DRAFT

SPOTLIGHT ON RRU LIBRARY

Board of Governors' Meeting, Dec. 3, 2020
Rosie Croft, University Librarian

The Library unit includes a number of academic services:

- Library
- Copyright Office
- Writing Centre
- Bookstore
- Archives

LIBRARIES ARE OFTEN CONSIDERED THE HEART OF THE UNIVERSITY



COLLECTIONS & SERVICES

Strengths

- Libraries are hyper-collaborative:
 - Consortia:
 - *BCELN (BC Electronic Library Network - provincial)
 - *COPPUL (Council of Prairie and Pacific University Libraries - regional)
 - *CRKN (Canadian Research Knowledge Network - national)
 - Purchasing power ("Big Deals"), reciprocal borrowing/interlibrary loan, preservation, co-ordination
- Online – access
 - eBooks, technology
- Physical – space
 - print books, reflective space, Showcase, Learning Commons

STAFF & SERVICES

Strengths

- Course resources support
 - Copyright, Bookstore, Library (2019-20 savings \$446K)
- Student support
 - Writing Center, Library – Knowledge base (Projects: Button Blanket, Four Feathers Indigenous Writing Guide, De-colonizing library instruction)
- Research support
 - Library, Archives (VIURRSpace, AtoM, Digitization)
- Preservation
 - Archives (Digitization, Records Mgt), Library (VIURRSpace)

INVISIBILITY

Weaknesses

- Online
 - Most University Library spaces are overrun with students; RRU's primarily distributed learning model and graduate student focus means ours is not.
 - High (invisible) online use – Library and Writing Centre websites
- Library is no longer the gatekeeper
 - Proxied on campus access
 - The best access is the most seamless

LACK OF AWARENESS

Weaknesses

- Common feedback: I didn't know...
 - Students used to/expectation of finding enough on Google; research skill maturity
 - Communication- never enough
 - Missed opportunities & duplication
- Assumptions
 - Exponential growth of information market – can't have it all
 - Assumptions that if they can't find it, we don't have it
 - Mid-career learners and imposter syndrome

CONTENT DISSEMINATION

Opportunities

- Publishing
 - Libraries shifting from purchasing/licensing content to providing publishing services. Open access.
 - Quality control
- Faculty Research support
 - Showcase, Physical & virtual – making research accessible to multiple audiences
 - Tri-Councils have mandated IT Depts, Heads of Research, and Libraries to work together on aspects of research dissemination

DIGITAL LITERACY

Opportunities

- Tools
 - Access and support for faculty and student use of research software (e.g. SPSS, Nvivo)
 - Crucial, particularly with a second doctoral program
- Support for students
 - Centralized co-curricular support for presentations, creating digital objects, and other learning outcome assessments

EXTERNAL LEGAL/FINANCIAL PRESSURES

Threats

- Copyright
 - Tariff
 - Access Copyright v York
- Breakdown of the 'Big Deals'
 - Unsustainable increases year over year (why you see all those articles about Elsevier) means some institutions are dropping out
 - Small institutions have benefitted from the big deals
 - Exchange rates

KEEPING UP

Threats

- Technology
 - Occasional perils of early adoption
 - Integration issues
 - How/when to adopt new technologies like Artificial Intelligence, virtual reality, blockchain
- Expectations
 - Everyone wants everything immediately
 - What we can do as a small institution vs what large institutions are doing



THANK YOU!

QUESTIONS?

ROSIE.CROFT@ROYALROADS.CA

BOARD OF GOVERNORS BRIEFING NOTE



MEETING:	3 December 2020
AGENDA ITEM:	Report on new program approvals from Academic Council
SPONSOR:	William Holmes, Chair, Academic Council
PURPOSE:	For Information

Background:

In July 2019, the Board of Governors approved an updated program approval framework designed to support the university's ability to respond to labour market trends, feedback on program design, and demands for short programs.

As a result of the policy change:

- All new certificate and diploma programs are approved by Academic Council
- All program revisions for certificates, diplomas and degrees are approved by Academic Council

Academic Council will periodically report recently approved and revised programs to the Program and Research Council and the Board of Governors.

New Programs approved by Academic Council – 7 October 2020

Graduate Certificate From Child Protection to Wellbeing – new program

This 9-credit graduate certificate explores child protection and critical perspectives on supporting child and family focused programming to support child wellbeing in our complex world. The purpose of the certificate is to meet a gap in the current broad field of child wellbeing, offering professionals the opportunity to critically reflect on theories and practice for creating positive change with children (up to 18 years old), youth (18-24 years old), their families, communities, organizations, and nations. The GC offers students the space to connect international and local knowledge and capacities, build skills needed to strengthen their ability to better address challenges and promote the wellbeing of children, and explore new approaches to create adaptive capacities for children, youth and their advocates to face different contexts for children and youth.

The program was built in collaboration with Royal Roads University (Cheryl Heykoop, lead) and the International Institute for Child Rights & Development and Child Frontiers. It is hoped that in the future, once market demand has been established, a GD and MA will be developed.

MBA MGM Dual Degree – new program

This program design (based on an internal credit transfer) and framework meets the requirements and spirit of the dual degree policy at RRU and addresses the strong demand among both on campus and blended MGM students for the opportunity to complete the RRU MBA. The unique and relevant content of both programs are woven into the program design and cover the outcomes of each individual program. The dual degree offering is available both to alumni of either MBA or MGM, or to prospective students entering either program who wish to intentionally complete a dual degree.

The program relies on existing program/course offerings; therefore, no new courses, course sections or changes to existing programs are required. In most cases, students will complete their research project at the end of their degree in order to maximize the learning from both programs.

The additional (dual) program would take approximately one additional year to complete; students may wish to take the programs back-to-back. The program is a true double degree; graduates will receive two individual credentials on their completion.

A further consideration to the creation of this program is that the dual degree agreement with MGM/Management Center Innsbruck will end later this year, and this new RRU dual degree will provide MGM students with an alternative program offering.

Full program proposals are available on request.

Recommendation:

That the Board of Governors receive this report for information

BOARD OF GOVERNORS

BRIEFING NOTE

MEETING:	3 December 2020
AGENDA ITEM:	2 nd reading – Strategic Research Plan 2020/21 - 2022/23
SPONSOR:	Philip Steenkamp, Chair, Program and Research Council
PURPOSE:	For approval

The draft Strategic Research Plan was presented to Academic Council in October, to the Board of Governors for 1st reading in October 2020, and to the Program and Research Council in November. The revised plan now comes the Board for 2nd reading with a recommendation to approve from the Program and Research Council.

Overall the plan was felt to be clear and concise, and there was strong support for and acknowledgement of the open and consultative process that was undertaken to develop the plan. Key points raised by the various groups are noted below and the revised SRP is attached for review and potential approval:

- 1) A question was raised with regard to associate faculty and staff and where they fall within the plan, noting that in some places they are included and in others not. In the development of the plan, the Research Advisory Committee identified that we don't know yet where and how to involve them and how to provide adequate and appropriate support given our current capacity. The actions under objective 1.6 are focused on gathering information with regard to engaging associate faculty in research at Royal Roads and objective 2.4 is focused on showcasing the research done by all member of the RRU community. The Research Advisory Committee will keep this in mind as they move forward on implementation.
- 2) A question was raised with regard to how we measure and report on the plan. The Research Advisory Committee has a series of meeting beginning in November to look at each of the goals, objectives and actions in terms of timing, resources needed, and specific activities. The Research Advisory Committee will develop a tracking and reporting process as well and regular reports will be provided to the Executive, and a report will be included in the annual report that is provided to the PRC
- 3) Concerns were raised with regard to the Statement on Equity, Diversity and Inclusion with regard to the phrasing *Quality research must include the participation of people from diverse cultures, backgrounds, sexual orientations, gender identities, abilities, and socio-economic classes* as there is some research where that would not be appropriate. The statement has been rewritten and has been drawn in part from the Government of Canada Dimensions Charter, of which the University is signatory to.
- 4) A concern was raised under objective 2.2 with regard to the following action *Identify topics that all students should be taught (e.g., anti-racism theories* and the action has been removed. The Research Advisory Committee noted that it would not be the role of a Strategic Research Plan to dictate topics that students should be taught, and this would be something likely better discussed at and through Academic Council. The Strategic Research Plan does include the objective to

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Identify strategies to develop research skills for students and subsequent actions to identify training needs and resource to develop research skills for RRU students (e.g., research questions, theoretical frameworks, methodology, methods, outcomes, impact).

- 5) The Board of Governors suggested a stronger connection to the Cascade Institute under objective 3 which is to *Build leadership and capacity in themes/priority challenge areas*. The action items have been revised as follows:
 - a) The action item which stated *Identify resources, structures, processes and strategies to promote capacity in key areas* and which included a list of possible areas and the Cascade Institute was simplified to state *Identify resources, structures, processes and strategies to promote capacity in prioritized themes/priority challenges*.
 - b) A new action item was added to focus on labs/centres/institutes more generally and specifically to look at how we promote collaboration and leverage capacity through these centres/institutes/labs. Cascade is now noted there as is the Resilience by Design Lab
- 6) Under objective 3.2, the action *Identify training needs and resources to develop research skills for RRU students* was removed as it was seen to be a duplication of other actions.
- 7) Equity-entitled groups was amended to equity-seeking groups.

The revised plan is included in the meeting package.

Proposed motion: that the RRU Board of Governors approve the Strategic Research Plan 2020/21 - 2022/23



Strategic Research Plan

2020-2021 to 2022-2023

Royal Roads University acknowledges that the campus is located on the traditional lands of the Xwsepsum (Esquimalt) and Lekwungen (Songhees) ancestors and families who have lived here for thousands of years. This land has been part of the fabric of the life of Indigenous communities long before Hatley Castle was built, and it will be long into the future. It is with gratitude that we now learn and work here, where the past, present and future of Indigenous and non Indigenous students, faculty and staff come together.

Hay'sxw'qa si'em!

FINAL

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Inspiring people with the courage to change the world

Royal Roads research seeks to contribute to positive change in individuals' lives, communities and societies. Our research is intentionally designed to directly benefit the communities in which we live, work and play, be they local, national, or international. Royal Roads research aims to inspire action and address real-world challenges such as those in education, technology, information, the natural world, and social systems as we prepare for a disruptive future. Our research is primarily inter- and trans-disciplinary, which by their nature are collaborative. Partnerships with those that may be impacted by, or use the research are critical. Research undertaken at Royal Roads knows no borders and seeks to inform both local and global contexts. Royal Roads recognizes the importance of, and need for, decolonization in terms of research – research areas, research design, research participation, access to research, and research dissemination – and is committed to practices of decolonization in research. We are committed to removing barriers for equity-seeking groups with regard to both their inclusion in the conduct and leadership of research and access to research. Our research is designed to be shared and to be developed with practitioners who may benefit from the findings and results. Research is integral to and inextricably linked with our learning and teaching model – research informs learning and teaching, and our teaching and learning is explored through research. In addition, research informs the university's operations, our practice, and how we live and work at the university. We move forward with a spirit of inquiry, and a quest for knowledge and insight with a commitment to action.

Statement on equity, diversity and inclusion

Royal Roads commits to conducting quality research, which takes relevant diverse perspectives into account throughout the research process (Bear & Wooley, 2011; Lightfoote et al., 2014; Leung et al., 2008; NSERC, 2017; Parker, Pelletier & Croft, 2015). “When equity, diversity and inclusion considerations and practices are integral to research participation, to the research itself, and to research training and learning environments, research excellence, innovation and creativity are heightened across all disciplines, fields of study and stages of career development” (Government of Canada, 2019, para. 13). Ensuring inclusivity and integrating diversity into research data collection and dissemination is imperative. Our research serves the global community, uncovering and addressing systemic issues related to equity, diversity and inclusion that create barriers for members of equity-seeking groups.

Purpose

The 3-year Strategic Research Plan (SRP) presented here can be viewed as a guiding and directional document. As a university wide plan, it calls for commitment, support and action from all areas of the university including, but not limited to senior management, deans, faculty, research services, the library, marketing, communications, computer services, and student services. It is meant to be a starting point to build a vigorous research climate and culture within Royal Roads and to guide the development of specific areas of focus as we move into the future. The SRP is meant to be dynamic, continuously evolving as new challenges and information emerge. It builds on and flows from Royal Roads' vision “Inspiring people with the courage to change the world”. The SRP also flows from and builds on Goal 2 of the 2020 – 2025 Strategic Directions document.

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Background and context

In 2003, RRU developed a Strategic Research Plan Summary as required by the Canada Research Chairs (CRC) Secretariat and Canada Foundation for Innovation (CFI) funding. The summary was updated in 2006 and included two research themes: learning and innovation, and sustainable societies and communities. Since then, RRU's strategic research plan summary has been updated regularly. In 2010, RRU's research themes were reviewed through a series of open consultations and three themes were confirmed: thriving organizations; innovative learning; and sustainable communities, livelihoods and the environment. The university's Learning and Teaching Model (LTM) was refreshed in 2018 and included research as an essential, integrated element of the model, now the Learning, Teaching and Research Model (LTRM). With changes in organizational structure in 2018, the appointment of a Vice President, Research & International in 2018, a new President in 2019, and a new Vice President Academic & Provost in 2020, the university undertook a consultative process beginning in 2019 to develop this Strategic Research Plan.

Goals, objectives and actions

The Strategic Research Plan includes four goals: advance, enable and support quality research; expand the visibility, reach, and impact of RRU research; identify and focus on priority challenge areas for research at Royal Roads; and expand opportunities to conduct research into learning and teaching at Royal Roads University. Each goal, objectives and specific actions are provided below.

Goal 1 – Advance, enable and support quality research

Objective 1.1 Develop a statement and description of RRU research.

Action Finalize and publish a statement and description of the nature and scope of research conducted at RRU that includes our description of quality research.

Objective 1.2 Support and promote a vigorous research culture and climate that promotes equity, diversity and inclusion and creates research relevant to diverse audiences throughout Royal Roads.

Action Create a shared understanding of the importance and value of Royal Roads' research.

Objective 1.3 Enhance research effectiveness.

Action Drawing on resources such as Theory of Change, and using the criteria of relevance, credibility, legitimacy, and effectiveness (see <https://academic.oup.com/rev/article/25/1/1/2362728>), assess current processes used to determine effectiveness of research at Royal Roads.

Action Identify strategies and resources that enhance research effectiveness.

Objective 1.4 Increase support for faculty research.

Action Conduct a gap analysis of faculty research support (training, financial, admin, networks or organizational structures) to develop recommendations to address identified needs and challenges.

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Action Identify ways to support and encourage diverse research partnerships.

Action Identify ways to incorporate equity, diversity and inclusivity best practices in research design.

Objective 1.5 Support student research and the recruitment of strong student researchers.

Action Conduct a gap analysis to identify student expectations, needs and challenges with regard to research; develop recommendations and necessary resources (training, financial, networks, organizational structures) that address identified needs and challenges.

Objective 1.6 Foster engagement in Royal Roads' research with associate faculty.

Action Identify strategies to support the engagement of associate faculty in research at Royal Roads.

Objective 1.7 Improve the quality of faculty research grant proposals.

Action Identify strategies and resources to strengthen the quality of faculty research grant proposals.

Objective 1.8 Increase capacity in digital research methods across RRU.

Action Provide access to and support for essential research software to faculty, students and associate faculty.

Action Provide training in digital methods appropriate for faculty and associate faculty to research to increase capacity as advisors.

Goal 2 – Expand the visibility, reach, and impact of RRU research

Objective 2.1 Assess the impact and reach of Royal Roads' research.

Action Gather data regarding research outputs, outcomes and impact of RRU research (faculty and student/alumni).

Action Identify gaps in the reach of RRU research

Objective 2.2 Identify strategies to develop research skills for students.

Action Gather data on current research methodology and methods courses across all programs and assess and identify commonalities and differences.

Action Identify resources to improve the quality of student research proposals.

Action Identify training needs and resources to develop research skills for RRU students (e.g., research questions, theoretical frameworks, methodology, methods, outcomes, impact).

Objective 2.3 Adopt a university wide strategy on research data management and open scholarship.

Action Develop and implement policies regarding open scholarship.

Action Develop resources to support publication of faculty works online with print on demand.

Objective 2.4 Showcase Royal Roads faculty, student, alumni, staff and associate faculty research to highlight the importance, value, reach and impact of our research.

Action Gather narratives and other evidence to demonstrate the importance, value, reach and impact of research conducted at RRU.

Action Develop and implement a communication plan to show the importance, value, reach and impact of RRU research (e.g., for media, for public/prospect engagement, within disciplines, for policy makers, governments [municipal, provincial, federal], for communities, not-for-profit organizations, other stakeholders, and the general public).

Action Feature RRU research throughout the RRU website and marketing materials.

Action Develop individual plans for scholarly communication and knowledge mobilization with faculty members that include strategies for reach and impact.

Goal 3 – Identify and focus on priority challenges for research at Royal Roads

Objective 3.1 Identify current and select future research theme areas for Royal Roads University research.

Action Complete a mapping exercise to gather and analyze information on theme/priority challenges.

Objective 3.2 Build leadership and capacity in themes/priority challenge areas.

Action Identify resources, structures, processes and strategies to promote capacity in prioritized themes/priority challenges.

Action Identify resources, structures, processes and strategies to promote collaboration and leverage capacity through research centres, institutes and labs (e.g., Cascade Institute; Resilience by Design Lab).

Goal 4 – Expand opportunities to conduct research into learning and teaching at Royal Roads University

Objective 4.1 Establish a learning futures group/lab/cluster.

Action Test models for groups/labs/clusters using the learning futures group/lab/cluster as a pilot.

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Action Explore and recommend evidence informed teaching and learning innovations to consider at the program and institutional level.

Action Recommend resources to implement, evaluate, and iterate proposed innovations.

Action Support research using digital and innovative methods.

Objective 4.2 Improve the way we conceptualize and communicate the Learning, Teaching and Research Model (LTRM) internally (for more coherence) and externally (to attract students, faculty and partners).

Action Report on the current impact of RRU research on teaching at RRU.

Action Develop strategies to integrate/link RRU research and teaching at RRU.

Action Support and encourage research focused on teaching and learning at RRU using the LTRM as a lens.

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Office of the Vice President Academic and Provost
Report to the Board of Governors
 3 December 2020

GENERAL

- Dr. Veronica Thompson will assume the role of VP Academic and Provost effective 1 January 2021. More details can be found on the RRU website: <https://www.royalroads.ca/about/vice-president-academic-and-provost>

COVID-19 RESPONSE AND RECOVERY PLANNINGRRU specific

- The Academic Leadership Team is having weekly Academic Continuity meetings to assess, evaluate and action recommendations proposed by the Innovation Team (AIT) regarding program and curriculum design and delivery in the current COVID-19 environment moving forward into the post pandemic environment. Also being discussed are any changes or additions required to technology supports and requirements as well as student supports.
- The Emergency Operations Centre continue to meet regularly (virtually) to address immediate and ongoing issues related to COVID-19 response and recovery.
- As previously announced, RRU programming will remain online until January 2021. Faculty and staff worked tirelessly and diligently to transition all courses and residencies online.
- Planning is underway for January 2021 when we expect to transition to some face-to-face delivery on a safe, gradual, and measured basis. This will help to meet the needs of our international students who are required to complete 50% of their program in Canada. RRU is working jointly with UVic and Camosun College to support international students who need to quarantine when arriving in Canada.
- The following programs have been identified to return to on-campus delivery in a hybrid format in 2021
 - Master of Global Management
 - BA Global Tourism Management
 - MA Tourism Management
 - BA International Hospitality Management
- Operationally, most staff and faculty continue to work remotely. Workplace risk and hazard assessments are being prioritized for a phased re-entry to campus for staff and faculty as operations and personal circumstances dictate. The health and safety of our people is of the utmost importance.

External partners

- A Learning Continuity Working Group (led by MAEST) has continued to meet through the fall. The mandate of this group is to engage PSIs in a dialogue on issues and themes related to learning continuity, to share local strategies and promising practices, and to inform possible actions.

LEARNING AND TEACHING

- SHS is developing a graduate elective course on equality, diversity, and inclusion. Development on this project is underway.
- SES held a successful recruiting webinar on its new Graduate Certificate in Science and Policy of Climate Change. Enrolments for this GC have picked up recently and have now exceeded the target set.

New Programs

- The DQAB reviewed the MA in Climate Action Leadership at its meeting on Thursday, Oct 1st. B. Holmes, B. Harris, and R. Cox responded to questions posed by DQAB members. We are currently awaiting DQAB's decision.
- The MA in Executive and Organizational Coaching proposal was submitted to the DQAB. Peer review is complete and the DQAB met on Nov. 26 to review the program proposal after which they will make a recommendation to the Minister.
- MSc in Management has been revised and resubmitted to DQAB. We are currently awaiting DQAB's review.
- A task force was formed to design a microcredentials framework that includes shorter credentials that will ladder into degree programs.

Student and Academic Services

- The Centre for Teaching & Educational Technologies (CTET) has offered an increasing number of faculty development opportunities since the beginning of the pandemic and continues to respond to emerging needs. Since September 2020 these have included multi-week programs such as Facilitating Learning Online and Intercultural Foundations for Education Online and sessions of a day or less on topics such as Moodle Editing and Enhancing Online, Grading in Moodle Online, Teaching with Collaborate Online and our ongoing Pedagogical Values sessions that explore the application of the Learning, Teaching & Research Model, now also fully online.
- Media Support Services, a unit of CTET, has been working on refreshing flat-screens and projectors in classrooms and breakout rooms as well as completing a major overhaul of all the audio-visual and broadcast equipment on the LIC 4th floor, including the Centre for Dialogue. This has gone well while these spaces have been empty and has added functionality that will allow us to better respond to increased demands for digital media.
- The Library has continued to provide text sales and access to the print collection throughout the pandemic with staff working from inside the building. On November 16th the Library opened to the university community with access limited to the main floor in this first phase. This opening has been temporarily suspended subsequent to the new restrictions released by the PHO on November 19, 2020.

- The Library has successfully moved its very popular [Showcase](#) to a fully online experience, working in collaboration with the Centre for Teaching & Educational Technologies. Showcase held a [digital exhibition of Dr. Geoff Bird's film Moral Awakening](#), part of his [War Heritage Research Initiative](#). The current digital exhibit features Dr. Mark Lokanan's work on the [Fight Against Financial Crime](#) which explores securities fraud and money laundering through the intersection of accounting and criminology.
- Based on the success of its first offering of online workshops to support building resilience for students, a second series is now underway. These sessions are facilitated by counselling staff in the Student Success unit of Student Services and have featured topics such as Time Management in Stressful Times and Self-care in a Heavily Digital World.
- Indigenous Education Advisor Russ Johnston has several initiatives underway, including building a repository of curriculum related to Indigenous Peoples and new ways that we can walk together that recognizes the impact of historical and current context of Indigenous Peoples, establishing a Community of Practice for faculty, initiating a speakers series featuring Indigenous scholars, and funding pilot projects proposed by faculty with monies from a grant received from MAEST.

RESEARCH

- RRU has recently been awarded two Tier II Canada Research Chairs (public announcements pending):
 - Faculty of Management: Dr. Julie MacArthur – CRC in reimagining capitalism
 - College of Interdisciplinary Studies: Dr. Jaigris Hodson – CRC in digital communication in the public interest.
- CRC applications/decision are also pending in the Faculty of Social and Applied Sciences; one on advancing UN sustainability goals and a proposed application in climate change biodiversity and society.
- CTET staff have been invited to participate in the BC Campus Survey: Impact of the “pandemic pivot” on B.C. Post-Secondary Teaching & Learning Support Staff. CTET Associate Director Sophia Palahicky participated in the development of this survey.

COMMUNITY ENGAGEMENT

- Professional and Continuing Studies is supporting the First Nations Technology Council on a proposal to Employment and Social Development Canada (ESDC) to partner on the development and implementation of a new Indigenous Leadership Microcredential Program for Indigenous People in British Columbia.
- Archivist Jenny Seeman has had a few donations to the archives from ex-cadets as a result of the Homecoming virtual event (Don Lovell's book, a draft of a glossary about cadet slang, a folder of cadet head shots from 1964, and a short biography to add to the binder in the museum). In addition, Jenny has been brought into a couple of ex-cadet class conversations to help provide facts and figures. Coincidentally, one conversation was about display fighter planes on campus and Jenny referred them to the crossroads article she had just written the previous week: <https://crossroads.royalroads.ca/news/archives-military-college-memorials>. The concluding line in the conversation Jenny quotes as, “Thanks again for your dedication to our military heritage at the university Jenny. We all appreciate it very much”.
- The Recreation Centre opened on October 5th to very positive response from the university and external communities. An average of approximately 70 patrons have visited the facility daily, representing students, university employees and local community members.

PEOPLE AND PLACE

- The RRU Admin Community of Practice continues to meet online every two weeks (the group met more frequently at the start of the pandemic). In addition to providing an opportunity for administrative staff to connect virtually, guest speakers update participants on new and recent changes to process, technologies, and campus/program related activities. Organized by a small group of admin staff, each 60-minute session typically sees 50-70 participants from across all university portfolios.
- A very inspiring discussion between newly minted RRU adjunct faculty member Carol Anne Hilton, and former PM Paul Martin Monday Sept 28th @ Social Value Matters Conference. Topics discussed include the importance of inclusive business education for Indigenous youth, the relationship between reconciliation and the Indigenous economy and a proposal for a G20 for Indigenous leaders, among many other inspiring ideas and initiatives. <https://summit.socialvaluematters2020.com/talks/100-bn-annually-who-wants-to-play-indigenomics/?ah=3GYaWjeS>
- DocSci candidate Yvette Mucharraz y Cano, (Supervisor: Dr. Kathy Bishop in SoLS) was featured in a Harvard Business Review (HBR) webinar entitled: “How Resilient Organizations Respond to Catastrophes” on September 30th, based on her RRU research. This is further to her February published HBR article (see <https://hbr.org/2020/02/how-businesses-can-brace-for-catastrophe?ab=hero-main-text>) which has also been selected to be published in an Insights book that will be released by HBR under the topic of Climate Change. More than 3500 individuals registered for the webinar, with more than 1000 participants (higher than the usual 400).
- The fourth annual RRU Undergraduate Design Thinking Challenge is being run by FoM virtually again this year led by Dr. Amy Zidulka (faculty), Michael Pardy (associate faculty) and Sylvia Chu (administration). The competition is fully subscribed with ten teams registered (one of which is the RRU team). Teams are about to start on their initial video submission with the competition scheduled to be held in March 2021.
- Kate Ellis, MAIS student, represented RRU at the 3M Regional Competition. The recording of the 3M presentations in the Western Competition is available here: <https://www.ualberta.ca/graduate-studies/professional-development/events/3minute-thesis>
- Faculty member Siomonn Pulla has an edited peer review book in publication (due out before the end of 2020). Title - Eastern Métis: Chronicling and Reclaiming a Denied Past. He also has a chapter in the volume: Understanding the impacts of a transitional and mixed regional economy on the emergence of the Historic Métis of Mattawa.
- The BBA team has created a video introducing some of the team members and their hidden talents as a way to reach out and connect with their students who are scattered all over the globe: [BBA Showcase Video](#).



Office of the Vice-President & Chief Financial Officer
Report to the Board of Governors
3 December 2020

GENERAL

- The forecast to March 31, 2021 indicates a \$0.1M net operating income (\$0.4M less than planned). The board meeting package provides details on the operating results and forecast.
- The annual operating plan for 2021/22 is being planned with consideration of 2020/21 operating results and forecast as well as projections and mitigation strategies through 2021/22. Management anticipates a balanced budget for 2021/22 based on current planning estimates – the operating plan and budget with sensitivity analysis will be presented to the Board in March for review and approval.

COVID-19 RESPONSE AND RECOVERY PLANNING

- Management continues to focus time and resources on sustained pandemic response as well as recovery activities, along with readiness planning in place for seasonal severe weather events.
- In compliance with the latest PHO orders, refinements to COVID-19 safety resources, processes and training continue, with scenario planning exercises scheduled for December with the Emergency Planning team.

LEARNING AND TEACHING

- Enterprise Resource Planning (ERP) – the student management stream, supported by Information Technology Services, is being coordinated with admissions and enrolment to review initiatives and continue work on automation (e.g., enrolment letters) to increase efficiencies.
- Website Presence Renewal (WPR) – content review and update work continues to be a primary area of focus with delivery of the core website on track for 2020/21 Q4.

RESEARCH

- n/a

COMMUNITY ENGAGEMENT

- Management continues its due diligence work and engagement with parties involved in the DND land acquisition process including DND, Songhees First Nation, Esquimalt First Nation, and the Ministries for Advanced Education, Skills and Training and Indigenous Relations and Reconciliation. The university's comprehensive expression of interest and proposal for fee simple ownership of the Royal Roads lands was submitted jointly by the Ministries to the federal government on October 13, 2020.
- Discussions continue with the City of Langford for a West Shore campus in downtown Langford – a paper is being developed for submission to MAEST with options on potential enrollments/operating funding and capital investment.

PEOPLE AND PLACE

- The university held its first virtual annual employee service celebration on November 12, 2020. A total of seventy-five employees were recognized for 5, 10, 15, 20 and 25 years of service (of which 9 who have been with Royal Roads since its inception in 1995. There were 8 retirees in 2020.
- The second *Everyone Counts* census was launched on November 27th as part of Equity, Diversity and Inclusion at RRU. As a community of care, a better understanding of the wellbeing of every member of our diverse membership is a priority for the university.
- In November, the university recently completed a cultural values assessment (CVA) to provide detailed analysis of cultural shifts that have occurred in the organization by focusing on the coherence of values within an organization; the last CVA was conducted in 2014.



Office of the Vice-President Communications and Advancement
Report to the Board of Governors
 3 December 2020

GENERAL

Advancement

- **Rollout of the RRU Advancement Plan 2020-2022:** The advancement team is in the first phase of implementing a two year plan to develop appeals and increase fundraising revenue for Royal Roads University with a goal to reaching an average revenue of \$2.5M a year by 2025. Projects that are currently underway from this plan include:
 - **Major gifts program.** From July to September the team dedicated time to create a solid major gift list that is connected to RRUs fundraising database, Raiser's Edge. The team is now actively working the list with a goal to submit 30+ grant proposals by December 31 to Foundations and organizations interested in student success, the Cascade Institute and gardens and heritage projects. In addition a regular major gifts meeting has been established with the President to begin work on transformational gifts from a list of key contacts.
 - **Two direct mail appeals a year.** These would include a gardens and grounds community appeal in the spring and an alumni appeal in the fall each year. To start this process the advancement team launched the Future Forward alumni appeal on October 28 with both domestic and international alumni. As the team is beginning work in this area this year they have set a modest goal of \$50K. Wave 1 of the appeal is just winding down and has raised \$27K so far from 26 gifts. Wave 2 will deploy in sync with Giving Tuesday on December 1, with Wave 3 released in the third week of January. Student success, research and capital infrastructure are the focus of giving for the campaign.
 - **Commemorative giving program.** A new commemorative giving plan is under development for January 2021. This will include a revival of a commemorative bench program for the university with a goal to attract several new donors through a spring campaign. There are 30+ benches on campus that could be a part of the program.
 - **Staff giving.** A plan to expand staff giving at RRU will be activated early in 2021. This may include the development of a staff payday lotto run through a bi-weekly 50/50 draw with funds raised directly impacting key RRU projects and initiatives.
 - **Feasibility study.** In planning for a 25th anniversary campaign for launch in 2021 the A/Vice President, Advancement is working to determine a consultant who can prepare a feasibility study that details the RRU's donor pipeline and giving capacity.
 - **Critical groundwork on business processes to drive giving.** Challenges with several procedures and processes have been taken on this year to create efficient, nimble systems that support strong, continual fundraising. These include:
 - **Quarterly disbursement meetings** between finance and advancement to direct funds raised
 - **Development of a fundraising projects list**, managed by RRU operations and advancement
 - **Work with a new research portal** specific to foundations to drive grant funding
 - **Improved procedures to protect donor funds** through new investment strategies
 - **Large scale clean-up of Raiser's Edge** and user training for the advancement team
 - **Review of qualification processes** to land an efficient process to qualify prospects

Campus Services

- **Recovery of ancillary revenue.** The campus services team is working to recover ancillary revenue lost as a result of COVID-19. Currently the team has secured two movies that will be filmed on campus in January and March/April. In addition ~35 weddings have been booked into 2021. While these projects and activities will not realise the same ancillary revenue RRU enjoyed before COVID, they are the beginning of recovery in this area.
- **Taking the RRU retail store online.** Campus Services is working with the RRU IT department to plan
- **Signature events online for 2021.** The campus services events team has seen solid success in taking a number of events this year online. This has included National Indigenous People's Day, Convocation, Homecoming and

Remembrance Day. The team is beginning planning now for 2021 events in an online environment, with the option to return to in person gatherings depending on COVID.

COVID-19 RESPONSE AND RECOVERY PLANNING

Communications

The communications team provides daily support for COVID communications including:

- A weekly president's message that is either video or email based
- Messages from the CFO and VPA that focus more on operational issues
- Campus Conversations (online town halls) that engage ~300+ staff and faculty at a time and create space for the President and senior leaders to provide business recovery/operational updates and time for staff to connect (Break out rooms to discuss with colleagues *What does courage mean to you?*). The next Campus Conversation is planned for mid January.
- Continual maintenance and updating of the COVID RRU site and HR site
- Government relations meetings and updates with Research Universities Council of BC, MAEST, UVic and Camosun Communications for updates on their campuses and sharing of messaging.

RESEARCH, LEARNING AND TEACHING

Communications

- **West Shore business case update:** The A/VP Communications is working with the VPA and CFO to prepare an addendum to the current West Shore business case that will be provided to the provincial government in December. This update report will position the new campus as a key driver for post COVID recovery on the West Shore, provide scaleable capital options and explore the possibility of a centre of excellence for micro-credentials and programming with a focus on innovation.

COMMUNITY ENGAGEMENT

Indigenous Engagement

- **Indigenous engagement and cultural representation.** This year the role of Indigenous Engagement was transferred from the VPA to VPCA portfolio and we welcome the Associate Director of Indigenous Engagement, Asma-na-hi Antoine. Key projects underway include the development of an Indigenous Engagement strategy for Royal Roads and the preparation and rollout of a cultural representation plan. Both plans are on track to be delivered early in 2021.

Communications

- **Vision rollout.** RRU released its strategic vision in the early summer of 2020. To date this had included a rollout at June Campus Conversation, president media interviews, development of a graphic video and detailed vision document, 5 online employee engagement sessions led by senior leaders from across RRU, creation of new pole banners featuring RRU values. Coming in January: the deployment of letters, from President Steenkamp, announcing the new vision key stakeholders across Canada, development of visual representation of the vision on campus, and advertising in key regional and national digital and traditional media.
- **25th anniversary rollout.** RRU's plans to rollout several 25th anniversary events were stalled due to COVID-19. A new plan has been created to rollout beginning in January 2021 that includes cross-country advertising, further activation of the speakers series, and key events that will likely be conducted online but can be moved to in-person should an approved vaccine emerge. Engagement projects or initiatives have been identified for all audience groups and are detailed in the strategy.
- **Media engagement.** The communications team has set a specific goal to secure media stories across Canada each year. Early successes include stronger connection and more frequent contact with our local media resulting in features in the Times Colonist and two front page stories to announce Dr. Bonnie Henry as our fall Honourary Degree holder, a Douglas magazine feature on our President and RRU going forward. The team has garnered excellent cross-country media pick up on many stories this year. A full year end report is forthcoming that will provide a media strategy for 2021 and metrics achieved for 2020.

- **LTA opening.** Preparations underway for the announcement of the LTA with the provincial government in 2021.

Campus Services

- **Events in 2020.** In March of 2020 the Campus Services events team quickly pivoted to take all signature events online. Over the past nine months the team has successfully produced high quality, online events including:
 - **Grad celebration for spring graduates** – This live zoom event was the first RRU tackled in this space and successfully connected with 330 spring grads.
 - **National Indigenous People's Day** – This event was filmed in segments prior to NIPD, then produced and broadcast over Facebook to 7,800 viewers with strong engagement.
 - **Homecoming** – This event engaged over 100 former cadets from Royal Roads ensuring important connection and conversation for this group.
 - **Spring and Fall Convocation and installation of RRU's new chancellor** – This event was filmed in several segments on campus and released on November 5 to over 1,000 alumni and their families. The production was later released on social media and garnered 7,000 views overall and strong engagement.
 - **Remembrance Day** – To ensure health and safety measures were adhered to this event was closed to the public but livestreamed from the Quarterdeck. While the livestream reached over 100 people a photo essay from communications ran on social media following the event and received 30,000 impressions and over 1,500 likes.

Alumni Relations

- **Alumni Advantage Program.** A 25th anniversary program to provide alumni with a discount to specific courses will be rolled out early in 2021. The program was paused due to COVID and work is underway reassess planned metrics.
- **Annual alumni December social** – This online event now has close to 100 alumni registered and will take place December 9. The agenda will include time for break out room conversation so alumni can learn more about the RRU vision and discuss how it and the new values are at work in their life. Both domestic and international alumni will be included together at the event.
- **Alumni engagement strategy.** A plan to strategically engage alumni is under development and will be delivered early in 2021.

PEOPLE AND PLACE

- **Rollout of the digital storytelling initiative.** The digital storytelling initiative is a key project emerging from RRU's 2 year strategic communications plan. The initiative's purpose is to create systems, processes and resources that increase the volume of digital stories communications produces annually, expands the size and reach of RRU's 6 social media channels, and targets and engages key prospect, student, alumni and community audiences. The central goal of the initiative is to support enrolment growth and continually improve RRU reputation.
 - **Equipment for MSS** – purchase of numerous pieces of new equipment in 2020 including a drone, teleprompters, and new microphones.
 - **Storytelling training** – the entire communications team engaged in digital storytelling training, including latest trends in social media and video production, with The StoryCenter.org in Berkley, California.
 - **Creation of Manager, Digital Experience role** – In April 2020 a new communications position was created to focus and drive efforts across our 6 digital channels. Performance for this role is set against key KPIs that are being realized through the implementation of a newly developed Social Media Strategy.
 - **Creation of Story Exchange** – The university has endless stories to tell around research, faculty, students, alumni, the gardens, history, and so on. Currently these stories come to communications in an unstructured (scattered) manner. This means stories are missed or never reach communications.

To resolve this issue communications has launched The Story Exchange – a central hub that provides a single channel for all prospective stories to flow through. The Exchange was launched with faculty and staff on November 26. Currently communications publishes ~100 stories a year. The goal of this initiative is to boost this number to 300+ stories a year.

- **Brand journalism stable** – To support The Story Exchange, and boost capacity, a stable of 7 writers has been secured who will write stories flowing from our faculty and staff. Writers are paid a set fee to ensure economy, and a set process has been developed to ensure a steady flow of content.
- **Digital stories in general** - The Social Media Strategy is in its first phase of rollout and a year end (Dec) metrics report will be provided to executive. Preliminary information shows strongly positive results for this upcoming report.
- **The Conversation.** The Conversation (<https://theconversation.com/ca>) is an international website/post secondary newsroom that gathers and amplifies research stories emerging from research universities around the world. This site acts as a launch pad for universities to leverage their research stories with national/international media. The Conversation operates through a board of which President Steenkamp is a member. Stories are accepted with The Conversation's editorial team through faculty who must pitch their ideas. Communications is working on training sessions for faculty so they can successfully place their research in this important space.
- **Media summary prep.** Part of the 2 year strategic communications plan is to create nimble, sophisticated information systems that support the entire RRU community. In this vein communications is working to reshape media monitoring and summaries for RRU. We are currently researching offerings from several companies and are confident we will secure a high quality service in December. This will allow for leading-edge daily media summaries, weekly media reports, media and social media analytics and digital tracking for key issues and media mentions.



Office of the Vice-President Research and International
Report to the Board of Governors
 3 December 2020

GENERAL

- As the new RRU Vision enters its implementation phase, the VPRI has completed the development of the International Strategic Plan, the Strategic Research Plan, the Marketing Plan and continues work on developing a robust Strategic Enrolment Management process that fits with the University's broader planning framework.
- Following RRU's New Initiative Process, several projects are under review and development including domestic dual degrees, transfer agreements, new program specializations as well as a closer collaboration with UVic and Camosun College.
- To lead in the area of Digital Transformation, the Executive has endorsed the formation of a micro-credential task force in collaboration with the VPA portfolio, to develop a strategy and framework. The BC Government recently approved funding for RRU's proposal to develop and deliver two micro-credentials to support economic recovery: Effective Workplace Communication and Project Leadership for the Digital Future. Robin Cox (ResiliencebyDesign Lab and School of Humanitarian Studies) has been awarded a grant from the Province of BC for the Climate Action Micro-Credential project (\$30,000)

COVID-19 RESPONSE AND RECOVERY PLANNING

- With the Board approval of the International Strategic Plan, the goals and targets are being incorporated into the department's operations for recruitment and partnership development, into the staff's PDPs, and into discussions with the International Advisory Committee.
- International recruitment efforts continue in virtual platforms across the globe targeting Latin America, Africa, South Asia and the Middle East with an emphasis on applications for September 2021 and beyond to accommodate delayed study permit processing times.
- Specific emphasis is being placed on new approaches to marketing and recruitment of the International Year (IY) 1-2 program and the new on campus offerings of MAGL, MAEM, GDPMOL and MBA to ensure prosperous first intakes. Initiatives include creating program launch plans, reimagining recruitment dialogues, unique selling features, recruitment materials, supporting agents with personalized webinars, developing low-cost digital campaigns and working with the Schools to source program specific, unique global experiential learning opportunities.
- Webinars have played a key role in the new environment, pivoting face to face recruitment to expanded virtual events. In addition to program-specific sessions, webinar sessions and series have expanded including faculty, current student and alumni panels on a variety of relevant topics within schools through close collaboration with faculty and staff. Prospective students and RRU community can now access [webinars on-demand](#). Some examples include: School of Business' [Insights for Action](#); School of Communication and Culture's [Sport, Leadership, and Social Change](#); School of Education and Technology's [Virtual Summit - Pondering Possibilities: Perspectives on the Canadian Digital Campus](#); School of Humanitarian Studies' [COVID-19 and the Fate of Homeless Persons with Concurrent Disorders](#); School of Environment and Sustainability's [Pandemic as Practice: Student Experiences of Web-Residency](#); School of Tourism and Hotel Management's [MA in Tourism Management - Specialization in Disaster and Emergency Management](#); School of Leadership's [Leading Organizations in Uncertain Times](#); College of Interdisciplinary Studies' [Webinar - Doctor of Social Sciences](#) and PCS's [Webinar - Graduate Certificate in Corporate Social Innovation](#).

RESEARCH

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

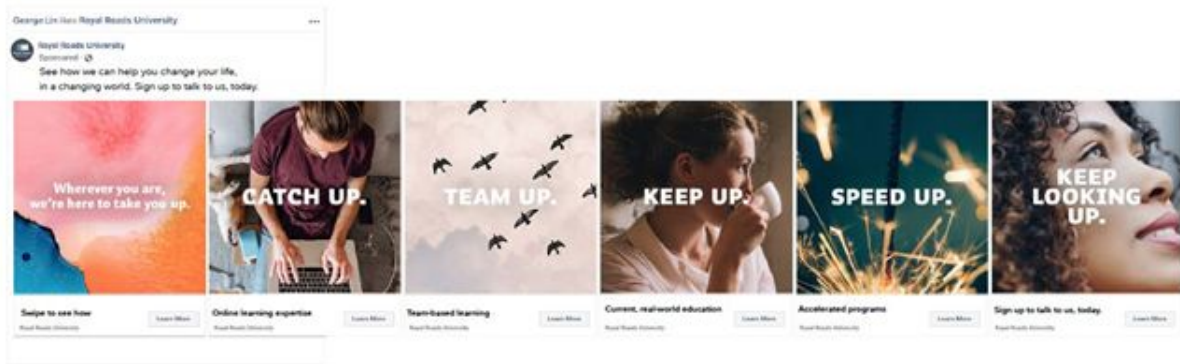
- The Strategic Research Plan has been completed and was presented to the PRC, Academic Council, and the Board of Governors. Suggestions and questions raised were reviewed and addressed by the Research Advisory

Committee. The revised version was presented to PRC November 13, 2020 and is being submitted for Board of Governors approval on December 3, 2020.

- The first two quarters of 2020-21 have been very productive with regard to research development. The number of faculty proposals that Research Services staff have worked on from April 1 through Sep 30 is 68 compared with 42 for the same timeframe in 2019 and 33 in 2018. The number of proposals submitted for external funding was 45 compared with only 18 at the same time in 2019 and 23 in 2018. And the number of new research projects with a first disbursement of funds in the first six months of this fiscal year was 33 compared with 16 at the same time in 2019 and 13 in 2018. We are uncertain as to why the increase but believe there are a number of reasons: the faculty that have been hired in the last 1-4 years have generally been those that have an active research program or are interested in having one; and there were a number of new opportunities for applications related to CoVid-19 over the past six months that many of our faculty applied to.
- A nomination for a Tier 2 Canada Research Chair in Advancing the UN Sustainable Development Goals was submitted in November, and we expect to hear the results in April 2021 (\$500,000).
- The posting for a Tier 2 CRC in Climate Change, Biodiversity and Sustainability will be closing on January 8, 2021, replacing the chair currently held by Phillip Vannini which end in February 2021.
- Successful proposals since Sep 2020:
 - Matt Dodd (School of Environment and Sustainability) has been awarded a grant from Health Canada for the analysis of various data (\$9,500);
 - Dr. Liton Furukawa has received a Mitacs post-doctoral award in the amount of \$60,000
- Proposals that were submitted that we are awaiting results for include: SSHRC (Bishop, Childs, Dale, Hodson, Homer-Dixon, Jorgensen, Jones, Lokanan, Manion, Prasad, Slick), Banting post doc fellowships (Talukder/Jorgensen, Lepore/King, Rudestam/Wolfe), SSHRC post doc fellowships (Davy/Wolfe, Lepore/King, Rudestam/Wolfe), SSRC (Krause), Mitacs (Li), NRCan (Cox), Grand Challenges (Madan), CIHR (Slick), Law Foundation of BC (Pulla).
- Research Services staff are currently participating in a number of external working groups: Tri Agency Grants Management System working group; and the University Delegates Executive Committee (Canadian Institutes of Health Research – CIHR); Dimensions Affiliates group (Tri-Agencies).

COMMUNITY ENGAGEMENT

- The VPRI has continued actively engaging with both domestic and international communities and partners during this period. Some examples include supporting the Inter-American Organization for Higher Education's MEIN 2020 awards as judge, forming part of CBIE's Nominating Committee in preparation for the 2020 AGM, participating in the international virtual panel hosted by our Colombian partner CESA as part of their Business Ethics Conference, joining the South Island Prosperity Partnership Rising Economy Committee on Education and Skills Development and continuing as a Board Member of the Greater Victoria Chamber of Commerce for an additional two-year period.
- The marketing *Recovery Campaign*, originally planned to be in-market from May 7-Aug 3, was extended to October 31st to allow next phase campaign planning. The "Recovery" campaign shifted our messaging to a more empathetic and helpful tone and a softer sales pitch in response to the pandemic. (see clips and [15 second](#)).
- A *Hybrid Campaign*, to bridge towards the January – March 2021 *Revival Campaign*, was launched on November 2 and will continue in-market until December 16, moving from empathetic to empowering.



- The goal of the *Revival Campaign* is to grow brand awareness consideration by focusing on differentiating proof points that validate our claim of being “Boldly Different” in the online learning space; featuring two staff members, faculty, alumni and student talent as the face of each proof point (identified by the RRU community), namely: 1) strength in online; 2) peer-to-peer/professor support; 3) caliber of classmates; 4) learn today, apply tomorrow; 5) introspective learning; and 6) flexible admissions.



- The new graduate brochure is complete and can be viewed [here](#). The undergraduate brochure is expected to be ready mid-December. These prospect-facing brochures replace the previous Point of Entry (POE) brochures and resulted from a collaborative and interactive process lead by the marketing team and involving subject matter experts and stakeholders from across campus. A communication plan will be launched in December to share the new brochures with prospective students, alumni, faculty, staff and friends of RRU.

PEOPLE AND PLACE

- The Anti-Racism Task Force (ARTF), under the President’s Steering Committee on EDI, has confirmed its membership including 10 staff and 5 student RAs, with two-thirds being BIPOC. The ARTF is planning a robust stakeholder engagement through focus groups, survey distribution and interactive feedback loops during November and December 2020. An ARTF action plan draft is scheduled for January 2021.
- Signage Strategy: the first application of the new signage and wayfinding system will be the LIC (install targeted for March 2021) followed by a campus-wide, multi-year rollout. The RFP was posted on BC Bid on September 28th and closed October 22nd; seven bids were submitted, six passed initial screening, two shortlisted.



PROGRAM AND RESEARCH COUNCIL MINUTES

MEETING OF FRIDAY 13 NOVEMBER 2020
9:00AM VIA BLUEJEANS VIDEO CONFERENCE

Voting Members: Philip Steenkamp (Chair), William Holmes (Vice-chair), Dranna Andrews-Brown, David Black, Kathleen Burton, Nelson Chan, Mary Collins, Harley Eagle, Monique Gray Smith, Doug Kobayashi, Kathryn Laurin

Non-voting Members: Brigitte Harris, Pedro Márquez, Robert Mittelman

Administration: Margot Bracewell (recording secretary), Ashley Richards, Drew Duncan

Guests: Dale Gann, Tasha Welch, Deborah Zornes

1. CALL TO ORDER, ACKNOWLEDGEMENT OF THE LANDS, APPROVAL OF THE AGENDA 9:00am

The chair acknowledged that Royal Roads University is located on the traditional lands of the Xwsepsum (Esquimalt) and Lekwungen (Songhees) ancestors and families who have lived here for thousands of years. It is with gratitude that we recognize the power of the place and how strongly we are all attached to these lands.

M/S Collins / Laurin

CARRIED

The Chair welcomed new members including:

- Kathleen Burton – new student elected Board representative assigned to PRC effective 1 October 2020
- Harley Eagle – new external member appointed to PRC at the October BOG meeting
- Monique Gray Smith – new LGC appointed Board member assigned to PRC at the October BOG meeting

2. APPROVAL OF THE MINUTES OF PREVIOUS MEETINGS:

- I. Minutes of 17 September 2020 - *M/S Kobayashi / Andrews-Brown*

CARRIED

3. BUSINESS/INFORMATION ARISING

STEENKAMP

I. Recent Board approvals

P. Steenkamp provided members with a brief update on recent items of interest from the October 2020 Board meeting:

- The International Strategic Plan was approved and is on today's PRC agenda
- The Strategic Research Plan went to the Board for 1st reading. The plan is on today's agenda for review and recommendation for approval
- Appointments to PRC as noted in the introductions

II. Status of degree approvals

HOLMES

W. Holmes updated members on the status of current degree approvals:

- MA in Climate Action Leadership (MACAL): the DQAB has sent their recommendation to the Minister's Office. We expect to learn the outcome once a new cabinet has been appointed.
- The MA in Executive and Organizational Coaching (MAEOC) is going to the DQAB by end of November.
- The MSc in Management proposal (originally submitted to the Ministry in early 2018) was resubmitted last month. We are waiting for more information on next steps.

4. STANDING ITEMS FROM PRC ANNUAL PLAN

The chair advised new members that the PRC Annual Plan includes a series of topics that were identified last year to ensure that important academic initiatives are brought forward to council on a regular basis.

I. Meeting with school advisory council chairs - scheduled at 10:30am

STEENKAMP

In preparation for the meeting with school advisory council chairs, the chair asked if members wished to raise any additional issues. D. Black commented that some advisory councils are more engaged than

others and that council members should be invited to attend school meetings to foster stronger relationships and connection with the schools and add value to the discussions. Today's meeting will serve as a good temperature check. The chair also suggested that the advisory council terms of reference should be reviewed by the incoming VPA to ensure it meets the needs of the schools and institution.

II. Academic direction, etc.: Microcredentials

HOLMES/GANN

When introducing this item, the chair commented that since the start of the pandemic, post-secondary institutions have turned their attention to microcredentials. In response, RRU struck a task force led by the VP Academic and the VP Research & Business Development that has since drafted a microcredential framework. W. Holmes noted that while there has been an increased interest in microcredentials, RRU has offered short/professional programs for many years: they were just not called "microcredentials".

Dale Gann, Director of Business Development, provided an overview of how microcredentials have gained traction with the onset of the pandemic and how industry has stepped up and created unique partnerships to help reskill employees. The briefing note provided in the meeting package offers a comprehensive summary of microcredentials and the role of the RRU taskforce. Presently, Professional and Continuing Studies provides oversight of RRU's microcredential offerings.

RRU's expertise in applied, blended, practitioner-based, flexible, credit and non-credit learning provides a competitive advantage to enhance the microcredentials market. Moreover, our programs may be ladderized into other RRU course/program offerings and provide students with pathways to future learning.

Members had the following questions and comments:

- What is the impact on RRU enrolment? Two clear student-streams have been identified: alumni who are returning to RRU to upskill; and, working professionals looking to develop skills and possibly bundle credits for future learning and higher credentials.
- Is there a broader mandate? Yes, microcredentials are valuable to public service, NGOs, academia, and government. It will be important for RRU to build, leverage, and nurture these relationships. Advisory Council members may be helpful in this regard.
- How will RRU differentiate itself from programs offered at UVic and Camosun? P. Márquez explained that there is a willingness to create a "microcredential ecosystem" between institutions to encourage collaboration across institutions and to develop complementary frameworks: Camosun College is concentrating on information technology and health; UVic is focused on technology and engineering; RRU's expertise lies in management and leadership competencies.
- Where do microcredentials fit in the ecosystem of RRU programs? The key point to shorter offerings is the opportunity to ladder into other existing programs: provide students with a "taste" of RRU in hopes they may enroll into a larger credential offering.
- Develop partnerships with industry-specific associations so their members can up-skill. These alliances would offer greater legitimacy to the program.
- Quality and credibility are critical issues. Presently, the quality and rigour of RRU degree programs is preserved in our short program offerings; transfer credit or advance standing must meet the criteria of our credit programs otherwise integrity may be compromised.
- Is this a fundamental shift in our business strategy? How do we manage the short-term learning versus the traditional longer-term learning/research/focus of university programs? The model of flexible on-demand courses already exists at many institutions as "Continuing Studies". RRU has an opportunity to rebrand the model, to be innovative, and do different things.

The chair thanked Dale and the PRC for their input and questions.

5. REPORT FROM ACADEMIC COUNCIL

HOLMES

W. Holmes reported that Academic Council last met on October 7th. Items of interest to council include:

- Thanked two outgoing student members who completed their one-year term on council

- Thanked Dr. matthew heinz for his outstanding insights and leadership as Vice-Provost Graduate and Interdisciplinary Studies
- Graduated 541 students (up 25.5% over Oct 2019 [n=431])
- Approved revisions to the RRU Research Ethics Policy
- Reviewed and provided feedback on the Strategic Research Plan 2020/21 - 2022/23
- Reviewed the International Strategic Plan 2020-2023
- Discussed RRU and academic programs in authoritarian regimes. This topic will be discussed at greater length with the International Advisory Council in the coming weeks.

I. New program approvals

HOLMES

At its October 2020 meeting, Academic Council approved the following new programs:

- Graduate Certificate: From Child Protection to Wellbeing
- MBA/MGM Dual Degree

Details on the new programs were circulated in the meeting package.

6. NEW BUSINESS

I. International Strategic Plan 2020-2023

MÁRQUEZ/WELCH

P. Márquez introduced the plan noting that it was approved by the RRU Board of Governors in October and is coming to PRC for information. The integrated plan is proactive and directional, and speaks to developing a globally minded, interculturally sensitive teaching, learning, and research experience at RRU.

T. Welch, the Director of International Collaboration and Development, explained that this is the first formal document that ties the international strategy with other institutional strategic planning documents, aligns with RRU's new vision goal to 'invite in and venture out', and introduces equity, diversity and inclusion as an anchor to produce an inclusive community that works, learns, respects and appreciates each other. Additionally, it recognizes the value and importance of the LTRM, gives space for innovation, and aligns with federal and provincial international education plans. Moreover, the plan addresses three major goals: greater diversity in country of origin; greater diversity in the programs international students enroll in; and improving incentives for domestic students to study abroad.

The chair thanked Tasha for her presentation and suggested that a more comprehensive briefing would be available to new council members should they be interested.

II. Strategic Research Plan 2020/21 - 2022/23 Updates

MÁRQUEZ/ZORNES

P. Marquez introduced this agenda item, noting that subsequent to the PRC's review of the plan in September, the document was presented to the Board of Governors for 1st reading at its October meeting. The plan was then updated in response to members' questions and comments. A complete summary of the revisions is captured in the briefing materials.

The chair congratulated Pedro and Deb, and those who worked on the plan and offered to provide a more fulsome review of the plan to new members, if requested. The plan will move to 2nd reading by the Board with PRC's recommendation.

M/S Kobayashi / Collins **MOTION:** that the PRC recommend to the RRU Board of Governors, approval of the 2020/21 - 2022/23 Strategic Research Plan

CARRIED

7. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

STEENKAMP

The President provided a brief update on the following:

- A response and action plan were developed to support the implementations of several of the recommendations provided in the report from Wassenas Counselling & Education titled *Indigenizing Royal Roads*. The full report and recommendations will be presented to the PRC at its next meeting.
- In follow-up to the October 2020 provincial election, it is expected that a new cabinet will be appointed later this month. It is likely that we will see a new Minister of Advanced Education appointed.

- Westshore campus – The business plan has been revived and we understand the Government is committed to moving the initiative forward to the Treasury Board next year. Conversations have occurred with the deputy minister as well as the presidents of UVic and Camosun College. An updated briefing will be presented to the Board of Governors as the project moves forward.
- Acknowledged Kathryn Laurin for her contribution to the PRC for the past six years (her term ends on 1 Feb 2021). Thank you, Kathryn, for your commitment to RRU and your guidance and advice to the university.

8. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST

HOLMES

In addition to the report in the meeting package, the following items were highlighted:

- RRU's new VP Academic & Provost, Veronica Thompson, arrives in January.
- Professional and Continuing Studies (PCS) is supporting the First Nations Technology Council proposal to partner on the implementation of a microcredential for Indigenous peoples.
- The International Study Centre was formally folded into the PCS portfolio as the Global Learning and Language Centre.
- Archivist Jennie Seeman has successfully collected new archive items from the RRU ex-cadets.
- The 4th annual undergraduate "Design Thinking Challenge" will be held virtually this year. Registration is already full, with 9 teams confirmed (plus a team from RRU). The final challenge is scheduled in March 2021.

9. REPORT OF THE VP RESEARCH AND INTERNATIONAL

MÁRQUEZ

In addition to the report in the meeting package, P. Marquez commented:

- On the increase in quantity and quality of research proposals over the last three years.
- That RRU faculty have taken advantage of the pandemic and submitted multiple applications for research funding.
- That a Tier 2 Canada Research Chair application focused on advancing UN sustainability goals was recently submitted by the Faculty of Social and Applied Sciences.

10. OTHER BUSINESS

11. MEETING ADJOURNED

10:15 AM

Motion to adjourn: Collins

NEXT SCHEDULED MEETING – THURSDAY 4 MARCH 2021

PROGRAM AND RESEARCH COUNCIL BRIEFING NOTE



MEETING:	13 November 2020
AGENDA ITEM:	Micro-credentials at RRU: a market scan and framework
SPONSOR:	William Holmes and Pedro Márquez
PURPOSE:	For information and discussion

Purpose - The labour market is increasingly highlighting the need for short and specific skill learning that is immediately applicable in the workplace. Professionals upgrade their skills and advance their careers while organizations swiftly adapt to a rapidly changing work environment, particularly as it relates to technological, social, health care and climate change challenges. RRU's expertise in applied, blended, practitioner-based, flexible, credit and non-credit learning provides a competitive advantage to enhance the micro-credentials market.

Alignment to RRU's Vision - The micro-credential initiative is in alignment with RRU's 25+ Vision and Goal #1: Any Age, Any Stage, Any Place: as an engine of life-long learning, as being nimble and responsive to labour market demands and the needs of our students, of answering the call of changing demographics, shifting workplaces and global issues.

Background:

What are Micro-credentials?

- Short-duration courses that have a narrow focus, develop a specific skill that responds to a need or gap and that is immediately applicable in a work environment. It is a complement to, not replacement of, traditional degrees.
- Expertise in subject matter and relevance to industry is key. Industry-backed courses are currently the most popular.
- Delivery is mainly online, though some universities have face-to-face offerings.
- Most are non-credit, and some may be credit eligible and later applied towards earning a Diploma/Certification.
- Generally delivered through a University's Continued Education department.
- Usually at less expensive price point; though notably, the more expensive ones are the ones that offer credit and are pathway certifications.
- Employers are open to sponsoring training that translates into immediate upskill of workforce or knowledge gap in organization.

Why Micro-credentials?

- Immediate applicability to filling a gap in the workforce (e.g. a new change in technology).
- Helpful for those who are unable to commit to long periods of study

- Essential for those in fast-paced industries as the field of study may have moved beyond the existing knowledge that was taught during initial course of study (e.g. healthcare or IT services)
- Micro-credentials can make the difference between recruiting 'just anyone' for a job and a skilled and qualified person for the job. From an organization's point of view, micro-credentials created in partnership with a specific industry (aligned with their needs) makes the job of the HR department easier and saves them the time and expense required to train people.
- In a nutshell, industry-partnered micro-credentials outsource the organization or industry training needs to the higher educational institution in partnership with the industry/ organization itself.

Why Micro-credentials at RRU?

- RRU is uniquely positioned to offer micro-credentials as it already has a robust online delivery model.
- Micro-credentials earned could be used towards existing or new diploma/certification programs at RRU.
- RRU's Professional and Continuing Studies (PCS) mandate is to delivering short, applied, relevant programming. PCS has current certifications and short programs that are essentially micro-credentials.
- The current pandemic has opened doors for industry partnerships in areas that have had to change their operational parameters, most notably healthcare, retail & hospitality (e.g. with healthcare being provided remotely, digital privacy becomes paramount, but most healthcare providers aren't trained to understand or deal with the onslaught of technology or the risks associated with it).
- There is a market need, some examples include: a) the success of the eCampus Ontario pilot program can be gauged by the gradual introduction of such courses among other educational institutes that were not part of the 2019 pilot program; b) an eight-week online course designed to retrain energy sector workers displaced by COVID-19 is being offered this summer by Young Pipeliners Association of Canada, Beaver Drilling and the University of Calgary's Haskayne School of Business. It is being delivered in six, two-hour virtual sessions, over eight weeks and being led by some of the industry's most senior leaders.
- Partnering with industry is necessary and RRU is already credible in the relevant, applied, practical learning space. Partnerships can be made with governmental bodies, the non-profit sector as well as industry bodies with specific labour market shortages in B.C.

Current Initiatives:

Micro-credentials on Southern Vancouver Island

- The South Island Prosperity Partnership (SIPP), through its Economic Recovery Taskforce Education and Skills subcommittee (with representation from Camosun College, RRU and UVic), submitted a request to the Future Skills Centre on August 11, 2020 for \$1.250k in funding for the rapid re-skilling initiative and to establish a South Island Future Skills Council. A key area of focus is the formalization of a post-secondary micro-credential framework to fill skill gaps, to address the massive impact on businesses and the labour market as result of the Covid-19 pandemic.

Micro-credentials at RRU

- Formalized the establishment of an RRU Micro-credential task force which includes representation from across the University (e.g., Bill Holmes, Pedro Marquez, Brigitte Harris, Dale Gann, Zoe MacLeod, Rob Mittelman, Paul Coronica, and others to be identified e.g. Registrar, Finance, specific Schools when required)

- Further explore the micro-credential business opportunity tied to industry needs; explore partnerships to obtain industry-backed content/delivery.
- Develop an RRU-Micro-credential Framework that aligns with current quality assurance and credentialing processes.

Areas of Focus for Task Force

- Establishing definition(s) that works for RRU (i.e. What does a micro-credential at RRU look like?).
- Establish/explore appropriate industry partnerships.
- Determine subject areas based on expertise and labour market/industry needs.
- Design industry-backed courses that provide updated training in latest skill-gaps in the labour market. Expertise and applicability are critical.
- Select currently existing course content from individual schools and PCS, that can be applied towards micro-credentials.
- Evaluate pricing in reference to market and RRU graduate course credits (consistent with laddering options).
- Align with existing Prior Learning processes and design optional assessments that allow for pathways to credit courses/programs.
- Explore governance, quality, credential, operational requirements and needs.