

Board of Governors - Open Session



Board:

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

Executive:

Cheryl Eason
Susan Gee
Pedro Márquez
Veronica Thompson

Guests:

Ali Blythe
Pamela D'souza
Shelley Jones
Todd Thexton

Administration:

Drew Duncan
Ashley Richards (recording)

December 14, 2021 08:30 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Chan	08:30 AM-08:35 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Chan	08:35 AM-08:36 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 7 October 2021 Board of Governors meeting be approved as distributed.	Chan	08:36 AM-08:37 AM	4
4. Report from the President For information	Steenkamp	08:37 AM-08:52 AM	

SPECIAL BUSINESS

- | | | | |
|----|--|---------------|-------------------|
| 5. | Spotlight on the University - Common Foundations | Jones/Thexton | 08:52 AM-09:37 AM |
|----|--|---------------|-------------------|

For information

- | | | | |
|----|-----------------------------------|------------------------|-------------------|
| 6. | RRU Communications Profile Update | Gee/Blythe/
D'souza | 09:37 AM-09:52 AM |
|----|-----------------------------------|------------------------|-------------------|

For information

REPORTS FROM COMMITTEES

- | | | | | |
|----|------------------------------|-----------|-------------------|----|
| 7. | Program and Research Council | Steenkamp | 09:52 AM-10:07 AM | 10 |
|----|------------------------------|-----------|-------------------|----|

7.1 Report from Chair

Steenkamp

For information

7.2 New Program Approvals from Academic Council

Thompson

10

For information

- | | | | | |
|----|-----------------------------|------|-------------------|----|
| 8. | Finance and Audit Committee | Byng | 10:07 AM-10:27 AM | 11 |
|----|-----------------------------|------|-------------------|----|

8.1 Report from the Committee Chair

Byng

For information

8.2 Fraud Prevention Policy

Byng/Eason

11

MOTION: That the Board of Governors approves the Fraud Prevention policy as presented in Attachment 3.

- | | | | |
|----|-------------------------------------|-----------|-------------------|
| 9. | Governance and Nominating Committee | Donaldson | 10:27 AM-10:32 AM |
|----|-------------------------------------|-----------|-------------------|

9.1 Report from the Committee Chair

Donaldson

For information

VP PORTFOLIO REPORTS

- | | | | | |
|-----|--|----------|-------------------|----|
| 10. | Report from the Vice-President, Academic and Provost | Thompson | 10:32 AM-10:38 AM | 25 |
|-----|--|----------|-------------------|----|

For information

- | | | | | |
|-----|--|-------|-------------------|----|
| 11. | Report from the Vice-President and Chief Financial Officer | Eason | 10:38 AM-10:44 AM | 28 |
|-----|--|-------|-------------------|----|

For information

- | | | | | |
|-----|---|-----|-------------------|----|
| 12. | Report from the Vice-President Communications and Advancement | Gee | 10:44 AM-10:50 AM | 29 |
|-----|---|-----|-------------------|----|

For information

- | | | | | |
|-----|---|---------|-------------------|----|
| 13. | Report from the Vice-President Research and International | Márquez | 10:50 AM-10:56 AM | 32 |
|-----|---|---------|-------------------|----|

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.

14.	Consent - Approval Items	Chan	10:56 AM-10:57 AM	
	None			
15.	Consent - Information Items	Chan	10:57 AM-11:00 AM	34
15.1	Draft PRC minutes of the 18 November 2021 meeting of the Program and Research Council			34
15.2	Climate Action Plan Report			40
15.3	Equity, Diversity and Inclusion Report			41
16.	Adjournment of Open Session			
	15-minute break			

DRAFT



Board of Governors MINUTES OF THE OPEN SESSION

**07 October 2021
Via Zoom**

PRESENT	
Board: Philip Steenkamp, President & Vice-Chancellor Nelson Chan, Board Chair & Chancellor Dranna Andrews-Brown Christina Benty David Black Kathleen Burton Dave Byng Bruce Donaldson Monique Gray Smith Geoff Pearce Dave Saunders Lori Simcox	Administration: Cheryl Eason Susan Gee Pedro Márquez Veronica Thompson Drew Duncan Ashley Richards (recording) Guests: Carolyn Levesque Roberta Mason Deborah Zornes

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

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

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

The chair noted that the open session of the board of governors meeting is being livestreamed and provided remarks on the following topics:

- **Convocation** – Will be held virtually on Friday, November 19, 2021.
- **Indigenous Graduation Ceremony** – Will be held on Thursday, November 18, 2021 and will be livestreamed on the RRU website.
- **Student-elected Board member:** Kathleen Burton was re-elected to serve another term on the board. Her term concludes September 30, 2022.
- **Governance Training** – MAEST is offering governance training and Ashley Richards, board secretary, will send out information once further details are known.

2. Approval of the Agenda

MOTION (Gray Smith/Donaldson)
That the agenda be approved as distributed.

CARRIED

3. Approval of the Minutes

MOTION (Black/Pearce)

That the minutes of the open session of the 17 June 2021 Board of Governors meeting be approved as distributed.

CARRIED

4. Report from the President

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

- **National Day for Truth and Reconciliation:** P. Steenkamp and the executive team hosted and honored the Elders and Old Ones from the Blue Heron people and talked about their experiences in residential schools and reconciliation in a moving event organized by Asma-na-hi Antoine, Director of Indigenous Engagement.
- **RRU's Fall Term:** Students are back on campus for in-person classes and measures have been taken to respond to the fourth wave of COVID-19.
- **West Shore Initiative (WSI):** The WSI business plan was submitted to government and early feedback on this collaborative initiative with University of Victoria and Camosun College has been positive. P. Steenkamp noted the remarkable support provided by the City of Langford.

Board members acknowledged the tremendous work that went into developing the business case and thanked all involved.

SPECIAL BUSINESS

5. COVID-19 Task Force – Update

President Steenkamp welcomed guests Carolyn Levesque, Associate Vice-President, Operations and Resilience, and Roberta Mason, Associate Vice-President, Student and Academic Services who were present to provide an update on the measures in place operationally and from a student-support perspective.

C. Levesque discussed the evolution of the pandemic, where the priority has always been campus health, guided by the best public health information in compliance with health and safety requirements. Risk and vulnerability vary, so alternatives are being provided for people who require them. Communications has played a key role in ensuring the appropriate information is being circulated at the appropriate time. In spring 2020, RRU began robust recovery planning and sought to identify lessons learned throughout the pandemic. RRU is also supporting recovery in the West Shore by holding vaccination clinics run by Island Health and will potentially be a mobile testing site for Island Health. Currently, the safe return to campus is continuing, closely following guidance from BC's Restart Plan. RRU remains committed to protecting privacy, creating a vaccination self-declaration program and, for those who are not vaccinated or those who choose not to declare their vaccination status, RRU will offer rapid testing.

R. Mason spoke on the academic enterprise and supporting of students. The pivot to online was not as difficult for RRU given the level of online programming already offered, though there was a rethinking of the residency experience and a move to online/cancellation of short-term Professional & Continuing Studies non-credit courses to support the priority of academic quality. Understanding the impacts on students has been important throughout the pandemic, with specific considerations given to students from different backgrounds such as Indigenous, international, and front-line workers. Support for students focuses on academic, financial, and mental health aspects, and RRU's CARE Team provides 24/7 support to students experiencing emotional distress or concerning behaviour as well as COVID-19-related issues or concerns. As of fall 2021, the majority of programs have returned to campus.

Members discussed the vaccination rates of faculty, staff, and students on campus. A member queried whether they needed to disclose their vaccination status. RRU is working closely with Research Universities' Council of British Columbia (RUCBC) on institutional approaches and will explore this further. It was shared that HVAC systems on campus were reviewed, with upgraded filters put in place, and student accommodation was also refreshed as well. While a nurse has been engaged on contract to administer rapid testing, and tests have been procured, based on vaccination rates it would only be around 25-50 people who require testing so the costs should be manageable.

The board chair thanked both guests for their contributions and efforts to keep RRU safe throughout the pandemic.

REPORTS FROM COMMITTEES

6. Report from the Program and Research Council

6.1 Report from the Chair

The council met on September 16, 2021. The council chair shared that the members discussed the PRC terms of reference in relation to compliance, with a certain percentage of membership required to be non-employees of RRU. The revised PRC 2021/22 Annual Plan was approved. Updates were provided on the following: research strategy; Student and Academic Support Services; the quality assurance process; equity, diversity, and inclusion; and Indigenization plans. There were no program approvals from Academic Council, though at the July 14 meeting they did approve revised language in academic regulations relating to requirements to withdraw from a program of study and to return to study after a withdrawal. The MA in Climate Action Leadership was approved in May and has now launched with enrollments higher than anticipated. The Master of Science in Management proposal has been revised and resubmitted to the Degree Quality Assessment Board. Members also reviewed the Conflict of Interest in Research policy.

6.2 Conflict of Interest in Research Policy

Pedro Márquez, Vice-President Research and International, and Deborah Zornes, Director, Research Services, spoke to this approval item. The policy was initially approved by the board in 2009 and has been updated to bring it into line with the board-approved Strategic Research Plan. There are no major changes to the policy – it is now in a new template; some duplication has been removed, and provisions 2.2 and 2.3 were added. The changes have been socialized with the research community and the updated materials are included in the board package.

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

MOTION: (Andrews-Brown/Black)

That the Board of Governors approve the updated Conflict of Interest in Research policy.

CARRIED

7. Report from the Finance and Audit Committee

7.1 Report from the Committee Chair

The committee met on September 27, 2021 and discussed the capital program and operating results. Operationally, there is continued impact from the pandemic: lower international student numbers resulting in slightly lower revenues than initially forecast, but in conjunction with lower operating costs. Mitigation strategies are in place to maintain a balanced budget. The committee chair recognized the hard work by staff, faculty, and the management team. On the capital side, the Dogwood Auditorium has been completed and things are continuing forward with the broader capital program, focusing on the Enterprise Resource Planning project with an emphasis on the student management system integrated solution. FAC next meets on November 25, 2021.

8. Report from the Governance and Nominating Committee

8.1 Report from the Committee Chair

The committee met on September 20, 2021 and accomplished the following: discussed succession planning around board-appointed membership; discussed the required non-employee membership balance for PRC; began discussion around the January board retreat and the annual/every 18 months board self-assessment; and received an updated on the status of honorary doctorate proposals. These topics will be covered in greater detail in subsequent sessions of the Board.

GNC next meets on November 25, 2021.

VP PORTFOLIO REPORTS

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

V. Thompson provided a further funding update, sharing that the Ministry of Advanced Education and Skills Training has notified RRU of additional funding for work-integrated learning. There is pent-up demand from students who are deferring registration until they are able to join on campus in person, as well as in the Master of Environmental Management program which will be launching with two cohorts in March. She also shared that Russ Johnston, Indigenous Education Manager, has initiated an opportunity for faculty and staff to come together and learn together on decolonization and reconciliation.

Regarding a question around whether or not large cohort sizes impact the student experience, V. Thompson updated that with large cohorts they increase the number of associate faculty, core faculty and support services to support the students to ensure they are receiving a quality student experience regardless of size.

The board chair shared with members that a film aired on CHEK TV: 'Trees of Remembrance: Shelbourne Memorial Avenue, Saanich, BC produced by RRU's Prof. Geoffrey Bird. He expressed his appreciation for the film.

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

C. Eason shared with members that RRU will be providing a flu vaccination clinic on October 27. Regarding the financial forecast, the Finance team receives enrollment information every two weeks which allows them to provide an up-to-date forecast. The team also engages with the community and budget holders to understand their expenditures and revenues. In the latest review of the forecast, it is showing a balanced budget. There is anticipation that there will be an increase in enrollments next year as students who have deferred attending begin to have the ability to travel more easily. An update will be provided to the board and FAC in November and December.

The board chair commented on the food production garden, electric upgrades to the fleet, and the bonsai tree donation to RRU.

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

S. Gee updated that the Vision in Bloom campaign did well and exceeded targets. The campaign will remain open and ramp back up again in the spring. A new alumni campaign with the goal of \$125,000 will be starting soon called 'Tomorrow Makers' and will be in support of Indigenous student awards, funding, and scholarships. When Giving Day arrives, this campaign will expand to the community, and Communications will share stories of Indigenous alumni. A new grant writer has been hired on the Advancement team. The Campus Store will be going online mid-October.

Governor Simcox offered to send contact information for the British Columbia Construction Roundtable to S. Gee, as they would like to connect with post secondary institutions regarding scholarships.

On the topic of commemorative benches, S. Gee shared that agreements are put in place with each person/group and that all benches on campus are listed with set standardized agreements.

12. Report from the Vice-President Research and International

P. Márquez reminded members that research done by RRU faculty and students is detailed in the 2020-21 Annual Research Report. As part of the Strategic Research Plan, they have pledged \$3M in external grants. For this year, RRU has already secured \$3.3M in funding and has submitted further applications totalling \$30M in multi-year funding. RRU has six Tier 2 Canada Research Chairs, which is exceptional given the size of the institution. On the international student front, Canada is currently the second most attractive destination for international students. Over the past few months, two new positions have been created: a Manager in EDI in Research Services and an Associate Director, Human Rights and EDI. They are currently crafting the EDI plan and working with the Anti-Racism Task Force.

A governor requested further information on the EDI policy development process at the December board meeting.

CONSENT AGENDA

PRO-FORMA MOTION

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

13. Consent Agenda - Approval items:

None.

14. Consent Agenda - Information items:

- 14.1 Draft PRC minutes of the 16 September 2021 meeting of the Program and Research Council
- 14.2 Academic and Student Services Update
- 14.3 PRC Annual Plan 2021/22
- 14.4 2020-21 Annual Research Report

15. Adjournment of Open Session

The meeting adjourned at 10.05 a.m.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING:	14 December 2021
AGENDA ITEM:	Report on program approvals from Academic Council
SPONSOR:	Philip Steenkamp, Chair, Program and Research Council Veronica Thompson, 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.

Meeting date: 6 October 2021

Graduate Certificate in Financial Analysis – new program

This 9-credit graduate certificate is for mid to senior-level professionals working in organizations in all sectors who wish to expand their knowledge, skills, strategies, and expertise in finance. The aim of the certificate is to equip professionals in management and leadership positions with graduate-level applied and theoretical expertise in finance.

The program will consist of one of two already approved introductory RRU courses in finance offered in the MGM or MBA programs. The remaining two courses in Derivatives and Risk Management and Finance Theory and Investments have been developed and submitted to the Curriculum Committee for approval.

This certificate could provide transfer credit opportunities into other programs (e.g. MAIS, MBA, MAPC, MGM, MATM, etc.)

Full program proposals are available to Board members on request.

Recommendation:

That the Board of Governors receive this report for information.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: December 14, 2021
AGENDA ITEM: Fraud Prevention Policy
SPONSOR: Cheryl Eason, Vice-President & Chief Financial Officer
PURPOSE: For Approval

Synopsis

This briefing note provides:

- a summary of the draft fraud prevention policy; and
- the inherent fraud risk and internal controls designed to mitigate fraud risk at the university.

Fit to Vision and Strategic Direction

Goal 4: Vibrant and Sustainable

Background

At the November 25, 2021 Finance and Audit Committee meeting, management reviewed a report issued by the Office of the Auditor which reported on fraud risk management in the provincial public sector (attachment 1). The report was based on a 10-question fraud risk survey. Deputy Minister Baskerville of the Ministry of Advanced Education and Skills Training (MAEST) issued a letter to all BC post-secondary institution Presidents acknowledging the report and asking that institutions address gaps and report back to the Ministry Assistant Deputy Minister and Executive Financial Officer by March 31, 2022 (attachment 2).

With the objective of strengthening university's approach to fraud risk management, management has developed a draft fraud prevention policy. The Finance and Audit Committee reviewed the draft policy at their November 25, 2021 meeting and is recommending to the Board of Governors approval of the policy (attachment 3). Management was asked to include additional information on the university's internal controls and their function in the prevention of fraud risk with the draft policy.

Key Considerations

Fraud Prevention Policy

The draft fraud prevention policy (attachment 3) extends to the university's board members, employees, contractors, volunteers and visitors and all academic, administrative and research activities and operations undertaken by the university. It contains principles related to the detection, prevention, reporting, and investigation of fraud and disciplinary/legal actions when fraud has occurred. It also contains the authorities, roles and responsibilities of the Board of Governors, Executive, Vice-President and Chief Financial Officer, Privacy Officer, Managers and Employees.

Internal controls related to fraud risk are based on three primary categories: asset misappropriation, financial statement fraud, and corruption/collusion.

1. Asset Misappropriation

Asset misappropriation can include misappropriation of cash or non-cash items. The risk of asset misappropriation at RRU is inherently lower than some sectors due to the nature of the goods and services sold to customers and the method of payment permitted for customer receipts. It is also lower than some post-secondary institutions due to the limited scope and centralization of financial operations within the organization.

The non-cash assets held at RRU at risk of misappropriation are limited to a small inventory of goods in the retail store and bookstore and some supplies inventory, making this risk significantly lower than that for a retail company. The risk of misappropriation of cash is also inherently lower due to the non-retail nature of the operations and the centralization of all financial functions through the Finance department. Unlike some larger universities, RRU does not have retail operations in multiple locations or billing for goods and services outside of the Finance department.

RRU has internal controls to mitigate the risk of misappropriation of non-cash and cash assets including physical access controls over capital assets, inventory, cash, and proprietary/confidential information and processing controls over revenue and receipts and payments to vendors.

2. Financial Reporting

Financial reporting risk relates to the risk of intentional misrepresentation within the financial statements, the aim being to give external stakeholders a mistaken impression about operating performance and outcomes.

Factors that increase this risk would include the payment of employee bonuses based on individual financial metrics or pressure to achieve certain annual financial results at the university level. RRU's compensation plans do not include performance payments based on individual financial metrics; the university is required to achieve a balanced budget (i.e., no deficit unless approved by MAEST).

The university has internal controls to mitigate the risk of financial reporting fraud including:

- an external audit function;
- regular monthly internal financial reporting, including budgets to actual; and
- segregation of duties where individuals who produce financial statements and monthly internal reports do not have posting permissions or whose access to the chart of accounts is limited within the Finance department.

3. Corruption/Collusion

Corruption relates to the risk that a single employee exploits their position for personal benefit. Collusion involves multiple people working together to abuse their power and commit fraud.

While the risk of corruption and collusion cannot be eliminated, the university has several policies that provide guidance to employees and address acceptable conduct and conflicts of interest including:

- Standards of Conduct and Service Policy which sets out expectations and standards of conduct for all university employees and contractors;
- Academic Integrity and Misconduct - RRU Faculty Members and Staff Policy;
- Academic Integrity and Misconduct – Students Policy;
- Conflict of Interest Policy;
- Conflict of Interest in Research Policy; and

- Safe Disclosure Policy.

Fraud risk and the internal controls in place at RRU are tracked by management.

Other actions which are planned to lower the risk of corruption and collusion include the updating of the Safe Disclosure Policy, the introduction of a disclosure process to the university community, and ethics (including fraud) training.

In response to the Finance & Audit Committee's request for additional information, appendix 1, provides specific internal controls activities that mitigate against fraud risks associated with assets, revenue and receipts, payments to vendors, procurement and payroll.

Risk Management

Fraud risk is an essential component of a comprehensive ERM program. With a focus on addressing the topics raised in the auditor general's report, the following risks and mitigations have been identified:

Risk	Mitigation
Failure to implement appropriate fraud risk management policy, procedures and processes creates increased enterprise risk for the university (in all major risk categories: academic program/enrolment, quality of the student experience, strategic and governance, technological, operational, reputational)	Adopt relevant best practices and implement fraud prevention and safe disclosure programs within the ERM framework Formalize and implement a fraud prevention policy Engage with RRU's workforce, mature ethics and fraud prevention awareness and capacity through a training program and enhanced orientation processes
Failure to comply with follow up to the auditor general report and Ministry request to address gaps puts RRU offside of government requirements	Develop action plan, mature fraud risk and safe disclosure programs and confirm compliance with MAEST follow-up request

Recommendation

In alignment with the endorsement received from the Finance and Audit Committee at their November 25, 2021 meeting, it is recommended that the draft fraud prevention policy presented in attachment 3 be approved by the Board of Governors.

Motion

That the Board of Governors approves the fraud prevention policy as presented in attachment 3.

Attachments

1. BC Auditor General Fraud Risk Management Survey Report November 2, 2021
2. MAEST Deputy Minister letter to PSI Presidents November 3, 2021
3. Recommended Fraud Prevention Policy

Appendix 1

Summary of RRU Internal Controls

RISK	RRU MITIGATION ACTIVITIES
Assets	
Theft of fixed assets, including computers and other IT related assets. Theft of retail store and bookstore inventory or supplies inventory. Unauthorized private use of University property.	<p>Segregation of Duties: Annual inventory counts performed with Finance present for gift shop and bookstore.</p> <p>Review & reconciliation: Asset and hardware inventory system, annual inventory counts. Asset disposal process with appropriate authorization.</p> <p>Security: Assets locked in storage warehouse</p>
Misappropriation of cash funds that are untraceable once stolen.	<p>Segregation of duties: Different individuals responsible for: Receiving, depositing cash, recording payments and reconciling to the GL, issuing invoices, following-up on returned cheques.</p> <p>Safeguarding of assets: Cash kept in safe, daily deposits to bank using Armored car service. Only tuition of <\$500 is accepted and deposited daily. Petty cash funds has been limited by Finance. Where petty cash does still exist, it is counted monthly and reconciled quarterly.</p> <p>Review and Reconciliation: Compare receipts to deposits, cash recorded when received, cash counted and balanced daily.</p>
Revenue and Receipts	
Customer remittance payments are misappropriated or misplaced.	<p>Segregation of Duties: Person opening mail and applying payments are separate from person invoicing. Also, majority of payments are by credit card, online banking or MTFX.</p> <p>Safeguarding of Assets: Cheques are kept in a safe, daily deposit to bank using Armored car service. Encouraging payments by EFT.</p>
Receipts are unknowingly processed in connection with money laundering, creating negative publicity, damage to reputation, loss of goodwill and possible legal or regulatory sanctions with adverse effect on the bottom line.	<p>Policies and Procedures: Policy that cash payments are limited to \$500 for tuition and related fees. Use of third-party provider (MTFX) for foreign payments/refunds. Refunds only issued to original payee by original payment method.</p>

Payments to Vendors	
<p>Fraudulent or authorized transactions are processed for payment.</p> <p>Segregation of duties, asset accountability, fraud considerations are not adequately addressed where payments are handled</p>	<p>Review and Reconciliation: Management reviews each cheque run and all invoices as back-up, including those being paid by electronic fund transfer. Dollar values and number of EFTs or cheques reconciled to pre-approval reports.</p> <p>Segregation of Duties: Management ensures different individuals responsible for receiving/entering invoices, setting up vendors and direct deposit details, preparing the pay-run and approving pay-run execution. Established procedures with external vendor verification for changes in banking information.</p>
<p>When there are numerous transactions with related parties, it is more likely that purchases will be made at amounts that differ from market price</p>	<p>Policies and Procedures: RRU has established policies with respect to conflict of interest: Standards of Conduct and Service Policy and Tuition Assistance for employees and their families. The billings for credit courses are done by Finance and Finance and the system configuration access for fees is only accessible to Finance (i.e. avoiding the charging of tuition fees at a rate other than the approved rate). Refunds of tuition fees are only processed by Finance.</p>
Procurement	
<p>Unlawful manipulation of a procurement process to acquire contracts, goods or services, or to obtain an unfair advantage during the procurement process.</p> <p>Personal interest associated with the procurement process.</p>	<p>Segregation of Duties: Purchase of goods and confirmation of receipt are separate from request and approval. Invoices and payments must be signed for goods/services and by the approved signing authority (purchases matched to PO, goods and services and approval signature required). Individuals who can approve purchases are separate from those that can process payment or complete reconciliations. Centralized purchasing for office furniture and related equipment. Creation of an Inventory and Purchasing Coordinator position. Monthly ledger reconciliations are completed.</p>
Payroll	
<p>Theft of funds from a business via the payroll processing system. Payroll fraud committed by an employee attempting to receive any money that they are not entitled to from their workplace.</p>	<p>Segregation of Duties: Procedures are in place for segregation of duties. If one Payroll Coordinator enters information, the other Payroll Coordinator or Payroll Manager checks the entries.</p> <p>Review and Reconciliation: A gross pay comparison report is generated each pay to check differences by employee from the prior pay period and all differences in number of employees paid or significant variances in pay amounts are explained. Position</p>

	<p>management controls are in place with reports run by Financial Planning to review salaries and benefits expense and capture possible overpayments</p> <p>Authorities: Employee expense claims must be supported by receipts and signed by appropriate signing authority. Expense claims are reviewed against established policies and procedures. Stipend payments and overtime are only paid in accordance with policy and after written approvals have been obtained.</p>
--	---

ATTACHMENT 1 - Fraud Risk and Prevention

SURVEY AT A GLANCE

Fraud risk management survey

About the survey

We sent an online fraud risk management questionnaire to 140 public sector organizations. In total, 134 organizations completed the questionnaire – a response rate of 96 per cent. It is the most extensive fraud risk management survey ever conducted in the B.C. public sector.

Surveys allows us to quickly gather useful information for legislators and organizations. The questions we asked in this survey covered key elements of modern fraud risk management. The results we present are what organizations told us they are doing. We have not audited their responses.

Purpose

To learn more about fraud risk management in the public sector as part of our annual 2020/21 financial audit work and provide observations (not conclusions) so organizations can improve.

Overall observation

Public sector organizations understand the need for fraud risk management, but many could strengthen fraud risks assessment and management practices by learning from each other and our observations.

Some overall survey results (see Appendix A for survey results by organization type)

Governance

- 82% assigned risk management to a senior manager.
- 52% do not have formal policies to support effective fraud risk management.

Assessment

- 55% do not conduct formal fraud risk management assessments.
- 75% have not assessed the need to train staff on fraud.

Prevention

- 91% have internal controls to prevent frauds.
- Of those, 74% have assessed the operational effectiveness of their internal controls.

Monitoring

- 65% have a fraud monitoring function.
- 69% have not assessed the need for a fraud hotline.
- Of the 31% that did a needs assessment, 40% established a fraud hotline.

Investigation

- 57% do not have policies and procedures in place to follow when potential frauds occur.
- Of 43% that do have policies and procedures in place, 60% do not include direction on when to call police.

Reporting

- 57% have a regular governance process to review incidents of fraud and corrective actions with senior management and board members.
- 25% of organizations do not provide formal reports on fraud risk management to their boards.

Survey at a glance (continued)

Survey Questions	Sample of organizations that said "no". (See appendices B to F for all entity responses)
Fraud Risk Governance	
Q1. Has the Board of Directors, or Board of Governors, assigned responsibility for fraud risk management to a member of senior management in your organization?	24 said "no" including: <ul style="list-style-type: none"> British Columbia Hydro and Power Authority School District 38 (Richmond) Simon Fraser University
Q2. Does your organization have one or more formal policies to support effective fraud risk management (e.g., a corporate fraud risk policy)?	70 said "no" including: <ul style="list-style-type: none"> British Columbia Institute of Technology Infrastructure BC Inc. Royal Roads University
Fraud Risk Assessment	
Q3. Has your organization established a regular fraud risk assessment process to formally assess the likelihood and impact of fraud risks that may impact the organization on an ongoing basis?	48 said "no" including: <ul style="list-style-type: none"> Justice Institute of British Columbia Providence Health Care Society School District 41 (Burnaby)
Fraud Prevention	
Q4. Has your organization implemented internal controls to mitigate assessed fraud risks in line with your control objectives?	6 said "no" including: <ul style="list-style-type: none"> Nechako-Kitamaat Development Fund Society Knowledge Network Corporation School District 52 (Prince Rupert)
4A. [If Q4=Yes] Has your organization assessed the operational effectiveness of those internal controls?	15 said "no" including: <ul style="list-style-type: none"> Camosun College School District 40 (New Westminster) BC Financial Services Authority (BCFSA)
Q5. Has your organization assessed the need for staff to take fraud training?	101 said "no" including: <ul style="list-style-type: none"> School District 36 (Surrey) Transportation Investment Corporation University of Victoria

Survey at a glance (continued)

Survey Questions	Sample of organizations that said “no”. (See appendices B to F for all entity responses)
Fraud Monitoring and Reporting	
Q6. Has your organization established a compliance monitoring and reporting function? (e.g., one or more staff who have been tasked with monitoring controls and reporting signs of non-compliance and fraud)?	47 said “no” including: <ul style="list-style-type: none"> University of British Columbia Okanagan College British Columbia Transit
Q7. Has your organization assessed the need for a fraud hotline to report incidents of non-compliance or fraud?	92 said “no” including: <ul style="list-style-type: none"> Vancouver Island University Langara College Oil and Gas Commission
7A. [If Q7=Yes] Has your organization established a fraud hotline based on the results of the needs assessment?	25 said “no” including: <ul style="list-style-type: none"> Ministry of Finance British Columbia Lottery Corporation Fraser Health Authority
Fraud Investigation and Corrective Action	
Q9. Has your organization established policies and procedures to follow when potential incidents of fraud are identified?	76 said “no” including: <ul style="list-style-type: none"> Vancouver Island University British Columbia Transit British Columbia Assessment Authority
9A. [If Q9=Yes] Do the policies and procedures include direction regarding if, when and how police are to be called?	35 said “no” including: <ul style="list-style-type: none"> University of Victoria Selkirk College Real Estate Council of BC
Q10. Is there a regular governance process where incidents of fraud and corrective actions are reviewed with senior management and members of the board?	58 said “no” including: <ul style="list-style-type: none"> School District 63 (Saanich) Thompson Rivers University Real Estate Foundation of BC

After reading the report, you may wish to ask the following questions of government:

1. How concerned is the government about the state of fraud risk management in the public sector?
2. Is the government considering actions to promote more formal and specific public sector fraud risk management?
3. What are organizations in the public sector doing to learn from each other to improve fraud risk management?
4. What are public sector boards going to do with these observations?



Our Ref. 123391

November 3, 2021

Dear All Public PSI Presidents:

**Re: Fraud Risk Management Survey Report – 2020/21
Office of the Auditor General of British Columbia**

On November 2, 2021, the Office of the Auditor General of British Columbia released a [report](#) on fraud risk management in the British Columbia Public Sector. Public post-secondary institutions were surveyed as part of this report and from reading the report our sector has some room for improvement.

I ask that your institution review this report and take the steps necessary to address any gaps the report identifies for your organization. Ideally your organization will complete this work no later than March 31, 2022. Once your organization has addressed these gaps, please advise the Ministry of Advanced Education and Skills Training in writing, addressed to Jason Butler, Assistant Deputy Minister and Executive Financial Officer at Jason.Butler@gov.bc.ca.

It is essential for all public post-secondary institutions to have robust internal controls to mitigate or prevent the risk of fraud and doing so strengthens public trust in the ability of our sector to be prudent stewards of public funds.

Sincerely,

Shannon Baskerville
Deputy Minister

cc: Public PSI VPs Finance
Max Blouw, President, RUCBC
Ruth Wittenberg, President BCAIU
Colin Ewart, President BC Colleges
Jason Butler, ADM & EFO, AEST
Eric Berndt, Communications Director, GCPE
Michael Pickup, Auditor General of British Columbia



Policy

ATTACHMENT 3 – Fraud Risk and Prevention

Title	Fraud Prevention		
Classification	Board	Oversight & Responsibility	Office of Vice-President & Chief Financial Officer
Category		Effective Date	
Approval	Board of Governors	Policy No.	TBC

This policy is applied in a manner consistent with applicable statutory and legal obligations, including university collective agreements and terms of employment.

The most up-to-date versions of the university's policies are posted on the policy & procedure website. If you've printed this policy, check the website to ensure you have the current version.

NOTE: The first appearance of terms in **bold** in this document (except titles) are defined terms – refer to the Definitions section.

1.0 POLICY STATEMENT

The university is committed to protecting its revenue, property, proprietary information and other **assets**; the university will not tolerate any misuse or misappropriation of these assets.

This policy establishes the authorities and expected behaviours to support the prevention, detection and reporting of **fraud** and other financial irregularity. Anyone who suspects fraud or other financial irregularity must report it and can expect to do so in a safe environment.

2.0 SCOPE

This policy extends to the university's board members, employees, students, contractors, volunteers and visitors and all academic, administrative, and research activities and operations undertaken by the university.

Any investigation commenced pursuant to this policy shall be undertaken without regard to a person's length of service, position or title, or relationship to the university.

This policy does not extend to academic dishonesty or fraud related to academic research; this nature of irregularity will be managed through relevant academic policies.

3.0 PRINCIPLES

- 3.1 The university will adhere to the principles of ethical conduct and reporting of fraud and financial irregularities. Activities which lead to fraud, including fraud that benefits the university, or other financial irregularity will not be tolerated; concealment of such activity is strictly forbidden.
- 3.2 Every member of the university community is responsible for the detection, prevention and reporting of fraud and other financial irregularity.
- 3.3 Employees are obligated by the *Standards of Conduct and Service for Employees and Contractors* to report any breaches and suspected cases of fraud and other financial irregularity.
- 3.4 Any individual who in good faith reports acts of suspected fraud and financial irregularity may do so freely and without fear of reprisal and will be protected by the *Safe Disclosure Policy*.
- 3.5 Any fraud or other financial irregularity that is detected or suspected must be reported immediately to the Privacy Officer who will coordinate all investigations.

- 3.6 The Privacy Officer has the primary responsibility for operationalizing procedures associated with this policy. This includes responsibility for the oversight of investigation of all suspected fraud and other financial irregularities.
- 3.7 The university is committed to the thorough investigation of suspected cases of fraud and other financial irregularity.
 - 3.7.1 Any member of the university community involved in an investigation of suspected fraud or other financial irregularity will retain the rights, privileges and protection afforded to them through the applicable federal and provincial legislation, as well as the university's policies and procedures, codes of conduct and collective agreements.
 - 3.7.2 If the investigation substantiates that an act of fraud or other financial irregularity has occurred, the Privacy Officer will issue reports to designated personnel and, if appropriate, to the Board of Governors through the Board Finance and Audit Committee.
- 3.8 Decisions to prosecute or refer the investigation results to the appropriate law enforcement and/or regulatory agencies for independent examination will be made in conjunction with legal counsel and senior management, as will final decisions on disposition of the case.
- 3.9 Employees who commit an act of fraud or other financial irregularity will be subject to disciplinary action, up to and including termination with cause, as well as possible criminal charges. Any disciplinary action will be in consideration of applicable provisions contained in any collective agreements.
- 3.10 The university, to the extent reasonably possible, will recover any losses incurred through fraud or other financial irregularity.

4.0 AUTHORITIES, ROLES, AND RESPONSIBILITIES

- 4.1 Board of Governors
 - 4.1.1 The Board of Governors is responsible for the oversight and governance of the fraud risk program for the university within the university's enterprise risk management framework.
- 4.2 Executive
 - 4.2.1 The President, as delegated by the Board of Governors, has accountability for the management and implementation of strategies to manage fraud risk.
 - 4.2.2 The President and Vice-Presidents are accountable for promoting a culture of high standards of ethical conduct and integrity and supporting fraud prevention activities.
 - 4.2.3 The Vice-President and Chief Financial Officer, as delegated by the President, leads the coordination of activities aimed at mitigating fraud risk.
- 4.3 Vice-President and Chief Financial Officer

Administration of the fraud prevention policy and processes are delegated to the Vice-President and Chief Financial Officer whose responsibility is to:

 - 4.3.1 coordinate fraud prevention and risk mitigation activities and procedures;

- 4.3.2 monitor and report on fraud prevention and risk management through periodic review of program activities and trends to determine necessary prevention and mitigation plans; and
- 4.3.3 regularly report to the Executive Committee and Board of Governors on fraud prevention and risk program activity.

4.4 Privacy Officer

Coordination, investigation and tracking of all reports of fraud or other financial irregularity will be managed by the Privacy Officer, consistent with the *Safe Disclosure Policy* and related procedures.

4.5 Managers

Academic and administrative managers are responsible for implementing fraud prevention and risk management activities and maintaining appropriate internal controls that support effective fraud prevention practices.

4.6 Employees

All employees are responsible for reporting, in good faith, any suspected fraud or other financial irregularity.

5.0 DEFINITIONS

For the purposes of this policy:

Assets means all property of the university, including but not limited to equipment, financial assets, real property such as land, vehicles, material, uniforms, cell phones, computers and associated equipment, email, internet services, records, information and work time.

Fraud means a deliberate and/or unlawful deception or misrepresentation or concealment of facts, practiced to secure advantage, benefit, or gain and/or to cause loss to another. Fraud for the purposes of this policy includes, but is not limited to:

- misappropriation, misapplication, destruction, removal or concealment of the university's property;
- alteration or falsification of paper or electronic documents (cheques, reference letters, grant applications, time sheets, requisitions, budgets, etc.) including the inappropriate destruction of paper or electronic documents;
- authorization or receiving of payments for goods not delivered or services not performed;
- alteration or deliberately reporting incorrect financial or personal information for either a personal advantage or for a benefit to the university;
- unauthorized use of university property and resources for personal advantage or gain;
- any claim for reimbursement of ineligible expenses or unearned payment of fees or wages;
- bribery, kickbacks or rebates;
- identity theft;
- misrepresentation by an employee of professional or academic credentials or employment status with the university; and
- any fraudulent activity as defined by the Criminal Code (s. 380 (1)).

Good Faith means a sincere belief or motive without any malice or the desire to defraud others.

Internal Controls means systematic measures (such as reviews, checks and balances, methods and procedures) instituted by the university to:

- conduct its business in an orderly and efficient manner;
- safeguard its assets and resources;
- deter and detect errors, fraud and theft;
- ensure accuracy and completeness of accounting data;
- produce reliable and timely financial and management information; and
- ensure adherence to its policies, plans and relevant laws.

6.0 INTERPRETATION

Questions of interpretation or application of this policy or its procedures will be referred to the Vice-President and Chief Financial Officer whose decision is final.

7.0 RELATED DOCUMENTS

Royal Roads University policies, procedures and related information:

- Standards of Conduct and Service for Employees and Contractors
- Conflict of Interest Policy
- Safe Disclosure Policy and related procedures

Applicable legislation and information:

- [Royal Roads University Act](#)
- [Canadian Criminal Code](#)

Review and Revision History

Approved by Board of Governors	(month day, year)
Reviewed by Finance and Audit Committee	
Next review (one-year post implementation)	



Office of the Vice President Academic and Provost
Report to Board of Governors
14 December 2021

GENERAL

- West Shore working group meetings have continued throughout the fall to finalize the business plan for submission to MAEST.
- A new SEM framework is being finalized.
- Consultation meetings are underway for RRUFa bargaining 2022.
- The VP Academic and Provost attended a BIPOC Faculty Recruitment Working Group for Chief Academic Officers (EAB) seminar in October.
- The VP Academic and Provost attended two CUE Members meetings: University Internationalization from a Diversity and Inclusion Perspective: Fighting Systemic Racism on Campus and Diving Deeper into Diversity and Inclusion in Post-Secondary Education: Indigenization and Bridging.
- The VP Academic and Provost attended the FBS Annual Conference November 8-10.
- RRU hosted its inaugural Truth and Reconciliation Day ceremony on September 30.
- Cascade Institute Board meeting November 2.
- The VP Academic and Provost attended the House Renaming Ceremony at Pearson College– November 18.
- RRU hosted a Heron Peoples Circle meeting on November 5.

COVID-19 RESPONSE AND RECOVERY PLANNING

RRU specific

- The COVID Task Force is no longer meeting regularly with the shift in focus to a full return of on-campus programs and residencies in January.
- The core Academic Leadership Team (ALT-core) meets weekly to assess, evaluate and coordinate return to campus for staff and students including on-campus programming and managing issues related to COVID-19 and its impact on return to campus.
- Operationally, a phased-in return to campus for staff, faculty and associate faculty has been taking place throughout October, with consideration of the MAEST Covid-19 Return-to-Campus Primer and ongoing BC Provincial Health Officer recommendations. Full return to campus for operational staff concluded this week.

LEARNING AND TEACHING

- On September 15, the Global Leadership virtual field study met with a group of female domestic workers in a resource centre in India hosted by the Martha Farrell Foundation to learn more about these women's experiences fighting for dignity in their labour and distributing relief care packages to other women during the pandemic. Domestic workers shared experiences of sexual harassment and violence in the home and in the workplace.
- RRU has been awarded \$100,000 in MAEST funding to support Phase 2 of the Co-op and Work-Integrated Learning Initiative.
- STHM is continuing to work on COIL (Collaborative Online International Learning) projects with ITESO University in Guadalajara, Mexico.
- The BAGTM program is exploring another COIL (Collaborative Online International Learning) opportunity with the University of Colima in Mexico. The idea is to share a series of lectures between the two universities, followed by a joint assignment by student teams from the RRU-BAGTM program and Colima's BBA in Tourism Management program.
- The First Nations Technology Council and PCS recently collaborated on the development of a Network Technician program for Indigenous students. The pilot program began online in October with 17 students and a waitlist.
- On September 21, the Global Leadership virtual field study met with six representatives from a local Settlement Improvement Committee (SIC) in Ajmer, Rajasthan. Students learned more about these SIC members' experiences organizing to advocate for better sanitation, water, and access to other municipal rights in informal settlements (sometimes referred to as slums).
- The undergrad IHM and GTM programs are continuing to work towards preparing their courses to reintroduce their accelerated offerings. STHM is hoping to start recruiting for the September 2022 term.
- Zoom has been selected as the web conferencing platform to replace Collaborate. A general announcement and launch date is waiting on final confirmation of funding of the license.

- The newly developed MEM on-campus program that begins in March 2022 is now moving to waitlist, as the program intake is already full.
- The new project-based BBA program is now in full swing with 29 students. Over the coming year, these students will work with community clients to deliver sustainable and innovative business solutions.
- First virtual residency for the Graduate Certificate in Indigenous Economic Development started October 18th with 18 students from NWBC (mainly Haisla Nation).
- The BBA program and Global Recruitment and Partnerships will be welcoming a delegation from Artevelde University of Applied Sciences on Nov 29 – Dec 3. Artevelde has been an important partner to the BBA school for several years and is the source of our greatest number of inbound exchange students every year. For the past 18 months, Artevelde's Bachelor of International Business and RRU's BBA program have been working on the potential for an international dual degree. The visit is intended to provide an opportunity to showcase our project-based learning model, and to continue our consultations regarding our partnership.
- The suite of Global Leadership programs (blended and on-campus MA, GC, and GD) launched on October 4th with 42 students, including students from India, Kenya, Nigeria, Hong Kong, Iran, Mexico, Ukraine, US, Turkey, South Africa, Canada, and more. They are beginning their studies online and will come together on campus in January 2022.
- On October 24, 2021, the MA-Leadership Health Specialization launched their online residency with 45 students in Year One and 45 students returning for their second online residency in Year Two.
- The ResilienceByDesign's latest youth-video, Rise Up: COP 25 Youth Voices, has just been selected to compete in the Emerging Artists Film Festival, 2021. The video was produced by the RbD and co-directed by two of our amazing researchers and climate action leaders, Antonia Paquin and Austin Lang.

New Programs

- Graduate Certificate in Financial Analysis 9-credit program has been approved by Academic Council and is for mid to senior-level professionals working in organizations in all sectors who wish to expand their knowledge, skills, strategies, and expertise in finance.

Student and Academic Services

- Student Engagement hosted their final Campus Connect event the week of September 20.
- Indigenous Student Services hosted a student beading event on September 28 in recognition of Orange Shirt Day.
- The Recreation Centre has extended its morning hours and is now opening at 8:30am. There have been no major concerns regarding mandatory vaccination for access.
- The renewed library website continues to receive positive feedback.
- A new 4-week online and asynchronous workshop, Successful Team Based Learning, launched September 27.
- The Writing Centre is continuing to pilot writing support for all RRU students taking credit courses, including Y1-3 international students who previously received support via the English Language Centre/Global Learning and Language Centre (GLLC).

RESEARCH

- Dr. Cheryl Heykoop was awarded a MSFHR Scholar Award for research focused on young adult cancer care system transformation in BC.
- Dr. Rowe from the School of Leadership Studies and Dr. Walinga from the School of Communication and Culture received grants to study teachers' reality during COVID pandemic.

COMMUNITY ENGAGEMENT

- The first offering of MAISCON (MAIS Connect) was successfully delivered and with positive feedback from the students.
- Indigenous Student Services hosted art circles the week of October 18-22 with one online and one in-person event.
- Our suite of Global Leadership programs has launched a new webinar series, "From Local to Global Leadership." The first webinar "Why Planetary Health Matters" launched on October 14th with 191 registrants. Of these, 106 were interested in applying to RRU, or applying to a program at RRU.
- While the students are off during their elective period (until April 2022), MAL XL is hosting a Moodle site to enhance our XL community connections and offering a monthly Executive Leadership (XL) Leaders Learning from Leaders Series.
- Dr. Catherine Etmanski and Gwen Hill in Research and Innovation launched a Trauma-informed Cultural Safety training course with Harley Eagle as part of the EDI Capacity-Building Grant initiative to advance Equity, Diversity, and Inclusion initiatives on campus. Approximately 50 people have registered.

- Student Engagement hosted an appreciation event on Saturday October 30th for student volunteers who have been working with the Community Service Leadership Project.
- Giiwítáa, the faculty circle Russ Johnston has convened to explore Indigenizing and decolonizing curricula and teaching has now met twice, to very positive response. These meetings are monthly and provide a forum for faculty to explore Indigenous Knowledges in the content and process of their teaching.
- PCS is working with Seabird Island First Nation on a proposal for a Certificate in Ecological Restoration (funded by BC Government).
- The executive team visited Pearson College September 17.

PCS

- GLLC started on-campus student support at the end of September.
- PCS was successful in a bid for Training Program Delivery for Blueberry River First Nation (BCOGRIS Legacy Site Restoration Program).
- PCS was successful in a bid for a custom leadership development program for Great West (delivery in March 2022).
- PCS has recently secured another year of program delivery based on our Standing Offer Agreement with the Nova Scotia Public Service Commission.
- PCS is currently working on a proposal for a custom offering for Doctors of BC (family physicians and health authority partners) for delivery in Spring 2022.
- GLLC is partnering with Global Recruitment and Partnerships (OICD) to promote corporate training opportunities to HR managers in Mexico.
- RRU and Haisla Nation partnership profiled in: We Thrive: Indigenous Economic Development Certificate.

PEOPLE AND PLACE

- FoM's Interim Dean represented RRU at the Leadership Victoria Gala where he presented Steven Baileys of the Inter-Cultural Association the Belonging and Engagement award.
- FoM's Interim Dean spotlighted our new BBA in Innovation and Sustainability during a meeting with other Canadian Ashoka Changemaker Campuses.
- SCC core faculty Dr. Deniz Unsal received her second "European Museum Academy Award" for her major museum design and production project "Museum of Troy".
- Eugene Thomlinson has been chosen as co-chair for the Travel and Tourism Research Association's (TTRA) international conference to be held in June 2022, here in Victoria.
- Over the summer, Karandeep (KD) Manak, an MBA student, was nominated as a finalist for a Premier's Award as an Emerging Leader for the BC Public Service.
- Will Low is the Guest Editor for a ten-article special issue in the journal Sustainability. The special issue is entitled "Fair trade and sustainable consumption".
- For two days in early October, Dr. Wanda Krause was invited by the International Leadership Association (ILA) to join a series of roundtables with global leadership scholars and senior leaders.
- Dr. Catherine Etmanski was invited to contribute to a series of workshops titled, "A Landscape Analysis of Carbon and Water Modeling in Canada to Inform the Scale-Up of Nature-Based Solutions" and designed in partnership with Microsoft, Future Earth, Sustainability in the Digital Age, and Concordia University.
- The 23rd annual global conference of the International Leadership Association (ILA) conference took place from October 20-23. School of Leadership Studies Faculty, Drs. Wanda Krause, Catherine Etmanski, Wendy Rowe, and Kathy Bishop attended. On Oct 25th, SLS faculty joined together to present a virtual workshop titled, "Stories around the Virtual Campfire: Rethinking our assumptions and thriving through the pandemic."
- m. heinz has been appointed as the Chair of the Ad Hoc Committee on Equity and Inclusion, advisory to the president, of the Central States Communication Association, the largest regional communication association in the United States.
- m. heinz has been appointed to the Board of Directors of Dignity Seniors Society, a Vancouver-based province-wide education and advocacy non-profit for LGBTQ2S+ seniors.

Office of the Vice-President & Chief Financial Officer
Report to the Board of Governors
14 December 2021

GENERAL

- The forecast to March 31, 2022 anticipates a balanced budget at \$300,000 compared to the original planned net operating income of \$600,000.

COVID-19 RESPONSE AND RECOVERY PLANNING

- Management continues to monitor the evolving impact of the pandemic, maintain safety protocols on the campus, encourage vaccination and is ready to adjust or [re]introduce more stringent safety measures if required, in compliance with PHO orders.
- Vaccination status within the university community is estimated to be approximately 95% (with additional partially vaccinated at 1.4%) based on registrations through the self-declaration program.

LEARNING AND TEACHING

- Enterprise Resource Planning (ERP) – The RFP process for the ERP student system is underway with anticipated vendor award in early 2022.
- Website Presence Renewal (WPR) – The project remains on schedule and on budget; it is moving to its final stage and is anticipated to be completed in the second quarter of fiscal year 2022/23.

RESEARCH

N/A

COMMUNITY ENGAGEMENT

- Aligned to the West Shore Initiative business plan under review with the Ministry, proactive engagement with all relevant stakeholders (e.g., PSI partners, provincial government, City of Langford) continues with a focus on outreach to Indigenous communities regarding academic programming and phase I building functional requirements, design and aesthetics.

PEOPLE AND PLACE

- Re-opening of on-campus student accommodation for students expected in the first week of January. In parallel, upgrades to the Nixon elevator are underway and on track for completion in January.



- Voluntary Blended Work Arrangements pilot for exempt employees launched in October with 134 employees participating. Expectations for employees to return to work on campus has been communicated by the President, members of the Executive and reinforced through guidelines and manager orientation provided by both Human Resources and Operations and Resilience; pilot end date March 31, 2021.
- Two free influenza (flu) vaccine clinics were held in November and December to protect employees and students against influenza in an especially important flu season; 212 people received flu shots.
- Drainage upgrades in the walled garden will be completed in the spring in anticipation of the inaugural kitchen garden planting season; the associated environmental assessment will be initiated before the end of Q3.
- Planning work on the Japanese garden revitalization project is progressing with the recommended vision now ready for approval to move to more detailed design; project support to fundraising activities is ongoing. Representation of the [Mikoshi](#) that will be gifted to RRU for the Japanese Garden Revitalization project (see picture).

- Preparations for Spring 2022 start of bargaining underway for RRUFA and CUPE collective agreements.



Office of the Vice-President Communications and Advancement

Report to the Board of Governors

14 December 2021

COVID-19 RESPONSE AND RECOVERY PLANNING

Communications

- **Self-disclosure, rapid testing, blended work.** While the university continues with rigorous safety measures, COVID communications efforts are less intense in December. From September to November the team worked through several communiques on self-disclosure, rapid testing and blended work arrangements. The COVID webpage remains a valuable resource and is monitored and updated as needed: <https://www.royalroads.ca/about/covid-19-information-updates>.

RESEARCH, LEARNING AND TEACHING

VP's office

- **West Shore business case:** Indigenous engagement is underway on the proposed West Shore campus. Two engagement processes have begun, the first focused on curriculum development, the second around functional and aesthetic building design. Both processes will continue into the new year, starting with conversations with the Heron People and South Island Chiefs. Conversations with Indigenous community groups will follow.

Marketing

Our marketing team recently launched a new awareness campaign to further drive revitalization of RRU programs. The **Are You Ready? campaign videos can be viewed here:**

- Jump: <https://youtu.be/gRp0Sn8ln1Y>
- Reinvent: <https://youtu.be/4q7CHZle7KM>
- Amplify: https://youtu.be/12_c3W-750w
- Future: <https://youtu.be/Hs61WUlgmIQ>

The campaign runs until March 2022 and includes digital programmatic ads, social (static, video, stories) on LinkedIn, Facebook, Instagram, YouTube and TikTok, outside back cover print ads in Douglas Magazine and Helijet's InFlight Magazine, transit shelters and TV ad placement with CHEK.

Program focused marketing is also underway for the MBA, BBA, BCom, BScES, MEM and many more. This will continue through this fiscal. In the next fiscal a new marketing plan will be developed that emerges from and is aligned with the new SEM model and analytics that will inform campaigns going forward.

COMMUNITY ENGAGEMENT

Advancement

- **2021 Alumni Appeal.** We have launched *The Tomorrow Makers* appeal with a goal of raising \$250K for Indigeneity at RRU. The appeal supports Indigenous students and Indigenous student research and will run through February 2022. The advancement team will open the campaign to the larger community, seeking major gifts to help us reach our goal. The campaign is supported through 14 stories of RRU Indigenous alumni shared and amplified on social media. You can view *The Tomorrow Makers* website here: www.RRUTomorrowmakers.ca.
- **Vision in Bloom campaign.** Campaign has confirmed \$152K as of November 2021 with 386 gifts and a strong average gift of \$400. *Vision in Bloom* major gift cultivation and solicitation and grant proposal writing will continue through the winter, building the donor pipeline for spring. The

campaign will be re-launched early April. Key garden projects (Kitchen Garden, Japanese Garden and Glass House restoration) are underway and will be further advanced through the new appeal in 2022/23.

- **Giving Day.** November 30 marks Giving Day worldwide. This year RRU advancement and communications teams worked together to produce a Giving Day video that will be widely shared through social media, giving the community the opportunity to give. You can watch the video [here](#).
- **Case for support research.** The advancement team is nearing completion of internal research to form a case for support for a multi-year fundraising campaign. This information will be refined into a case for support in January, then released with an RFP for a fundraising firm to conduct a feasibility study.

Indigenous Engagement

- **Pulling Together module.** Work to refine and update this staff and faculty cultural competency training program is nearing completion. Pulling Together will be released early in 2022 to all RRU faculty and staff to help improve the RRU community's knowledge of Indigenous history and culture as we continue to move forward with reconciliation.
- **Connection with the Heron People.** Asma-na-hi Antoine continues to lead monthly breakfast meetings on campus with the Heron People. To further build relationships these gatherings will be expanded to include executive members for conversation and updates on university initiatives.

Communications, Marketing, Campus Services, Alumni Relations, Indigenous Engagement

Our teams continue to monitor and align as needed with PHO orders, reshaping university events as required. The following events are planned for the next six months:

1. **Speakers Series.** Speakers for the winter/spring of 2021 include Lucy Suchman on February 3 and Monique Gray-Smith (*thank you Monique!*) on April 14. Our conversation with Lucy Suchman will be in-person and broadcast from the Centre for Dialogue. Details on our April event will be coming soon.
2. **NIPD.** The first in-person NIPD in two years is planned for 2022. Asma-na-hi leads this effort with support from our Events team. Events will be planned throughout June, culminating in NIPD on June 21. Details will be forthcoming in the new year.
3. **Spring Convocation.** The team is planning for an in-person convocation in the Dogwood Auditorium over three days. A survey will be released soon to all those who graduated virtually to determine possible attendance this spring. Dates for these events will be confirmed before the end of December with a briefing note coming soon to executive.
4. **Alumni Awards reception.** A new awards reception will be planned for spring convocation so that all award recipients can gather and be honoured prior to convocation day. The reception will include approximately 100 people.
5. **RRU Open House.** The events team will use 2022 to develop a conceptual plan for a large RRU Open House, an event that will invite the broader community to the university. Educational exhibits, community art exhibits, cultural programs, garden programs, music, food and fun will all be featured at this event. More to come on this in 2022.

Alumni Relations

- **HD and Fellows Engagement Plan.** A new plan to engage with the university's 80 HDs and 30+ Fellows is under development. Key to this will be the segmentation of these groups to better

understand their level of current connection to the university and what engagement points might be most successful. Alumni Relations will begin this work in early 2022.

PEOPLE AND PLACE

Communications

- A communications report on university profile will be provided to the board at the December 14 meeting. The presentation details departmental changes since 2019 coupled with the implementation of new strategies to leverage university storytelling and boost social media presence.

Campus Services

- Revenue recovery efforts are well underway with 55 weddings booked for 2022 – 23. The team is aiming to book 64 weddings between May and October.



Office of the Vice-President Research and International
Report to the Board of Governors
14 December 2021

GENERAL

- Represented RRU at the XLI Ordinary General Assembly of Interamerican Organization for Higher Education (IOHE) members meeting.
- Successful meeting with Dr. Rajapakse to explore possible collaborations between RRU and Sri Lanka Institute of Information Technology- 2+2 into BAIHM, BAGTH and BBA; Blended Grad Certificates and student recruitment.
- Met with Jennifer Vornbrock, Executive Director Community and Government Relations (UVIC) to discuss UVic-RRU collaboration initiatives.
- Conferencia de las Américas en Educación Internacional, Chile (Virtual) October 18-22, 2021.
- Canadian Bureau of International Education conference 2021, Quebec City (Virtual) Nov 15-19, 2021.
- Cascadia Innovation Corridor Conference November 16 & 17, 2021 (Virtual and in Vancouver).
- Participated in the Tri-Agency Data Research Management Strategy webinars.
- Hosted delegation from Artevelde University of Applied Sciences Delegation, Belgium.
- 5 Year Rolling Strategic Plan Kickoff meeting with unit reps (C Riggins, B Heinz, and L Yaremicio).
- Attended Pearson College's House Renaming Ceremony with Dr. Thompson.

COVID-19 RESPONSE AND RECOVERY PLANNING

- Review risk management for students traveling abroad and drafted "RRU Travel Preparation during COVID-19" resource. Outbound student travel has been approved by Student Services for the winter term (Kyung Hee University in South Korea and UPF in Spain).

LEARNING AND TEACHING

- New training scheduled for core faculty: An Indigenous Cultural Safety approach to Systemic Racism with Harley Eagle. Research & Innovation has developed and launched this in collaboration with the School of Leadership and Catherine Etmanski.
- Partnerships team completed mapping BBA student exchange opportunities and worked with Todd Thexton to identify six strong opportunities for the new BBA international semester. This process supports International Strategic Plan goals including creating quality-based international experiences, increasing the number of domestic students learning abroad, and increasing the number of domestic students studying at an emerging country.
- New Canadian institution transfer agreements completed include the College of New Caledonia for BAIS and SES undergrad programs; SAIT for SES undergrad programs; and renewals for Okanagan College for BAPC; and Nova Scotia Community College for BAPC.
- Transitioning from online portals to the recruitment team for the enrolment advising component to support the work flowing through the International Admissions and Enrolment teams.
- November is recruitment season and most members of the team are attending virtual recruitment events (fairs, webinars, info session, social media live) each day. Extra emphasis has been placed on undergraduate recruitment this season for all markets.
- Agreements in progress: Canadian University Dubai MOU, Kyunghee University student exchange renewal, Avans University of Applied Sciences student exchange renewal, Universitat Pompeu Fabra student exchange renewal.
- GAC faculty mobility funding application with the U. of Colima, Mexico for the STHM. Funds would support the development of a new COIL project.
- EduCanada Tokyo Fair meeting with Kanagawa University and Shokei University for GLLC programming opportunities.

RESEARCH

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

- CRC in Biodiversity, Climate, and Sustainability: Nomination submitted.
- SSHRC Insight Grants x 6 (Lokanan, Jorgensen, Walinga, Das, Jones, Prasad) submitted; SSHRC Race, Gender and Diversity Initiative (Veletsianos, Prasad, Smith-Carrier); NFREF (Lokanan), SSHRC Partnership Development (King, Smith-Carrier); SSHRC Connection x 1 (MacArthur); Mitacs year 2 renewal (Furukawa); SSHRC IDG development for Feb underway.
- Dr Ash Prasad's CRC (Critical Management Studies) renewal was approved (\$500,000 over 5 years).

COMMUNITY ENGAGEMENT

- The Partnerships Team review of partnerships with private colleges in Canada. Have received an increase in pathway partnership requests from private colleges in Canada over the last year. Partnerships team discussed important criteria to evaluate for quality assurance, including collecting more detailed information on collaboration motivators, scanning student reviews, understanding partner's marketing and recruitment practices, and more. OICD to integrate new criteria into the partnership assessment tool and move forward with assessing pending requests.

PEOPLE AND PLACE

- Quarterly writing workshop day/half-day for faculty for concentrated time to develop proposals under development.
- The Leadership Team of the International Education Victoria consortium of RRU, UVIC, Camosun and the School Districts has agreed to change the name from International Education Victoria to International Education Greater Victoria (IEGV). Together, the Leadership and Marketing Teams are working on marketing and recruitment strategy for 2022 and considering events in South Korea, Japan, Thailand, China, LATAM, Germany and Italy.
- Andrea Torres Lopez returned from Colombia this week where she met with our partner CESA, agents and the Trade Commissioner and is working on updating the Market Report for Colombia and incorporating strategy into the 2022 recruitment plan.
- Shweta Sharma, Regional Education Specialist South and Southeast Asia, is attending her first in person recruitment event since March 2021. She will attend a student fair and an event geared to high school students and parents – both in Chandigarh, India.
- New team member, Francisco Levi started this week as Education Specialist with PCS and GLLC as the main components of his portfolio. As a former professor of marketing and communications, work experience at an NGO and in the health sector, Francisco brings a complimentary skill set that will provide an innovative perspective to the PCS portfolio.
- We have successfully recruited an internal new Education Specialist for the SES, CIS, and STHM portfolios who started her training this week, and officially on the role Dec 6th.
- In collaboration with the program heads, enrolment and marketing team, the recruitment team has started working on the strategy for the recruitment for the new MBA July 25, 2022 intake.



PROGRAM AND RESEARCH COUNCIL MINUTES

MEETING OF THURSDAY, NOVEMBER 18, 2021

9:00AM VIA ZOOM VIDEO CONFERENCE

Voting Members: Philip Steenkamp (Chair), Veronica Thompson (Vice-chair), Dranna Andrews-Brown, Kathleen Burton, Nelson Chan, Mary Collins, Harley Eagle, Piet Langstraat, Brenda Schoepp, Monique Gray Smith, Doug Kobayashi

Regrets: David Black

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

Board Members: Geoff Pierce

Administration: Christine Puccini (recording secretary), Ashley Richards, Drew Duncan

Guests: Roberta Mason, Russ Johnston

1. CALL TO ORDER, ACKNOWLEDGEMENT OF THE LANDS, APPROVAL OF THE AGENDA 9:03am

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 Chan/Collins

CARRIED

2. APPROVAL OF THE MINUTES OF PREVIOUS MEETINGS:

A request was made for a correction at the bottom of page 2 to read: "M. Collins asked if the meeting with advisory council chairs will go forward and will it be in person?" Motion to approve with requested amendment.

M/S Chan/Collins

CARRIED

3. BUSINESS/INFORMATION ARISING STEENKAMP

I. Recent Board approvals

The Chair acknowledged and thanked the following new/reappointed members:

- Brenda Schoepp – new member
- Piet Langstraat – new member
- Mary Collins - reappointed

II. Status of degree approvals THOMPSON

V. Thompson advised there were no updates for this meeting. The Master of Science in Management is still awaiting DQAB approval.

The Chair advised that Government has initiated a review of the DQAB process to address the approval timelines. RRU will have an opportunity to provide feedback and consult on the review.

4. STANDING ITEMS FROM PRC ANNUAL PLAN

I. Meeting with School Advisory Council Chairs STEENKAMP

The Chair provided a brief introduction for new members noting this is an opportunity to check in with the SAC Chairs to hear about any issues or concerns they may have, learn from them, and hear their observations. This is an informal meeting and PRC members are invited and encouraged to ask questions. The meeting with the SAC Chairs will begin at 10:30 am.

II. Review of Post-Secondary/Workplace Trends and Post-COVID Update**THOMPSON**

The Chair noted this is a good opportunity to overview what's going on in workplace generally as well as what we are seeing in the post-secondary landscape both locally and internationally. In addition, we will include a summary of what's happening as we emerge from COVID.

The Vice-chair provided a presentation to review post-secondary and workplace trends and our post-COVID outlook noting that while some of the trends may not be caused by COVID, they are exacerbated by COVID:

COVID-19:

- COVID created an emergency environment that forced a move to online and hybrid learning. Institutions who were less familiar with this platform were forced to adopt new approaches. Some may continue to offer blended and online programs long-term given the continued demand for flexible options.
- Institutions are considering what the future will look like and are developing remote working policies with some organizations choosing to continue working remotely.
- We are seeing increased competition in non-academic venues such as LinkedIn, Amazon Web Services and Google.
- Financial constraints existed pre-COVID but have been amplified by enrolment declines, especially amongst international students, and by some governments' funding models.

Climate and environment:

- Institutions are focusing on reducing environmental impact and increasing sustainability through operations, policy, and curriculum.

Equity, diversity, and inclusion:

- Institutions are responding to racial injustice and civil unrest through development of equitable, supportive, and diverse curriculum.
- Indigenization is at forefront of this shift. While distinct from EDI, both maintain a shared belief in just societies and decolonization.
- Education and training are needed for the future and to keep up with the shifting demands of industry.

Digital literacy:

- We are seeing trends in digital disruption and a need for digital literacy, flexibility, and adaptability.

Emerging trends:

- A movement towards shorter credentials and stackable credentials that allow for mobility within the labour market.
- Micro-credentials are small, quick programs that can be credit bearing and are becoming increasingly recognized in industry and post-secondary environments.

RRU's perspective:

- How can, how is, and how should, post-secondary institutions respond to all of this?
- We need to address private sector employers' perception that while new graduates have the right foundational skills, they are lacking a human focus and requisite social and emotional skills that will allow us to adapt to new and rapidly changing markets.
- RRU is well-positioned to respond to these demands through our accelerated program offerings, graduate certificates, and Professional and Continuing Studies programs.

- Our expertise in online learning coupled with our Learning, Teaching and Research Model addresses many of these issues.
- We have expertise and programming in leadership, environmental management and sustainability, humanitarian studies, justice studies, and disaster management that are all areas responsive to these trends.
- We offer accelerated programs at RRU, and many diploma and certificate programs, such as our 9 credit graduate certificates.
- Our science and policy in climate change program has doubled the projected enrolment targets set during creation of the program.
- Short programs in financial analysis, and strategic enrolment management were designed in response to a need we are seeing in the labour and post-secondary markets.

Questions/comments from members:

- RRU seems well-positioned but considering the importance placed on social and emotional intelligence and the fact that this is not necessarily something that can be taught, these are skills and behaviors that must be modeled by staff, faculty, and associate faculty. Is there any initiative underway to ensure we can convey that to students and help them on their journey?
 - While there is no single initiative focusing on this, there is a great deal of work happening related to Indigenization, reconciliation, and EDI and those skills are embedded in a lot of our curriculum and programming.
 - HR offers courses to staff and faculty covering many of these areas.
- Has there been any work done in identifying if there will be an educator gap as we try to meet these changing demands?
 - This area requires more exploration. with particular attention to digital transformation and literacy.
- Are we looking at undergraduate curriculum and the need to prepare those teaching undergraduates who will have been immersed in these perspectives throughout our K-12 curriculum?
 - Common Foundations will focus on experiential, challenge-based learning designed to flow seamlessly from the K-12 curriculum.
- Tech CEO's in Vancouver are encouraging, and paying for, staff to self-learn so they are obviously seeing the value in upskilling. Are we, as educators organized for the future? Are we nimble enough to move with the times or do we need to rethink how we're organized?
 - Our school of education and technology has programming around leadership in educational spaces and a focus on digital and online learning.
 - We have a CRC in that area in addition to some renowned scholars.
 - We have expertise and flexibility to respond.
 - As we move into common foundations, we will stretch our thinking and find new ways to apply our LTRM model.
 - We are looking at the current academic structure and whether it is aligned with what we need to do and are in the process of developing a new academic strategic plan that will be brought to PRC when ready.

5. REPORT FROM ACADEMIC COUNCIL

THOMPSON

I. New Program Approvals

The Vice-chair advised that Academic Council approved a new graduate certificate in financial analysis. The courses have been developed, the program is ready to launch, and offers laddering opportunities into other degree programs.

6. NEW BUSINESS

1. Emerging Indigenous Scholar Circle

MASON/JOHNSTON

The Chair noted that institutions have been experiencing difficulty recruiting Indigenous faculty and this was an item discussed at the last RUCBC Presidents' meeting. There is a lot of competition for Indigenous scholars and the bigger institutions can outbid smaller institutions. We asked ourselves, "what can we do to encourage and support young and emerging Indigenous scholars?" A proposal has been developed and is being reviewed by the Executive Committee, but we wanted to provide an overview at PRC for input.

R. Johnston described this initiative as a unique opportunity for RRU and upcoming Indigenous academics who will use this as a stepping stone to future faculty and CRC positions at RRU and other institutions. We are building on the opportunity to hire a full-time Indigenous core faculty which will be a benefit for us and our students. Our hope is to use this as an opportunity for that person to mentor up-and-coming Indigenous scholars. We asked ourselves how we can give scholars what they need to be successful. How can we create spaces and opportunity for those up-and-coming people? How can we help them augment their skills and CVs? Our plan is to create 3-year assistant professor level positions that would allow scholars an opportunity to teach, research and be members of RRU. We also factored in their relationships within their communities as an opportunity to do research, teaching and community outreach. Ideally, this will allow Indigenous scholars to join RRU and weave their knowledge into these spaces while receiving institutional support as we grow our mutual understanding.

The Chair noted our belief that our role should be supporting emerging Indigenous scholars and our hope is that we can provide a bridge for them to further their careers here or move on to other institutions.

Questions/comments from members:

- This is an opportunity to have a discussion about reaching back to the K-12 system and how we might support those bright, young, Indigenous youth. T
- The Haida Gwaii are a matriarchal society, so if you are Haida and female, there is a 100% guarantee you will graduate high school. This might present an opportunity to reach out, promote, nurture, and support these young scholars.
- RRU's new West Shore initiative has already begun reaching out to West Shore communities to learn how we can create spaces for them. We have also been meeting with SD 62 to look at what we can do to augment their Indigenous students' journeys.
- Suggestion to pursue more community engagement including reaching out to the Friendship Centre and local family services.
- Are we planning to raise funds for this initiative or are there expectations of a source of funding?
 - There is strong support from the institution, and we are confident we will find a way.
 - We will look at all funding sources we can find but need to find a balance between what RRU can offer and what we can find externally.

The Chair confirmed the institution's deep commitment to this initiative there would definitely be some core institutional funding that we hope will be supplemented by government and private funding. Also, we currently have an alumni appeal focused on Indigenous students and scholars. This will be a regular item for update at PRC.

7. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

STEENKAMP

The President provided a brief update on the following:

- Return to campus has gone well. There has not been a single case of COVID transmission on any campus anywhere in province. While there have been cases of COVID on campus, there have not been any on-campus transmissions. This is a direct result of the incredible response to getting vaccinated. We also implemented a self-declaration and testing requirement for those who are not vaccinated or did not complete the self-declaration. International students are slowly arriving, and we are expecting many more beginning in January. Staff and faculty have done an incredible job accommodating and adapting to changing requirements and needs. While this may not be our new normal, it is a return to our ability to meet in person and engage in ways we haven't been able to for more than 20 months.
- In consideration of the TRC recommendations and the UNDRIP, we have been working together with other institutions to look at best ways to advance these initiatives. There has been significant discussion of Indigenization generally and lots of work around EDI and anti-racism. UBC has just signed on to the Scarborough Charter on Anti-Black Racism. These issues are front and foremost in addition to student health and mental health. We have seen a significant increase in demand for support for students and we are actively looking at how to provide more support and identifying all the ways we can manifest that support.
- RUCBC has discussed creating a network of climate action to pool resources. This underlines the importance of the work that is occurring. RRU has significant depth in climate action, particularly in resilience. The Board has recently approved our climate action plan and this plan makes significant commitments that we are committed to following through on.
- There has been recent and significant controversy around Indigenous identity fraud with scholars and faculty claiming to be Indigenous. These are issues for Indigenous communities to sort out and we need to acknowledge it is their right to do so. We will provide all the support and information that process needs. However, this is something we need to be mindful of in regards to the Emerging Indigenous Scholar Circle initiative.
- The West Shore business plan is with government and a request for funding will be put forward in the spring. All signs are positive in terms of support.

8. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST

THOMPSON

The Vice-President Academic and Provost provided a brief update on the following:

- We are currently drafting the new Academic Strategic Plan. We have had input sessions and have created an online space for feedback. We have identified five strategic focus areas: interdisciplinary, Indigenous, integrated, innovative, and inclusive. These are inclusive and expansive categories that provide space and opportunity to look at goals supporting collaboration; increasing Indigenous students, faculty and staff; Indigenizing curriculum, integration across portfolio and schools. In addition, it allows us to leverage our innovative programming, processes, and leadership. A full draft will come forward to PRC in the near future.

9. REPORT OF THE VP RESEARCH AND INTERNATIONAL

MÁRQUEZ

The Vice-President Research and International provided a brief update on the following:

- We have seen much success in the CRC program with Ash Prasad in the Faculty of Management having his CRC appointment renewed for 5 years, with research focusing on critical management studies. We also have a new CRC nominee whose research is in biodiversity and sustainability.
- The Conflict of Interest in Research Policy has been approved by the Board. There are some other policies in works and they will come to PRC when ready.
- RRU led the Canadian University Consortium on construction development research on the SDGs.
- In Jan 2020 our 3-year internationalization plan was approved by the Board. Its focus is on how to place RRU in the context of greater international collaboration and greater student diversity.
- COVID forced a reorganization and refinement resulting in international and domestic marketing, recruitment and admissions being merged. We focused on the move and integrating teams while ensuring everyone was comfortable offering virtual experiences. We are optimistic we will be able to

Page 5 of 6

push forward, growing our diversity and seeing international students in more programs while making sure there is a good fit between expectations and the teaching model.

10. OTHER BUSINESS

11. MEETING ADJOURNED

10:26 AM

Motion to adjourn: Gray Smith

NEXT SCHEDULED MEETING – THURSDAY 3 MARCH 2022

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: December 14, 2021

AGENDA ITEM: Climate Action Plan Report

SPONSOR: Pedro Márquez, Vice-President Research and International

PURPOSE: For Information

Synopsis:

On October 7, 2021, the Climate Action Plan (CAP) was approved by the RRU Board of Governors. This briefing note seeks to update board members on the progress that has been made on the CAP since that meeting.

Background:

Since the October 7, 2021 meeting of the Board of Governors, mobilization by the university on this plan has involved the following:

- **Initiation of a new Climate Leadership Committee (CLC):**
The Committee will be chaired by the VP Research & International and includes: VP Academic & Provost; VP Chief Financial Officer; VP Communications & Advancement; Director – Resilience by Design lab; Director – School of Environment & Sustainability; Executive Director – Cascade Institute; Faculty member – FSAS; Faculty member – FoM; Non-academic staff member – FSAS; Non-academic staff member – FoM; AVP Professional & Continuing Studies; AVP Communications; AVP Operations & Resilience; Director – Indigenous Engagement; Manager – Research & Innovation; Associate Director – Human Rights and Equity, Diversity and Inclusion; Indigenous Student Services Coordinator; Undergrad student rep; Doctoral/graduate student rep; and the Director – Research & Innovation.
- **Meetings and purpose of the CLC:**
Meetings have been set for December, January and February, and will then shift to quarterly. The purpose of this committee is to provide governance, leadership, and strategic coordination and integration of the Climate Action Plan implementation under the distributed leadership model of the CAP.
- **Further items of note:**
 - As part of the annual budget and resource planning, each portfolio area is working to integrate CAP accountabilities through this process.
 - Details about the public release and launch of the Climate Action Plan are currently under development.
 - Conversion to electric campus boilers (currently natural gas) for both upper and lower campus are anticipated before end of 2021/22, with an estimated annual GHG reduction of 85tCO₂e.

Recommendation:

That the Board of Governors receives this report for information.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: December 14, 2021

AGENDA ITEM: Consent Information – Report on EDI

SPONSOR: Alejandro Campos-Garcia, Associate Director, Human Rights and EDI

PURPOSE: For Information

Synopsis:

At the October 7, 2021 meeting of the Board of Governors, members of the board had requested further information on where RRU is at regarding equity, diversity, and inclusion (EDI) initiatives, policies, and processes. This report is intended to provide a brief update in response to that query, with the plan to attend in person and provide further update at a future meeting of the Board of Governors.

Background:

The Associate Director Human Rights & Equity Diversity and Inclusion (ADHREDI) position as created in May 2021, to guide RRU's EDI-related activities. The main focus of the Associate Director Human Rights & Equity Diversity and Inclusion (ADHREDI) during his first six months in the position has been to create the institutional foundations for the operation of these two areas. These institutional foundations are the baseline policies, procedures and guidelines, the system of governance, and the capacity-building strategy.

1. *Baseline policies, procedures and guidelines*

The ADHREDI has devoted his efforts to creating the equity, diversity and inclusion (EDI) and human rights baseline policies, procedures and guidelines. These baseline frames seek to outline the goals, principles, concrete actions and accountabilities that define the EDI and human rights institutional agendas and commitments of Royal Roads University.

To date, the ADHREDI has been involved in the drafting of the following policies, procedures and guidelines: Accommodation Policy and Procedures for Employment Accommodation for Employees and Job Candidates with Disabilities; Employment Equity Policy and Procedures; Human Rights Policy and Procedure; Inclusive language Guidelines and the Recruitment Toolkit for Managers.

The timeframe for activating (consultation, endorsement, approval) these policies, procedures and guidelines is the first semester of 2022.

2. *EDI and Human Rights System of Governance*

One of the key dimensions in the success of EDI in post-secondary institutions is an effective and well-coordinated system of governance. In addition to taking the first steps to properly staff the RRU's Human Rights and EDI Office, the ADHREDI is currently meeting with the units under RRU's vice presidents' supervision to design a system of governance tailored to the needs and current

organizational capacities of the university. This collaborative exercise has been framed according to the following steps: Assessment of the current system of governance; mapping of needs; definition of accountabilities and structures of coordination; drafting of a system of governance proposal and activation of the new system of governance.

The projected timeframe for the activation of this system of governance is the first semester of 2022.

3. EDI and Human Rights Capacity-building

Last summer, the ADHREDI completed the design of the Unconscious Bias Training module for employees. The module is pending of activation and will be under the supervision of the Human Resources Office.

The ADHREDI has also devoted his efforts to creating RRU's EDI and human rights capacity-building strategic plan. This plan seeks to outline the goals, actions, and responsibilities that will enhance EDI and human rights literacy at Royal Roads University. The ADHREDI and the Diversity Action Group are currently mapping the needs and existing in-house EDI and human rights capacities and competencies. Once this map has been completed, the following steps are drafting and activating the strategic plan. The projected timeframe for the activation of this plan is the first semester of 2022.

Fit to Vision and Strategic Direction:

The creation of RRU's Human Rights and EDI Office, and the work of that office, is directly in line with the following critical commitment embedded within RRU's goals and vision to enhance the inclusion and engagement of people of diverse backgrounds and ideas in all aspects of university life

Recommendation:

That the Board of Governors receive this update for information only.