

Board of Governors - Open Session



Board:

Nelson Chan, Board Chair and Chancellor
Philip Steenkamp, President and Vice Chancellor
Dranna Andrews-Brown
Christina Benty
Kevin Brewster
Lily Chong
Monique Gray Smith
William Holmes
Catherine Holt
Geoff Pearce
Dave Saunders
Lori Simcox

Executive:

Susan Gee
Pedro Márquez
Veronica Thompson
Philip Twyford

Guests:

Robin Cox
Rebecca Sharma

Administration:

Drew Duncan
Ashley Richards (recording)

October 06, 2022 08:30 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Chan	08:30 AM-08:33 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Chan	08:33 AM-08:34 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 16 June 2022 Board of Governors meeting be approved as distributed.	Chan	08:34 AM-08:35 AM	4
4. Report from the President For information	Steenkamp	08:35 AM-08:50 AM	
SPECIAL BUSINESS			

5.	Spotlight on the University - ResiliencebyDesign Lab	Cox	08:50 AM-09:20 AM
For information			

6.	Alumni Appeal	Gee/Sharma	09:20 AM-09:40 AM
For information			

REPORTS FROM COMMITTEES

7.	Program and Research Council	Thompson	09:40 AM-09:52 AM
7.1	Report from Chair	Thompson	
For information			
7.2	New Program Approvals from Academic Council	Thompson	
For information			

BREAK		09:52 AM-10:07 AM	
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8.	Finance and Audit Committee	Brewster	10:07 AM-10:31 AM	11
8.1	Report from the Committee Chair	Brewster		
For information				
8.2	Resolution on the Authority to Regulate Campus	Brewster/Twyford		11

MOTION: That the Finance and Audit Committee recommends that the Board of Governors approve the following delegation of authority to the President:
That the President has the power to regulate, prohibit and impose requirements in relation to the use of real property, buildings, structures and personal property of the University, including in respect of:

- activities and events,
- vehicle traffic and parking, including bicycles and other conveyances, and
- pedestrian traffic;

and that the President has the authority to make rules consistent with the powers conferred on the Board by the University Act (Section 27(2)), including the power to impose and collect penalties, including fines, in relation to a contravention of a rule or other instrument made in the exercise of a power under such a delegation of authority.

9.	Governance and Nominating Committee	Benty	10:31 AM-10:39 AM	14
9.1	Report from the Committee Chair	Benty		
For information				
9.2	Honorary Degrees Policy - Review	Steenkamp		14
MOTION: That the Board of Governors approve the revised Honorary Degrees policy as presented in Attachment 1.				

VP PORTFOLIO REPORTS

10.	Report from the Vice-President, Academic and Provost	Thompson	10:39 AM-10:45 AM	25
For information				
11.	Report from the Vice-President Finance and Operations	Twyford	10:45 AM-10:51 AM	28
For information				

12.	Report from the Vice-President, Communications and Advancement *Added October 2*	Gee	10:51 AM-10:57 AM	30
For information				
13.	Report from the Vice-President Research and International	Márquez	10:57 AM-11:03 AM	33
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	11:03 AM-11:04 AM	
15.	Consent - Information Items	Chan	11:04 AM-11:05 AM	36
15.1	Draft PRC minutes of the 27 September 2022 meeting of the Program and Research Council			36
15.2	Climate Action Plan Report			39
16.	Adjournment of Open Session			



DRAFT

Board of Governors MINUTES OF THE OPEN SESSION

16 June 2022

Sequoia Building/Learning and Innovation Centre, Boardroom 411, and Via Zoom

PRESENT	
Board: Philip Steenkamp, President & Vice-Chancellor Nelson Chan, Board Chair & Chancellor Dranna Andrews-Brown Christina Benty Kevin Brewster Dave Byng William Holmes Dave Saunders Lori Simcox	Administration: Cheryl Eason Susan Gee Pedro Márquez Veronica Thompson Drew Duncan Ashley Richards (recording) Guests: Maria Bremner Philip Twyford Deborah Zornes
Regrets	
Kathleen Burton Monique Gray Smith Geoff Pearce	

1. Call to Order and Welcome – 8:33 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 noted that the open session of the board of governors meeting is being livestreamed and 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 board chair recognized expressed gratitude for the contributions of outgoing board-appointed member, Dave Byng, and Vice-President and Chief Financial Officer, Cheryl Eason, and also welcomed new board-appointed member, Kevin Brewster, and incoming Vice-President Finance and Operations, Philip Twyford. The board chair also remarked upon the convocation ceremonies, the Indigenous Graduation Celebration, and the New Alumni Celebrations. He thanked RRU staff, congratulated the students, and congratulated staff-elected member, Dranna Andrews-Brown, on successfully completing her doctoral studies.

2. Approval of the Agenda

The chair asked members if there was anything on the Consent Agenda that they felt should be moved into the regular agenda. There being nothing, the question was called, and the motion **carried**.

MOTION (Byng/Simcox)

That the agenda be approved as distributed.

CARRIED

3. Approval of the Minutes

MOTION (Steenkamp/Byng)

That the minutes of the open session of the 17 March 2022 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:

- **Convocation:** A dinner was held for doctoral students and a reception for award winners. President Steenkamp thanked the RRU community for contributing to an amazing series of events. This marked the first on-campus convocation in 12 years and RRU's 50th convocation, and the celebration for returning graduates was meaningful for all.
- **National Indigenous Peoples Day (NIPD):** The June 21 NIPD event anticipates thousands of people coming on to campus. Events include a canoe landing protocol, canoe challenge, performances, and vendors. The community is encouraged to attend.
- **West Shore Project:** The West Shore Campus proposal is on track for government decision. Work and land preparation is underway. The new curriculum is ready; it will start at the current campus first.
- **Europe Travel:** President Steenkamp travelled to Europe with members of the Research portfolio to connect with longstanding partners, sign agreements and explore executive programming options. It was a productive trip that will lead to deeper partnerships with Grenoble Ecole de Management (France), Les Roches' Global Hospitality and Management (Switzerland), IMD Business School (Switzerland), Artevelde University of Applied Science (Belgium), and Avans University of Applied Sciences (Netherlands).
- **Farewells:** President Steenkamp thanked D. Byng for his sage advice and excellent counsel, and he also emphasized how appreciated C. Eason's contributions to RRU have been. K. Brewster and P. Twyford were welcomed.

SPECIAL BUSINESS

5. Five-Year Strategic Plan

President Steenkamp noted that the reconfigured plan informs RRU's vision on a five-year rolling basis. The draft plan was brought to each of the board committees. He invited Vice-President Research and International, Pedro Márquez, to present the plan to the board.

P. Márquez shared that the plan was developed through active and dynamic engagement. While it replaces the former business plan, it does not replace the annual operating budget. Its rolling nature is a key feature of the plan, which enables it to be responsive and flexible and places emphasis on planning as well as implementation. The plan is informed by RRU's vision and P. Márquez presented on

the following: process of development; broad consultation across campus and to the board; the planning process, mindset and features; components; planning, strategy and risk framework; strategic themes and objectives; as well as a KPI summary. There are currently 28 KPIs and it was felt important to keep all of them given the extensive community engagement involved in their development. While all KPIs will be monitored, a smaller number (such as financial sustainability, research income, and student satisfaction) will be presented to board on a regular basis.

Members commended the level of consultation done and agreed that the plan positions the university well going forward. It was noted that by having core KPIs, success over time can be more easily measured, and the focus on operation continuity from a risk management perspective, with recognition of fluidity, was appreciated. Transparency in reporting was encouraged in line with the shared leadership and accountability model, and socialization of the plan will create a mechanism for active participation. RRU also reports to government on this.

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

MOTION (Simcox/Brewster)

That the Board of Governors approve the rolling Five-Year Strategic Plan.

CARRIED

6. Climate Action Plan Annual Report

P. Márquez introduced the Climate Action Plan Annual Report, noting that this item includes three reports: an update on the first annual report on the Climate Action Plan approved by the board; the shared accountability report; and the first Scope 3 baseline assessment for business air travel which will be used as a baseline to track greenhouse gas emissions (GHG). Deborah Zornes, Director of Research Services, and Maria Bremner, Manager, Research and Innovation, were in attendance to present on this item.

The CAP recognizes climate change as a global crisis and the role RRU can play in responding in such a way that leverages what the institution is best suited to offer - education, research, and collaboration - to amplify action and help the world address climate change. It highlights a commitment to being transparent in a public way on the reporting of the actions of the plan. D. Zornes and M. Bremner walked members through highlights, risks and next steps. The CAP is an ambitious but evolving plan that continuously looks at what needs to come forward, needs to change, and how to prioritize actions.

Members discussed the report and clarification was provided that the GHG targets set for overall GHG emissions includes total floor area, but also energy use and intensity to identify problem buildings with pre-World War structures. An audit of buildings and the options for the management of each building is underway and will be brought into the strategy. RRU is currently behind on meeting its GHG targets and there is ongoing discussion on how to achieve them, particularly with the West Shore Campus coming forward. The board chair expressed his appreciation for the role that RRU has as a multiplier on climate action by enabling through education of new climate leaders.

REPORTS FROM COMMITTEES

7. Report from the Program and Research Council

7.1 Report from the Chair

The council met on May 26, 2022. Members reviewed: the Conflict of Interest in Research policy post-implementation change, located in the consent agenda materials, which included revision to specific reference and guidance related to Indigenous researchers; the 2021/22 annual research report; a report on progress made on the 2020/21 Academic Plan; academic program approvals; and discussion on the Academic Strategic Plan.

PRC will meet next on September 15, 2022.

7.2 New Program Approvals from Academic Council

At the May 26, 2022 meeting, PRC reviewed a program change with a credit adjustment to the Graduate Diploma in Environmental Education and Communication to incorporate *EECO 510 Worldviews, Ethics & the Environment* into the program. The total credits required for graduation will increase from 21 to 24.

8. Report from the Finance and Audit Committee

8.1 Report from the Committee Chair

The committee met on June 2, 2022 and key topics included: the 2022/23 year-to-date operating results and forecast; 2021/22 KPMG audit findings; Enterprise Risk Management (ERM) risk dashboard; and Enterprise Resource Management (Ocelli). At this early stage, revenues (\$83.7M) and operating expenses (\$83.2M) provide a net operating income of \$0.4M, which is below plan by \$0.6M; monitoring will continue with management performing monthly forecasting activities. The university's external auditors, KPMG, presented their 2021/22 audit findings report for both the university and the RRU Foundation for the year-ended March 31, 2022. There were no material issues revealed. Management presented an updated risk dashboard report including risk appetite statements; next steps in the process include developing risk tolerances. Management presented an overview of the status of the Ocelli project, including the request to proceed to Phase 3 for the implementation of the new Student Information System and additional finance and HR system functionality.

FAC next meets on September 22, 2022.

8.2 Enterprise Risk Management – Policy Renewal

The Enterprise Risk Management (ERM) policy is reviewed and approved by the board annually. Suggested improvements to the policy, in addition to some minor formatting and grammatical adjustments, include providing additional clarification on the relationship of ERM with decision-making and strategic planning in Section 3.5 under "Policy Terms." Additionally, in Section 4.0 under "Authorities, Roles and "Responsibilities," language is included around the Board of Governors' role to approve risk appetite statements, Finance and Audit Committee's role to review such statements and

Executive's role to develop statements and tolerance levels. In 2022/23, management will continue to mature the risk appetite statements and develop tolerance statements for each of the key categories of risk. With a clearly articulated scope of responsibility and specific targeted outcomes, the result of this work will mature the university's approach to effective risk management.

The board chair appreciated the addition of the risk statement and recommended that in the next review of the policy management should consider including, under section 5.0 in "Definitions," language around the differences between business risk and residual risk.

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

MOTION: (Simcox/Steenkamp)

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

CARRIED

8.3 Strategic Investment Policy – Annual Review

The Strategic Investment Policy was written to ensure alignment with risk tolerance and the values of the institution. FAC recently met with RRU's investment advisor, Todd Vaughan, TD Wealth Management Group, to discuss RRU's performance over the past year. The policy and portfolio plans stand as presented and no changes were recommended. Following the meeting with T. Vaughan, members discussed his performance as an investment manager and recommend continuing with him in that role. Members noted that aligning to the policy framework helps contextualize and maintain the path RRU is on.

The questions were called, and the motions **carried**.

MOTION: (Brewster/Byng)

1. That the Board of Governors approves no changes to the Strategic Investment Policy, Investment Governance Guidelines or Strategic Investment Portfolio Plans.

CARRIED

MOTION: (Steenkamp/Simcox)

2. That the Board of Governors approves the renewal of Todd Vaughan of TD Wealth Management Group as the investment manager for Royal Roads University and the Royal Roads University Foundation.

CARRIED

9. Report from the Governance and Nominating Committee

9.1 Report from the Committee Chair

The committee met on June 2, 2022 and welcomed Dave Saunders to the committee. GNC reviewed: the Five-Year Strategic Plan; committee terms of reference; appointments and succession planning. These topics will be covered in greater detail in subsequent sessions.

GNC next meets on September 22, 2022.

VP PORTFOLIO REPORTS

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

V. Thompson expressed how rewarding Convocation was, commended Peter Dueck's role in the proceedings and shared that he has now officially retired. Recruitment is well underway for the new Registrar. A Canada Research Chair (CRC) in Biodiversity and Sustainability has been approved, starting July 4, 2022; V. Thompson also noted a typo in her report under the "Learning and Teaching" section, that BBA student Adrienne Hemmons was accepted to attend "CAMP 2030," not "CAMO 2030." This will be updated in her report for the record.

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

C. Eason elaborated that her report format for this meeting outlines the last five years and had provided her team with a chance to reflect on all of their contributions and accomplishments. The board chair thanked C. Eason and commended her achievement of maintaining a balanced budget over the fiscal years of the pandemic. He noted various capital projects as well and extended thanks to her team.

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

S. Gee shared that her team is working on two integrated plans: the integrated Alumni Relations Plan, and the Communications and Advancement Plan. The search is continuing for the Associate Vice-President Communications and Marketing role; Catherine Riggins, Associate Vice-President, Marketing and Alumni Relations, will remain in post until the end of August. The new Director of Advancement, Rebecca Sharma, has begun and has been doing excellent work. S. Gee is currently working on the funding review submission for government. The board chair recognized S. Gee and her team for Indigenous engagement with respect to the Indigenous Graduation Celebration. The celebration was moving, and feedback from those in attendance has been strong. He also expressed gratitude for the Advancement campaign summary, highlighting the change in contributions, donorship, and gifts.

13. Report from the Vice-President Research and International

P. Márquez elaborated that the visits with Artevelde University of Applied Science and Avans University of Applied Sciences were because of the teaching and learning model. His portfolio continues to make human rights, equity, diversity and inclusion a priority and recently organized events for Black History month and Asian Heritage month. The board chair noted his appreciation for being involved in Asian History Month. They continue to review policies from an equity, diversity and inclusion perspective and offer training modules for the community.

On the business development front, there is a new opportunity for expanding international collaboration with the United States and Latin America. P. Márquez has recently accepted the role of chair of the Inter-American Organization for Higher Education's Advisory Council. There are 360

postsecondary institutions who are members of the organization. Members offered P. Márquez congratulations on this.

CONSENT AGENDA

PRO-FORMA MOTION

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

14. Consent Agenda - Approval items:

14.1 Conflict of Interest in Research Policy – Post-Implementation Change

MOTION:

That the Board of Governors approve this post-implementation change to the Conflict of Interest in Research policy.

15. Consent Agenda - Information items:

15.1 Draft PRC minutes of the 09 March 2022 meeting of the Program and Research Council

16. Adjournment of Open Session

The meeting adjourned at 10.12 a.m.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING:	October 6, 2022
AGENDA ITEM:	Resolution on the Authority to Regulate Campus
SPONSOR:	Philip Twyford, Vice-President, Finance and Operations
PURPOSE:	For Approval

Synopsis

This briefing note outlines management's recommendation that the Board of Governors approve a resolution that will delegate authority to the President for the following:

- regulation, and ability to prohibit or impose requirements on the use of real property, buildings, structures and personal property of the university; and,
- imposition and collection of penalties (e.g., parking fines)

Currently, within the University's legal framework, the President does not have authority to effectively implement its existing safety and parking policies nor a campus use policy which is slated for development.

At their September 22, 2022 meeting, the Finance and Audit Committee reviewed the recommendation for a resolution on the authority to regulate campus.

Key points of discussion with the Committee included:

- Management was asked to plan for review of the delegation of authority in three years, consistent with the University's overarching policy framework.

Background

As activity levels on the campus increase¹, risks associated with campus use have intensified on both the Colwood and Langford properties. It is critical to balance the University's desire to invite and welcome the public to Royal Roads with its duty of care. This is specifically highlighted at the Colwood campus which is situated on private property and requires certain rules of campus use.

The frequency and nature of interactions with and between the university community, members of the public, campus visitors and external community users exposes a series of liabilities. As RRU strives to mature its policies and management processes, it is timely to address the requirement for a clearly articulated Board resolution that delegates authority to the President to regulate the use of the campuses and facilities, and where relevant and consistent with policies, impose and collect penalties.

Current Status

In certain circumstances, the health, safety and security of campus users may be at risk; management is mitigating this risk through the introduction of relevant policies and through its safety and security program.

¹ Drivers include COVID recovery as well as growth of the University and densification of the surrounding communities

RRU is responsible for reasonable care to ensure that its property and facilities are safe. The University is required to ensure that the full extent of its liabilities is addressed, even in the instance of activities on trails, in parking lots or in the case of the Colwood campus, areas peripheral to the academic core of the campus. Consistent with the *University Act* and the *Royal Roads University Act*, the President requires delegated authority from the Board of Governors to effectively manage the campus.

Key Considerations

- **Legal Framework**

Per Section 27(2) of the *University Act*, the Board of Governors has the power

- (t) to regulate, prohibit and impose requirements in relation to the use of real property, buildings, structures and personal property of the university, including in respect of
 - (i) activities and events,
 - (ii) vehicle traffic and parking, including bicycles and other conveyances, and
 - (iii) pedestrian traffic;
- (x) to make rules consistent with the powers conferred on the board by this Act;
- (x.1) to impose and collect penalties, including fines, in relation to a contravention of a rule or other instrument made in the exercise of a power under this section ...

RRU legal counsel has confirmed that Section 27(2) of the *University Act* applies to Royal Roads University. The key provision of the *Royal Roads University Act* is Section 10:

Powers and duties of the board

10 The board has the duties and may exercise the powers of the board of governors or senate of a university under the *University Act* except those powers and duties given to the president by this Act.

Further, it has also been confirmed that the powers of the Board outlined in Section 27(2) of the *University Act* have not been given the President under section 12 of the *Royal Roads University Act*.²

- **Proposed Response**

Working with legal counsel management has confirmed the requirement for a Board of Governors resolution authorizing the relevant delegation of authority to the President.

Risk Assessment

Risk	Mitigation
Litigation and potential reversal of campus use policies (including safety and parking, as examples) as well as imposition of penalties.	Confirm a Board of Governors resolution to formally and specifically delegate authority to regulate the campus to the President therefore, enabling management to establish relevant campus use policies and procedures to implement.
RRU and campus users are unnecessarily exposed to safety risk.	With appropriate delegation of authority in place, management will continue to renew/develop policies required for effective use of its campuses and assurance of safety/duty of care, and in parallel,

² Per email exchanges with M. Jaworski/Clark Wilson dated 19 April – 2 May 2022

	implement related campus-wide signage as well as an accompanying communications campaign.
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Recommendation

Management recommends that a specific delegation of authority from the Board of Governors to the President be established such that the President has the power to regulate, prohibit and impose requirements in relation to the use of real property, buildings, structures and personal property of the university, including in respect of:

- activities and events,
- vehicle traffic and parking, including bicycles and other conveyances, and
- pedestrian traffic;

and that the President has the authority to make rules consistent with the powers conferred on the Board by the *University Act* (Section 27(2)), including the power to impose and collect penalties, including fines, in relation to a contravention of a rule or other instrument made in the exercise of a power under such a delegation of authority.

In alignment with the endorsement received from the Finance and Audit Committee at their September 22, 2022 meeting, it is recommended that the resolution to delegate authority to the President as outlined in the motion be approved by the Board of Governors.

Motion

That the Board of Governors approves the following delegation of authority to the President:

That the President has the power to regulate, prohibit and impose requirements in relation to the use of real property, buildings, structures and personal property of the University, including in respect of:

- activities and events,
- vehicle traffic and parking, including bicycles and other conveyances, and
- pedestrian traffic;

and that the President has the authority to make rules consistent with the powers conferred on the Board by the *University Act* (Section 27(2)), including the power to impose and collect penalties, including fines, in relation to a contravention of a rule or other instrument made in the exercise of a power under such a delegation of authority.

Attachment – n/a

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: October 6, 2022

AGENDA ITEM: Honorary Degrees Policy Review

SPONSOR: Philip Steenkamp, President and Vice-Chancellor

PURPOSE: For Decision

Synopsis:

The Honorary Degrees policy states that the board approves the awarding of honorary degrees (HDs) and sets out eligibility and exclusions. This briefing note recommends revisions to the HD policy, which was last formally reviewed by the Board of Governors in March 2017. Governance and Nominating Committee reviewed the proposed changes at its meeting of September 22, 2022 and recommend the policy to the Board of Governors for approval.

Background:

The Honorary Degrees policy sets out criteria, eligibility and exclusion details as well as outlines the process for the submission of HD nominations. The selection criteria was updated by the Advisory Committee on Honours and Awards (ACHA) in October 2020 and, following review by the then Governance and Nominating chair, was posted to a redesigned HD website. Other post-secondary institution (PSI) HD policies were reviewed to ensure that best practices are being followed, and language updates were crafted to ensure that potential candidates are in line with RRU's vision and values.

Recently, ACHA reviewed the policy to add additional information on the revoking of an HD should a situation arise where that needs to be considered. Research included a review of how other PSI's handle this within their honorary degree policies. The revised policy is before members for review and approval. A clean version of the updated policy is provided in Attachment 1 and a tracked changes version is provided in Attachment 2.

Fit to Vision and Strategic Direction:

The policy has been updated to align more closely with [RRU's vision, values and goals](#).

Key Considerations:

The HD policy has been updated to the current template format and provides changes under the following policy headings:

Honorary Degrees

- **Vision and Values:** Added language around wishing candidates to reflect RRU's vision and values, to the introduction under the "Honorary Degrees" heading.

- **Due Diligence:** Included language in second paragraph of “Honorary Degrees” section that the Board Secretariat will undertake due diligence by thoroughly screening nominations.

Eligibility Guidelines

- **Past HDs:** Added language that people who have already received HDs from other institutions will still be considered by RRU for an HD.

Criteria for Selection

- **Types of nominees:** Broadened the description of the types of nominees; rooted nominee achievements in RRU’s values; and clearly stated that individuals nominated should reflect the diversity of society.

Nominations

- **Eligible nominators:** Updated to include members of the Board of Governors in the list of RRU community members who can submit a nomination for an HD recipient.
- **Deadlines:** Stated nomination deadlines within the policy.
- **Board Approved Nominees:** Extended the timeline regarding how long a nominee can remain on the board-approved nominees list from two years to three years.
- **Nomination Form:** Included language to direct nominators to the nomination form, which reiterates the selection criteria and eligibility details.

Documentation

- Updated language to clarify the nomination package requirements and steps.

Revocation of Honorary Degrees

- Added a section to help RRU mitigate risk should a past honorary degree recipient behave in any way that would be harmful to RRU’s reputation or is found in conflict with RRU’s values, including the steps to follow should such a situation arise.

Contact

- Added a section to provide clarification around the submission process and expectations.
- Added language detailing that staff will undertake due diligence by thoroughly screening nominations.
- Added that all submitted applications will also be considered for other RRU Awards. As new awards are developed in the future, this will give the President and Board of Governors greater ability to recognize excellence.

Interpretation

- This is a standard section that is included in the newly revised policy template.

Implications:

- | | |
|-----------------------------|---|
| A) Financial: ✓ | E) Equity, Diversity, Inclusion and Anti-Racism ✓ |
| B) Human Resources: N/A | F) Sustainability N/A |
| C) Campus Planning: N/A | G) Climate Action N/A |
| D) Stakeholder/Community: ✓ | |
| H) Other | |

Financial:

Should RRU not have a policy that clearly details selection criteria, eligibility, and that provides RRU with the ability to revoke the honorary degree, the financial implication might be that students decide to attend elsewhere.

Equity, Diversity, Inclusion and Anti-Racism:

The policy requests that individuals nominated reflect the diversity of society, including women, Indigenous people, racialized group members and visible minorities, people with disabilities, people who identify as LGBTQ2S+, and others.

Stakeholder/Community

The policy provides guidelines necessary to protect RRU, its stakeholders, and the community from reputational risk.

Risk Assessment:

The proposed changes will allow RRU to ensure it is recognizing individuals or organizations who are in close alignment with RRU's vision, goals and commitments, and ultimately protect RRU from financial and reputational risk.

Recommendation:

A comprehensive review of the HD policy has been completed. Governance and Nominating Committee have reviewed the revised policy and recommends it to the Board of Governors for approval.

MOTION:

That the Board of Governors approve the revised Honorary Degrees policy as presented in Attachment 1.

Attachments:

1. Revised Honorary Degrees Policy – Clean Version
2. Honorary Degrees Policy – Tracked Changes

Title	Honorary Degrees		
Classification	Board	Oversight & Responsibility	Office of the President; VP Academic
Category	Education & Teaching	Effective Date	2022 Oct 06
Approval	Board	Policy No	1040

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

NOTE: The most up-to-date versions of our policies are posted on the policy & procedure website. If you've printed this policy, check the website to be sure you have the current version.

BOARD POLICY STATEMENT

The Board will approve the awarding of all Royal Roads University honorary degrees.

PHILOSOPHY

The Board believes that in recognition of outstanding individuals, it is appropriate to award honorary degrees.

PRESIDENT'S RESPONSIBILITIES

The President will develop administrative procedures for handling nominations and to facilitate the Board's decisions.

Based on Board-approved criteria, the President, working with a Board committee, will bring forward recommended candidates for Board review and approval. There should be evidence of broad support for nominations.

INFORMATION, ACTION AND MONITORING REQUIREMENTS FOR THE BOARD

The Board may approve honorary degree recipients, whose names shall be added to a pool from which the President may select for convocation ceremonies.

HONORARY DEGREES

The Doctor of Laws, honoris causa, is the university's highest honour and is awarded to individuals of significant merit who reflect the university's vision and values who have achieved a significant record of success and community service. The Board of Governors considers candidates with achievements in a broad range of categories, including business, public service, the professions, leisure and the arts, the sciences, voluntary service in the community, or service to the University of long-standing or exceptional merit.

Nominators must keep the nomination confidential including with the potential nominee, members of the RRU community, and the public. Board Secretariat will undertake due diligence by thoroughly screening nominations. Nominations may be put forward by present and past members of the Royal Roads University, such as: staff; students; faculty; associate faculty; board of governors; and alumni. Once approved by the Board of Governors, nominations will be held active for a period of three years, however, a candidate may be re-nominated or resubmitted for approval. Normally, there should be only one

honorary degree awarded at each convocation, with the potential of there being one awarded for each of the morning and afternoon ceremonies. Honorary degrees will be conferred at every convocation but not necessarily every ceremony. A balance should be considered between outstanding Canadians and international nominees.

CRITERIA

1. Nominees should be of exceptional merit who have made substantial contributions to society including: visionary leaders and exemplary public figures; leading academics in all disciplines and interdisciplinary areas; community builders and philanthropists; public intellectuals and opinion makers.
2. Nominees' achievements should celebrate the university values (CARING, CREATIVE and COURAGEOUS) and serve as an inspiration and role model to our students, graduates, and our community.
3. Individuals nominated should reflect the diversity of society, including women, Indigenous persons, racialized group members and visible minorities, persons with disabilities, persons identifying as lesbian, gay, bisexual, transgender, and/or queer (LGBTQ), and others reflecting diversity.

ELIGIBILITY

1. Active members of faculty and staff at RRU are not eligible for honorary degrees. Retired members may, however, be nominated if no longer active.
2. Normally, an active politician should not be nominated for an honorary degree.
3. Current members of the Board of Governors or their family members are not eligible.
4. Only in exceptional circumstances will a degree be awarded in *absentia*.
5. Posthumous honorary degrees will not be awarded.
6. People who have already received honorary degrees from other institutions will still be considered.

NOMINATIONS

Nominations may be put forward by present and past members of the Royal Roads University community, such as staff, students, faculty, associate faculty, Board of Governors and alumni.

The Board of Governors considers candidates with achievements in a broad range of categories: business; public service; the professions; leisure and the arts; the sciences; voluntary service in the community; and service to the university of long-standing or exceptional merit.

The nomination deadlines are:

- December 1 for June convocation
- May 1 for November convocation

To submit a nomination, fill out the Honorary Degree nomination form and follow the submission instructions.

Nominators must keep the nomination confidential, including with the potential nominee, members of the Royal Roads community and the public. Once approved by the Board of Governors, nominations will be held active for a period of three years. A candidate may be re-nominated or resubmitted for approval.

Documentation:

Nominations, with required documentation, may be submitted in confidence to the Board of Governors' Secretary (BoardofGovernors@RoyalRoads.ca). Items may be in a singular PDF package or sent as individual documents.

1. Completed nomination form
2. Resume or curriculum vitae of the nominee
3. Reasons for recommending the honorary award, consistent with the profile of individuals as outlined in the selection criteria: (approximately 2 pages)
4. Letters of support: minimum of two, but no more than four

REVOCATION OF HONORARY DEGREES

In situations where maintaining the honorary degree would be harmful to the University's reputation and/or is found to be in conflict with the University's values, the Governance and Nominating Committee may recommend to the Board the revocation of an honorary degree.

In such situations, the Advisory Committee on Honours and Awards, in its advisory capacity, will review and provide factual information to the Governance and Nominating Committee. The President and the Governance and Nominating Committee will review the information provided. If the committee decides in favour of revoking the honorary degree, that recommendation will be brought to the Board of Governors for discussion and final approval.

CONTACT

To submit a nomination or to ask questions, contact the [secretary](#) to the Board of Governors.

The Board secretary will communicate with the nominators. Staff will undertake due diligence by thoroughly screening nominations.

Successful candidates will be informed in writing by the President of the decision to schedule the award.

While not every nominee will be awarded an honorary degree, all submitted applications will also be considered for other RRU awards.

INTERPRETATION

Questions of interpretation or application of this policy or its procedures will be referred to the President whose decision is final.

REVIEW AND REVISION HISTORY

Date	Action
2006-Sep-08	Approved by the Board
2017-Mar-31	Revised – current published version
2021-Oct-12	Transfer to new template – no content change
2022-Oct-06	Revised
Next Review	
2025-Oct-06	For review



Policy

Title	Honorary Degrees		
Classification	Board	Oversight & Responsibility	Office of the President; VP Academic
Category	Education & Teaching	Effective Date	2017 Mar 31 <u>2022 Oct 6</u>
Approval	Board	Policy No	1040

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

NOTE: The most up-to-date versions of our policies are posted on the policy & procedure website. If you've printed this policy, check the website to be sure you have the current version.

BOARD POLICY STATEMENT

The Board will approve the awarding of all Royal Roads University honorary degrees.

PHILOSOPHY

The Board believes that in recognition of outstanding individuals, it is appropriate to award honorary degrees.

PRESIDENT'S RESPONSIBILITIES

The President will develop administrative procedures for handling nominations and to facilitate the Board's decisions.

Based on Board-approved criteria, the President, working with a Board committee, will bring forward recommended candidates for Board review and approval. There should be evidence of broad support for nominations.

INFORMATION, ACTION AND MONITORING REQUIREMENTS FOR THE BOARD

The Board may approve honorary degree recipients, whose names shall be added to a pool from which the President may select for convocation ceremonies.

HONORARY DEGREES

The Doctor of Laws, honoris causa, is the university's highest honour and is awarded to individuals of significant merit who reflect the university's vision and values who have achieved a significant record of success and community service. The Board of Governors considers candidates with achievements in a broad range of categories, including business, public service, the professions, leisure and the arts, the sciences, voluntary service in the community, or service to the University of long-standing or exceptional merit.

Nominators must keep the nomination confidential including with the potential nominee, members of the RRU community, and the public. Board Secretariat will undertake due diligence by thoroughly screening nominations. Nominations may be put forward by present and past members of the Royal Roads University, such as: staff; students; faculty; associate faculty; board of governors; and alumni. Once approved by the Board of Governors, nominations will be held active for a period of three years, however, a candidate may be re-nominated or resubmitted for approval. Normally, there should be only one honorary degree awarded at each convocation, with the potential of there being one awarded for each of the morning and afternoon ceremonies. Honorary degrees will be conferred at every convocation but not necessarily every ceremony. A balance should be considered between outstanding Canadians and international nominees. In awarding the degree of Doctor of Laws, honoris causa, the University seeks to honour individuals whose accomplishments demonstrate a standard of excellence that will inspire our graduates, set an example for the larger community of which we are a part, and add lustre to the University's name. The Board of Governors considers candidates with achievements in a broad range of categories, including business, public service, the professions, leisure and the arts, the

~~sciences, voluntary service in the community, or service to the University of long-standing or exceptional merit. In consideration of external candidates the Board of Governors gives priority to individuals whose personal qualities and record of achievement relate to Royal Roads' mission, vision, values, Learning and Teaching Model, or program emphases: sustainable development, entrepreneurship, empowering leadership, conflict analysis and management, or communications.~~

~~The Board of Governors will also consider candidates of significant merit who reflect the University's vision of connecting people, ideas and experiences to change lives and the world.~~

© Royal Roads University 2021

Royal Roads is located on the traditional lands of the Xwsepsum and Lekwungen ancestors and families.

ELIGIBILITY AND EXCLUSIONS GUIDELINES:

1. Active members of faculty and staff at RRU are not eligible for honorary degrees. Retired members may, however, be nominated if no longer active.
2. Normally, an active politician should not be nominated for an honorary degree.
3. Current members of the Board of Governors or their family members are not eligible.
4. Only in exceptional circumstances will a degree be awarded in absentia.
5. Posthumous honorary degrees will not be awarded.
6. People who have already received honorary degrees from other institutions will still be considered.
 - ~~• Canadians and non-Canadians are eligible to be nominated.~~
 - ~~• Normally, active members of faculty, staff and the Board of Governors are not eligible.~~
 - ~~• Politicians currently in elected office are not eligible for consideration.~~
 - ~~• Normally, honorary degrees are not awarded *in absentia* or posthumously; however, the Board may elect to waive this restriction.~~
 - ~~• Normally, the Board of Governors will not award an honorary degree to an individual who has already received the Chancellor's Community Recognition Award from Royal Roads University, but may do so at its discretion.~~

CRITERIA FOR SELECTION:

1. Nominees should be of exceptional merit who have made substantial contributions to society including: visionary leaders and exemplary public figures; leading academics in all disciplines and interdisciplinary areas; community builders and philanthropists; public intellectuals and opinion makers.
2. Nominees' achievements should celebrate the university values (CARING, CREATIVE and COURAGEOUS) and serve as an inspiration and role model to our students, graduates, and our community.
3. Individuals nominated should reflect the diversity of society, including women, Indigenous persons, racialized group members and visible minorities, persons with disabilities, persons identifying as lesbian, gay, bisexual, transgender, and/or queer (LGBTQ), and others reflecting diversity.
 - ~~• External candidates for an honorary degree should be persons who have made a significant contribution to the larger community Royal Roads serves.~~
 - ~~• Priority will be given to individuals whose personal qualities and/or record of achievement relate to Royal Roads' mission, vision, values or program emphases: sustainable development, entrepreneurship, empowering leadership, conflict analysis and management, or communications.~~
 - ~~• A candidate's geographical location will not be a limiting factor.~~
 - ~~• Additional factors to be taken into consideration may include:

 - ~~• Accomplishments of note, or a career notable for a cumulative record of distinguished achievement.~~
 - ~~• Service to the community at large or to a profession or discipline.~~
 - ~~• Service to Royal Roads University of longstanding or exceptional merit which has advanced the University.~~
 - ~~• Humanitarian or philanthropic work.~~
 - ~~• Special anniversaries — The University may choose to celebrate a special anniversary by recognizing appropriate individuals important to its history or the history of Royal Roads Military College or Hatley Park.~~
 - ~~• Balance and diversity — The Board will strive to approve candidates reflecting the diversity in Canadian society.~~~~

NOMINATIONS:

Nominations may be put forward by present and past members of the Royal Roads University community, such as staff, students, faculty, associate faculty, Board of Governors and alumni.

The Board of Governors considers candidates with achievements in a broad range of categories: business;

Honorary Degrees

Page 2 of 3

Questions? Feedback? Contact policy@royalroads.ca

public service; the professions; leisure and the arts; the sciences; voluntary service in the community; and service to the university of long-standing or exceptional merit.

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To submit a nomination, fill out the Honorary Degree nomination form and follow the submission instructions.

Nominators must keep the nomination confidential, including with the potential nominee, members of the Royal Roads community and the public. Once approved by the Board of Governors, nominations will be held active for a period of three years. A candidate may be re-nominated or resubmitted for approval. The Board of Governors at its discretion will consider meritorious nominations from any source: programs or faculty, learners, staff, alumni, Governors or Directors, or members of the general public. However, nominators should not be members of the nominee's family.

Nominations for honorary degrees may be made at any time. The Board of Governors shall periodically review nominations and approve candidates whose names shall be added to a pool from which the President may select for convocation ceremonies. Approved candidates' names shall be kept on file for two years from the date of approval.

The University will issue an annual call for nominations.

All nominations and discussion related to any potential candidate shall be treated as strictly confidential. Candidates are not to be informed of their nominations unless they are selected to receive honorary degrees.

While not every nominee will be awarded an honorary degree, all submitted applications will also be considered for other RRU awards.

Documentation:

Nominations, with required documentation, may be submitted in confidence to the Board of Governors' Secretary (BoardofGovernors@RoyalRoads.ca). Items may be in a singular PDF package, or sent as individual documents. Nominations should be made in writing to the Secretary to the Board of Governors and should include:

1. Completed nomination form
2. Resume or curriculum vitae of the nominee
3. Reasons for recommending the honorary award, consistent with the profile of individuals as outlined in the selection criteria: (approximately 2 pages)
 - Letters of support: minimum of two, but no more than four the current name, address, telephone number and email address of the candidate
 - the names and contact information of two references for the nominee who are not members of the nominee's family
 - a sketch of the candidate's history and/or curriculum vitae

- ~~a nomination letter demonstrating how the nominee meets the selection criteria. Supporting documentation such as news articles or media releases detailing achievements that the nominator believes qualify the candidate for consideration for an honorary degree may also be included.~~
- ~~a perspective on the relationship between the University and the candidate~~

REVOCATION OF HONORARY DEGREES

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Next Review	
<u>2025-Oct-06</u>	<u>For review</u>



Office of the Vice President Academic and Provost

Report to Board of Governors

6 October 2022

GENERAL

- In July, the VP Academic & Provost attended a meeting with the President and the Acting Provost at Mount Royal University to discuss potential partnership opportunities.
- We are excited to announce that Dr. Shauneen Pete joined RRU on July 17th as core faculty and will serve as Chair of the Emerging Indigenous Scholars Circle.

COVID-19 RESPONSE AND RECOVERY PLANNING

- Faculty and Associate Faculty teaching on campus have been empowered to determine masking requirements in their individual classrooms.

LEARNING AND TEACHING

- The School of Leadership Studies has developed a new webinar series: [Decolonizing Leadership](#). On May 26th, the first webinar in the SLS “Decolonizing Leadership” webinar series attracted the highest number of registrants RRU has seen to date. A record-breaking total of 1,115 people registered to learn from Harmony Johnson as she shared insights from the “In Plain Sight” report and implications of the report’s recommendations for health leaders and health systems transformation. In addition, the School had over 1,500 registrants for Harley Eagle’s webinar on Trauma-informed Indigenous Cultural Safety in July. The series has created a ripple effect being shared with the following organizations as part of a professional development strategy:
 - Port Moody Police
 - Faculty of Medicine, Office of Respectful environments, Equity, Diversity & Inclusion, UBC
 - Department of Physical Therapy, Faculty of Medicine, UBC
 - Practical Nursing Program – Vancouver Community College
 - Indigenous Liaison Nurse, Kwakwaka’wakw Territory
- RRU and The Maria Grzegorzewska University have jointly signed a MoU pertaining to the Grad Cert in Transforming Child Protection to Wellbeing program as they have a focus on social pedagogy and offer a related MA program.
- Congratulations to School of Tourism and Hospitality Management Director and Associate Professor Eugene Thomlinson for winning the BCCIE International Education Award for Outstanding Program in International Education. The award-winning partnership between RRU and Iteso is seeing Mexican and Canadian students help transform a region in Mexico.
- The inaugural offering of the MA in Executive and Organizational Coaching launched June 6 and saw 27 students joining for the on-campus in-person intensive June 20-24.
- RRU submitted a proposal to MAEST’s Tech Relevant seat expansion and included the possibility of an Undergraduate Certificate (stacked micro-credentials) in Digital Technologies and a Graduate Certificate in Digital Transformation.
- On Monday, August 8, 24 Indigenous students from across Canada began the new Indigenous Environmental Leadership Pathways Program.
- PCS is exploring a collaboration with Coastal Restoration Society (CRS) re: their Indigenous Water Conservation and Restoration Education Initiative (WCRI). CRS (out of Port Alberni) hopes to partner with us on the development and delivery of credit courses starting late fall 2022/spring 2023.
- PCS is working with Seabird Island Nation and Seabird College on the possibility of Ecological Restoration/Guardianship programming in their community.
- The VP Academic & Provost attended the tenth Pan-Commonwealth Forum on Open Learning in Calgary last month.
- The AVP Professional and Continuing Studies and the Interim Dean, Faculty of Management have recently returned from the European Association for International Education’s conference where they met potential partner schools and learned the latest in international education.

RESEARCH

- Rob Newell, our new Canada Research Chair in Climate Change, Biodiversity and Sustainability started in SES on July 11. Newell's research focuses on integrated planning and policy, stakeholder engagement and sustainable community development.
- Moira McDonald's proposal has been accepted as part of the Application for Summer 2023: The Mitacs Globalink Research Internship (GRI). This grant is a competitive initiative for international undergraduates from Canada's partner countries where top-ranked applicants participate in an internship under the supervision of Canadian university faculty members in all academic disciplines, from science, engineering and mathematics to the humanities and social sciences.
- Dr. Cheryl Heykoop's research on transforming adolescent and young adult cancer (AYA) care has made significant progress:
 - Received \$247,500 from the Canadian Institute of Health Research's Spring 2022 competition.
 - Teamed up with colleagues at UBC's Department of Family Medicine Innovative Support Unit (ISU) for the first-ever patient-centric application of their team mapping tool customized for use with an AYA audience.
 - Joined BC Cancer's application to the Canadian Cancer Society to explore the potential of establishing an AYA Program at BC Cancer Centres and a BC Children's Hospital led application to the Canadian Partnership Against Cancer focusing on improving onco-fertility options for AYAs.
 - Preparing an application to the Government of Canada New Frontiers in Research Fund to develop an immersive theatre experience to impactfully share AYA cancer insights with care providers and inspire systemic change.

COMMUNITY ENGAGEMENT

- Eugene Thomlinson and Moira McDonald attended the BCCIE Conference held in Whistler, BC at the end of June with the Director of International Engagement, the VP, and the President of Atlantic Technological University, Ireland representing six campuses. This delegation is interested in furthering the discussion on student exchange opportunities.
- Dr. Mike Lickers is currently serving as the Indigenous Scholar in Residence for the MA-Leadership program. On July 18, 2022, he generously offered a drum-making workshop for 16 SLS staff, core & associate faculty and their children in Sneq'wa e'lun. Mike is a graduate of both the Doctor of Social Sciences and MA-Leadership (& Training) programs at RRU. He currently serves as a senior advisor on Indigenous Relations and Community Development with Suncor Energy.
- On August 10, Tl'azt'en artist and muralist Damian John presented an inspiring and interactive arts-informed experience at the 18th annual Bateman Experience hosted in the Library Showcase. John and his work communicate what is possible when we imagine power to the good, especially for Indigenous Peoples and the living world. His artwork was on display at the library for a month.
- Japanese students from Kanagawa University arrived at the end of August for our Summer Program. Students were housed at Brookes Westshore.
- The VP Academic & Provost was recently appointed to the BCNET Board of Directors and attended their AGM and Board meeting in Vancouver on September 21st.
- BBA staff, instructors and students recently co-led a beach clean of Esquimalt Lagoon with Surfrider Foundation.

PEOPLE AND PLACE

- At the end of May, SLS faculty Catherine Etanski, Wanda Krause, and Niels Agger-Gupta together with Asma-na-hi Antoine, presented at Congress as part of the Canadian Association for Studies in Adult Education (CASAE) and the Canadian Society for the Study of Education (CSSE).
- Dr. Robin Cox participated in a meeting in June hosted by the Lieutenant Governor of BC, Honorable Janet Austin, to discuss the potential for organizing a forum this fall related to climate adaptation. A follow up meeting was held on September 12 and Dr. Robin Cox and Dr. Pedro Marquez were in attendance.
- The Faculty of Social and Applied Sciences had a successful day-long workshop with key stakeholder and rights holder interested in developing a framework based on the ResilienceByDesign's (RbD) Climate Adaptation Competency Framework. The workshop was co-sponsored by Pearson College and the RbD and included subject matter experts from government, industry, and various climate service organizations, in addition to Indigenous scholars (including Russ Johnston) and representatives from Pearson and RRU.

- Dr. Wendy Rowe was the successful nominee for the prestigious Canadian Evaluation Society (CES) "Contribution to Evaluation in Canada Award." Her award was conferred during the CES-C2022 Awards Luncheon June 14th.
- Ann Dale has agreed to be a member of the evaluation committee for the 2022 Canada First Research Excellence Fund, with an allocation of 1.4 billion dollars over seven years.
- At the recent Academy of Management meeting in Seattle, Dr. Ash Prasad was presented with:
 - Winner, Best Critical Paper Award (top ranked paper of the CMS division); and
 - Winner, Best Paper of the Year Award (2021), Academy of Management Learning and Education.



Office of the Vice-President, Finance and Operations

Report to the Board of Governors

6 October 2022

GENERAL

- The forecast to March 31, 2023 shows a balanced budget including management strategies to reduce expenditures in line with a forecast decline in enrolment revenue (original planned net operating income of \$1.0M fell to a deficit of \$4.3M prior to management intervention). The board meeting package provides details on the operating results and forecast.

COVID-19 RESPONSE AND RECOVERY PLANNING

- Management continues to monitor the impact of the pandemic, maintain safety protocols on the campus, encourage vaccination and is adjusting documents where needed to align with updated communications from the PHO.
- Rapid test kits received through the Ministry are being distributed to the RRU community - students, staff, faculty and associate faculty.

LEARNING AND TEACHING

- Technology Enabled Projects – the SIS implementation discovery phase planning is in progress with expected completion in Q4. The project start has been delayed by three months to allow for additional process analysis. Immediate Q3 focus is on student self-service in the existing system to support an improved student prospect journey.
- The Professional and Continuing Studies (PCS) student management system implementation for phase I remains on target for December 2022.
- Website Presence Renewal (WPR) – this project was completed and closed out at the end of August 2022. All core and sub site requirements identified in the original business case were delivered successfully.

BUSINESS SYSTEMS MODERNIZATION

- Finance Systems Enhancements project in progress with deployment of a new budgeting and forecasting process and system in Q3.
- Payroll system moved to cloud-based software to improve support and updates.
- HR Systems Enhancements project in progress with deployment of updated payroll integration in Q4.

COMMUNITY ENGAGEMENT

- The August 3, 2022 announcement approving the West Shore Initiative has allowed the capital team to mobilize the first phase of development on the new Langford campus. The project continues to target a September 2024 completion.
- The greatest risk to the new Langford campus development continues to be access to materials and labour although the first round of tender results has been positive. Management continues to work closely with the construction manager and other parties to mitigate these project risks.
- Governance discussions with the University of Victoria and Camosun College are advancing and the development of a draft memorandum of agreement will be forthcoming. Similarly, engagement activities with the Justice Institute of BC, School District 62 and local Indigenous communities and leaders continue.

PEOPLE AND PLACE

- Voluntary Blended Work Arrangements pilot for exempt employees launched in October 2021 with 169 employees participating; pilot extended to Fall 2022 to allow for transition to extended/revised Flexible Work Arrangements Program.

- Stakeholder engagements for 5-yr Strategic Human Resources/People Plan underway with employee engagement survey early October, planned rollout Feb 2023.
- Bargaining for RRUFA and CUPE collective agreements expected to be in October/November 2022.
- 10-week Management Training Program Pilot October – January 2023 – 30 participants.
- A university policy project has been initiated to review existing university policies and identify policy gaps.
- Detailed design and estimating of the Japanese garden tea house have been completed and DND approval to proceed with this scope of work has been confirmed; preparations for construction to commence in April 2023 are underway. More detailed design work related to the revitalization of the whole garden will be scheduled to continue in the spring of 2023.
- Renovation work in the Rose Garden Cottage continues and is on track for completion by the end of the fiscal year with the objective of moving into the newly upgraded building in April 2023.



New siding and roofing on the Rose Garden Cottage



Office of the Vice-President Communications and Advancement
Report to the Board of Governors
6 October 2022

COVID-19 RESPONSE AND RECOVERY PLANNING

Communications

Communications efforts around COVID continue to decline. The team is monitoring mask-mandates at PSIs across Canada and deployed communication, first week of September, from the VPC and VPFO. This was sent to all staff, faculty and students. Further communication will be deployed as needed.

RESEARCH, LEARNING AND TEACHING

Communications

West Shore Announcement: On August 3 the Province announced the approval of the new campus in downtown Langford. Communications, engagement and marketing strategies are being carefully developed in conjunction with the project terms of reference (ToR) with many activities waiting until the ToR is finalized. Summary actions to date:

- Initial meetings with UVic and Camosun senior communications staff to discuss scope of comms, engagement and marketing and how best to advance the work.
- Work to design and install hoarding signage around the perimeter of the project site.
- Development of initial marketing briefs and plans for new RRU undergraduate program, understanding that as work with the Province is completed, our university will be ready to begin marketing the program.
- Consultation and community engagement with Chiefs and educational liaisons from Indigenous communities.

Marketing

Our new Director of Marketing, Marla Chow, will begin with RRU on October 11. You can find her bio and picture at the end of this report. Marla brings deep knowledge in marketing and leadership to her work with us and we are excited to get her settled in.

Marketing review. The VPCA, working with the Manager of Marketing, is reviewing the current marketing budget; looking closely at how we are spending our resources, which channels and methods we are most heavily invested in and how much budget is dedicated to brand as opposed to program marketing. Over the past several years, the university has focussed its budget on brand marketing. We will be moving to balance our efforts between brand and program marketing, introducing a tiered approach. The review is nearing completion with a paper coming to executive and the next Strategic Enrolment Management meeting in mid-October.

2022-23 Climate Action - Corporate Awareness campaign. Our climate advertising campaign is live October 5, bringing a message of hope derived through action, and an education that leads to a career that makes a difference. The campaign lets prospects know teaching and learning on sustainability/climate is woven through RRU's programs. Two 15-second videos will be deployed through social media and display ads. The first tactical layer of the campaign will focus on the MBA and promote two upcoming webinars.

Advancement

FY2022-23 Advancement Results YTD

Over the past two years, advancement at RRU has focused on growing a donor base by way of annual broad-based solicitations through digital, mail and phone platforms. As we close Q2, we see the fruits of that labour, with over \$830,000 in funds raised to-date. Funds raised is a standard measurement of achievement and is comprised of outright gifts and event sponsorship plus commitments made in previous fiscals with multi-year payment schedules. With a revenue target of \$1.5M this fiscal (a 25% increase from last fiscal) the advancement team is confident in its ability to achieve these results and maintain its level of annual broad-based solicitations, while increasing focus on personal solicitation of major gifts (\$25K+).

Select Advancement Activity Highlights

- **Q3 Discovery Tours with President Philip Steenkamp:** We have kicked off cross-country discovery tours with President Philip Steenkamp, the first taking place in Kelowna (Sep 28). Meetings are set for Ottawa (Oct 26), Toronto (Oct 28) and Victoria (Nov 16). Each tour consists of 1:1 meetings with prospective major donors, an alumni “changemaker” roundtable, and an alumni networking reception.
- **Founder’s Dinner (Sep 24, 2022):** This one-time signature event was a huge success and a meaningful way for RRU to engage donors, prospects and community leaders. The evening – which included a cocktail reception followed by an elegant dinner in the Dogwood Auditorium - celebrated those who helped forge a path for RRU, while looking forward with a call to action for guests to continue to support the university’s strategic vision as advocates, donors and volunteers.
- **Case for support development:** Development of a case for support continues with completion of a final draft expected in Q3. This document is unfortunately taking longer than expected but will be wrapped up soon and followed by a campaign feasibility study.
- **2022 Alumni Appeal:** Launched on September 27, this year’s alumni appeal, *Together, Extraordinary*, will sustain the growth and momentum realized over the last two years. Objectives include a) growing alumni donors by at least 40%; b) increasing alumni giving by at least 50%; c) raising at least \$105,000 towards student awards. The appeal will also drive longer-term opportunities through qualification, cultivation and stewardship, raising at least \$200,000 in major gifts. Two waves of direct mail targeting 18K+ Canadian alumni will be supported by email and targeted social advertising. A matching challenge, with a \$10K contribution from President Philip Steenkamp serves as incentive to increase donations.
- **2022 President’s Garden Party.** Over 120 guests attended this year’s President’s Garden Party on July 24, where *Vision in Bloom* donors were recognized and relationships and conversations with prospective donors were advanced.
- **2022 [Vision in Bloom \(ViB\)](#) campaign.** The advancement team is wrapping up this six-month campaign. To-date over \$54,000 has been raised through 220 gifts, of which 45 were first-time donations. The campaign included three direct mail waves, reaching 20,000+ people in South Vancouver Island. A commemorative bench program, earned media, and advertising bolstered the appeal, with a soft wrap and “shared harvest” media event scheduled for October 3. Major gift solicitation will continue.

COMMUNITY ENGAGEMENT

Communications

The Story Exchange. The comms team continues to source and publish featured content for our six social media channels and the RRU news page. Due to illness and staff leaves content volume has decreased but the team is looking to return to publishing one story a day and is onboarding two new Indigenous writers for The Story Exchange. A strong effort is underway to bring more diversity to the complement of Story Exchange writers, ensuring we are creating and posting content representative of many voices and communities.

Indigenous Engagement

Indigenous Engagement Strategy. An outline and approval of the consultation process to develop the Indigenous Engagement Plan is underway. The process we will use to develop an Indigenous Engagement Plan will, in and of itself, constitute Indigenous engagement. The process will be non-linear, conversational and based on Indigenous ways of being and knowing with an aim of continuing the RRU truth and reconciliation journey for all involved.

Alumni Relations

FY2022-23 Alumni Relations Results YTD

Broad alumni engagement looks to ensure more of our 32,000 alumni benefit from the collective resources of RRU and the global alumni network, with more students engaged in our alumni network. Deeper connection looks to strengthen relationships with key alumni, benefiting from their voice, influence, skills and capacity. To

achieve this, alumni relations is targeting four key categories: Experiential (increasing alumni attendance at events by at least 10%), volunteering (increasing alumni volunteering by at least 40%), communications (increasing email campaign clickthrough rates by 35%), and advancement (growing alumni donors by 45%).

Select Alumni Relations Activity Highlights

- **Homecoming:** Our annual Homecoming event saw close to 200 participants on campus September 9 – 11, reuniting alumni, ex-cadets, faculty and staff from RR Naval, Tri-Services & Military Colleges. This year's activities included the addition of a donor recognition event and a Military Heritage Committee project competition. Feedback for all weekend events was strongly positive.
- **Alumni Chat Series Event:** Over 350 alumni registered for the September 14, Alumni Chat "Redesigning your career at any age" hosted by Dr. Charles Krusekopf and Dr. Kelly Tremblay.
- **Fall Convocation:** On November 18, the team will celebrate recent graduates and their families and friends with three back-to-back events in the Dogwood Auditorium.
- **Survey:** Planning is underway to launch an alumni survey that will include repeat measures from RRU's 2015 alumni survey and garner valuable demographic data and insights into RRU's education impact.

PEOPLE AND PLACE

Campus Services

Public Visitation. We enjoyed a record summer with 30,000 garden visitors and 7,350 tour visitors.

VPCA Hiring Update

We have made good progress with the AVP Comms and Marketing search, interviewing September 19 and 26. We have a preferred candidate and may have a decision by the time the Board of Governors meeting takes place.

BIO FOR MARLA CHOW, DIRECTOR OF MARKETING

*As you know we have been working to hire a new Director of Marketing for our university. I am delighted to let you know that following an extensive search and interview process, we have hired Marla Chow who will be joining us on **October 11**.*

Marla Chow is a senior strategic marketing communications and brand leader. She brings exceptional leadership skills having led teams at creative and brand agencies and most recently at the University of Manitoba where she is currently serving as Director, Marketing and Creative. As a senior brand consultant, she led initiatives at Mount Royal University and Centennial College as well as the Royal Ontario Museum.

Marla is a fluent communicator, collaborator and bridge builder, particularly adept at managing multiple stakeholder groups. With a reputation for being a strong mentor she believes listening and enduring curiosity to be the foundation for developing creative solutions and problem solving.

Marla holds a Master of Education from McGill University and a Bachelor of Education from UBC. She is also bilingual.





Royal Roads
UNIVERSITY

Office of the Vice-President Research and International
Report to the Board of Governors
6 October 2022

GENERAL

- As Chair of the first International Organization for Higher Education (IOHE)'s Advisory Council, the VPRI led the development of the 2023-2025 IOHE Strategic Plan in Costa Rica last June. The IOHE will be holding its Annual Ordinary Assembly in November in Guanajuato, Mexico. P Marquez will represent the Canadian Chapter on behalf of Dr. Joy Johnson SFU President and Dr. P. Steenkamp. The VPRI will also attend the IOHE's 12th International Conference of Knowledge and Innovation (CIKI) and serve as moderator of the panel on "Learning and Trends in Post-Secondary Institution Collaboration to Developing Innovation Ecosystems".
- In June, the VPRI attended BCCIE's International Education Week in Whistler, participating as speaker in the panel "Research and Academic Mobility". Of note, RRU (Dr. Eugene Thomlinson) and partner ITESO from Mexico received the BCCIE "[Outstanding Program in International Education Award](#)" for their innovative Collaborative Online Intercultural/International Learning (COIL) program, promoting new modes of international learning.
- Following BCCIE, the VPRI hosted a Mexican delegation of 12 guests in Hatley Castle to explore collaboration opportunities between RRU and Mexican post-secondary institutions. The main topics of discussion during the visit were COIL, dual degrees, language programs and student funding opportunities. An MoU with JuventudEsGTO, a student funding organization in the state of Guanajuato granting opportunities for international education to qualified Mexican students was signed. Through PCS, a short-term training program for 20 students has been developed for November 2022 at RRU. A public ceremony to deliver these scholarships is being scheduled for early November in Mexico with the attendance of high-ranking government officials (tbc the Governor of the State of Guanajuato, the deputy Head of Mission of the Canadian Embassy in Mexico). The VPRI will also be in attendance (while attending IOHE in that same city).
- RRU attended the European Alliance for International Education in Barcelona, with the presence of P Steenkamp, R Mittelman, Z Macleod, T Welch and H Nakayama. The team met with over 15 existing and new partners to discuss the opportunities for cooperation. P Steenkamp met with Oriol Amat, president of Universitat Pompeu Fabra (UPF). Sessions also provided insights into trends in international education and future of internationalization.
- The VPRI attended the 2022 CAUBO Annual Virtual Conference with topics focusing on Climate Action, Decolonization and EDI.

COVID-19 RESPONSE AND RECOVERY PLANNING

- The Global Recruitment and Partnerships (GRP) team returned to in-person events, visits and fairs in India, China, Nepal, Colombia, Mexico, Thailand, Dubai, Vietnam and Indonesia (agent visits and training, high schools, education fairs and trade commissioner meetings). RRU also became member of the SHASTRI Indo-Canadian Institute to advance business development in India, access grants and programs for two-way mobility and research opportunities and support future executive trips.
- The GRP signed a \$72k custom training program with a long-standing Japanese partner, Kanagawa University.
- The GRP is building the recruitment strategy in the fall as we return to face-to-face events in Canada (college visits, industry conferences and events, workshops and information sessions).
- Working closely with faculty to host webinars to create awareness and recruit students for our programs.
- Strengthening recruitment for the Global Language and Learning Centre (GLLC) by becoming members of agency associations including TIECA in Thailand, ANEX in Colombia and BELTA in Brazil. Associations give RRU access to vetted members to provide presentations and recruitment with a stronger emphasis on short-term and pathway programming.
- Dealing with ongoing issues and complaints from agents and applicants related to the 6-month admissions processing time and lack of transparency on the website.

LEARNING AND TEACHING

- The VPRI continues maintaining engagement with students through the delivery of the DBA seminar, MGM case study sessions, keeping an open-door policy to mentor students and participating as thesis advisor/panelist for doctoral students. The VPRI has also provided relevant Canadian experience to our MGM students through short term internships supporting one of the paths available towards graduation.

RESEARCH

- A total of \$3.46 million has been secured for the full fiscal year in approved projects. New projects with funding starting this fiscal year since June include:
 - Vannini, Phillip – funding from SSHRC (Insight Development Grant) for Life in (and beyond) underwater hotels
 - Unsai, Denise – funding from SSHRC (Insight Development Grant) for Cultural policy and ethics of care: an exploration of experiences of cultural entrepreneurs from diverse communities in Western Canada
 - Smith-Carrier, Tracey – funding from SSHRC (Insight Development Grant) for Living in Poverty: An Online Simulation
 - Bird, Geoff – funding from the City of Victoria for A documentary of the Indigenous Story Pole in Beacon Hill park
 - Heykoop, Cheryl – funding from CIHR (Project Grant) for Transforming Cancer Care for Racialized Adolescents and Young Adults (AYAs) through Meaningful Engagement with Racialized AYAs and Cancer Care Allies
- Discussions are in progress regarding recruitment for a new Canada Research Chair when Dr. George Veletsianos' second term ends in 2024. The focus of the chair is to be determined.
- We are pursuing to become signatories to the San Francisco Declaration on Research Assessment (DORA) which encourages universities, and funders, to consider alternatives to traditional journal impact factors. RRU's applied, community-based, transformational approach to learning, teaching and research is well aligned with DORA (<https://sfedora.org/>).
- Policy review and development: Conflict of Interest in Research policy and procedures have been reviewed, revised and approved; Recovery of Indirect Costs of Research policy and procedures have been developed and reviewed by the Research Advisory Committee, Executive Group, Financial Services, Academic Leadership Team-Extended group, and will be reviewed by Academic Council at its next meeting; Intellectual Property policy and procedures are under review and will be discussed first by the Research Advisory Committee later this fall.
- The EDI Environmental Scan has closed with an ~43% return rate – all of the data has now been received and we are reviewing the data and meeting with CCDI to review the final report mid-October.
- A series of tool kits for EDI in research are in development as follows: Accessibility in Research: From Design to Dissemination; Gender Considerations in Research Design; Conducting Anti-Racist Research; 2SLGBTQ+ Inclusion in Research Design; Designing Research With Indigenous Peoples; and Religious Inclusion in Research Design. This set of toolkits will be complete and publicly accessible by June 2023
- The Office of Research Ethics attended the REB West 2022 conference, where the focus was Indigenous Research Ethics, Community Respect and Safety, and National Ethics Harmonization.
- The Office of Research Ethics has joined the Student Off-Site Risk Management Advisory Group, which relates to students who travel abroad to conduct research projects.
- The Office of Research Ethics continues to participate in regular meetings of the Michael Smith Health Research BC Network of Research Ethics Board Administrators, as well as the Research Ethics BC Community of Practice.

COMMUNITY ENGAGEMENT

- On September 12, the VPRI participated in a Climate Adaptation call with the Honourable Janet Austin, Lieutenant Governor of British Columbia in relation to Climate Adaptation topics.
- The VPRI continues to support local community engagement as board member of the Greater Victoria Chamber of Commerce (GVCC) (currently seeking his third 2-year term) and as member of the South Island Prosperity Partnership Board Selection Committee;

- The City of Langford held an open house on September 17. D Gann actively participated in the engagement session where the public received an update on the Langford Campus. Parents voiced great appreciation and inquired about building student housing.
- D Gann, in collaboration with D Petrie from the City of Langford have been doing community engagement in our new neighborhood. Businesses are extremely happy about the RRU University Langford Campus development.
- Planning has started for two President events on Campus after the election: 1) Westshore mayors breakfast and 2) Westshore developers meeting.
- A joint session has been scheduled at Hatley Castle where RRU executive will host SD62 Superintendent Scott Stinson and his executive.
- The VPRI facilitated an additional \$50k funding from the City of Langford; \$30k for BC Hydro work and \$20k for marketing design, signage and promotion of the Langford Campus.
- RRU has received the official signoff from the City of Langford on their commitment to the Langford Educational Fund. The Mayor and CAO have signed the gift fund for \$375k.
- The official WeChat account was launched, creating content and strategy to grow followers and drive traffic to Chinese.

PEOPLE AND PLACE

- The Associate Director Human Rights and EDI (ADHREDI) is currently working on creating the foundations for the operation and sustainability of the human rights and equity diversity and inclusion institutional commitments. Specifically, the ADHREDI has drafted new versions of the Accommodation Policy and Procedures for Employment Accommodation for Employees and Job Candidates with Disabilities and Employment Equity Policy and Procedures. These versions have incorporated suggestions from legal advisors and the RRU Policy Manager. He is currently coordinating a working group, constituted by faculty members, staff and a student, to develop the first institutional system of governance of EDI and human rights. He is also developing the RRU EDI capacity-building strategy and designing unit specific training. The ADHREDI conducted a scan on strategies post-secondary institutions in Canada and the USA have adopted to collect EDI data on students and is preparing a report that will work as a foundation to design RRU EDI strategic data collection focused on students. Likewise, the ADHREDI is providing advice on the strategy to follow in the EDI data collection in the area of employment.
- D Gann is participating in the search committee for two positions related to the WestShore Campus: Director of Procurement and Project Manager for Langford Campus Phase 1 building.



PROGRAM AND RESEARCH COUNCIL MINUTES

MEETING OF TUESDAY 27 SEPTEMBER, 2022

9:00 AM ZOOM VIDEO CONFERENCE

Voting Members: Veronica Thompson (Vice-chair), Dranna Andrews-Brown, , Nelson Chan, Mary Collins, Monique Gray Smith, William Holmes, Piet Langstraat,
Regrets: Philip Steenkamp (Chair), Kathleen Burton, Harley Eagle, Sue Gee, Doug Kobayashi, Brenda Schoepp
Non-voting Members: Brigitte Harris, Pedro Márquez, Robert Mittelman
Board Members: Dave Saunders
Executive Team: Philip Twyford
Administration: Christine Puccini (recording secretary), Ashley Richards, Drew Duncan
Guests: Kyla McLeod, Russ Johnston

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

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 and their connection to these lands continues to this day.

M/S Holmes/Gray Smith

CARRIED

2. APPROVAL OF THE MINUTES OF PREVIOUS MEETING:

Approved with minor correction to wording on page 2, paragraph 4.

M/S Collins/Holmes

CARRIED

3. BUSINESS/INFORMATION ARISING STEENKAMP

I. Recent Board approvals

The Vice-Chair thanked outgoing member Mary Collins for her six years of service on PRC, and Kathleen Burton who has served two years as the student-elected member. The Vice-Chair welcomed Catherine Holt as the new Board-appointed member of PRC and Donna van Akker, Academic Planning and Quality Assurance Manager who will be taking over administration of PRC.

II. Status of degree approvals

No new updates.

THOMPSON

4. STANDING ITEMS FROM PRC ANNUAL PLAN

I. Quality Assurance Processes THOMPSON

V. Thompson advised that the DQAB is currently reviewing their process with an aim to providing better responsiveness while also increasing alignment with government's economic and labour outlook, equity, diversity and inclusion, and Indigenization and reconciliation. RRU staff have participating in consultations with the Ministry and we look forward to continuing to support this process.

We have completed two external reviews this year for the MGM and BCom programs and both panels affirmed the quality of our programs so while there were some small programmatic content recommendations, the primary focus was aimed at increasing market share and expanding and improving recruitment. In addition, there have been a number of annual program reviews that are summarized in the briefing note included with the meeting materials.

Member questions/comments:

- There are some recommendations that go beyond programs and invite institutional responses. For both external reviews, we had reviewers with and without prior knowledge and experience with RRU and our unique programming and approach. It was a good balance of perspectives and allowed for a broader overview and helped us surface some assumptions we were making.

II. Student and Academic Support Services

MCLEOD/JOHNSTON

K. McLeod provided an overview of the support services and work being done to ensure staff, faculty and students are well supported, including maintaining a people first orientation to ensure staff are empowered. We have seen an expansion in all in-person student support areas including launching new orientation support and services for online, in-person and blended programs. There has also been an increased demand for mental health supports and we've contracted a part-time Indigenous counsellor in addition to bringing in a few practicum students to add additional supports.

We have updated or introduced new online tools such as the transition from Collaborate to Zoom. We are also the first university in BC to launch MyCreds – a digital wallet for students to access, upload and store documentation such as transcripts, letters, parchments, etc.

CTET has been increasing their online and in-person support for faculty and instructors and uptake for training remains higher than pre-pandemic levels. We also have team coaching and learning programs being launched this fall including a team skills and competencies framework. We are piloting micro-courses as well as making some training previously only open to staff and faculty available to doctoral students. Career learning and development has been very successful creating networking opportunities for students through online conferences, speaker series and interviews.

R. Johnston provided an update on Indigenous Education and our work to build out the Emerging Indigenous Scholars' Circle beginning with the hiring of Dr. Shauneen Pete who will chair the Circle. Work continues on developing the roles and profiles for the emerging Indigenous scholar positions. In addition, Jasmine Dionne, our Indigenous Learning Designer, has been extended to August 31, 2023. We are also working on training for faculty including launching a safe space where faculty can come to engage with each other, continue learning, and grow their knowledge and relationships.

In addition, work continues on development of curriculum and mapping out courses with an Indigenous focus. The community has indicated a desire for a land-based pedagogy and upgrading opportunities. This is in line with a recommendation in the Wassenas Report that we build accountability to community into our programming.

Finally, we're working to identify ways to nourish Indigenous staff and students and create spaces and opportunities for collaboration and education. This is a "dreaming forward" process where we identify what we want the future to look like and then find ways to make that a reality.

Member question/comments:

- The challenge and goal should be to shift from seeing this as work being done by Indigenous staff to work that belongs to everyone.

III. Equity, Diversity and Inclusion

MÁRQUEZ

P. Márquez provided an overview of the included briefing note and progress made on better integrating an equity, diversity and inclusion lens into our organization. Last year we created the Associate Director, Human Rights and Equity, Diversity and Inclusion position. Work that is ongoing includes a review of RRU

policies and procedures to ensure EDI is built in and aligns with our values. We're also working on a recruitment toolkit including inclusive language guidelines. Finally, we are developing human rights and religious accommodation policies as well as a policy and governance model. In essence, our goal is to create an organizational culture where human rights and EDI exist by default.

5. REPORT FROM ACADEMIC COUNCIL

THOMPSON

The Vice-Chair advised that the agenda was very light and primarily focused on approval of the recent list of graduands.

6. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST

THOMPSON

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

- As previously mentioned, we're excited to welcome Dr. Shauneen Pete to the organization and we are now in a position to build out the Emerging Indigenous Scholars' Circle.
- We have completed our first offering of the Indigenous Environmental Leadership program, which was oversubscribed.
- We are preparing for the launch of Common Foundations.
- MAEST is working on a digital learning strategy and RRU staff have had opportunities to contribute to the consultations.
- The Vice-President Academic and Provost has recently been appointed to the BCNET Board of Directors.

7. REPORT OF THE VICE-PRESIDENT RESEARCH AND INTERNATIONAL

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

- We continue to push towards our goal of \$3.5 million in external research funding which will be our biggest year to date.
- We are updating and refreshing our research related policies and procedures including the Conflict of Interest policy which has received Board approval.
- We are working on finalizing the Recovery of Indirect Costs of Research Policy and Procedures which will be going to Academic Council in October and then will come to PRC for approval.
- The Research Ethics Board has reached out to other institutions to establish communications and to work collaboratively to develop best practices.
- Staff have recently returned from the EAIE conference in Barcelona which provided an opportunity to connect with existing partners and explore new partnership and student exchange opportunities.

8. MEETING ADJOURNED

10:16 AM

Motion to adjourn: Collins

NEXT SCHEDULED MEETING – MONDAY, 21 NOVEMBER 2022

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: Oct. 6, 2022

AGENDA ITEM: Climate Action Plan progress update

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 and the first [annual progress report](#) on the plan was delivered at the June 2022 Board meeting. This briefing note provides members an update on CAP implementation.

Background:

Since June 2022, Climate Action Plan progress has involved the following:

Goal 1: Lead and Enable

- The Climate Leadership Committee (CLC) has recommended the establishment of three “Climate Advisory Working Groups” – 1) Education & Research, 2) Mitigation & Adaptation, and 3) Outreach, Engagement & Collaboration each chaired by a VP and co-chaired by the VPR&I. Pending initiation, these working groups will guide and activate key initiatives in the Climate Action Plan and make recommendations to the CLC.
- Climate Risk and Adaptation. Climate risk and adaptation requirements will continue to grow. With the provincial *Climate Preparedness and Adaptation Strategy*, the National Adaptation Strategy (scheduled for release this fall), and an increasing focus by local governments, RRU can play a key role in supporting this work alongside investments into the university’s own climate risk mitigation efforts. Provincial government will require an increasing focus on climate risk reporting requirements going forward.
- GHG reductions (mitigation). For the 2022 calendar year, RRU GHG emissions trends (year-to-date and projected), are anticipated to reflect a 16% increase from 2021. A more accurate assessment of these emissions will be available in early 2023. RRU has set a GHG reduction target of 65% reduction (to 525 tCO₂e) by 2025. With updated estimates, RRU is currently at a 26% reduction from the 2010 baseline.
- Energy and Resilience Audit. The Phase 1 final report will be released at the end of September. The audit will produce a roadmap to inform RRU’s plans to reduce energy consumption and GHG emissions to meet, or exceed, its 2025 and 2030 emission reduction targets (from 2010 levels), alongside resilience objectives.
- RRU submitted an application to UN Framework Convention on Climate Change (UNFCCC) to participate in the UN Climate Change Conferences as a Non-Government Organization (NGO) observer. If approved, the first eligible Conference of the Parties would be COP28 in late 2023.
- In line with its leadership values and framework, the CLC continues to put strong emphasis on integrating Indigenous knowledge and perspectives into regular discussions. Songhees Elder Butch Dick is a regular member and contributor, alongside other Indigenous voices at RRU.

Goal 2: Build Knowledge and Capacity

- Dr. Robin Cox and Dr. Pedro Marquez participated in meetings hosted by the Lieutenant Governor of BC, Honorable Janet Austin, to discuss the potential for organizing a forum this fall related to climate adaptation. The meeting was also attended by Executive Director Pacific Institute for Climate Solutions, research VP/Associate VP from UBC, SFU, a representative from UBCM, the board chair and executive director of Fraser Basin Council and Director of the Cascade Institute. The outcome was unclear, but it was agreed that the discussion should be ongoing, explore potential for a strategic meeting/dialogue that leverages the potential public and government focus on the release of the National Adaptation Strategy in the fall.
- FSAS held a successful day-long workshop in June with key stakeholder and rights holders interested in developing a climate action competency framework based on the ResiliencebyDesign (RbD) Lab's Climate Adaptation Competency Framework. The workshop was co-sponsored by Pearson College and RbD and it included subject matter experts from government, industry and various climate service organizations, in addition to Indigenous scholars (including Russ Johnston) and representatives from Pearson and RRU.
- RRU has assisted with the design and development of a climate-science-focused undergraduate program for Pearson College. This baccalaureate program will include two new RRU undergraduate courses co-designed by MACAL instructor Deb Morrison and Program Head, Dr. Robin Cox, based on a reworking of three graduate courses in the MACAL program and the RbD Lab's Climate Adaptation Competency Framework. This is a great example of the strength of open pedagogy.
- Dr. Rob Newell, RRU's new Canada Research Chair in Climate Change, Biodiversity and Sustainability started in SES on July 11. Newell's research focuses on integrated planning and policy, stakeholder engagement and sustainable community development.
- Professional and Continuing Studies (PCS) has continued work with the South Island Prosperity Project and built out the Climate Adaptation Fundamentals Micro-credential page on the MicroStart site from last year <https://microstartbc.com/climate-adaptation-fundamentals/#program-structure>.
- On August 8, 24 Indigenous students from across Canada began the new Indigenous Environmental Leadership Pathways Program. These students will be taking four online courses.
- PCS is exploring a collaboration with Coastal Restoration Society (CRS) re: their Indigenous Water Conservation and Restoration Education Initiative. CRS (out of Port Alberni) hopes to partner with us on the development and delivery of credit courses starting late fall 2022/spring 2023.
- PCS is working with Seabird Island Nation and Seabird College on the possibility of Ecological Restoration/Guardianship programming in their community.

Goal 3: Collaborate for Solutions

- The Communications & Advancement Department has initiated a climate action marketing campaign that is set to go-live in late September and run through to the end of fiscal. Royal Roads offers one of the largest suites of climate related programs and courses in Canada and weaves climate and sustainability training into a large number of its academic offerings. In marketing our teaching and learning, this new campaign focusses on helping students feel empowered by an RRU education – it is an education that will help them *steer the system* and serve as changemakers on this deeply important and complex issue. The campaign creative is intended to inspire hope and help prospective students feel they can make a difference with an RRU education.
- Conversations have been initiated with a contractor to assist us in building out the climate communications and engagement strategy.

Recommendation:

That the Board of Governors receives this report for information.