

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

Administration:

Drew Duncan
 Ashley Richards (recording)

December 08, 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 6 October 2022 Board of Governors meeting be approved as distributed.	Chan	08:34 AM-08:35 AM	3
4. Report from the President For information	Steenkamp	08:35 AM-08:50 AM	
REPORTS FROM COMMITTEES			
5. Program and Research Council	Steenkamp	08:50 AM-09:00 AM	
5.1 Report from Chair For information	Steenkamp		

5.2	New Program Approvals from Academic Council	Thompson		
	For information			
6.	Finance and Audit Committee	Brewster	09:00 AM-09:24 AM	10
6.1	Report from the Committee Chair	Brewster		
	For information			
6.2	Accumulated Surplus Policy - Review	Brewster/Twyford		10
	MOTION: That the Board of Governors approves the update to the University's Accumulated Surplus policy.			
6.3	Delegation of Authority Policy - Review	Brewster/Twyford		21
	MOTION: That the Board of Governors approves the revisions to the Delegation of Authority policy as outlined in Attachment 1.			
7.	Governance and Nominating Committee	Simcox	09:24 AM-09:29 AM	
7.1	Report from the Committee Chair	Simcox		
	For information			
VP PORTFOLIO REPORTS				
8.	Report from the Vice-President, Academic and Provost	Thompson	09:29 AM-09:35 AM	28
	For information			
9.	Report from the Vice-President Finance and Operations	Twyford	09:35 AM-09:41 AM	31
	For information			
10.	Report from the Vice-President, Communications and Advancement	Gee	09:41 AM-09:47 AM	33
	For information			
11.	Report from the Vice-President Research and International	Márquez	09:47 AM-09:53 AM	36
	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.				
12.	Consent - Approval Items	Chan	09:53 AM-09:54 AM	
	None			
13.	Consent - Information Items	Chan	09:54 AM-09:55 AM	39
13.1	Draft PRC minutes of the 28 November 2022 meeting of the Program and Research Council *added Dec. 5			39
13.2	Climate Action Plan Report			43
14.	Adjournment of Open Session			

DRAFT



Board of Governors MINUTES OF THE OPEN SESSION

06 October 2022
Sequoia Building, Centre for Dialogue

PRESENT	
Board: Philip Steenkamp, President & Vice-Chancellor Dranna Andrews-Brown Christina Benty Kevin Brewster William Holmes Geoff Pearce Dave Saunders Lori Simcox	Administration: Susan Gee Pedro Márquez Philip Twyford Veronica Thompson Drew Duncan Ashley Richards (recording) Guests: Robin Cox Rebecca Sharma
Regrets	
Nelson Chan, Board Chair & Chancellor Lily Chong Monique Gray Smith Catherine Holt	

1. **Call to Order and Welcome – 8:33 a.m.**

Christina Benty noted that she would be acting as chair and that Nelson Chan sends his regrets for today's meeting. She 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. She called upon the governors to declare any conflicts of interest, real or perceived, that they may have. None were declared.

The chair welcomed new student-elected member, Lily Chong, and new board-appointed member, Catherine Holt. The board looks forward to working with them both.

The chair noted that fall convocation will be held next month, with the Indigenous Graduation Celebration Ceremony on November 17 and three convocation ceremonies held on November 18. The board recognizes the achievements of all graduating students.

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 (Saunders/Andrews-Brown)

That the agenda be approved as distributed.

CARRIED

3. Approval of the Minutes

MOTION (Simcox/Brewster)

That the minutes of the open session of the 16 June 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:

- **West Shore Campus:** The first phase of the West Shore Campus was jointly announced with the Province on August 3, 2022. Excavation has begun and the project is working toward an ambitious September 24, 2024 timeline for completion.
- **Founder's Dinner:** A Founder's Dinner was held at RRU on September 24, 2022. The event was attended by 160 guests, and celebrated RRU's past, while looking forward to the future.
- **Alumni Engagement:** President Steenkamp, Susan Gee, Vice-President Communications and Advancement, and Rebecca Sharma, Director of Advancement, recently travelled to Kelowna to meet with RRU alumni to get input on RRU's vision and the development of a new alumni engagement framework. There will be alumni engagement events in Toronto and Ottawa, with others being planned across the country as well.
- **Research Universities' Council of British Columbia (RUCBC):** President Steenkamp is chair of RUCBC for the next two years and will be focusing on collaboration. President Steenkamp has reached out to the chair of the teaching universities and colleges to plan a joint meeting focused on collaboration.
- **Universities Canada (UniCan):** UniCan represents the universities and degree-granting colleges across Canada. President Steenkamp is the chair of UniCan's International Committee and plans to meet with government officials while he is in Ottawa to advocate for international students. The delays in international student visa processing have critical impact on post-secondary institutions and the country.
- **Climate Emergency Call to Action:** President Steenkamp is working with a group of 30 university presidents on drafting an action-oriented and aspirational call to action document around climate change and the climate emergency. The spring is being earmarked for a public announcement on what universities can do to meet climate change.
- **Student Welcome:** September is an important month for student intake at RRU and President Steenkamp welcomed new and returning students. He thanked faculty and staff for doing an amazing job of supporting students.

SPECIAL BUSINESS

5. Spotlight on the University – ResiliencebyDesign Lab

President Steenkamp introduced this item and invited Robin Cox, Director of the ResiliencebyDesign Lab (RbD) and Professor of the Disaster and Emergency Management Program, to present.

R. Cox shared that RbD inspires climate action through research, innovation and connections. While the urgent climate change crisis is often framed as an environmental problem, R. Cox highlighted the environmental, sociopolitical, ecological, cultural and economic consequences as well, noting the urgent need for social learning education, collaboration and consideration of transdisciplinary and transcultural perspectives to find solutions. Social revolution is at the heart of RbD, which seeds and nurtures climate change action through research, innovation and connection and the incorporation of Indigenous knowledge systems. RbD works with youth and working professionals to create leaders and changemakers to imagine new opportunities for climate action. R. Cox provided a breakdown of RbD's focus from 2005 to now: 2005-2017 had a youth focus; 2018-2022 had a working professionals focus; and 2022-2024 focuses on pan-Canadian workforce development and youth climate resilience. R. Cox discussed: RbD projects; partnerships; the Adaptation Learning Network final report; climate action masters programs at RRU; and RbD's contract to increase climate literacy in the Federal public sector.

Members discussed RbD. Regarding Indigenous knowledge systems, Indigenous consultants, learning designers, artists and knowledge holders were involved in designing materials. On the subject of the Adaptation Learning Network final report submission, it was noted that, as metrics need to happen over multiple years, the RbD tries to stay in touch with the youth as they move forward in their lives. Members commended the transdisciplinary and non-siloed approach, which could provide a template for others.

6. Alumni Appeal

Susan Gee, Vice-President Communications and Advancement, introduced this item and invited Rebecca Sharma, Director of Advancement, to speak to the Alumni Appeal.

R. Sharma shared that RRU has 32,000 alumni in 89 countries and growing, with the most alumni coming from Canada, China, Taiwan, Hong Kong and Bangladesh. The Advancement team is currently creating more opportunities for alumni to support the strategic vision of the university. A strategy is being created to continue to grow those numbers. There has been growth demonstrated with the alumni appeals over the past few years. The 2022 appeal will provide an invitation for alumni to remove financial barriers for students in two key areas: entrance awards/bursaries, and "Life Happens" bursaries. The team has drafted a multi-channel strategy to support the appeal this fall, and board members were provided with an invitation to participate.

A board member highlighted the connection to place that alumni have, and it was shared that a longer term integrated strategy is being planned which would see alumni brought back to campus potentially for fundraiser galas or the celebration of alumni awards.

REPORTS FROM COMMITTEES

7. Report from the Program and Research Council

7.1 Report from the Chair

Veronica Thompson, Vice-President Academic and Provost, reported on this item as she had chaired Program and Research Council (PRC) in President Steenkamp's absence.

The council met on September 27, 2022. Members discussed the quality assurance process and V. Thompson shared that Degree Quality Assessment Board 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, Indigenization and reconciliation. Two external reviews were completed this year for the Master of Global Management and Bachelor of Commerce programs and both panels affirmed the quality of our programs. PRC also received an update on Student and Academic Support Services, reviewing how students were supported throughout the pandemic, and an update on equity, diversity and inclusion at RRU.

PRC will meet next on November 21, 2022.

7.2 New Program Approvals from Academic Council

V. Thompson shared that there were no new program approvals to report.

The board adjourned the Open session for break at 9:49 a.m.

The board reconvened and resumed the Open session at 10:04 a.m.

8. Report from the Finance and Audit Committee

8.1 Report from the Committee Chair

The committee met on September 22, 2022 and key topics of presentation and discussion included: the 2022/23 year-to-date operating results and forecast; the RRU Langford Campus final design and key considerations, and the policy on the Resolution on the Authority to Regulate Campus, which is covered under item 8.3 of the agenda. At this stage, the forecast to March 31, 2023 shows a balanced budget with mitigation strategies implemented by management to make up the \$5.1M shortfall in revenue. Monitoring will continue with management performing monthly forecasting activities. Regarding the Langford Campus, management presented FAC with the final project design and the construction schedule

continues to target opening for classes in September 2024 (the construction of phase 1 of the project was initiated in early August).

FAC next meets on Nov 24, 2022.

8.2 Resolution on the Authority to Regulate Campus

FAC received the recommendation from management for the Board of Governor's Resolution on the Authority to Regulate Campus to delegate authority to the President for administrative functions such as: the regulation, and the ability to prohibit or impose requirements on the use of real property, buildings, structures and personal property of the University; and, the 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.

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

MOTION: (Holmes/Brewster)

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.

CARRIED

9. Report from the Governance and Nominating Committee

9.1 Report from the Committee Chair

The committee met on September 22, 2022 and discussed items such as the terms of reference for board sub-committees and ad hoc committees, the Honorary Degrees policy revision, as well as reappointments and succession planning. These items will be discussed in further detail in the subsequent sessions of the board and the Honorary Degrees policy revision will be discussed directly following this item.

GNC next meets on November 23, 2022.

9.2 Honorary Degrees Policy – Review

President Steenkamp reminded members that the Board has responsibility for the awarding of honorary degrees and the policy sets out eligibility and exclusions. The Advisory Committee on

Honours and Awards reviewed the policy and proposed changes to bring the policy into closer alignment with RRU's vision, values and goals, and also include language around due diligence and the screening of nominations. A section around the revocation of honorary doctorates was added as a way to mitigate risk should a past honorary degree recipient behave in a way that is harmful to RRU's reputation or values. It was noted that the threshold for revocation would be quite high. All changes are detailed in the materials package.

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

MOTION: (Benty, Saunders)

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

CARRIED

VP PORTFOLIO REPORTS

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

V. Thompson shared that the final design copy of the Academic Strategic Plan has been received and noted that the academic organizational realignment will go ahead. On the student front, Academic Council approved 500 graduands for November and MyCreds launched, which provides students with self-service options for accessing and storing documents such as transcripts, parchments, and enrollment letters.

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

Philip Twyford, Vice-President and Chief Financial Officer, provided further updates to his report noting that beyond projecting a balanced budget by year end, the COVID-19 response has continued across campus. The Finance System Enhancement project continues, as does modernization of the payroll system. On the engagement side, he provided updates on the Langford campus, challenges in the market, and risk mitigation. As there is not a way to predict changes in the international student market, Finance is working within a balanced plan.

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

S. Gee updated members that her team is moving ahead with the communications and marketing around the Langford Campus as much as possible. A new director of marketing, Marla Chow, joins the Communications and Advancement team, and a full review of Marketing is underway. A new Climate Action campaign recently started and will run the next few months, and the Kitchen Garden had a media announcement to share its huge success.

13. Report from the Vice-President Research and International

Pedro Márquez, Vice-President Research and International, shared with members that at the end of the fiscal year, it is projected that Research will have received almost \$3.5M in research grants. He highlighted the new projects with funding starting since June (detailed in the report)

and noted that they are taking advantage of international partnerships and collaboration coming with the end of the pandemic, and recognized a recent BCCIE award received by Dr. Eugene Thomlinson.

In response to a board member query on what influence RUCBC is leveraging with the provincial and federal governments and UniCan regarding Immigration, Refugees and Citizenship Canada (IRCC) accelerating the pace of international student visas, President Steenkamp shared that he is working closely with UniCan on this. President Steenkamp will continue to advocate for flexibility for students around the post-graduate work permit, as well as recognition that the time they spend online and out of the country in their programs will count toward eligibility for post-graduate work permits. He is also speaking to the provincial government about housing to get ahead of that issue.

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

None.

15. Consent Agenda - Information items:

15.1 Draft PRC minutes of the 27 September 2022 meeting of the Program and Research Council

16. Adjournment of Open Session

The meeting adjourned at 10:37 a.m.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: December 8, 2022

AGENDA ITEM: Accumulated Surplus – three-year policy review

SPONSOR: Philip Twyford, Vice-President, Finance and Operations

PURPOSE: For Approval

Synopsis

The purpose of this briefing note is to provide a three-year review of the University's Accumulated Surplus policy.

The Finance and Audit Committee reviewed the recommended revisions at their November 24, 2022 meeting. The Committee welcomed the proposed changes noting they were not material.

Attachment 1 provides the detailed briefing note presented to the Finance and Audit Committee at their November 24, 2022 meeting.

Recommendation

In alignment with the recommendation from management and the Finance and Audit Committee at their November 24, 2022 meeting, it is recommended that the Board of Governors approve the update to the University's Accumulated Surplus policy.

Motion

That the Board of Governors approves the update to the University's Accumulated Surplus policy.

Attachment

1. Briefing note to the Finance and Audit Committee including attachments (November 24, 2022)

ATTACHMENT 1 - Accumulated Surplus - policy review

FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



MEETING:	November 24, 2022
AGENDA ITEM:	Accumulated Surplus – three-year policy review
SPONSOR:	Philip Twyford, Vice-President, Finance and Operations
PURPOSE:	For Approval

Synopsis

The purpose of this briefing note is to provide a three-year review of the University's Accumulated Surplus Policy.

Background

At the December 14, 2018 Board of Governors meeting, the Board approved an Accumulated Surplus Policy.

Key Considerations

Attachment 1 provides a revised copy of the Accumulated Surplus Policy. While there are no major content revisions recommended to the Policy at this time, management is asking for the Committee's consideration of the following:

Header Block

1. Changing Classification from "Board" to "Administrative". The classification refers to who the policy applies to, in this case it applies to employees (an administrative policy).
2. Adding Financial Services and Financial Planning as the Responsible Office as this is where the Policy will be implemented, and compliance monitored, from.

Section 2.0 Scope

3. Adding the section and a scope statement to ensure alignment with RRU's new policy format framework.

Section 3.0 Policy Terms

4. Changing "five-year business plans" to "five-year strategic plans".

Section 4.0 Authorities, Roles, and Responsibilities

5. Adding the section, including roles and responsibilities for the following groups to ensure alignment with RRU's new policy format framework.
 - a. Board of Governors
 - b. Executive
 - c. Vice President, Finance and Operations
 - d. Responsible Office

Section 6.0 Interpretation

6. Adding the section and an interpretation statement to ensure alignment with RRU's new policy format framework.

Attachment 2 provides a lined-version of the Policy showing the recommended revisions noted in points 1-6 above. Minor administrative changes have been made as well as transferring the Policy to the current template.

The Accumulated Surplus policy will be reviewed again in three years (Fall of 2025) in alignment with current policy review practices.

Recommendation

Management recommends no major revisions to the content of the Accumulated Surplus Policy and for recommendations 1-6 identified under Key Considerations to be approved by the Board of Governors.

Motion

The Finance and Audit Committee recommends to the Board of Governors:

1. That there are no major content revisions required to the Accumulated Surplus Policy; and
 2. That approval be provided for items 1-4 listed under Key Considerations.
-

Attachment

1. Accumulated Surplus policy – clean version
2. Accumulated Surplus policy – lined version



Policy

ATTACHMENT 1 – Accumulated Surplus – three-year policy review

Title	Accumulated Surplus		
Classification	Administrative	Oversight Responsibility	Office of the Vice-President, Finance and Operations
Category	Financial Management	Responsible Office	Financial Services and Financial Planning
Approval	Board of Governors	Effective Date	2022-Dec-06
		Document No.	1078

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

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

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

1.0 POLICY STATEMENT

The purpose of this **Accumulated Surplus** policy to guide Royal Roads University (the "University") in the deployment of **Available Accumulated Surplus** funds in accordance with responsible fiscal management for the allocation and utilization of resources to meet the University's priorities.

2.0 SCOPE

This policy extends to the University's board members and employees, and all administrative and operations activities undertaken by the University.

3.0 POLICY TERMS

- 3.1 The University is committed to using resources prudently and responsibly and is mindful of its position within the public sector.
- 3.2 All planned uses of the available Accumulated Surplus and operating surpluses must be reviewed by the Finance and Audit Committee and approved by the Board of Governors (the "Board").
- 3.3 Use of the available Accumulated Surplus, within the current Board guidelines, legislative and government policy requirements, include:
 - a. Capital infrastructure and technology upgrades and additions;
 - b. **Extraordinary Operating Results;** and
 - c. Other non-recurring expenditures.

- 3.4 Use of available Accumulated Surplus to fund major capital projects and initiatives should be prioritized for projects that maximize funding capacity and achieve capital plan objectives. Such uses will be identified in the form of a business case for approval by the Board. Amended Accumulated Surplus balances will be updated and presented in conjunction with business case approvals so the overall impact to the organization and existing approved projects and surplus balances can be considered.
- 3.5 Smaller projects including small asset replacement and routine capital maintenance projects will be identified in the annual operating plan and approved by the Board.
- 3.6 Rolling five-year strategic plans will identify five-year capital frameworks that maximize funding capacity and meeting long term objectives. This will include prioritization and level of use of available accumulated surplus to fund capital initiatives.
- 3.7 Use of operating surpluses shall be identified through rolling five-year strategic plans and annual operating plans.
- The rate of growth of surplus over time should consider the balancing of long-term and short-term needs including the priority of identified capital requirements, the priority of identified strategic operational investments and the ability of the University to generate additional surplus from operations.
 - Annual operating plans should continue to target operating costs that do not exceed 95.0 per cent of revenues. Use of Available Accumulated Surplus should be identified separately from the 95.0 per cent guideline and included in annual operating plans for approval by the Board, followed by quarterly financial reporting for monitoring purposes.
 - The Board may at any time adjust, amend, defer or restrict previous approvals for the use of operating surpluses based on financial projections or as deemed necessary to ensure the University's strategic financial objectives are met.
- 3.8 A reserve for operating deficit purposes will be maintained in the Available Accumulated Surplus to allow for future and unforeseen operating deficits and capital.
- 3.9 Audited financial statements should contain a note of disclosure that identifies the intended use of Available Accumulated Surplus through identification of board-approved internal restrictions.
- 3.10 Restrictions
- University Act - As per the University Act, the university is not permitted to post an operating deficit without the approval of the Minister of Finance. As such, Accumulated Surplus cannot be drawn down to fund operating activities except in extreme or unusual circumstances.
 - Borrowing Restrictions for Post-secondary Institutions - Due to government policy, conventional borrowing options are limited for post-secondary institutions. As such, financing of capital expenditures must generally be accomplished through a combination of third-party contributions or from the University's cash flow.
 - Board Guideline - 5.0 per cent excess of revenue above cost - The Board has adopted a guideline whereby annual operating costs are targeted not to exceed 95.0 per cent of revenues with the intent that the increase in accumulated surplus would help to fund tangible capital asset additions. Use of operating investments from the 5.0 per cent excess of revenue above cost will be identified for approval by the Board in annual operating plans.
- 3.11 The University will comply with all required disclosures concerning expenditures, including appropriate responses to Freedom of Information and Protection of Privacy Act requests.

4.0 AUTHORITIES, ROLES, AND RESPONSIBILITIES

4.1 Board of Governors

- a. The Board of Governors is responsible for the oversight and governance of the uses of the available Accumulated Surplus and operating surpluses for the university.

4.2 Executive

- a. The President, as delegated by the Board of Governors, has accountability for the management and implementation of strategies to ensure the uses of the Available Accumulated Surplus and operating surpluses support the University's business objectives and mission.
- b. The President and Vice-Presidents are accountable for promoting a culture of high standards of ethical conduct and integrity in supporting the prudent and judicious use of university funds.
- c. The Vice-President, Finance and Operations, as delegated by the President, leads the coordination of activities aimed at ensuring consistent and appropriate uses of the Available Accumulated Surplus and operating surpluses.

4.3 Vice-President, Finance and Operations

Administration of the Accumulated Surplus policy and processes are delegated to the Vice-President, Finance and Operations whose responsibility is to:

- a. coordinate accumulated surplus activities and procedures;
- b. monitor and report on Accumulated Surplus through periodic review of activities associated with the University's financial reporting framework; and
- c. articulate this Policy and subsequent revisions.

4.4 Responsible Office

As delegated by the Vice-President, Finance and Operations, Financial Services and Financial Planning coordinates all Accumulated Surplus activities and procedures and maintains appropriate internal controls that support consistent and appropriate financial reporting and use of university funds.

5.0 DEFINITIONS

For the purposes of this Policy:

Accumulated Surplus means the accumulation of annual net operating income.

Available Accumulated Surplus means the result of the accumulation of annual net operating income (accumulated surpluses), less additions to capital and major projects, plus deferred capital contributions. Available accumulated surpluses are also net of endowments when presented on a consolidated basis.

Extraordinary Operating Results means unforeseen revenue shortfalls or unexpected expenditures not contemplated in annual operating plans that cannot be mitigated through cost containment measures and result in a net loss for the year.

6.0 INTERPRETATION

Questions of interpretation or application of this Policy or its procedures will be referred to the Vice-President, Finance and Operations whose decision is final.

7.0 RELATED DOCUMENTS

Legislation and Information

- [*Budget Transparency and Accountability Act, SBC 2000, c.23*](#)
- [*University Act, RSBC 1996, c.468*](#)

Review, Revision and Approval History

<u>Date</u>	<u>Activity</u>
2018-Oct-12	Approved by Board of Governors / Implementation
2019-Oct-10	Approved by Board of Governors
2021-Oct-20	Transferred to new template – no content change
2022-xxx	Approved by Board of Governors
2025-xxx	Next Review

Title	Accumulated Surplus		
Classification	Board Administrative	Oversight Responsibility	Office of the Vice-President, Finance and Operations
Category	Financial Management	Responsible Office	Financial Services and Financial Planning
Approval	Board of Governors	Effective Date	2022-Dec-06
		Document No.	1078

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2.0 SCOPE

This policy extends to the University's board members and employees, and all administrative and operations activities undertaken by the University.

~~2.0~~3.0 POLICY TERMS

~~2.13.1~~ The University is committed to using resources prudently and responsibly and is mindful of its position within the public sector.

~~2.23.2~~ All planned uses of the available Accumulated Surplus and operating surpluses must be reviewed by the Finance and Audit Committee and approved by the Board of Governors (the “Board”).

~~2.33.3~~ Use of the available Accumulated Surplus, within the current Board guidelines, legislative and government policy requirements, include:

- Capital infrastructure and technology upgrades and additions;
- Extraordinary Operating Results;** and
- Other non-recurring expenditures.

[2.43.4](#) Use of available Accumulated Surplus to fund major capital projects and initiatives should be prioritized for projects that maximize funding capacity and achieve capital plan objectives. Such uses will be identified in the form of a business case for approval by the Board. Amended Accumulated Surplus balances will be updated and presented in conjunction with business case approvals so the overall impact to the organization and existing approved projects and surplus balances can be considered.

[2.53.5](#) Smaller projects including small asset replacement and routine capital maintenance projects will be identified in the annual operating plan and approved by the Board.

[2.63.6](#) Rolling five-year ~~business~~-strategic plans will identify five-year capital frameworks that maximize funding capacity and meeting long term objectives. This will include prioritization and level of use of available accumulated surplus to fund capital initiatives.

[2.73.7](#) Use of operating surpluses shall be identified through rolling five-year ~~business~~-strategic plans and annual operating plans.

- a. The rate of growth of surplus over time should consider the balancing of long-term and short-term needs including the priority of identified capital requirements, the priority of identified strategic operational investments and the ability of the University to generate additional surplus from operations.
- b. Annual operating plans should continue to target operating costs that do not exceed 95.0 per cent of revenues. Use of Available Accumulated Surplus should be identified separately from the 95.0 per cent guideline and included in annual operating plans for approval by the Board, followed by quarterly financial reporting for monitoring purposes.
- c. The Board may at any time adjust, amend, defer or restrict previous approvals for the use of operating surpluses based on financial projections or as deemed necessary to ensure the University's strategic financial objectives are met.

[2.83.8](#) A reserve for operating deficit purposes will be maintained in the Available Accumulated Surplus to allow for future and unforeseen operating deficits and capital.

[2.93.9](#) Audited financial statements should contain a note of disclosure that identifies the intended use of Available Accumulated Surplus through identification of board-approved internal restrictions.

[2.403.10](#) Restrictions

- a. University Act - As per the University Act, the university is not permitted to post an operating deficit without the approval of the Minister of Finance. As such, Accumulated Surplus cannot be drawn down to fund operating activities except in extreme or unusual circumstances.
- b. Borrowing Restrictions for Post-secondary Institutions - Due to government policy, conventional borrowing options are limited for post-secondary institutions. As such, financing of capital expenditures must generally be accomplished through a combination of third-party contributions or from the University's cash flow.
- c. Board Guideline - 5.0 per cent excess of revenue above cost - The Board has adopted a guideline whereby annual operating costs are targeted not to exceed 95.0 per cent of revenues with the intent that the increase in accumulated surplus would help to fund tangible capital asset additions. Use of operating investments from the 5.0 per cent excess of revenue above cost will be identified for approval by the Board in annual operating plans.

[3.11](#) The University will comply with all required disclosures concerning expenditures, including appropriate responses to Freedom of Information and Protection of Privacy Act requests.

4.0 AUTHORITIES, ROLES, AND RESPONSIBILITIES

4.1 Board of Governors

- a. The Board of Governors is responsible for the oversight and governance of the uses of the available Accumulated Surplus and operating surpluses for the university.

4.2 Executive

- a. The President, as delegated by the Board of Governors, has accountability for the management and implementation of strategies to ensure the uses of the Available Accumulated Surplus and operating surpluses support the University's business objectives and mission.
- b. The President and Vice-Presidents are accountable for promoting a culture of high standards of ethical conduct and integrity in supporting the prudent and judicious use of university funds.
- c. The Vice-President, Finance and Operations, as delegated by the President, leads the coordination of activities aimed at ensuring consistent and appropriate uses of the Available Accumulated Surplus and operating surpluses.

4.3 Vice-President, Finance and Operations

Administration of the Accumulated Surplus policy and processes are delegated to the Vice-President, Finance and Operations whose responsibility is to:

- a. coordinate accumulated surplus activities and procedures;
- b. monitor and report on Accumulated Surplus through periodic review of activities associated with the University's financial reporting framework; and
- c. articulate this Policy and subsequent revisions.

4.4 Responsible Office

As delegated by the Vice-President, Finance and Operations, Financial Services and Financial Planning coordinates all Accumulated Surplus activities and procedures and maintains appropriate internal controls that support consistent and appropriate financial reporting and use of university funds.

3.05.0 DEFINITIONS

For the purposes of this Policy:

Accumulated Surplus means the accumulation of annual net operating income.

Available Accumulated Surplus means the result of the accumulation of annual net operating income (accumulated surpluses), less additions to capital and major projects, plus deferred capital contributions. Available accumulated surpluses are also net of endowments when presented on a consolidated basis.

Extraordinary Operating Results means unforeseen revenue shortfalls or unexpected expenditures not contemplated in annual operating plans that cannot be mitigated through cost containment measures and result in a net loss for the year.

6.0 INTERPRETATION

Questions of interpretation or application of this Policy or its procedures will be referred to the Vice-President, Finance and Operations whose decision is final.

4.97.0 RELATED DOCUMENTS

Legislation and Information

- [*Budget Transparency and Accountability Act, SBC 2000, c.23*](#)
- [*University Act, RSBC 1996, c.468*](#)

Review, Revision and Approval History

<u>Date</u>	<u>Activity</u>
2018-Oct-12	Approved by Board of Governors / Implementation
2019-Oct-10	Approved by Board of Governors
2021-Oct-20	Transferred to new template – no content change
2022-xxx	Approved by Board of Governors
2025-xxx	Next Review

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: December 8, 2022

AGENDA ITEM: Delegation of Authority – three-year policy review

SPONSOR: Philip Twyford, Vice-President, Finance and Operations

PURPOSE: For Approval

Synopsis

The purpose of this briefing note is to provide a three-year review of the University's Delegation of Authority policy.

Management proposed a number of minor revisions to the policy, outlined in Attachment 1, to the Finance and Audit Committee at their November 24, 2022 meeting. The Committee reviewed the recommended revisions and supported the changes.

Attachment 1 provides the detailed briefing note presented to the Finance and Audit Committee at their November 24, 2022 meeting.

Recommendation

The Finance and Audit Committee recommends that the updated policy be approved by the Board of Governors.

Motion

That the Board of Governors approves the revisions to the Delegation of Authority policy as outlined in Attachment 1.

Attachment

1. Briefing note to the Finance and Audit Committee including attachments (November 24, 2022)

ATTACHMENT 1 - Delegation of Authority - policy review

FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



MEETING:	November 24, 2022
AGENDA ITEM:	Delegation of Authority – three-year policy review
SPONSOR:	Philip Twyford, Vice-President, Finance and Operations
PURPOSE:	For Approval

Synopsis

The purpose of this briefing note is to provide a three-year review of the University's Delegation of Authority policy.

Background

At the October 10, 2019 Board of Governors meeting, the Board approved an amended Delegation of Authority policy and the rescission of four redundant policies:

- Delegation of Authority to Hire Staff
- Delegation of Authority for Purchasing and Signing Authorities
- Delegation of Authority for Capital Expenditures
- Delegation of Authority for Fees for Service and Facility Use

Key Considerations

Attachment 1 provides a revised copy of the Delegation of Authority policy. While there are no major content revisions recommended to the Policy at this time, management is asking for the Committee's consideration of the following:

Header Block

1. Changing Classification from "Board" to "Administrative". The classification refers to who the policy applies to, in this case it applies to employees (an administrative policy).
2. Changing Oversight Responsibility from the Office of the "President" to the Office of the "Vice-President, Finance and Operations" because the VPFO is responsible for ensuring financial and operational management controls through appropriate approvals and delegation of authority for various University transactions.
3. Adding Financial Services as the Responsible Office as this is where the Policy will be implemented, and compliance monitored, from.

Section 3.0 Board Authority and Delegation

4. Adding "capital" to "the annual operating plan".
5. Changing "multi-year business plans" to "multi-year strategic plans".
6. Changing "five-year business plan" to "five-year strategic plan".

Section 4.0 President's Sub-Delegation

7. Removing “senior executive” as senior executives are employees.
8. Adding “employee” to “employee position” and “employee responsibility” to provide clarity.

Attachment 2 provides a lined-version of the Policy showing the recommended revisions noted in points 1-8 above. Additionally, minor administrative changes have been made as well as transferring the Policy to the current template.

The Delegation of Authority policy will be reviewed again in three years (Fall of 2025) in alignment with current policy review practices.

Recommendation

Management recommends no major revisions to the content of the Delegation of Authority policy and for recommendations 1-8 identified under Key Considerations to be approved by the Board of Governors.

Motion

The Finance and Audit Committee recommends to the Board of Governors:

1. That there are no major content revisions required to the Delegation of Authority policy; and
 2. That approval be provided for items 1-8 listed under Key Considerations.
-

Attachment

1. Delegation of Authority policy – clean version
2. Delegation of Authority policy – lined version

Title	Delegation of Authority		
Classification	Administrative	Oversight Responsibility	Office of the Vice-President, Finance and Operations
Category	Governance & Legal	Responsible Office	Financial Services
Approval	Board	Effective Date	2022-Dec-06
		Document No.	1081

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

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

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.

1.0 POLICY STATEMENT

The purpose of the Delegation of Authority policy is to establish the authority for the President and administration to act on behalf of Royal Roads University (the "University"). To facilitate the effective and efficient management and operation of the University, the Board of Governors (the "Board") delegates its powers and confers on the President the authority for the University in accordance with legislation^[1], ministerial expectations^[2] and institutional policies^[3].

2.0 SCOPE AND COMPLIANCE

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

3.0 BOARD AUTHORITY AND DELEGATION

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

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

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

- a) Legislation requirement:
 - approving an annual budget (including both operating and capital expenditures), and
 - approving an annual report on the progress of the University;

- b) Ministerial expectations:
- approving the Institutional Accountability Plan and Report,
 - approving the Government Reporting Entity quarterly reports,
 - approving the Statement of Financial Information, and
 - approving the annual audited financial statements of the University and the Royal Roads University Foundation;
- c) Institutional policies and directives:
- approving the University's five-year strategic plan,
 - approving necessary business cases and ensuring that post-implementation evaluations are conducted,
 - reviewing the university's quarterly performance to plan and forecast reports, ensuring that emerging issues and opportunities are being appropriately addressed by management,
 - reviewing quarterly reports pertaining to the status of legal matters, and
 - reviewing the performance of investments for both the University and the Royal Roads University Foundation on at least an annual basis and as required.

4.0 PRESIDENT'S SUB-DELEGATION

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

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

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

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

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

Related Documents and Information

Royal Roads University Document and Information

- [Exigencies of Administration](#)

Legislation and Information

- [Royal Roads University Act, RSBC 1996, c. 409](#)
- [University Act, RSBC 1996, c. 468](#)

Review, Revision and Approval History

Approved by the Board; current published version	2019-Oct-10
Transfer to new template; no content change	2021-Oct-21
Reviewed and approved by the Board	2022-Dec-06
Next review	2025-Dec-06

Title	Delegation of Authority		
Classification	Board Administrative	Oversight Responsibility	Office of the President ; Vice-President, Finance and Operations
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Approval	Board	Effective Date	2019-Oct-10 2022-Dec-06
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Review, Revision and Approval History

Approved by the Board; current published version	2019-Oct-10
Transfer to new template; no content change	2021-Oct-21
Reviewed and approved by the Board	
Next review	2025-Dec-06



Office of the Vice President Academic and Provost
Report to Board of Governors
08 December 2022

GENERAL

- The VPAP is participating in bi-weekly West Shore planning meetings with UVic and Camosun academic leads.
- The VPAP attended: the RUCBC Vice President Academic Meeting in Vancouver on October 14th; the BCNET Annual General meeting on September 21st; and the Universities Canada seminar on Academic Freedom & Institutional Autonomy.
- The VPAP attended MAEST's Learning Continuity Working Group meeting. Topics of discussion included:
 - Updates on the Indigenous Policy Framework, Sexualized Violence Policy Review, Future Ready Skills Plan, Funding Model Review, Micro-credentials, and the Digital Learning Strategy.
 - BCCAT update on Technology and Transfer Pathway Enhancements, Research Plan, Transfer Credit Activity and Participation.

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

- SCC welcomed new learners from 16 different countries who joined the 2022 MAIIC On-Campus cohort. Those countries include Bangladesh, Bhutan, Canada, Chile, China, Ghana, Hong Kong, India, Iran, Kenya, Mexico, Nigeria, Pakistan, Philippines, United Kingdom and the United States. These new faces contribute to the cultural diversity and inclusiveness of the MAIIC-OC learning community.
- 18 MBA students participated in a special residency program at RRU partner school Grenoble School of Management in France from Sept 5-16. One of RRU's longest running international partnership programs returned after a two-year Covid pause, with students and alumni from multiple cohorts taking part in two courses and earning a specialization in International Business and Innovation - Europe. The students learned about the European Union and its political and economic developments, heard a debate over whether Scotland should pursue independence and rejoin the EU, participated in site visits that highlighted innovation and the fast-growing technology hub emerging in southern France and presented to the senior management of a local technology firm through a live case that evaluated options for international expansion in the memory chip field.
- The first year of MAL XL /VBLD graduate 2022 certificate wrapped up Oct 2nd with 28 students successfully completing.
- Plans and activities are well underway for field schools in STHM in the new year. BAGTM students will be travelling to Mexico and meeting with our partner institution – ITESO. This visit is tied to a Capstone destination development project for students in their final semester. Graduate students will have the opportunity to travel to Amsterdam in the fall of 2023, meeting with partner institutions (and students) and exploring sustainable development activities and organizations.
- Master of Global Management Program's (MGM) blended students completed a two-week international residency in Munich and Istanbul (Oct. 10-21). The residency incorporated ten site visits and several on-site seminars and lectures in operation & supply chain management and change management in a global Context. In Munich the students visited The BMW factory (capacity of 800 cars a day), Munich Innovation Hub (IoT, AI, and operational technologies), MAN factory (Trucks, buses and minivans), and the Canadian Trade Commissioners. In Istanbul, students visited the Canadian Trade Commissioners, Schneider Elec.

Innovation Hub, Istanbul Airport (IST), Kalyon Construction, Tofas Factory – one of the largest auto assemblies in Europe, Tumsas – a Turkish SME.

- Custom Learning deliveries in November include Community Futures, Service Canada, Enmax, and our 5-day virtual Leading Complex Systems program with the Government of Nova Scotia.
- PCS launched the first of three Professional Project Administrator programs (funded through Future Skills Centre) with Haisla Nation on Nov 7. This program will run until May 2023.
- Drs. Zhenyi Li, Juana Du, and visiting scholar to SCC Dr. Jin Liu, presented intercultural communication teaching and research collaboration projects and opportunities to Mr. Cong Peiwu, Ambassador Extraordinary and Plenipotentiary of the People's Republic of China to Canada, when his delegation visited RRU on Nov 14, 2022.

RESEARCH

- Sana Ramzan, RRU – DBA candidate, with Mark Lokanan won the best paper award at the 9th Global conference on Business Management and Economics Global Conference Alliance. Sana worked closely with Mark and with his support and mentorship was thrilled to achieve this milestone.
- In a report published in October entitled World's Top Scientists, RRU CRCs Ash Prasad, George Veletsianos and Phillip Vannini were included as some of the top 1% of "top-cited scientists" in the world. World's Top Scientists is an annual ranking prepared by Stanford University with data from Elsevier. The ranking "provides standardized information on citations, h-index, co-authorship adjusted hm-index, citations to papers in different authorship positions and a composite indicator (c-score)."
- DBA student [Michael Atkins](#) is a co-research chair for trust research in the Department of National Defence. He has co-authored a scientific publication: Chief Professional Conduct and Culture - Trust Synthesis: Central Concepts and Key Considerations (a peer-reviewed article within the department of national defence). Based on this publication he has presented at two conferences: [International Association of Business Communications](#) (June 2022); [Canadian Communication Association](#) (June 2022). Atkins' dissertation will investigate building trust through coaching under the supervision of [Dr. Kathy Bishop](#).
- Dr. Phillip Vannini received SSHRC IDG funding to do fieldwork at the world's Underwater Hotels.
- Dr. Deniz Unsal received SSHRC IDG funding for her research project "Cultural policy and ethics of care: an exploration of experiences of cultural entrepreneurs from diverse communities in Western Canada"

COMMUNITY ENGAGEMENT

- As part of [the BBA project that gained attention in October](#) for the beach cleanup work BBA students completed along the Esquimalt Lagoon, students also sorted through RRU garbage as part of the first waste audit conducted at the university since 2019. The waste audit will help identify our performance with respect to waste sorting and will identify opportunities to improve. In addition, this will be the first time that the waste audit is being used to estimate our Scope 3 waste-related GHG emissions. It will provide baseline data as part of our Climate Action Plan.
- Dr Brian White, working with The University of the Fraser Valley, led a University of Lucerne field study to Whistler and the Squamish-Lil'wat Cultural Centre on October 4th and 5th. The focus was on learning about reconciliation, the residential schools, and current Indigenous business development. Discussions were led by Squamish member David Baker and Lil'wat member Alison Pascale. The impact of climate change and the future of Whistler Resort Municipality and the Squamish traditional territories was also presented.
- **Walk with Me**, created by the School of Leadership Studies, Asma-na-hi Antoine, Elder Shirley Alphonse, Dr. Will Weigler and Indigenous theatre director, Krystal Cook, was staged at UVic on November 14 and 15 for UVic staff and faculty. *Walk with Me* is a one-hour experiential activity designed to deepen settler Canadians' felt-understanding of the lived experiences of Indigenous peoples. This UVic event was sponsored by a coalition of faculty and administrators, including the Tri-faculty (Science, Social Science

and Humanities) Indigenous Resurgence Coordinator, Lydia Toorenburgh; The Faculty of Fine Arts Indigenous Resurgence Coordinator Karla Point; The Dean's Office of the Faculty of Fine Arts; and Independent Applied Theatre Director Will Weigler. More information is available on the project website: <http://www.walk-with-me-online.com/>

PEOPLE AND PLACE

- The School of Tourism and Hospitality Management has been bringing in potential employers from the industry. With the assistance of the Career Learning and Development office, students had the opportunity to meet with Marriott International, Accor, and Four Seasons on campus. Other employers are also targeted for the coming months.
- Sharing Information on Progress (SIP) is a biannual report that schools that are part of the UN Principles for Responsible Management Education (PRME).. The report outlines what the schools are doing to embed sustainability into curriculum, research, operations etc. The tabulation of the results for the PRME report was recently featured on 'List', which goes out every Monday to over 300 business schools and features best practice, tips, resources, and ideas on how to mainstream the SDGs and sustainability into business schools. Royal Roads School of Business which is a member of PRME was featured in the most recent report.
- Moira McDonald attended a Destination Canada (was Tourism Canada) reception in Vancouver this week. The former minister, now chair of the Destination Canada, Liza Frulla, is interested in RRU for a national project. Liza is bringing four universities together to work on a model to support tourism and hospitality education and internships in Canada, and we anticipate an to layout out RRU participation.
- As Chair of the Board for ICF Coaching Education, Zoe MacLeod opened the ICF's IMAGINE 2022 conference for Coaching Educators and separately presented on The State of Coaching Education during the conference.
- Zoe MacLeod recently attended Skills for a Net-Zero Economy hosted by Future Skills Centre. Opportunity exists to expand our existing Future Skills funding to focus on green/clean jobs/economy in their 2023 call for proposals.
- Dr. Geoff Bird's short film: Abkhazi Garden: Sanctuary from War premiered at the Parkside Hotel on November 9th.



Office of the Vice-President, Finance and Operations

Report to the Board of Governors

08 December 2022

GENERAL

- At the beginning of Q2, the University was forecasting a deficit of \$4.3M due to declining enrolment. As a result of continuing cost management action taken to reduce expenditures, the University has balanced the budget for the first six months.
- At this time, management action to control costs has reduced the deficit to a forecast of \$2.5M at the end of Q3. By continuing cost management action, the University expects to end the fiscal year with a balanced budget. 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 and complications with the current respiratory illnesses (RSV, Flu) which is particularly early and acute this year. RRU continues to maintain safety protocols on the campus, provide masks, hand sanitizer stations and rapid test kits to members of the community, encourage vaccination and is ready to respond to any changes in PHO direction.

LEARNING AND TEACHING

- Technology Enabled Projects – the SIS implementation discovery environment build is in progress with discovery phase starting January 4, 2023. The full implementation contract review and agreement will be completed during discovery. Immediate Q3 focus has been on student self-service in the existing system to support an improved student prospect journey.
- To date, \$8.9M of the approved \$16.8M project budget has been committed. RRU is reviewing the remaining scope, schedule and \$7.1M budget.
- The Professional and Continuing Studies (PCS) student management system implementation for phase I remains on target for December 2022.
- Website Presence Renewal (WPR) – Post-Implementation Evaluation Report is provided in the Board package for information.

BUSINESS SYSTEMS MODERNIZATION

- Finance Systems Enhancements (FSE) project in progress and budgeting and forecasting process and system successfully deployed in October. Additional functionality for FSE delayed to future fiscals as part of the capital management plan.
- To date, \$0.5M of the approved \$4M project budget has been committed. RRU is reviewing the remaining scope, schedule and \$3.5M budget.
- Payroll system upgrade evaluation is under way with a view toward hosted or outsourced payroll processing (payroll as a service).
- HR Systems Enhancements delayed to future fiscals as part of the capital management plan.

COMMUNITY ENGAGEMENT

- The first phase of development at the new Langford campus is advancing at pace, consistent with the project plan – see separate project report. Upcoming construction milestones include installation of a crane and the start of concrete pouring.
- At this time, the project is on schedule, within scope and slightly under budget. As the project timeline is only 17% complete at this time, project risks remain high.¹

¹ The total project between August 3, 2022 and substantial completion at June 3, 2024 is 96 weeks. At November 23, 2022 there are 79 weeks remaining. Elapsed time is 79/96 or 83% remaining.

- Market and economic conditions continue to represent the greatest risks to the new Langford campus development. Analysis and award recommendations from the second round of tenders are expected prior to the holiday break. Management is working very closely with the construction manager and other parties to mitigate these project risks.
- Governance discussions with the core academic partners (Camosun College and UVic) are advancing positively; the development of a draft MOA is progressing. In parallel, engagement activities with JIBC, SD62, local Indigenous communities and leaders, the City of Langford and regional municipal officials continue.



1 - Phase I excavation advances, prepping for foundation forms, crane and concrete

PEOPLE AND PLACE

- Merit provided as one-time lump sum payment for 2021-2022 FY to exempt/excluded employee group and as salary progressions for RRUFA as per collective agreement.
- Enhanced Flexible Work Arrangements policy has been developed and is being reviewed across campus.
- Employee engagement survey launched November 22 with 21% completion in the first 24 hours.
- Bargaining for RRUFA and CUPE collective agreements expected to begin mid-January 2023.
- 10-week Management Training Program Pilot October – January 2023 – 30 participants.
- Plans to prepare for the first phase of construction of a teahouse in the Japanese Gardens beginning in the spring of 2023 are advancing. Site and preparatory work is underway, as is construction of components of the teahouse.
- Renovation work in the Rose Garden Cottage continues to be on track with the objective of moving into the newly upgraded building in April 2023.
- Development of a 10-year campus plan has been prioritized; the project plan is being finalized with the intent of engaging with the Board of Governors at their spring 2023 workshop and having a draft plan ready for review by the end of this fiscal year.



Office of the Vice-President Communications and Advancement

Report to the Board of Governors

08 December 2022

COVID-19 RESPONSE AND RECOVERY PLANNING

Communications

Communications efforts around COVID continue to decline. The team continues to monitor mask-mandates at PSIs across Canada and deploy communications as needed. As instances of RSV increase more internal communications will likely be needed to staff and faculty.

RESEARCH, LEARNING AND TEACHING

Communications

West Shore Campus. Since the August provincial government announcement of the new campus in downtown Langford, work continues in earnest as we prepare for the September 2024 opening. A first draft of a joint communications, engagement and marketing strategy has been developed. On December 5 UVic, Camosun, JIBC, City of Langford and School District 62 communications staff will meet at Royal Roads to begin development of a communications and marketing project terms of reference (ToR). Summary actions to date:

- Hoarding signage to wrap the perimeter of the construction site, has been finalized, installation to take place mid December.
- Development of initial marketing briefs and concepts for the new RRU undergraduate program has begun. As final approvals with the Province are secured, our university will be ready to begin marketing the program.
- Consultation and community engagement with Chiefs and educational liaisons from Indigenous communities is ongoing and will continue throughout the project.
- A breakfast meeting with all five West Shore mayors took place on November 17. The gathering provided the opportunity for executive to provide a short project overview for the mayors and bring them up to date a number of RRU projects.

Marketing

Developing a new approach to RRU marketing

Over the past two months the VPCA and marketing team have been conducting a full review of RRU's marketing budget and past strategies and evaluating data outputs from current campaigns. This work is critical to determine numbers of prospects seeking out RRU, their educational interests, and best channels and strategies to engage them. Naturally, those programs drawing highest tuition revenue are noted as key drivers to determine strongest marketing effort. Further to this, specific criteria that guides how and where the marketing budget is spent, has been elevated for discussion. A tiered marketing approach paper has been presented to Strategic Enrollment Management and this new model will be implemented in April 2023. Most notably the marketing mix will shift from higher brand and less program marketing, to higher program marketing, specifically targeted to achieve to capture prospects, and less brand marketing.

RRU has done an excellent job over the past several years in building its brand through high quality advertising. This shift, at a time with enrolments are challenged, will help to drive traffic to specific program pages.

Brand Campaign. The Climate Action brand campaign launched on October 5 and will remain in market until March 31. It includes two 15-second videos for social and display ads, as well as still advertising for social, display, and out-of-home (airport, transit shelters). Each brand campaign has 2-3 tactical layers focussed on program marketing. This year tactical ads will focus on RRU's MBA and MCAL programs.

- The MBA tactical campaign remains in market until January and has helped drive over 47% more traffic to the MBA program page during the month of October.
- Planning is underway for early Jan launch of MA in Climate Action Leadership program tactical campaign.

All current program marketing. Marketing campaigns are in-progress to support the following new (or recently designed) programs:

1. **BBA:** in-market until late November
2. **MA Executive & Organizational Coaching:** in-market until mid December
3. **MBA:** in marketing until early January
4. **MA Environmental Education & Communication:** early January
5. **MA Climate Action Leadership:** early January
6. **MA Environment & Management:** early January
7. **DBA:** launch early January
8. **GC Transforming Child Protection to Wellbeing:** launch mid January
9. **GC Strategic Enrolment Management:** launch late January
10. **Tourism & Hospitality Management undergraduate programs:** in-market Jan 30

Advancement & Alumni Relations

FY2022-23 Advancement & Alumni Relations Results YTD

As of November 25, 2022, we have confirmed \$964,716 in funds raised to-date against our goal of \$1.5M. This includes all new pledges and outright gifts.

Select Advancement & Alumni Relations Activity Highlights

- **Q3 Discovery Tours with President Philip Steenkamp:** Our cross-country discovery tours with President Philip Steenkamp continue and have been immensely successful, creating meaningful opportunities for executive and our alumni relations and advancement teams to connect with hundreds of Canadian alumni. Tours have already occurred in Kelowna (Sep 28), Ottawa (Oct 26), and Toronto (Oct 28). Additional roundtables and receptions are scheduled for Victoria (Nov 30) and Vancouver (Jan 19), with the possibility of a tour in Taiwan scheduled for February 2023. Each tour includes 1:1 meetings with prospective major donors, an alumni “changemaker” roundtable, and an alumni networking reception.
- **2022 Alumni Appeal:** Launched on September 27, this year’s alumni appeal has so far raised \$35,588, with the second wave of direct mail having just landed in mailboxes. A matching challenge, with a \$10K contribution from President Philip Steenkamp, continues to serve as incentive to increase donations, as will activity surrounding Giving Tuesday (Tuesday, November 29).
- **2022 [Vision in Bloom \(ViB\)](#) campaign.** With a media event on October 3, the advancement team wrapped up this year’s campaign reporting over 1,000 lbs of produce from the Giving Garden donated to community as a result of philanthropic support. The campaign raised over \$100,000 through 259 gifts, including individual donations and one grant. Major gift solicitations in support of ViB initiatives will continue.

COMMUNITY ENGAGEMENT

Kitchen Garden Project

While the RRU kitchen garden has been put to bed for the winter the work continues!

- Creative development of a name and graphic look and feel for the project will begin in January with an intent to call the garden **The Farm@ RRU**.
- Grant applications, through the advancement team, continue and while one large grant was declined a new, larger grant application has emerged.

- Solara Goldwynn, our contracted Food Systems Manager, has been extended through this fiscal year. Through the winter she will prepare a volunteer management plan for launch in spring of 2023. Our goal will be to draw in community members as volunteers.
- \$10K in funding to develop the Indigenous Food and Medicine garden is in hand and this garden will be built out in spring 2023. Indigenous ethnobotanist, Ken Elliot, has been contracted to guide this work.
- Signage is in development to help the public understand our kitchen garden story and how they can get involved.

PEOPLE AND PLACE

Campus Services

Work is underway to review the campus services event planning team to ensure close alignment of their work with RRU strategic priorities. The review will also determine how event capacity can be expanded to include 4 large scale events each year.

The team will meet or exceed ancillary targets (gross revenue) for fiscal 2022/23 in the following areas:

- Weddings - \$648,050
- Corporate Meetings - \$95,200
- Filming - \$60,000 (*negotiating a film shoot for March*)
- Public Visitation - \$100,250 (*exceeded target \$130,000*)

Due to lower enrolments the Campus Store is forecast to achieve \$210K of its \$330K target for this year.

Campus Services, Communications, Alumni Relations

The Fall has been busy with successful signature events: Remembrance Day Service, Indigenous Grad Ceremony, HD Dinner, Doctoral Dinner, Student Awards Reception and Fall Convocation. Unfortunately, we had to postpone our Speaker Series with Dr. Suzanne Simard, due to illness. Ms. Simard will be rescheduled early in 2023 and a larger venue secured as the initial event sold out within 48 hours.

VPCA Hiring Update

Our new AVP Communications and Marketing, Erin Limacher, will arrive on campus on January 3. Our new Director of Marketing, Marla Chow, who is currently working remotely in Manitoba, will arrive on campus on January 9.



Office of the Vice-President Research and International
Report to the Board of Governors
 8 December 2022

GENERAL

- Represented the Canadian Chapter on behalf of President Joy Johnson (SFU) at the Inter-American Organization for Higher Education (IOHE) LXXXVIII Board of Directors Assembly and RRU on behalf of President Steenkamp at the IOHE XLII General Ordinary Assembly held in Guanajuato, Mexico early November.
- During his visit to Guanajuato, joined Mexican state government funding partner JuventudEsGTO and the Canadian Deputy Head of Mission in Mexico Shawna Hemingway in granting 20 scholarships to Mexican students for a ten-day “English and Global Leadership” program at RRU starting November 30th.
- Attended IOHE’s XII Congress of Knowledge and Innovation (ciKi) held in Monterrey, Mexico. Marquez moderated the session “Learnings, trends and collaboration among Post-Secondary Institutions in the Development of Innovation and Entrepreneurial Ecosystems”. Additional meetings were held with ITESM and TecMilenio representatives to explore collaboration opportunities with RRU.
- RRU attended the IDP Insights Day in Toronto on November 12, with the presence of T Welch where the group reviewed national student recruitment performance data, IRCC data, discussed global market trends and predictions and reviewed the IDP Fast Lane system designed to streamline the admissions process.
- RRU attended the Canadian Bureau of International Education (CBIE) annual conference and AGM in Toronto from November 13-16, with the presence of T Welch. She attended a full day workshop on developing strategic international partnerships delivered by the University of Calgary and University of Phoenix which introduced their partnerships inventory tool and key measurements of internationalization. Additionally, she met with Vancouver Island University to discuss recruitment from their IB curriculum high school; Georgian College, Toronto Metropolitan University and Guelph University to discuss national collaboration as mutual Ashoka U Changemaker campuses.
- RRU attended the CBIE Senior Leaders Summit in Toronto on November 13, with the presence of T Welch. CBIE reviewed the upcoming consultation process for the next national international education strategy and outlined that sending funded Canadian students abroad will remain a top priority. Jean-Philippe Tachdjian, Executive Director of the International Education Division at Global Affairs Canada and Marian Campbell Jarvis, Senior Assistant Deputy Minister, Strategic and Program Policy for IRCC provided an overview that:
 - reinforced the “study, work and stay” message for Canada and explained that dual intent of study + immigration is expected and acceptable, noting that about a quarter of new citizens previously held a study permit.
 - provided the update that visa applications from Afghanistan and the Ukraine boosted the visa volume and 452k permits have been processed to date this year. The trajectory predicts 1 million visa applications by 2026 which is in alignment with the 1.5 million goal of new immigrants by 2025.
 - actions being taken to expediate the backlog of visa processing include a \$85 million dollar investment, 1,200 new hires and an upgrade to the IT system to be complete in 3-4 years.
 - IRCC is concerned over high refusal rates that are attributed to unethical recruitment practices and profit priority driven institutions which is igniting discussions on market segmentation and implementing caps.
 - Co-ops, practicums and internships are seen as highly valuable by IRCC in meeting overall goals which highlights the importance of incorporating them into program design.
 - IRCC is mindful that with the lift of allowable student work hours they emphasize the primary goal is still study.

COVID-19 RESPONSE AND RECOVERY PLANNING

- The Global Recruitment and Partnerships (GRP) team returned to recruitment events, visits and fairs in India, China, Nepal, Colombia, Mexico, Thailand, Dubai, Vietnam, Cambodia and Indonesia (agent visits and training, high schools, education fairs and trade commissioner meetings) as well as throughout Canada
- Continuing to build and strengthen relationships with Trade Commissioners in key regions: Mexico, India, China, Nigeria, Kenya, Colombia, Brazil, Thailand (new region)

- Dealing with ongoing issues and concerns from agents and applicants related to admissions processing time and website performance. Application turnaround is improving. Expectation is 4-6 weeks.

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.
- D Gann is leading and collaborating with the advancement team to finalize the contribution agreement for the development of a Langford Campus Master Plan.
- D Gann and R Johnston will be facilitating Indigenous outreach related to the engagement with SD62 and our phase 1 building.

RESEARCH

- The Office of Research Ethics continues to participate in regular meetings of the [Michael Smith Health Research BC Network](#) and the Research Ethics BC Community of Practice.
- A total of \$3.7 million has been secured for the full fiscal year in approved projects. New projects with funding starting this fiscal year since June include:
 - Homer Dixon, Tad – funding from the Rasmussen Foundation for the Cascade Institute
 - Homer Dixon, Tad – funding from FoolHardy Enterprises for the Cascade Institute
 - Homer Dixon, Tad – funding from the Oak Foundation for the Cascade Institute
 - Newell, Rob – transfer of funding through SSHRC for both an Insight grant and New Frontiers in Research Grant previously held at University of the Fraser Valley
- 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 and with Executive Group for final approval. Intellectual Property policy and procedures are under review and will be discussed first by the Research Advisory Committee later this fall.
- 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
- Research Services and the Library are working together on the development of a Research Data Management strategy for the university. This is a requirement from the TriAgencies for all post-secondary institutions in Canada.
- The TriAgencies have just released information regarding funding for Security for Research Partnerships. More information will be forthcoming, and Research Services has been in touch with D Ostergard, CIO.
- Climate Advisory Working Groups (3) in total – Working groups led by VPA (WG1) and VPC&A (WG3) had their first meeting on Nov 16 and 21, respectively; Working group led by the VPFO (WG2) kick off meeting is scheduled for December 21st.
- R Cox has proposed the idea of a 'conference' type event through and with the MACAL program – the CAP includes an annual event, and the MACAL program includes a knowledge dissemination/mobilization event so combining the two would work well. This will be added to WG1's agenda for their first meeting
- Race to Zero changes – briefing note developed outlining the implications for RRU participation discussed by Executive and commitment made to stay in the Race. P Marquez will be meeting with the Climate Action Team to discuss next steps

- Phase 1 of the Energy Audit is complete; summary and briefing note will be provided to Exec in November/December
- Meetings are being scheduled with the VPs to review the action items and accountabilities in the CAP
- Briefing note has been developed regarding carbon offsets and options for purchase or deferral of equivalent funding to climate action initiatives through RRU

COMMUNITY ENGAGEMENT

- P Marquez has been elected for a third two-year term to the Greater Victoria Chamber of Commerce. He is also nominated to join the BCCIE Board to be ratified on the upcoming December 6th meeting.
- P Marquez attended the Vancouver Island Economic Alliance's 2022 Economic Summit in Nanaimo on October 26. He also attended the South Island Prosperity Project (SIPP) third Rising Economy week (Nov 15-17) and presenting the session "The Lockdown Generation: How Do Youth Rebound from Crisis – and Thrive?".
- The VPRI co-hosted with the Executive team, visits to RRU by the Chinese Ambassador & Education Consul to Canada and the Japanese Consul General to Canada. He also attended the Abkhazi film presented by Prof. Geoff Bird with the attendance of the Georgian Ambassador to Canada on Nov 9th.
- On behalf of Dr. Steenkamp, P Marquez attended the Canada Foundation for Innovation Board of Directors reception in Victoria on November 21st.
- P Marquez will be welcoming the West Shore Chamber of Commerce to RRU on December 7th during their "Holiday at Hatley's 2022" year-end event.
- D Gann participated in the four-hour in-depth workshop developed and presented by President Steenkamp, P Twyford and C Levesque to ensure the new City of Langford Mayor & Council received a full briefing on the entire history of the RRU Langford Campus.
- In collaboration with the VPFO's office, D Gann is leading the facilitation of a joint meeting between the BC Public Service and RRU.
- The Advancement team and D Gann meet regularly to review and secure key contracts to participate in RRU outreach initiatives and events.
- D Zornes and D Gann are members of the President Steenkamp's Community Engagement Task Force

PEOPLE AND PLACE

- Gwen Hill, RRU Manager of Equity, Diversity and Inclusion in Research, is on a one-year leave to work with the Natural Sciences and Engineering Council of Canada (NSERC) to help design EDI programs
- The Associate Director Human Rights and EDI (ADHREDI) has continued working on creating the foundations for the operation and sustainability of the human rights and equity diversity and inclusion institutional commitments. Specifically, the ADHREDI is putting together a document that presents the rationale for his office's five-year strategic plan. In November, he presented *the Accommodation Policy and Procedures for Employment Accommodation for Employees and Job Candidates with Disabilities and Employment Equity Policy* at the last Human Resources General Council. He received approval to submit these policies and procedures to consultations with the community. Also, the ADHREDI completed the first draft of the RRU human rights policy. The policy is currently under review by the Policy Manager. The ADHREDI has been coordinating a working group of faculty members, staff and a student to develop the first RRU institutional system of governance of EDI and human rights. The working group expects to have the first draft of the proposal in December 2022. The ADHREDI is still developing the RRU EDI capacity-building strategy. In addition to these foundational tasks, the ADHREDI has:
 - Delivered unit-specific training.
 - Provided advice on human rights and EDI-related topics to different managers/supervisors.
 - Participated as a panelist in an EDI webinar organized by SFU, delivered three lectures at RRU (two at the Humanitarian Studies School and one at the MA for educational leadership residency) and co-coordinated the development of the Trauma Informed Pedagogy workshop.



PROGRAM AND RESEARCH COUNCIL MINUTES

MEETING OF MONDAY, NOVEMBER 28, 2022

9:00 AM ZOOM VIDEO CONFERENCE

Voting Members: Philip Steenkamp (Chair), Veronica Thompson (Vice-chair), Dranna Andrews-Brown, Lily Chong, William Holmes, Piet Langstraat, Brenda Schoepp
Regrets: Nelson Chan, Harley Eagle, Monique Gray Smith, Brigitte Harris, Catherine Holt
Non-voting Members: Pedro Márquez, Robert Mittelman
Administration: Donna van Akker (recording secretary), Ashley Richards, Drew Duncan
Guests: none

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 Andrews-Brown/Holmes

CARRIED

2. APPROVAL OF THE MINUTES OF PREVIOUS MEETING:

Approved.

M/S Holmes/ Andrews-Brown

CARRIED

3. BUSINESS/INFORMATION ARISING STEENKAMP

I. Recent Board approvals

The Chair welcomed new student representative, Lily Chong, to the Board of Governors and PRC, and thanked former member Doug Kobayaski for many years of service on PRC and to RRU in general. With D. Kobayashi having been recently elected as Mayor of Colwood, there will be more opportunities to engage with him in that role.

II. Status of degree approvals

No new updates.

THOMPSON

4. STANDING ITEMS FROM PRC ANNUAL PLAN

I. Meeting with School Advisory Council (SAC) Chairs STEENKAMP

The Chair advised that PRC members would be meeting with the SAC chairs at 10:30am. The SAC chairs had prepared reports, both written and verbal, that would be discussed along with emerging topics.

II. Review Post-secondary/Workplace Trends/post-Covid Update THOMPSON

In addition to the articles previously shared with the meeting materials, V. Thompson provided a presentation building upon the tone of the articles which highlights the volatile and uncertain environment in which post-secondary institutions are operating in BC and across Canada. It is increasingly difficult to predict with certainty how the markets and demographic representation of RRU will behave in the months to come, making it challenging to anticipate enrolments in current programs and learning opportunities.

A recent survey conducted by the Canadian Digital Learning Research Association highlighted the impact of learning through the pandemic. Referencing 32 institutions from BC who participated in the survey, the results show that some of the most challenging teaching and learning issues pertained to student and

faculty fatigue and burnout, along with student and faculty digital literacy. CDLRA also showed that in the next 24 months, it is anticipated that 51% of institutions are expected to increase online delivery of courses and programs, and 71% are expected to increase blended/hybrid delivery of courses and programs. Other data that showed the change in education delivery modes across the pandemic (2020 to 2022) through fall intakes saw an increase in in-person programming (4% in fall 2020 to 83% in fall 2022) and a dramatic reduction in both online and blended programming across the same time period, which contradicts perspectives that the future of learning is blended. There is also a difference in program delivery mode preference between domestic and international student markets, with domestic students being more interested in a hybrid model. There are also competing narratives the benefit or lack thereof of online learning, and how it may contribute to mental health. RRU's Dr. George Veletsianos, Professor and Canada Research Chair, argues that the impacts of emergency remote learning due to Covid-19 cannot be generalized to online learning.

Contradictory narratives continue regarding enrolments, as different regions in the country are experiencing different results. International student enrolments have increased on the east coast and in some schools in BC, yet other parts of the country are not experiencing these same results. Often, schools with increased enrolments are in larger institutions and in some cases, the student associations in these same schools are asking for a cap on enrolments so as not to negatively impact the services offered to the existing student body. IRCC visa processing continues to be a factor in delaying international student enrolment at RRU and other institutions, along with a volatile labour market and increasing costs and inflation. There is some good news on the horizon, with a predicted increase of up to 30% in the next 15 years in the 18-20 age group. With RRU moving towards the start of the challenge-based programming for Years 1 and 2, this could time out well.

BC's labour market outlook over the next 10 years predicts more than one million job openings where approximately 80% of those will require post-secondary training. Expected opportunities will be found in the caring economy, as well as the scientific and technical services sector. RRU may be able to address some of these needs through business, leadership, tourism, administration and professional training in both credit and non-credit programming. Skills that employers will continue to look for are ones that are readily found in RRU programming, such as critical thinking, problem solving, active listening and social perceptiveness. BC's Economic Plan also focuses on two missions inclusive growth and clean growth. RRU has alignment with both goals already, as articulated in our six critical commitments in Learning for Life: Vision 2045.

RRU is well positioned, and continues to position, to respond to the BC labour market goals and economic plans through our Academic Strategic Plan's focus on the 5 I's (interdisciplinarity, innovation, Indigeneity, integration and inclusivity); our learning, research and teaching model (LRTM) that promotes a caring and community-based environment that promotes authentic and applied transformational learning; and the combination of credit and non-credit programming, including the upcoming challenge-based Year 1 and 2 curriculum. For example, RRU is focused and committed to climate action, and offers significant programming in that area, at including certificates, degrees, professional training and micro-credential formats. This outlines a broad sweep and scope of education trends and how RRU is and can respond..

Member question/comments:

- Students, staff and faculty are concerned about declining enrolments and reduced revenue. While RRU is taking measures to counter-balance and/or address this matter, people may not be aware of those measures. Agreement that there is a communication opportunity to address the above concern
- IRCC delays are a contributor to our decline in international student enrolments, and much is being done to address that at the federal government level

- Is there a clear definition of hyflex and hybrid? The provincial government is working on a digital learning strategy that will provide these definitions. George Veletsianos is also involved in this work as a committee member. Students at RRU have indicated little interest in a hyflex environment, although there are different preferences at other BC institutions
- Is the demographic with projected growth familiar with RRU, and will they know to come here? Does RRU really address the caring economy? No clear answer regarding the demographic of projected growth, but some of our existing programs are well-positioned to support the caring economy, particularly around leadership.
- Most new programming ideas come from core and associate faculty rather than senior leadership; we typically do not hire a new faculty member to develop new programs and curriculum. Other ideas come through Professional and Continuing Studies (PCS) and client requests, or funding opportunities for micro-credentials

5. REPORT FROM ACADEMIC COUNCIL

THOMPSON

V. Thompson reported that Academic Council approved 521 graduands, reviewed the BCom and MGM external program reviews, and endorsed the San Francisco Declaration of Research Assessment (DORA) and the Recovery of Indirect Costs of Research Policy and Procedures at the October 5 meeting.

6. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

STEENKAMP

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

- In addition to what has been previously mentioned, there is optimism for the new year. Opportunities lie ahead in many areas, including federal government announcement of an Indo-Pacific strategy.
- We are looking ahead to the new leadership within the BC government, cabinet assignments, and the continuation of our alignment in the climate action, leadership, health and education space
- We hosted a breakfast for the new mayors and councils elected in the Westshore, as well as a specific meeting with the new mayor and council in Langford. More individual meetings with other Westshore councils will follow.

7. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST

THOMPSON

In addition to the report in the meeting package, the Vice-President Academic and Provost highlighted the following:

- CRC has officially announced RRU's newest Canada Research Chair in Climate Change, Biodiversity and Sustainability – Dr. Rob Newell
- Dr. Geoff Bird premiered a new documentary, - Abkhazi Garden: Sanctuary from War – a collaboration with the Land Conservancy Trust the week of Remembrance Day
- A number of initiatives are underway in MAEST, including an Indigenous Policy Framework, Sexualized Violence Policy Review, Future Ready Skills Plan, a Digital Learning Strategy, and an open call for micro-credential proposals.

7. REPORT OF THE VICE-PRESIDENT RESEARCH AND INTERNATIONAL

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

- Our goal is to secure \$3m in external research funding for the last two fiscal years. Last year, we achieved \$3.2m and this year is looking better, to possible \$3.7m
- The endorsement of DORA allows the focus on research impact instead of the traditional journal metrics
- Research policy reviews have been completed, with the Indirect Cost Recovery policy moving to implementation
- Regarding our climate action plan, there are three working groups addressing specific areas. The research and education group is focused on creating a climate action hub and planning a climate action conference. The communication and engagement group are planning a large campaign, and the third group is reviewing the campus plan having had a recent energy audit completed

8. MEETING ADJOURNED

10:16 AM

Motion to adjourn: Holmes

NEXT SCHEDULED MEETING – MONDAY, 21 NOVEMBER 2022

DRAFT

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: Dec. 8, 2022

AGENDA ITEM: Climate Action Plan progress update

SPONSOR: Pedro Márquez, Vice-President Research and International

PURPOSE: For Information

Synopsis:

This briefing note provides Board of Governor members a quarterly update on RRU's *Climate Action Plan 2022 – 2027* implementation.

Background:

Since the last quarterly update in Oct 2022, Climate Action Plan progress has involved the following:

Goal 1: Lead and Enable

- In April 2022, the establishment of Climate Advisory Working Groups were recommended by the Climate Leadership Committee (CLC) to guide and activate key initiatives in the Climate Action Plan. The status of these working groups are as follows:
 - 1) Education & Research working group – first meeting held Nov 16. Two subsequent meetings planned for December and January. Preliminary focus areas include the Climate Action Hub and the development and organizing of a climate summit in November 2023.
 - 2) Mitigation & Adaptation working group – first meeting scheduled for Dec 21
 - 3) Outreach, Engagement & Collaboration working group – first meeting held Nov 21.
- Race to Zero pledge. RRU signed the UN Race to Zero pledge in August 2021. In response to more stringent accountability criteria released by the UN, RRU is planning to develop and submit its first reduction plans across all scopes of emissions by June 2023. The Energy & Resilience Audit (completed phase one report) and a scope three reduction plan will be key inputs to this.

Goal 2: Build Knowledge and Capacity

- Indigenous Environmental Leadership Program (EcoCanada partnership). The first offering of this program was oversubscribed, and there is strong interest in another offering, which is being planned for Fall 2022.
- Micro-Credential on climate adaptation: This first-of-its-kind microcredential had 35 participants enrolled in the first offering. The “Indigenous Perspectives for Climate Adaptation” course has seen the most engagement to date. RRU and Professional Continuing Studies are assessing any required adjustments for future offerings. In addition, the Resilience by Design Lab are investigating another micro-credential on climate adaptation.
- Living Lab Program Development: The Fall 2022 residency of the MEM program focused on a Living Lab model. Lessons learned from that experience will be provided in the next report to the Board.
- CleanBC-relevant education and training programming at RRU. See Appendix 1 for a report to MAEST of RRU programs whose primary focus is climate action, environment and sustainability.

Goal 3: Collaborate for Solutions

- In Fall, the Communications & Advancement Department initiated a climate action marketing campaign, intended to inspire hope and help prospective students feel they can make a difference with an RRU education. The campaign is scheduled to run on all media channels until the end of March, supplemented by Opinion Editorials and news stories.
 - A communications plan is now underway, with expected delivery date of January 2023.
-

Recommendation:

That the Board of Governors receives this report for information.

Attachments:

1. APPENDIX 1: CleanBC-relevant education and training programming



APPENDIX 1: CleanBC-relevant education and training programming

Royal Roads University is committed to being a climate and sustainability leader in B.C.'s post-secondary sector, and climate action is woven through the university's strategic priorities. RRU escalated its commitment to climate change mitigation and adaptation through a new [Climate Action Plan 2022-2027](#). This ambitious five-year plan puts RRU on a path to climate leadership through three goals and 70 actions that span education, collaboration, partnerships, research, events and more.

While all of RRU's programs are designed to respond to the critical issues of our time, offering research-informed curricula taught by experts in climate change, sustainability, and social change, RRU's suite of climate-action programs is one of Canada's largest and most comprehensive, with graduate, undergraduate, diploma, certificate, and professional continuing studies. The following list includes those programs whose primary focus is climate action, environment and sustainability.

Program Name	Credential Type - certificate, diploma, degree, non-credit course, etc.	Description - brief information about the program, including if it is new or updated; the funding source (block operating grant, contract training, etc.); and, if applicable, partner organization(s) involved.
MA in Climate Action Leadership (MACAL)	Master of Arts	Gives students the tools to integrate climate action into existing work or launch into a new profession. Graduates will be able to translate climate science into action to reduce risk and impact and create new opportunities for a low carbon future. Students develop the knowledge and skills to envision, design and mobilize new solutions to emerging climate challenges.
Graduate Diploma in Climate Action Leadership (GDCAL)	Graduate Diploma	Gives students the tools to integrate climate action into existing work or launch into a new profession. Graduates will be able to translate climate science into action to reduce risk and impact and create new opportunities for a low carbon future. Students develop the knowledge and skills to envision, design and mobilize new solutions to emerging climate challenges.
MA in Environment and Management (MEM)	Master of Arts	Combines leading-edge research with on-the-ground practice and theory. Students enhance existing skills, while increasing knowledge about how to solve our world's complex environmental challenges. Areas of study include sustainability, climate pollution and biodiversity loss, reconciliation, social and community innovations, accelerating the take-up of social and community innovations and the nature of change. Students learn about strategic decision making and teamwork, and how to address technical and policy questions using systems and sustainability perspectives.

		Graduates will be ready to lead sustainability initiatives in multiple sectors.
MSc in Environment and Management	Master of Science	Transdisciplinary two-year blended program combining leading-edge research with on-the-ground practice and theory. Graduates are prepared to lead change and solve sustainability and environmental challenges in diverse contexts and across sectors. Topics include sustainability, climate pollution, biodiversity loss, reconciliation, and social and community innovations. Students learn about strategic decision making, teamwork and the nature of change, and develop skills to address technical and policy questions using systems and sustainability perspectives.
MA in Environmental Education and Communication	Master of Arts	Students develop a broader understanding of sustainability, learn general systems theory and cultivate their own ecological identity. We encourage students to get outside — of the classroom, and of their own mindsets. Curriculum teaches creative and strategic communication skills, and design thinking. Worldviews, ecopsychology and Indigenous ways of being and knowing shape a critical awareness of multiple perspectives and foster a closer connection with the natural world. Learning focuses on how we live, act, relate, teach and communicate and explores the interconnectedness of the biosphere through hands-on experience at field school within various Indigenous communities.
Graduate Certificate in Environmental Education and Communication	Graduate Certificate	Introduces concepts, theories, strategies and practices that will help graduates communicate and educate with the earth in mind. Students develop solid communication and education skills to inspire and motivate individuals, organizations and communities.
Graduate Diploma in Environmental Education and Communication	Graduate Diploma	Program focuses on developing competency and skill as an environmental educator and communicator. We empower students to become an agent of change, with solid communication and education skills, and the confidence to inspire individuals, organizations and communities toward a more connected and compassionate world.
MA in Environmental Practice	Master of Arts	Prepares graduates to advance in the rapidly growing range of environmental careers. Curriculum follows an integrated approach addressing social, natural and physical sciences and explores the cultural and humanities aspects of environmental problems. Students focus on the human dimensions of climate and sustainability and gain an understanding of the economics, laws and global processes that govern this crucial area.

MSc in Environmental Practice	Master of Science	<p>Prepares graduates to advance in the rapidly growing range of environmental careers. Curriculum follows an integrated science approach with a focus on social, natural and physical sciences and explores the cultural and humanities aspects of environmental problems.</p> <p>Students focus on approaching environmental issues from a scientific foundation and gain an understanding of sustainability and ecosystems, environmental risks and remediation techniques, and ways to manage sustainable development.</p>
Graduate Certificate in Science and Policy of Climate Change	Graduate Certificate	<p>This new Graduate Certificate is the first of its kind in Canada. It gives students an efficient and engaging way to break into the climate science field, or to build on current knowledge. Students examine current science and policy innovations and develop an interdisciplinary knowledge base about climate change causes and impacts while building practical skills that will empower them to identify climate challenges and solutions, and to act on them locally, and globally. To apply their learning, the final course includes a placement with a government, civil society, or Indigenous or community organization where students will address specific climate-related issues.</p>
Graduate Certificate in Sustainable Community Development	Graduate Certificate	<p>This program helps students build leadership, knowledge and practical experience and teaches an interdisciplinary approach to the social, ecological and economic implications of community change. Students learn through class work, and application of learning to a real-world project. In partnership with various municipalities, students explore principles and practices of systems thinking, decision-making and planning and by engaging in real, socially relevant projects focused on community challenges, build skills and networks.</p>
Indigenous Environmental Leadership Pathways Program	Undergraduate Certificate	<p>This new, fully online program was developed in partnership with ECO Canada. The program is designed to prepare Indigenous learners to work with existing environmental institutions in their communities and Nations to identify and address environmental issues. Students investigate environmental issues in Indigenous communities in Canada including climate change and biodiversity loss as well as approaches to climate adaptation, mitigation, restoration, and maintaining environmental quality in Indigenous communities. The program focuses on integrated environmental planning and intersections with regenerative sustainable economic and social development.</p> <p>Partner: ECO Canada</p>

BA Environmental Practice (BEP)	Bachelor of Arts completion program (years 3 & 4)	A flexible program that allows students to personalize their learning based on personal and professional interests in environment and sustainability. Graduates learn practical, industry-standard skills and prepares graduates for immediate entry to the workforce. Students study sustainable and interdisciplinary approaches to environmental policy, management, and community development enabling them to implement and inspire sustainable change.
BSc Environmental Practice	Bachelor of Science completion program (years 3 & 4)	A flexible program that allows student to personalize their learning and complete an undergraduate degree based on personal and professional interests in environment and sustainability. Graduates learn practical, industry-standard skills and prepares graduates for immediate entry to the workforce. Students study sustainable, scientific and interdisciplinary approaches to environmental policy, management, and community development so they can implement and inspire sustainable change.
BSc in Environmental Science	Bachelor of Science completion program (years 3 & 4)	This team-based degree-completion program brings together theory and practical laboratory and fieldwork skills. Students learn about environmental management, economics, law, communications, and sustainable development. Students spend time in our state-of-the-art laboratories, providing experience in laboratory practice and procedures as well as the foundations of environmental science with chemistry, hydrology, ecotoxicology and ecology. The program also cross-trains with other disciplines, like social sciences and humanities so graduates are better able to analyze and solve problems around complex environmental issues.
BBA in Innovation and Sustainability	Bachelor of Business Administration	An updated program where students earn a solid business education that will sharpen their vision for social and environmental change. Students gain skills in problem-solving, decision-making, critical thinking, collaboration, adaptability, and digital literacy. Curriculum includes project-based experiences as students work with clients in the community. Partner: CityStudio South Island
Certificate in Cultural and Natural Resources Assessment	Undergraduate credit courses	Develops the knowledge and skill set for work as field technicians with the ability to conduct biophysical and cultural inventories. Courses include: Field Fundamentals, Soil Science and Resource Assessment Tools; Vegetation Identification, Terrestrial Ecosystem Mapping and Habitat Suitability; Introduction to Geospatial Technologies and Mapping; Archaeology and Ethnobiology in Resource and Environmental Management; Data Visualisation, Management, and Reporting;

		<p>Environmental Monitoring for Natural Resource Projects; and Understanding the Biosphere.</p> <p>Partners: Haisla Nation and Kitselas First Nation</p>
Certificate in Ecological Restoration	Hybrid credit and non-credit certificate	<p>Instruction in ecological restoration which is becoming an increasingly important tool to repair the ecological integrity of degraded forests, wetlands, rangelands, and other critical habitats. Courses include: Field Fundamentals, Soil Science, and Resource Assessment Tools; Vegetation Identification, Terrestrial Ecosystem Mapping and Habitat Suitability; Introduction to Geospatial Technologies and Mapping; Archaeology and Ethnobiology in Resource and Environmental Management; Data Visualisation, Management, and Reporting; Environmental Monitoring; Introduction to Project Management; and Understanding the Biosphere.</p> <p>Partner: Seabird Island Band</p>
Healing the Land	Non-credit	<p>Hands-on, community-based training program that will provide students with the skills and knowledge required to work in reclaiming and restoring disturbed lands. The Healing the Land program is low-barrier with a focus on creating practical skills in a topic area with proven potential for future employment for course graduates. Through the course, students will develop the skills required to participate in ecosystem reclamation and restoration with an emphasis on those skills especially relevant to the needs of the community or communities represented in the program (e.g., for mine, pipeline or other site restoration).</p>
Growing our Futures	Non-credit	<p>A practical, hands-on training program focused on Indigenous students interested in learning how to grow native plants for ecological restoration, landscaping and food production. In this ten-week program, students will develop knowledge and skills in:</p> <ul style="list-style-type: none"> • <i>Native plant identification</i> • <i>Native plant seed collection</i> • <i>Native plant propagation</i> • <i>Employment and entrepreneurial skills</i> • <i>Cultural knowledge of native plants (as provided by community knowledge keepers)</i> <p><i>Growing Our Futures</i> is designed to help students become job-ready, and is enhanced with cultural activities, support from Elders, and field visits to restoration sites and native plant nurseries. The program is delivered within host communities in order to reduce barriers to attendance and to ensure as much relevance as possible to community interests and opportunities.</p>

Climate Action Practitioner Micro-credential	Non-credit micro-credential. Credit pathway available to MA Climate Action Leadership	<p>The program explores how climate change is affecting us, what we can do to reduce the impacts, and how we can increase our individual and collective resilience and adaptability. You will actively engage within a multidisciplinary and professional community to develop the foundational knowledge and skills to bring climate action strategies and transition leadership into your workplace. You will develop an understanding of regional climate trends and risks, their implications for human, infrastructure, and natural systems, and how change leadership, financial, and policy approaches are integral to devising real solutions. Courses include:</p> <ul style="list-style-type: none"> • <i>Climate Change Adaptation Fundamentals</i> • <i>Indigenous Knowledge and Perspectives on Climate Adaptation</i> • <i>Introduction to Transition Leadership</i> • <i>Climate Policy for Climate Adaptation Professionals</i> • <i>Natural Asset Management</i> • <i>Climate Communication</i> • <i>The Financial Impact of Climate Change</i> • <i>Climate Change Perspectives for Project Managers</i>
Climate Risk Micro-credential	Non-credit micro-credential	<p>Courses include:</p> <ul style="list-style-type: none"> • <i>PIEVC Protocol (Public Infrastructure Engineering Vulnerability Committee)</i> • <i>Asset Management and Climate Resiliency</i> • <i>Climate Change Impacts and Adaptation Training Program for Professional Planners</i> <p>Proposed courses:</p> <ul style="list-style-type: none"> • <i>Climate Law</i> • <i>Applied Climate Science</i> • <i>Climate Policy and Procurement</i>