

Board of Governors - Open Session



Board:

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

Executive:

Susan Gee
Pedro Márquez
Veronica Thompson
Philip Twyford

Guests:

Alejandro Campos-Garcia
Marla Chow
Trish Glab
Erin Limacher

Administration:

Drew Duncan
Ashley Richards (recording)

March 31, 2023 08:30 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Chan	08:30 AM-08:34 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Chan	08:34 AM-08:35 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 8 December 2022 Board of Governors meeting be approved as distributed.	Chan	08:35 AM-08:36 AM	4
4. Report from the President For information	Steenkamp	08:36 AM-08:51 AM	

SPECIAL BUSINESS

- | | | | | |
|----|---|----------------------------|-------------------|--|
| 5. | Enrollment and Admissions Update
For information | Thompson / Glab | 08:51 AM-09:21 AM | |
| 6. | New Marketing Approach
For information | Gee / Chow /
Limacher | 09:21 AM-09:41 AM | |
| 7. | Equity, Diversity and Inclusion Update
For information | Márquez /
Campos-Garcia | 09:41 AM-09:51 AM | |

REPORTS FROM COMMITTEES

- | | | | | |
|----|---|-----------|-------------------|--|
| 8. | Program and Research Council | Steenkamp | 09:51 AM-10:01 AM | |
| | 8.1 Report from Chair
For information | Steenkamp | | |
| | 8.2 New Program Approvals from
Academic Council
For information | Thompson | | |

BREAK 10:01 AM-10:16 AM

- | | | | | |
|----|--|------------------|-------------------|----|
| 9. | Finance and Audit Committee | Brewster | 10:16 AM-10:46 AM | 9 |
| | 9.1 Report from the Committee Chair
For information | Brewster | | |
| | 9.2 2023/24 Annual Operating and
Capital Plan | Twyford | | 9 |
| | MOTION: That the Board of Governors approves: | | | |
| | 1. the 2023/24 Operating and Capital Plan and 2023/24 tuition rates and mandatory academic fees as presented; and | | | |
| | 2. the 2024/25 tuition rates and mandatory academic fees increase of 2% for domestic continuing students and 4% for international continuing students. | | | |
| | 9.3 RRU Foundation 2023/24 Budget | Brewster/Twyford | | 42 |
| | MOTION: That the Board of Governors approves the 2023/24 budget for the Royal Roads University Foundation. | | | |
| | 9.4 Privacy and Protection of Information
- Policy Renewal | Brewster/Twyford | | 45 |
| | MOTION: That the Board of Governors approve the updated Privacy and Protection of Information Policy and the rescission of the Privacy Policy and Freedom of Information and Privacy Policy. | | | |

- | | | | | |
|-----|---|-------|-------------------|--|
| 10. | Governance and Nominating Committee | Benty | 10:46 AM-10:49 AM | |
| | 10.1 Report from the Committee Chair
For information | Benty | | |

VP PORTFOLIO REPORTS

- | | | | | |
|-----|--|----------|-------------------|----|
| 11. | Report from the Vice-President, Academic
and Provost
For information | Thompson | 10:49 AM-10:55 AM | 56 |
|-----|--|----------|-------------------|----|

12.	Report from the Vice-President Finance and Operations	Twyford	10:55 AM-11:01 AM	59
	For information			
13.	Report from the Vice-President, Communications and Advancement	Gee	11:01 AM-11:07 AM	61
	For information			
14.	Report from the Vice-President Research and International	Márquez	11:07 AM-11:13 AM	64
	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.			
15.	Consent - Approval Items	Chan	11:13 AM-11:14 AM	
	None			
16.	Consent - Information Items	Chan	11:14 AM-11:15 AM	67
16.1	Draft PRC minutes of the 20 March 2023 meeting of the Program and Research Council *ADDED MARCH 27			67
16.2	Climate Action Plan Update			73
16.3	PRC Annual Plan 2023/24			75
17.	Adjournment of Open Session			

DRAFT



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

**08 December 2022
Sequoia Building, Boardroom 411 / Zoom**

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

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

The board chair 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 shared holiday reflections and thanked Media Support Services, Events, faculty, associate faculty, and staff for making the Convocation and Indigenous Graduation Celebration ceremonies such a success. At the October 6, 2022 meeting of the Board of Governors, the board approved a one-year extension of Nelson Chan in the board chair and chancellor role to align with the conclusion of his time as a member of the board. The chair also provided congratulations to Selina Robinson, the new Minister of Post-Secondary Education and Future Skills.

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 (Brewster/Holmes)

That the agenda be approved as distributed.

CARRIED

3. Approval of the MinutesMOTION (Pearce/Saunders)

That the minutes of the open session of the 6 October 2022 Board of Governors meeting be approved as distributed.

CARRIED

4. Report from the President

President Steenkamp acknowledged the lands of the Xwsepsum (Esquimalt) and Lekwungen (Songhees) ancestors and families and provided an update to members on the following topics:

- **New board members:** President Steenkamp welcomed new board-appointed member, Catherine Holt, and student-elected member, Lily Chong, to the meeting.
- **Convocation:** President Steenkamp recognized the achievements of honorary degree recipient, Elder THE-LA-ME-YÉ Shirley Alphonse. A dinner was held in her honour the evening before Convocation, and John Horgan attended as his last act as Premier of British Columbia.
- **Alumni Engagement:** A series of successful alumni engagement events were held in Kelowna, Ottawa, Toronto and Victoria. An alumni event was also held for RRU alum who are also RRU employees.
- **Events:** Campus Conversation (Nov. 9); Remembrance Day (Nov. 11); Celebrating 2022 Together (Dec. 1), an event expressing gratitude for the year and recognizing long-serving and recently retired staff, faculty and associate faculty; and a vigil and gathering for the National Day of Remembrance and Action on Violence Against Women (Dec. 6) were all recently held on campus.
- **Conferences:** President Steenkamp recently attended the Times Higher Education Summit, which had panels focused on access and equity, and the Global Sustainability Congress, which focused on the role of universities in sustainable future.
- **Ottawa Meetings:**
 - **Universities Canada Annual Meeting:** one session was on international visa issues with the Deputy Minister of Immigration, Refugees and Citizenship Canada, Christiane Fox. She has demonstrated that the federal government is aware of the international visa backlogs and issues in the system.
 - **Breakfast with the Clerk of the Privy Council and Secretary to the Cabinet, Janice Charette:** discussed visa issues and learned about the government's Indo-Pacific strategy.
 - **UniCan Workshop:** focused on academic freedom and institutional autonomy. President Steenkamp hopes to hold a similar workshop or symposium at RRU with faculty.
- **Government Relations:** Selina Robinson is the new Minister of Post-Secondary Education and Future Skills, and President Steenkamp recently met with BC's new Premier, David Eby.
- **Westshore Campus:** RRU had all the Westshore mayors attend a meeting on campus. Progress is being made on the memorandum of agreement between RRU, University of Victoria and Camosun College on the governance structure for the new campus.

Members discussed the meetings that President Steenkamp had in Ottawa, and the ministerial changes both federally with Chris Fox, and provincially with Selina Robinson. While the Ministry of Advanced Education and Skills Training is now to be known as the Ministry of Post-Secondary Education and Future Skills, it was noted to be more of a change in name than in priority.

REPORTS FROM COMMITTEES

5. Report from the Program and Research Council

5.1 Report from the Chair

The council met on November 28, 2022. PRC welcomed the new student representative to the Board of Governors, Lily Chong, to the committee and discussed: post-secondary workplace trends; post-secondary enrollment in BC, across Canada and internationally, and the visa processing challenges; the current state of the economy and future considerations; an update from Academic Council on external reviews for the Bachelor of Commerce and Master of Global Management programs and the endorsement of the San Francisco Declaration on Research Assessment, and the recovery of indirect costs of research policy and procedure. The second half of the meeting was dedicated to PRC's annual meeting with the chairs of the different advisory councils for each of the schools at RRU to discuss their respective sectors and how school programs are responding to the needs of the market. It was noted that RRU needs to rethink its advisory structure, particularly as the academic alignment moves forward and potentially away from the school structure, to ensure that a good advisory structure is in place. PRC will reconvene with those chairs prior to next November to discuss this further.

PRC will meet next on March 20, 2023.

5.2 New Program Approvals from Academic Council

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

6. Report from the Finance and Audit Committee

6.1 Report from the Committee Chair

The committee met on November 24, 2022 and key topics of presentation and discussion included: the second quarter report; noting the forecast to finish the year in a balanced position; the Langford campus; and two financial policy amendments.

FAC next meets on March 16, 2023.

6.2 Accumulated Surplus Policy - Review

Vice-President Finance and Operations, Philip Twyford, discussed both this policy and the Delegation of Authority Policy (item 6.3), at the same time. The Accumulated Surplus Policy governs how RRU manages and uses any accumulated surplus, whereas the Delegation of Authority Policy details how authority is delegated and managed. These have both been

updated to reflect that they are administrative policies, rather than board policies, and the format and topic headings have been updated to match the new policy template. There are no substantive changes to either policy.

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

MOTION: (Chan/Pearce)

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

CARRIED

6.3 Delegation of Authority Policy - Review

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

MOTION: (Holmes/Brewster)

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

CARRIED

7. Report from the Governance and Nominating Committee

7.1 Report from the Committee Chair

The committee met on November 23, 2022 and discussed items such as the revised Student Organization Policy; the "Prevention and Response to Sexual Violence and Misconduct" Advisory Committee report for 2021/22; the Board Strategic Plan; Board retreat planning and board member reappointments. 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 March 16, 2023.

VP PORTFOLIO REPORTS

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

Veronica Thompson elaborated on the DQAB reviews, as well as Dr. Geoff Bird's film screening, Abkhazi Garden: Sanctuary from War, and Convocation. Regarding a question on masking requirements, she shared that in acknowledgement of people who want to be in-person but are immunocompromised, that faculty and associate faculty can discuss masking with their classes and reach a consensus decision on masking within that learning community.

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

P. Twyford highlighted the following topics within his report: budget tracking; COVID response; the focus on the Student Information System (SIS) implementation and enrollment; the anticipation of a new Associate Vice-President Finance in early 2023; community engagement

regarding the new campus and work on the governance structure between the three lead institutions; the payout of merit pay work with the Public Sector Employers' Council on compensation strategies on the collective mandate, and the continued work on collective bargaining; and the employee survey that is underway.

Governor Brewster complimented P. Twyford on his ability to pick up the post-secondary financial portfolio and the excellent work he's doing.

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

S. Gee highlighted the following: the shifting of the Marketing plan to a tiered approach; the move to cost-recovery model with Campus Services; an alumni event will be held in Vancouver in January; and a first draft of a joint communications, engagement and marketing strategy for the RRU Langford campus has been developed.

11. Report from the Vice-President Research and International

P. Márquez drew member attention to the following: successful COVID-related research funding opportunities for RRU; that discussions are in progress regarding recruitment for a new Canada Research Chair when Dr. George Veletsianos' second term ends in 2024; the review of research-related policies continues; that the three Climate Advisory Working Groups recommended in the Climate Action Plan have been created and are meeting; and that RRU welcomed the Chinese Ambassador & Education Consul to Canada and the Japanese Consul General to Canada.

CONSENT AGENDA

PRO-FORMA MOTION

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

12. Consent Agenda - Approval items:

None.

13. Consent Agenda - Information items:

13.1 Draft PRC minutes of the 28 November 2022 meeting of the Program and Research Council

13.2 Climate Action Plan Report

14. Adjournment of Open Session

The meeting adjourned at 10.37 a.m.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING:	March 31, 2023
AGENDA ITEM:	2023/24 Operating and Capital Plan
SPONSOR:	Philip Twyford, Vice-President, Finance and Operations
PURPOSE:	For Decision

Synopsis:

Presentation of the Royal Roads University 2023/24 Operating and Capital Plan to the Board of Governors for approval.

The Finance and Audit Committee reviewed the budget plan at their March 16, 2023 meeting. A key point of discussion with the Committee included discussion on tuition rates for continuing students. The University's practice on tuition pricing has been to keep the tuition for continuing students at the same rate as when they first entered a program. Moving forward, management is recommending that there be a tuition rate increase each year for continuing students.¹ This strategy would be phased starting with new students in the 2023/24 program year and is in alignment with how other post-secondary institutions manage tuition pricing.

Attachment 1 provides the 2023/24 Operating and Capital Plan.

Key Considerations:

The 2023/24 Operating and Capital Plan (Plan) forecasts a \$64K net operating income compared to a forecast 2022/23 net operating income of \$38K. The capital investment program for 2023/24 is valued at \$56.8M.

Assumptions:

The Plan focuses on key strategic investments while balancing long-term financial sustainability and responsible resource allocation. In that respect, it includes moderate assumptions for revenue growth and a continuation of cost management measures through the next three-year rolling fiscal cycle.

Operating Budget

Revenues

- Enrolment projection of 2,619 student FTEs, a 0.2% net increase over 2022/23;
- Tuition increases of 2% and 4% for new domestic and international students respectively;
- Increase in funding related to the provincial 2022 Shared Recovery Mandate;

¹ The tuition rate for continuing students enrolled in a program that started prior to the 2023/24 program year will remain constant until completion of their current program. Students starting their program in the 2023/24 year or subsequent years would see an annual tuition rate increase of 2% per year until the completion of their program.

- Increase in ancillary revenue from fee increases (i.e., accommodation and parking fees); and
- Increase in other revenue generating activities (i.e., space rental).

Expenses

- Consideration of inflationary pressures;
- Targeted cost management strategies for non-essential activities;
- Reallocation of budget to ensure university core functions remain supported;
- 5.5% base salary increase for bargaining members;
- Continuation of merit pay;
- 4% average contracted faculty rate increase; and
- \$0.5M in additional funding to support technological and communication upgrades and to strengthen cybersecurity.

As part of the budget process, the University is seeking approval to increase tuition for returning students by 2% for domestic students and 4% for returning students starting in 2024/25. Management is seeking approval now to provide sufficient notice time for students including updates to the website.

Capital Budget

The University's capital investment program for 2023/24 is valued at \$56.8M, including \$12.3M for the Colwood campus and \$44.3M to support completion of the first building at the new Langford campus. It is anticipated that all investments in the Langford campus will be fully funded by the provincial government and other external sources.

Financial Risk Assessment:

More than 50 percent of the University's revenue is generated through tuition and other academic fees. As such, a key factor in achieving a balanced budget is the materialization of new and continuing student enrolments. Furthermore, global economic uncertainty and higher than anticipated inflation-driven increases have the potential to put additional pressure on operational and capital costs. This plan includes a multi-scenario risk analysis along with potential mitigation strategies to ensure the long-term financial health of the University.

Recommendation:

In alignment with the recommendation from management and the Finance and Audit Committee, it is recommended that the Board of Governors approve the 2023/24 Operating and Capital Plan and rate increases for continuing students.

MOTION

That the Board of Governors approves:

1. *the 2023/24 Operating and Capital Plan and 2023/24 tuition rates and mandatory academic fees as presented; and*
2. *the 2024/25 tuition rates and mandatory academic fees increase of 2% for domestic continuing students and 4% for international continuing students.*

Attachment:

1. 2023/24 Operating and Capital Plan



Royal Roads
UNIVERSITY

Operating & Capital Budget Plan

2023 - 2024





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Letter From the President



Dear Colleagues,

As we move into the the next fiscal year, I want to take this opportunity to recognize your ongoing commitment and collaborative efforts. Your dedication and hard work have allowed us to navigate the COVID-19 pandemic and will continue to lead us through the ongoing global challenges currently impacting the post-secondary sector.

In 2021, RRU crafted Learning for Life: 2045 and beyond to chart our vision and values for the next 25 years. The budget for 2023/24 was developed with our foundational purpose in mind – acknowledging that we must balance financial pressures stemming from decreased enrolment and rising costs while continuing to invest in key strategic initiatives that support our ability to deliver a transformational learning experience for our students

Key highlights of this year's budget include:

- \$44.3M to continue construction of the West Shore Initiative, a visionary collaboration between three postsecondary institutions—Camosun College, Royal Roads University and the University of Victoria.

The new campus will accommodate 1,300 full-time students at full capacity and greatly increase access to post-secondary education in the West Shore and other communities on southern Vancouver Island.

- \$6.0M for capital technology initiatives to support our students and colleagues, including the development of a new Student Information System (SIS) that will improve the registration experience for our students and streamline processes for our colleagues.
- \$1.0M for a multi-year project to install energy meters in campus buildings, including a direct digital control system, in alignment with management's commitment to prioritize initiatives to meet climate action goals.
- \$2.9M allocated to fund increases for bargaining and excluded members in line with government's 2022 Shared Recovery Mandate.
- More than \$3.6M in research revenue—a 55 per cent increase since 2018/19—that showcases the growth of our dynamic research culture.
- Launch of the Emerging Indigenous Scholars Circle, creating opportunities to support Indigenous doctoral graduates in the early stages of their academic careers.
- \$0.1M in funding for innovative projects and forward thinking initiatives.

I wish to thank our faculty and staff who have contributed to the development of the operational and capital plan and to all my colleagues for continuing to come together and support each other in times of change. Your innovation, expertise and commitment to our vision and values is our greatest strength.

Sincerely,

Philip Steenkamp, PhD
President and Vice-Chancellor

1.0

Executive Summary

Royal Roads University's (the University) approach to operating and capital planning is designed to align financial operating and capital resources with RRU's vision and values. In doing so, the planning process is able to meet changing institutional needs and remain responsive to new opportunities and challenges. In keeping with its commitment to financial stability and sustainability, the 2023/24 operating and capital budget is taking a risk-based financial management approach including consideration of key economic environmental factors.

Over the past decade, post-secondary institutions (PSIs) have navigated an era of unprecedented change. From a financial lens, there has been a substantial shift in the makeup of general operating revenues with core government grants contributing a smaller proportion of total university funds. Consequently, PSIs are becoming increasingly more reliant on tuition, fees and ancillary revenues to fill funding gaps.

Considering the relative importance that tuition and other fees have contributed to university revenues in recent years, managing and planning for the impacts of the pandemic has been an ongoing challenge. From an international

perspective, while concerns over disruptions in travel and entry restrictions in Canada did not materialize in lower enrolments at the start of the pandemic, many Canadian institutions started observing declines in 2022, the full impact of which will be seen over the coming years.

In response to the pandemic and enrolment challenges, the University has exercised caution over discretionary spending with the goal of achieving a balanced budget. With academic and operational activities normalizing, the general expenditure decline observed in 2020/21 and 2021/22 is now reversing. Against a backdrop of high inflation, exceptionally tight labour markets and global supply shocks, it is anticipated that the University will continue to face a year of slow economic growth.

Within this context, the 2023/24 budget for the University is presented in this operating and capital plan. The purpose of this plan is to support the vision and values laid out in [Learning for Life: 2045 and beyond](#), balancing long-term financial sustainability and responsible resource allocation to meet the University's strategic mission.



Royal Roads University acknowledges that the campus is located on the traditional lands of the Xwsepsum (Esquimalt) and Lekwungen (Songhees) ancestors and families.

With gratitude, we live, work and learn here where the past, present and future of Indigenous and non-Indigenous students, faculty and staff come together.

Hay'sxw'qa si'em!

2.0

2022/23 Forecast

As the University enthusiastically welcomed its students back to campus over the past year, the pandemic continued to influence the global economy and impact the University's activities in new and uncertain ways. Throughout 2022 a decade of ultra-low interest rates ended, labour shortages emerged, and limited global supplies prevailed. These factors will likely continue to influence university revenue and expenditure trends over the coming years. At the beginning of 2022/23, the University was forecasting a deficit of \$5.3M.

Enrolment

In 2022, the University experienced a decline in enrolment of 229 new and continuing full-time equivalent (FTE) students as compared to the prior year, including 209 fewer domestic enrolments. The overall impact for 2022/23 is forecast to be a \$3.0M (6%) decline in tuition and other academic fees. Considering the increasingly important contribution of tuition and fees to revenues, the University is focusing on enrolment activities through the Strategic Enrolment Management Steering Group.

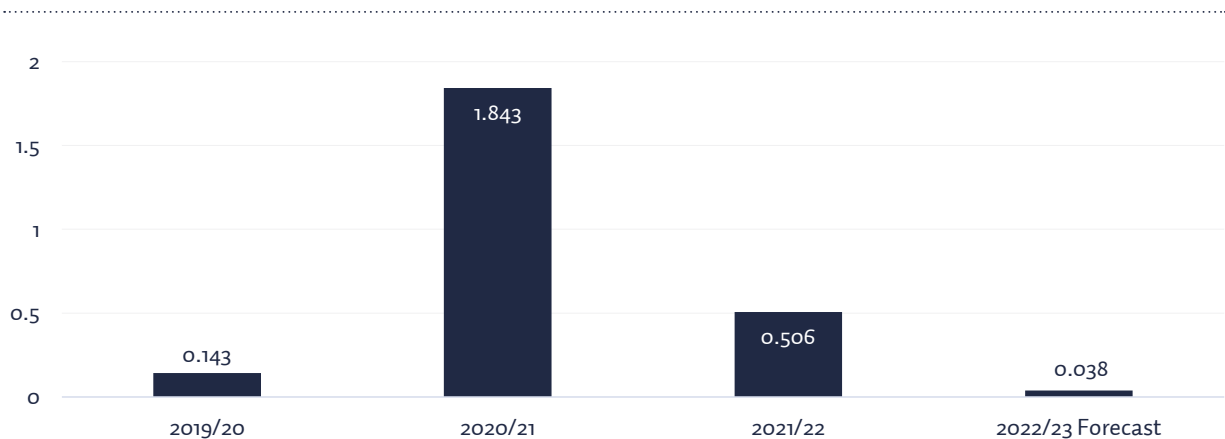
the price of goods and services influenced every aspect of the University's academic and operational activities. The University had to react quickly to the compounding impacts of enrolment declines and rising costs to check expenditures and ensure a balanced budget. Coupled with the efforts and adaptability of faculty and staff, the University was able to continue to meet student experience and program delivery expectations while core operations maintained a vibrant campus.

Cost Management

The total Consumer Price Index (CPI) rose sharply through 2022, peaking at 8.1% in June, and the effect of inflation on

The overall impact of these efforts is a balanced budget forecast at year end, a significant change from the \$5.3M net deficit that was being forecast at the end of the first quarter (Figures 1 to 1.2).

FIGURE 1. NET OPERATING INCOME (\$MILLIONS)



2.0 2022/23 FORECAST

FIGURE 1.1 OPERATING REVENUE (\$MILLIONS)

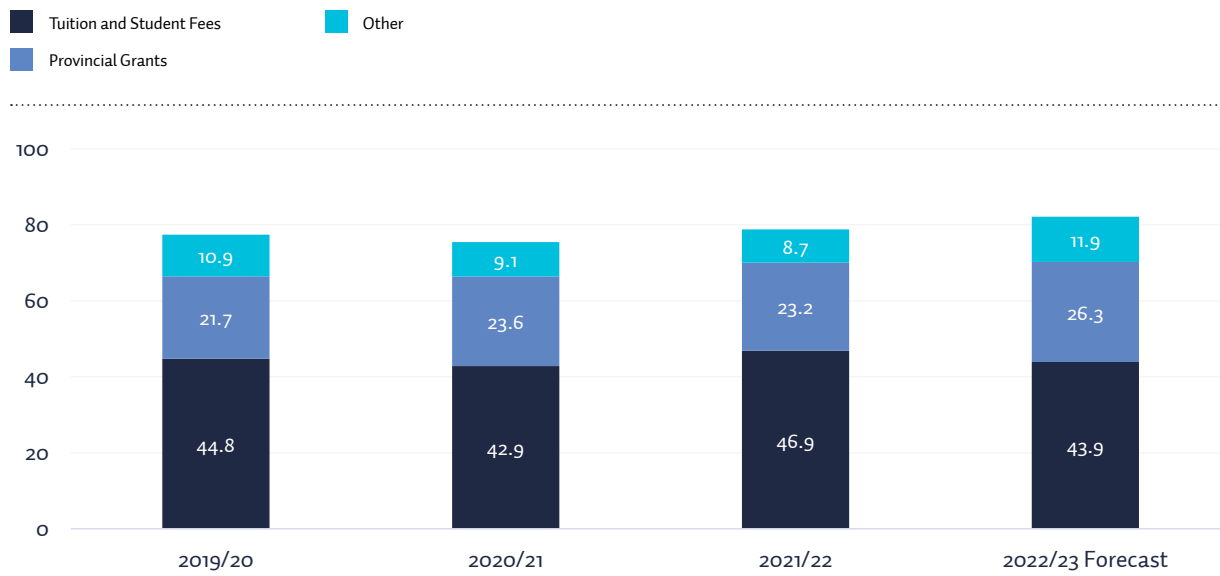
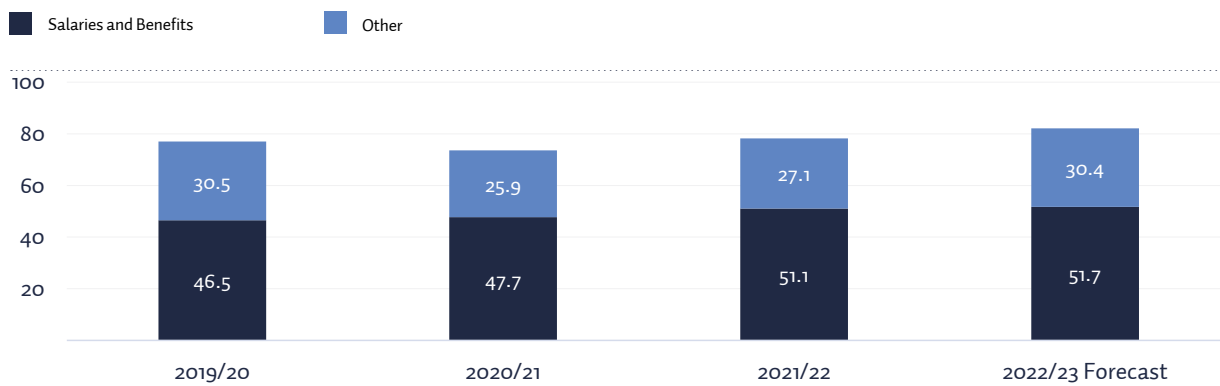


FIGURE 1.2 OPERATING EXPENDITURES (\$MILLIONS)



3.0

Budget 2023/24

3.1 Balanced Budget



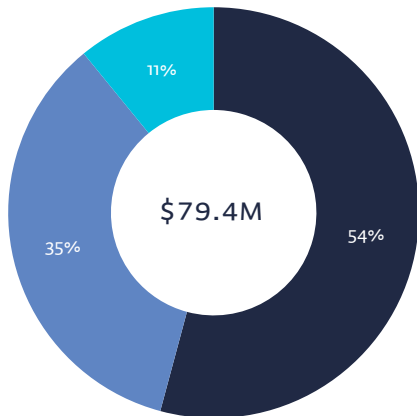
Risk-Based Financial Management Approach

Over the last two years, the University has adjusted its budget approach to address the ongoing economic challenges and uncertainty as the long-term impacts of the COVID-19 pandemic continue to unfold. The budget 2023/24 plan (Plan) focuses on key strategic investments while balancing long-term financial sustainability and responsible resource allocation to meet the University’s strategic vision. In that respect, this Plan includes moderate assumptions for revenue growth and a continuation of cost management measures through the next three-year rolling fiscal cycle.

FIGURE 2. 2023/24 OPERATING BUDGET (\$MILLIONS)

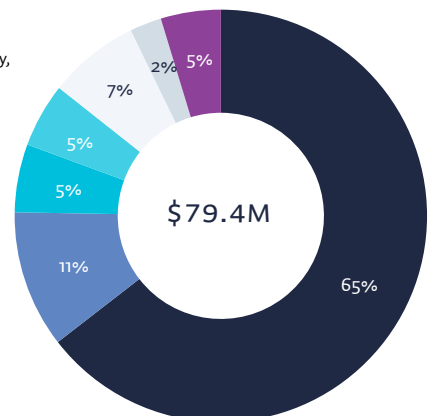
REVENUES

- Tuition and Other Academic Fees
- Provincial Grants
- Other



EXPENSES

- Salaries and Benefits
- Academic Contracts and Instructional Program Delivery
- Amortization
- Supplies and Services
- Information Technology, Grounds and Facilities
- Marketing and Student Recruitment
- Non-Academic Contracts



3.2 BUDGET 2023/24

3.2 2023/24 RRU Operating Plan



The operating budget has been developed on a risk-adjusted basis. Consideration has been given to the impact of revenue assumptions and cost management measures to ensure a balanced budget. Detailed information is provided in Appendix 3 of this Plan.

The operating budget covers the operations of the University and includes provincial funding as well as tuition and fees, ancillary services, and investment revenue (Table 1). The target for the operating budget is not only to balance per the requirements of the *University Act*, but also to ensure that adequate revenues are generated to fund critical capital requirements, including investments in technology, in current and future years.

TABLE 1. OPERATING AND RESTRICTED PLAN 2023/24 (\$THOUSANDS)

	2021/22 ACTUALS	2022/23 FORECAST	2023/24 PLAN	2023/24 OPERATIONAL	2023/24 RESTRICTED	2024/25 PLAN	2025/26 PLAN	2023/24 PLAN V. 2022/23 FORECAST	
REVENUES									
Tuition Fees and Other Academic Fees	46,891	43,901	45,158	44,293	865	46,564	48,260	1,256	3%
Provincial Grants	23,191	26,326	29,006	28,263	743	31,246	32,872	2,680	10%
Other Revenues	8,654	11,920	12,229	6,887	5,341	12,554	12,889	309	3%
Total Revenues	78,736	82,147	86,392	79,443	6,949	90,365	94,020	4,245	5%
EXPENSES									
Labour	60,799	61,541	63,323	59,825	3,499	65,492	67,281	(1,781)	(3%)
Non-Labour	17,431	20,568	23,005	19,555	3,450	24,223	25,727	(2,437)	(12%)
Total Expenses	78,230	82,110	86,328	79,380	6,949	89,715	93,008	(4,218)	(5%)
Excess (deficiency) of revenues over expenses	506	38	64	64		650	1,012	27	72%

3.2 BUDGET 2023/24

Highlights

REVENUES

Operating revenues are budgeted at \$86.4M, including \$6.9M in restricted revenues, an increase of \$4.2M (5%) over the 2022/23 forecast. Key operating revenue assumptions include:

- Enrolment projection of 2,619 student FTEs;
- Tuition increases of 2% and 4% for new domestic and international students, respectively;
- Increase in funding related to the provincial [2022 Shared Recovery Mandate](#);
- Increase in ancillary revenue from fee increases (i.e., accommodation and parking fees); and
- Increase in other revenue generating activities (i.e., space rental).

EXPENDITURES

Operating expenditures are budgeted at \$86.3M, including \$6.9M in restricted expenses, an increase of \$4.2M (5%) over the 2022/23 forecast.

Key operating expenditure assumptions include:

- Consideration of inflationary pressures;
- Targeted cost management strategies for non-essential activities;
- Reallocation of budget to ensure university core functions remain supported;
- 5.5% base salary increase for bargaining members;
- Continuation of merit pay;
- 4% average contracted faculty rate increase; and
- \$0.5M in additional funding to support technological and communication upgrades and to strengthen cybersecurity.

2023/24 net operating income is projected at \$0.1M, comparable to the 2022/23 forecast and in line with moderate student FTE growth projections and a continued focus on cost management. The impacts of the current forecast and next year's budget on the University's financial sustainability are presented in Appendix 2.

2022 Shared Recovery Mandate*

Key Priorities:

- Protecting the services that people in British Columbia depend on
- Improving health care and preparing for future needs and challenges
- Supporting a strong economic recovery that includes everyone in B.C.

Elements of the 2022 mandate include:

- Three-year term
- General wage increases

- ▶ **YEAR 1** – a flat increase of \$0.25/hour which provides a greater percentage increase for lower paid employees, plus 3.24%
- ▶ **YEAR 2** – 5.5% plus a potential Cost of Living Adjustment to a maximum of 6.75%
- ▶ **YEAR 3** – 2% plus a potential Cost of Living Adjustment to a maximum of 3%
- A negotiable Flexibility Allocation of up to 0.25% in years 1 and 2 to support mutually beneficial outcomes for both parties

For reference: [Public Sector Bargaining Mandates & Agreements - Province of British Columbia \(gov.bc.ca\)](#)

*2023/24 compensation rate increases for excluded staff are subject to government directive with anticipated announcement in early fiscal 2023

3.3 BUDGET 2023/24

3.3 Operating Plan Assumptions

Revenue

ENROLMENT

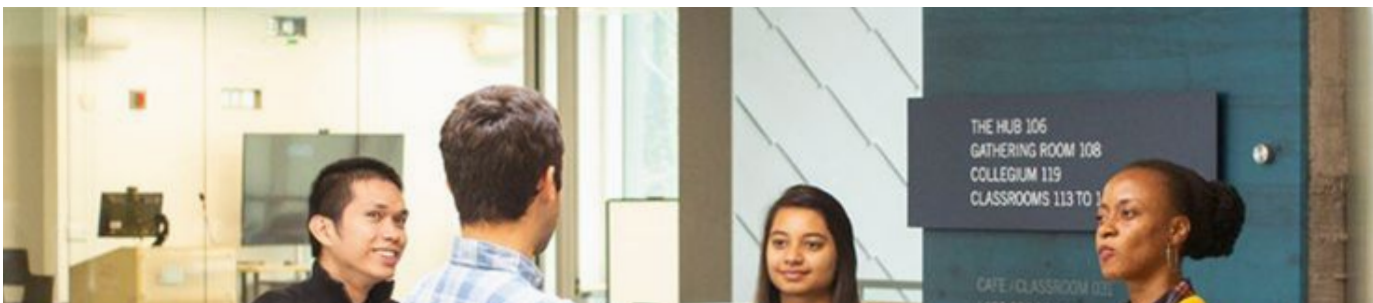
KEY PERFORMANCE INDICATORS					
	2019/20 ACTUAL	2020/21 ACTUAL	2021/22 ACTUAL	2022/23 FORECAST	2023/24 PLAN
Student FTEs – Credit Programs	3035	2832	2932	2613	2619
Program/Student Mix for Graduate/Undergraduate	71/29	72/28	75/25	81/19	92/8
Program/Student Mix for Domestic/International	67/33	72/28	74/26	75/25	75/25
Credit Programs – Revenue from Domestic Students (\$millions)	\$26.3	\$27.2	\$29.3	\$26.1	\$27.2
Credit Programs – Revenue from International Students (\$millions)	\$13.2	\$11.9	\$12.3	\$11.8	\$12.4
Non-Credit Programs – Tuition Revenues (\$millions)	\$3.4	\$2.3	\$3.4	\$3.7	\$3.5

CREDIT PROGRAMS

2023/24 tuition revenue from credit programs at \$39.6M is 4% higher than the 2022/23 forecast. Lower student FTEs in 2022/23 will have ongoing impacts on future years as the number of students continuing their programs in subsequent years drop relative to prior years. A target of 2,619 FTEs assumes higher growth in new student enrolments compared to the current year. Revenues are also subject to proposed 2% domestic and 4% international tuition rate increases.

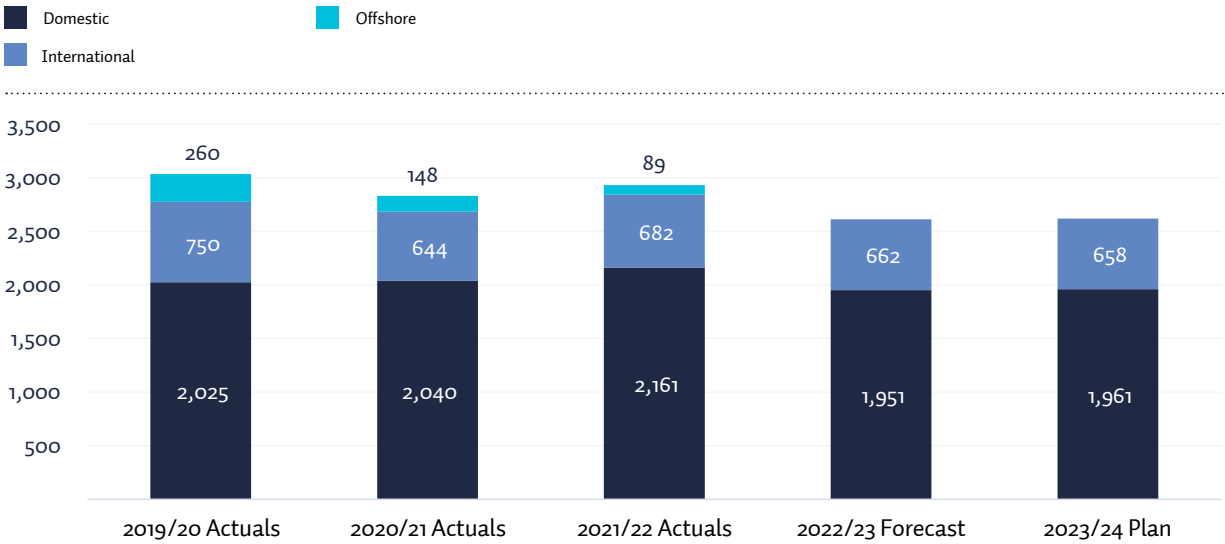
The projected increase in new student enrolments will materialize through higher, focused growth in the Master of Global Management and other programs (Figures 3.1 to 3.4).

With the decrease in domestic enrolments in 2022/23, there is a potential risk that increased international enrolments in future years could cause the University to exceed the 70/30 domestic to international enrolment ratio set by the Board.

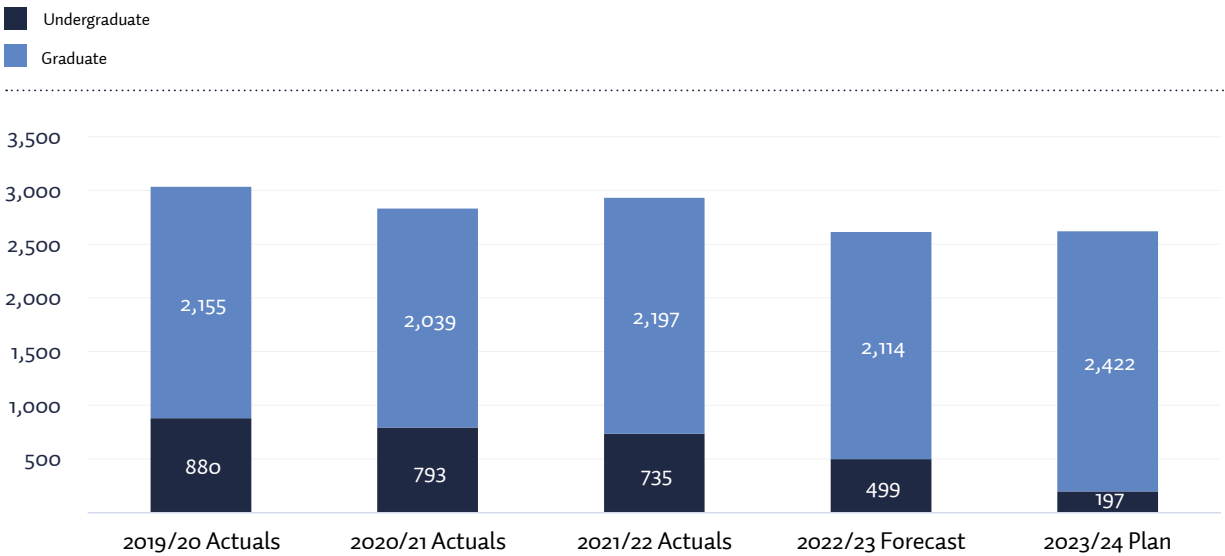


3.3 BUDGET 2023/24

FIGURE 3.1 STUDENT FTE TREND DOMESTIC/INTERNATIONAL



FIGURES 3.2 STUDENT FTE TREND UNDERGRADUATE/GRADUATE



3.3 BUDGET 2023/24

FIGURE 3.3 TUITION REVENUE DOMESTIC/INTERNATIONAL (\$MILLIONS)

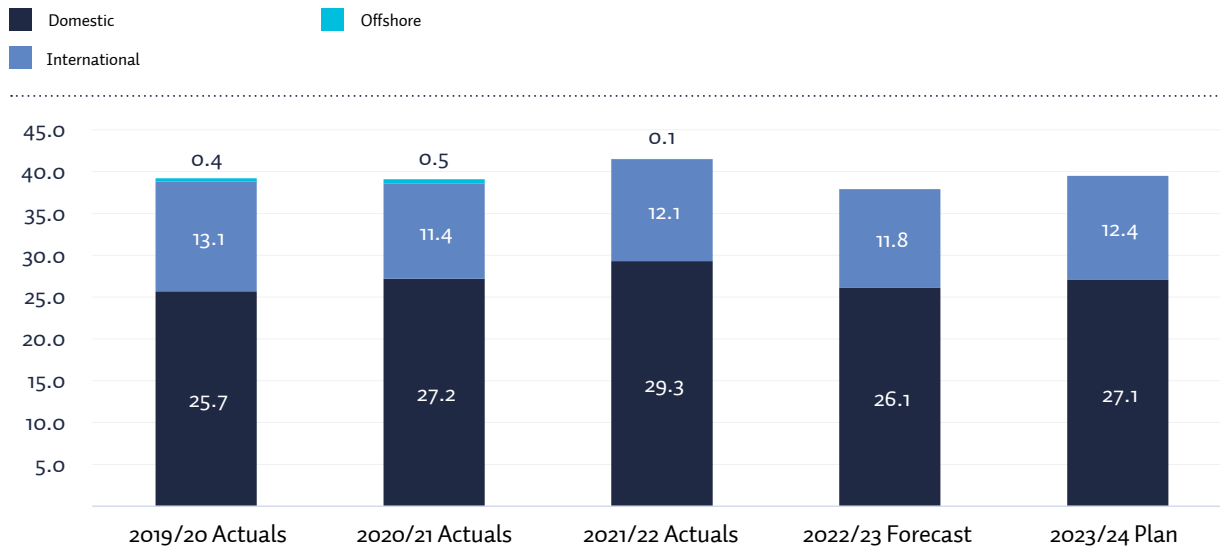
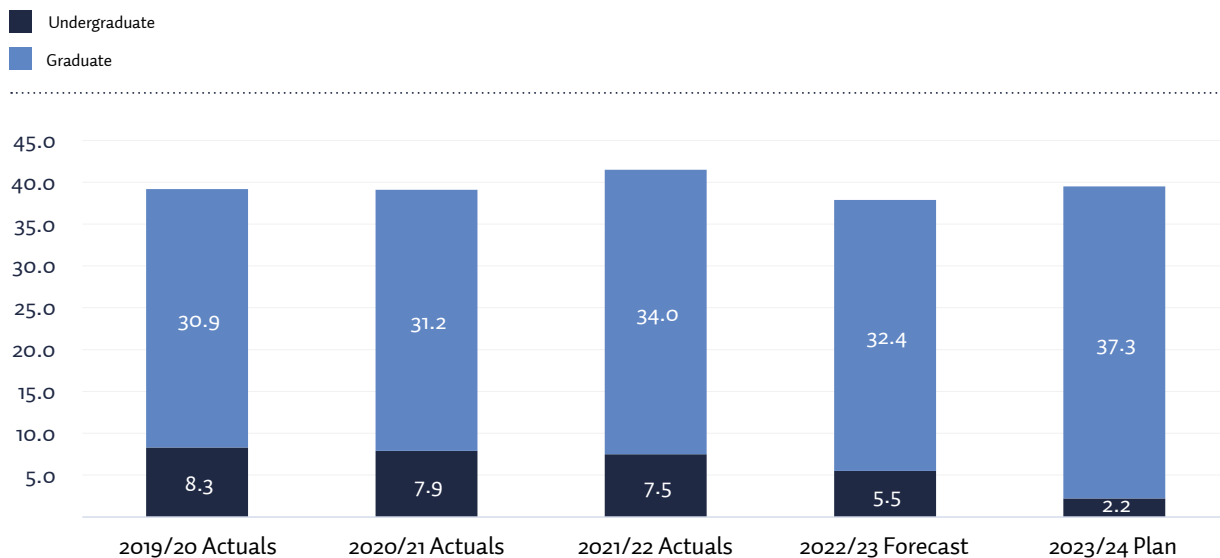


FIGURE 3.4 TUITION REVENUE UNDERGRADUATE/GRADUATE (\$MILLIONS)



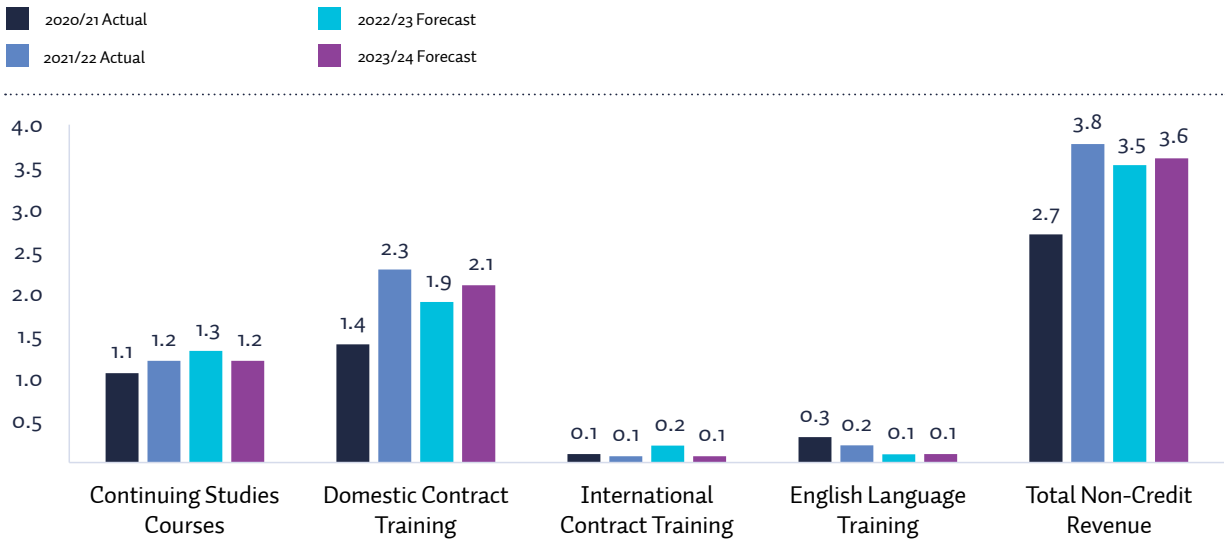
3.3 BUDGET 2023/24

NON-CREDIT PROGRAMS

Revenue from non-credit programs offered through Professional and Continuing Studies (PCS) at \$3.5M is comparable to the 2022/23 forecast and assumes enrolment will remain relatively flat, in line with assumptions and trends observed in the University's credit programs (Figure 4).

An adjustment has also been made to reflect the conclusion of the University's 4-year contract with the Toronto Metropolitan University (formerly Ryerson University) in September 2023.

FIGURE 4. PCS NON-CREDIT REVENUE (\$MILLIONS)



OTHER REVENUE

Other revenue budgeted at \$12.2M is a marginal increase of \$0.3M over the current year forecast and includes an increase in research revenues, deferred amortization revenue increases related to provincially funded completed capital projects, and additional revenue from rental contracts.

The increase in other revenue for 2023/24 is offset by a decrease in investment revenues due to lower investment balances and an expected decrease in other restricted donations.

3.3 BUDGET 2023/24

Expenditures

WORKFORCE AND COMPENSATION

An increase of \$1.9M (4%) in salaries and benefits in the 2023/24 budget plan is driven primarily by government's Shared Recovery Mandate. As the University continues to observe higher employee to student FTE ratios due to lower enrolments, a continued focus on position management will reflect a workforce that is better positioned to adapt to future enrolment trends.

Contracted services are set to remain relatively constant as the University continues with cost management measures to offset significantly higher contracted rates, driven by inflation, observed across most providers including consulting, legal and financial services (Table 2).

TABLE 2. WORKFORCE ANALYSIS (\$THOUSANDS)

\$ IN THOUSANDS	2021/22 ACTUALS	2022/23 FORECAST	2023/24 PLAN	VARIANCE TO	
				2022/23 FORECAST	%
Salaries	41,258	40,983	41,852	(869)	(2%)
Benefits	8,538	9,142	9,357	(215)	(2%)
	49,796	50,125	51,209	(1,084)	(2%)
CONTRACTED SERVICES					
Academic	7,224	7,022	6,944	78.3	1%
Non-Academic	2,487	2,776	2,784	(9)	(0%)
	9,711	9,798	9,728	69.8	1%
Total Labour	59,507	59,922	60,937	(1,015)	(2%)

WORKFORCE POSITIONS

For 2023/24, the University is seeking approval to fill one new permanent position, a new energy manager funded

through a partnership with B.C. Hydro's Energy Manager Program and existing capital project funds (Table 3).

TABLE 3. WORKFORCE ANALYSIS

	2022/23 POSITIONS	2023/24 PLAN POSITIONS	VARIANCE POSITIONS
WORKFORCE			
Full-Time	483	484	0
Part-Time	21	21	-
Total Workforce	504	505	0

3.3 BUDGET 2023/24

NON-LABOUR EXPENSES

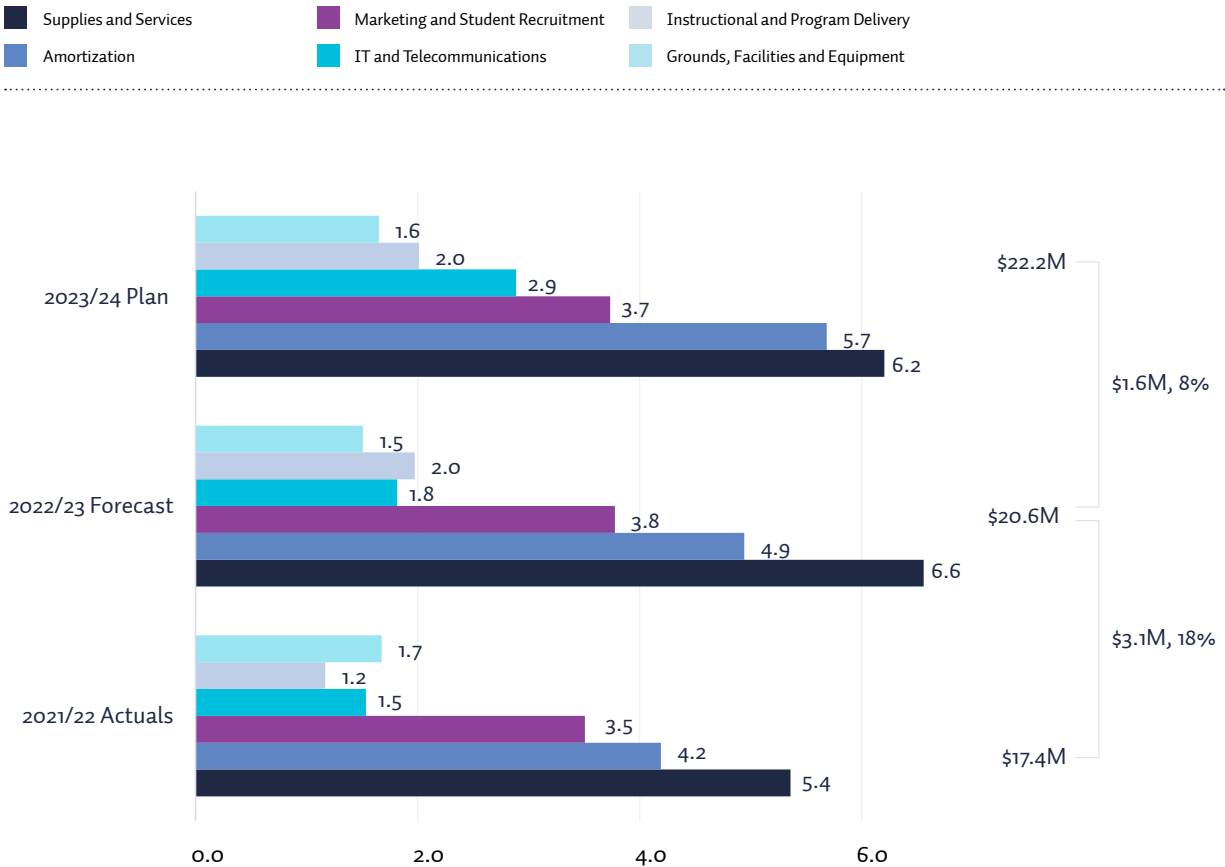
All other expenses will rise to \$23.0M in the 2023/24 budget plan, an increase of \$2.4M over the current year forecast. This includes \$22.2M in regular operating expenses and \$0.1M for innovation projects (Figure 5).

Costs driven by student FTEs (e.g., instructional and program delivery) are forecast to remain fairly constant. Technology and amortization costs are expected to rise, driven by higher software licensing fees, an increasing number of licenses required for cloud-based software,

and amortization of technology-related capital assets.

Starting in 2023/24, investment revenue will be internally restricted for the purpose of funding future capital projects and reinvested to generate additional investment revenue until needed. This will ensure that the University has the means to invest in future self-funded projects without drawing down significantly on investment capital.

FIGURE 5. OTHER EXPENSES (\$MILLIONS)



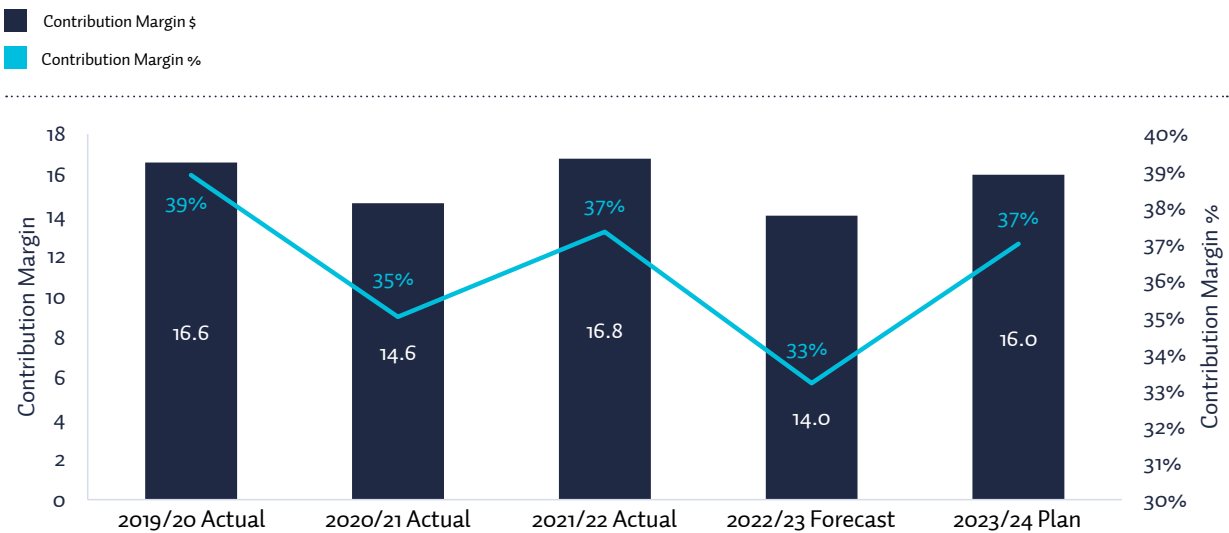
3.3 BUDGET 2023/24

Contribution Margin

The contribution margin¹ for 2022/23 is forecast to be 33%, down 4% from 2021/22 (Figure 6). This decrease results primarily from reduced revenues in credit programs (Figure 6.1) and relatively higher academic costs per student FTE. Higher associate faculty costs are impacted by a lower teaching ratio for core faculty.

The 2023/24 contribution margin is largely influenced by credit programs. Figures 6.1 and 6.2. The contribution margin for the 2023/24 budget plan is expected to return to 40% for credit and 5% for non-credit programs, in line with historical performance through workload management and increased student enrolment.

FIGURE 6. CONTRIBUTION MARGIN, ALL ACADEMIC PROGRAMS (\$MILLIONS)



¹ Contribution margins consist of operating revenues less direct teaching salaries and contracted services, program support salaries and benefits, academic administrative salaries and benefits, and departmental non-labour costs for academic programming and professional and continuing studies programs.

3.3 BUDGET 2023/24

FIGURE 6.1 CONTRIBUTION MARGIN, CREDIT PROGRAMS (\$MILLIONS)

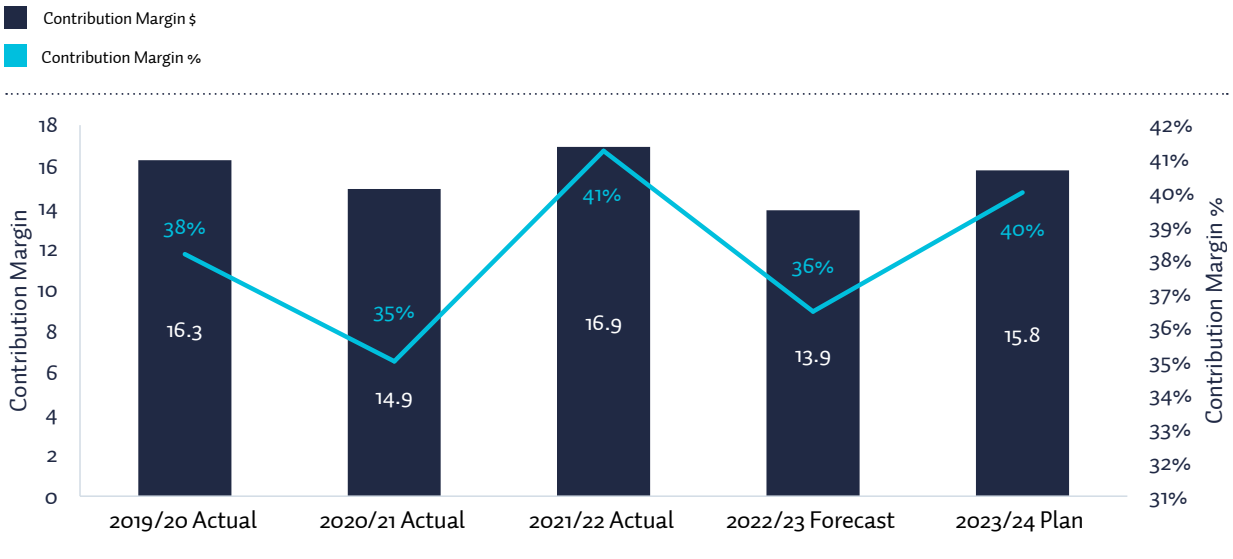
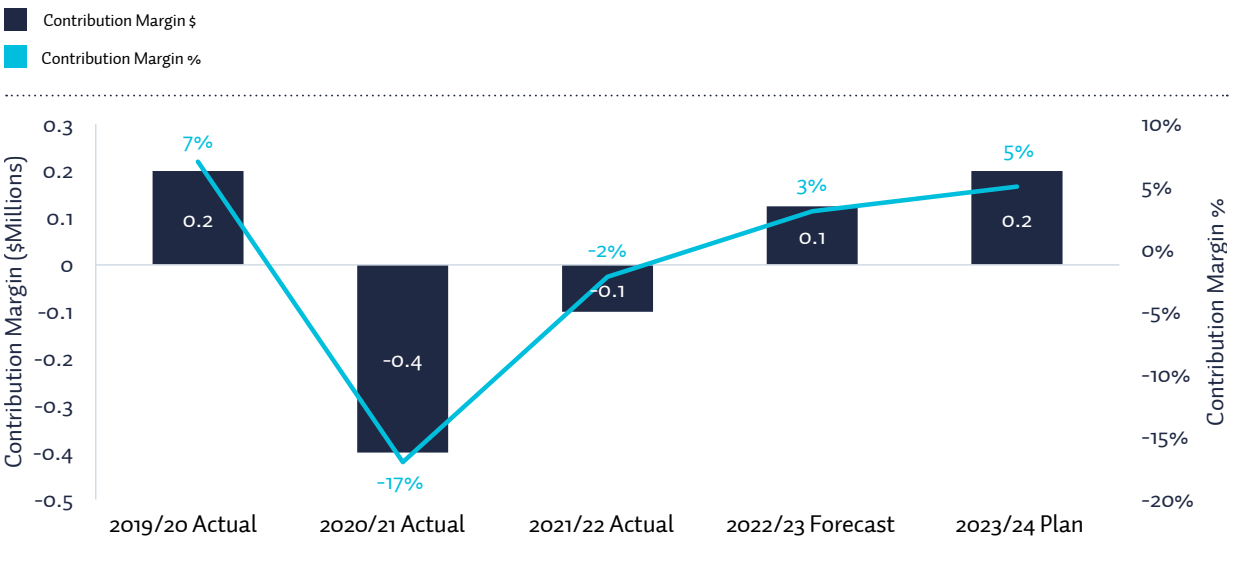


FIGURE 6.2 CONTRIBUTION MARGIN, NON-CREDIT PROGRAMS (\$MILLIONS)



4.0

RRU 2023/24 Capital Plan

The University's capital investment program for 2023/24 is valued at \$56.8M, including \$12.3M for the Colwood campus and \$44.3M to support completion of the first building at

the new Langford campus (Table 4). It is anticipated that all investments in the Langford campus will be fully funded by the provincial government and other external sources.

TABLE 4. CAPITAL PLAN (\$THOUSANDS)

IN \$THOUSANDS	EXPENDITURES		FUNDING SOURCES			
	FORECAST 2022/23	PLAN 2023/24	EXTERNAL FUNDING 2023/24	INTERNAL FUNDING 2023/24	EXTERNAL FUNDING %	INTERNAL FUNDING %
COLWOOD CAMPUS						
MAJOR CAPITAL						
New Construction	100	1,000	400	600	40%	60%
Building Repurpose and Upgrade	3,274					
Major Capital Total	3,374	1,000	400	600	40%	60%
MINOR CAPITAL						
Campus Horizontal Infrastructure	534	981	487	494	50%	50%
Other Deferred Maintenance	3,891	1,004	619	385	62%	38%
Hatley Castle Upgrades	349	50		50		100%
Space Reconfigurations	166	1,350	1,300	50	96%	4%
Asset Lifecycle Renewal	792	1,037		1,037		100%
Other Initiatives < \$501K	547	453	50	403	11%	89%
Asset Retirement		620		620		100%
Minor Capital Total	6,279	5,496	2,457	3,039	45%	55%
TECHNOLOGY						
Web Presence Renewal	377					
Student Information System Implementation	3,700	2,700		2,700		100%
HR and Financial System Enhancements	477	500		500		100%
Network Infrastructure & Technology Asset Purchases	2,415	2,770	1,385	1,385	50%	50%
Technology Total	6,969	5,970	1,385	4,585	23%	77%
Colwood Campus Total	16,621	12,466	4,242	8,224	34%	66%
LANGFORD CAMPUS						
Phase 1 Development	10,330	44,300	44,300		100%	
Langford Campus Total	10,330	44,300	44,300		100%	
Grand Total	26,951	56,766	48,542	8,224	86%	14%

4.0 2023/24 CAPITAL PLAN BUDGET

Colwood Campus



MAJOR CAPITAL INITIATIVES

Student Accommodation:

\$900K to commence the architectural design process for a proposed housing initiative, including a facility to accommodate the short-stay student population and a conventional student residence facility designed to accommodate long-stay students in an affordable, community-based approach.

Rose Garden Cottage Upgrade: \$3.5M 2-year renovation will be complete by March 2023. The building will be fully operationalized as an important research hub for the Cascade Institute by the end of April 2023.



CAMPUS LAND, FACILITIES AND BUILDING RESILIENCE

Japanese Gardens: Funded through donor contributions, revitalization of the Japanese Gardens will commence with the first phase of the construction of a traditional teahouse in April 2023.

Other Deferred Maintenance: \$1.0M for a multi-year project to install meters (gas, electric and water) in buildings on the campus. This will include a direct digital control system in line with management's commitment to prioritize initiatives to meet climate action goals.

Hatley Castle Upgrades: \$50K to finalize network upgrades in the castle to support positive learning experiences.

Asset Retirement: \$500K to address an immediate health and safety risk, the University will work with the Department of National Defense for approval to have an unsafe dock at the lagoon removed.



FURNITURE, FIXTURES AND EQUIPMENT

\$1.0M towards asset lifecycle renewal, including upgraded audio visual equipment to enhance in-person and virtual learning experiences. Where feasible, the lifecycles of furniture, other equipment and vehicles in 2023/24 will be extended to mitigate the pressure on the University's budget.



TECHNOLOGY INVESTMENT

Student Information System Implementation: \$2.7M to continue implementation of a new student information system, consistent with the direction from the Board of Governors in June 2022.

Financial and HR Systems Enhancements: \$500K to upgrade the payroll system to enhance functionality and extend the lifecycle of this core business system.

Network Infrastructure and Technology Asset Purchases

The University invests each year in upgrades and renewal of network infrastructure, technology assets and associated services. Planned expenditures of \$2.8M in 2023/24 include:

- infrastructure upgrades and the purchase of technology equipment and related assets;
- completion of the first phase of the multi-year campus security system upgrade project; and
- a comprehensive upgrade of the campus phone system.

4.0 2023/24 CAPITAL PLAN BUDGET



Langford Campus



PHASE I DEVELOPMENT

The University is working to ensure the first building on the Langford campus is ready for students by September 2024.

The drawdown of provincial funds dedicated to the construction project will accelerate in 2023/24. Management is monitoring key risks including supply chain disruptions and construction labour shortages.



Appendix 1

Statement of Operations

TABLE 5. STATEMENT OF OPERATIONS (\$THOUSANDS)

	2021/22 ACTUALS	2022/23 FORECAST			2024/25 PLAN	2025/26 PLAN	2023/24 PLAN V. 2023 FORECAST	
Tuition Fees and Other Academic Fees	46,891	43,901			46,564	48,260	1,256	3%
Provincial Grants	23,191	26,326			31,246	32,872	2,680	10%
Research Grants	3,178	3,360			3,697	3,771	264	8%
Amortization of Deferred Capital Contributions	2,827	3,312			3,450	3,582	12	0%
Ancillary Revenues	771	2,095			2,327	2,373	187	9%
Investment Revenue	470	842			751	766	(105)	(13%)
Other Revenue	1,407	2,310			2,329	2,397	(49)	(2%)
Total Revenues	78,736	82,147			90,365	94,020	4,245	5%
Salaries & Benefits	51,088	51,744			53,399	54,537	(1,851)	(4%)
Contracted Services - Non Academic	2,487	2,776			2,883	3,008	(9)	(0%)
Contracted Services - Academic	7,224	7,022			9,210	9,737	78	1%
Instructional & Program Delivery	1,167	1,973			2,077	2,146	(39)	(2%)
IT and Telecommunications	1,534	1,814			2,745	2,862	(1,070)	(59%)
Marketing	1,936	2,098			1,925	1,983	229	11%
Student Recruitment	1,570	1,678			1,916	1,969	(186)	(11%)
Supplies and Services	5,357	6,558			6,543	6,733	353	5%
Grounds, Facilities and Equipment	1,676	1,506			1,710	1,772	(144)	(10%)
Amortization	4,191	4,941			6,457	7,397	(744)	(15%)
Investment Revenue					751	766	(736)	
Innovation Fund					100	100	(100)	
Total Expenses	78,230	82,110			89,715	93,008	(4,218)	(5%)
Excess (deficiency) of revenues over expenses	506	38			650	1,012	26	69%

Appendix 2

Financial Sustainability

The University's financial position is primarily impacted by the multi-year capital plan and annual net operating income, both of which also affect financial sustainability in the long term. The 10-year capital plan outlines the key strategic investment initiatives that the University plans to undertake with a focus on the West Shore Initiative, critical technology upgrades, and student accommodation projects. Capital investments are driven by the overarching goals of the University as well as responding to current economic challenges and shifts in labour demand. The University's capital plan will be designed to meet these goals, challenges and shifts by:

- creating more opportunities for evolving academic program needs and enrolments in light of continued global international education demands, national immigration policies and provincial future skills needs;
- developing space for students (domestic and international) in the post-pandemic world who want to complete their studies in person (continued focus on mobility/travel and accessibility);
- supporting the province's focus on housing with an emphasis on filling gaps in student accommodation needs.

Since 2021/22, the University has experienced declines in the primary reserve ratio due to lower net assets as a result of reduced cash and investment balances. The land acquisition for the Langford Campus and an increase in university-funded major IT capital projects have required significant financial commitments over the last few years. A decrease in enrolments in 2022/23 is driving revenues down while inflationary pressures continue to drive expenditures up. This combination of factors has had a dampening impact on the University's net income ratio and return on net assets.

Looking Forward

The University's efforts to address its current enrolment challenges and prioritizing investments through the 10-year capital plan will have positive impacts on financial sustainability measures in the near and long term.

Despite a decreasing trend in the financial sustainability indicators impacted by net assets, they are within standard parameters and expected given the current strategic direction of the University.



APPENDIX 2 FINANCIAL SUSTAINABILITY

KEY PERFORMANCE INDICATORS

KPI	DEFINITION
Primary Reserve Ratio ¹	How long the university would be able to function using only its current net expendable resources without relying on additional net assets generated from operations.
Net Income/Loss Ratio ²	If and by how much the university's revenues exceed its expenses.
Return on Net Assets ³	How well the university is using its existing resources to generate additional resources.
Contribution Margin ⁴	Contribution margin measures the profitability of a product or service after deducting expenditures.

TABLE 6. FINANCIAL SUSTAINABILITY KPIS AND TREND INFORMATION

KEY PERFORMANCE INDICATORS	2019/20 ACTUAL	2020/21 ACTUAL	2021/22 ACTUAL	2022/23 FORECAST	2023/24 PLAN
Net Operating Income (\$Thousands)	\$114	\$742	\$506	\$1	\$64
Net Operating/Loss Ratio Net Operating Income	0.3%	2.4%	0.8%	0.0%	0.0%
Primary Reserve Ratio	273	286	253	127	109
Return on Net Assets (3-year average)	1.4%	3.5%	2.60%	1.4%	-4.8%
Total Cost per Student FTE	\$25,471	\$26,040	\$26,704	\$31,426	\$32,296
Contribution Margin	39%	35%	37%	33%	37%

¹ Primary Reserve Ratio – Calculated by dividing Expendable Net Assets (Net Assets excluding Tangible Capital Assets, Deferred Capital Contributions and Deferred Revenue) by Total Expenses (excluding Amortization), to get a number in years which is converted to months or days.

² Net Income/Loss Ratio: calculated by dividing the Net Income or Net Loss by Total Revenue. Because this ratio can be volatile year over year, it is averaged over a three-year period to give a smoother picture.

³ Return on Net Assets: Calculated by dividing the Change in Net Assets for the year by the Net Assets at the beginning of the year. Because this ratio can be volatile year over year, it is averaged over a three-year period to give a smoother picture.

⁴ Contribution Margin: Operating revenues less direct teaching salaries and contracted services, program support salaries and benefits, academic administrative salaries and benefits, and departmental non-labour costs for academic programming and professional and continuing studies programs.

Appendix 3

Financial Risk Assessment

Financial Risk Assessment Post-COVID Analysis

The following analysis relates to the assumptions associated with the 2023/24 budget through a post-COVID lens and a focus on new challenges emerging in the last 12 months. Potential mitigation strategies are presented to ensure the University is prepared for alternate scenarios and can continue to provide support for the students, faculty and staff that make up the RRU community in any scenario.

What Happened in 2022/23?

2022/23 FORECAST

In 2022/23, the University experienced a decline in enrolment of 8.1% which translated into a forecasted

\$5.3M deficit in the first quarter of the fiscal year (Table 7). The revenues for tuition and academic fees were primarily impacted by shortfalls in credit program revenue from domestic students. In response, the University implemented cost management strategies with the goal of achieving a balanced budget through managed staffing and controls over discretionary spending.

Looking Forward to 2023/24

2023/24 PLAN TO 2022/23 FORECAST

Efforts to increase enrolment are being prioritized across campus and cost management strategies will continue to ensure a balanced budget.

TABLE 7. STUDENT ENROLMENT FORECAST AND PLAN

	2022/23 FORECAST	2023/24 PLAN	INCREASE FTEs	INCREASE %
FTEs				
New - Domestic	585	718	133	22.7%
Continuing - Domestic	1,366	1,244	(122)	-8.9%
Total Domestic FTEs	1,951	1,961	11	1%
New - International	268	305	37	13.8%
Continuing - International	394	352	(42)	-10.5%
Total International FTEs	662	658	(4)	-0.7%
Total FTEs	2,613	2,619	6	0.2%

APPENDIX 3 FINANCIAL RISK ASSESSMENT

Risk Analysis

Several risks could potentially impact the operating results for 2023/24 as follows:

New Student Enrolments

- Continued economic pressures, including lack of affordable housing and inflationary pressures defer students from seeking out post-secondary opportunities
- Continued delays in issuing student visas due by Immigration, Refugees and Citizenship Canada (IRCC)
- Sponsoring organizations' ability to fund employees' higher education diminishes in the wake of high inflationary costs and a strong labour market

Continuing Students

- Increase in study leaves and reduced course loads due to financial and economic factors

Economic Uncertainty

- Spiking inflation, exceptionally tight labour markets and global supply shocks, continue to impact operating costs at rates higher than anticipated

IT Capital and Operational Cost Escalation

- Inflation is affecting IT budgets disproportionately, bringing significantly higher cost increases in all areas including servers, storage and professional services
- Increased reliance on cloud computing resources presents higher licensing costs

FINANCIAL IMPACT SENSITIVITY ANALYSIS

The analysis prepared for 2023/24 (Table 8) shows two scenarios with the first scenario resulting in a reduction of \$3.0M in net operating income and the second scenario showing a reduction of \$5.0M in net operating income. Following this analysis, Table 9 shows potential cost management measures ranging from \$1.2M to \$3.1M to offset the net income reductions. Table 10 provides mitigation strategies to reduce the potential revenue reductions.

TABLE 8. SCENARIOS AND NET INCOME REDUCTIONS

Dollars in Millions	Category of Enrolment	Scenario 1	Scenario 1 \$ impact	Scenario 2	Scenario 2 \$ impact
Credit Programs	New Students	Student intakes are 10% below plan	\$0.6M	Student intakes are 20% below plan	\$1.2M
Credit Programs	Continuing Students	Additional 5% added for attrition, study leaves and reduced course loads (compared to historical 10% to 15%)	\$0.4M	Additional 10% added for attrition, study leaves and reduced course loads (compared to historical 10% to 15%)	\$0.9M
Operating Costs	N/A	Additional 2% increase in operating costs (5% compared to 3% budgeted)	\$0.6M	Additional 5% increase in operating costs (8% compared to 3% budgeted)	\$1.0M
Total			\$1.6M		\$3.1M

APPENDIX 3 FINANCIAL RISK ASSESSMENT

TABLE 9. COST MANAGEMENT MEASURES

Category of Expenditure	Cost Management Measure	Maximum Potential Savings
Non-labour expenditures (other than instructional and program delivery and marketing)	<ul style="list-style-type: none"> Reductions to professional development, travel, consulting, university-hosted events, meetings, and awards throughout the year in addition to the reductions already captured in budget 	\$0.5M to \$1.2M
Reduction in consulting, contracted and other services	<ul style="list-style-type: none"> Reductions in non-academic consulting services for non-capital projects 	\$0.5M to \$1.6M
Instructional and program delivery	<ul style="list-style-type: none"> Reductions to program events 	\$0.2M to \$0.3M
Potential Savings		\$1.2M to \$3.1M

TABLE 10. MITIGATION STRATEGIES

Category of Expenditure	Cost Management Measure
Lower than anticipated new and continuing enrolments in credit programs	<ul style="list-style-type: none"> Launch new programs in response to the demands of the labour market and the government's new Future Ready: Skills for the Jobs of Tomorrow Building initiative Enhance enrolments through the Alumni Lifelong Learning program Focus on diversification in international recruitment efforts and build strategic partners in key target markets Continue to develop new relationships and enhance existing relationships with agents situated in other countries to mitigate ability to travel for recruitment
Operating cost escalation	<ul style="list-style-type: none"> Continue to identify and take advantage of group purchase programs (i.e., BCNET) and ensure the community is informed of and utilizing programs for purchasing needs Continue staffing management strategies Prioritize analysis and identification of low-cost margin programs and activities and make informed business decisions taking account both economic and qualitative factors Continuously update decision makers on financial performance by providing forecasts and expenditure reports monthly

Appendix 4

Tuition Rates and Mandatory Academic Ancillary Fees

Consistent with the provincial government tuition limit policy, tuition rates for domestic undergraduate and graduate and mandatory academic ancillary fees propose a 2% increase as reflected in the tables. International student tuition rates are not mandated under BC's policy

on tuition limits. The 2023/24 international tuition rates for undergraduate, graduate and mandatory academic ancillary fees propose a 4% increase. Proposed tuition rates for both domestic and international students would be effective September 1, 2023.

GRADUATE PROGRAMS

PROGRAM NAME	DELIVERY MODEL	PROGRAM DURATION	2022/23 PROGRAM FEE		2023/24 PROGRAM FEE	
			DOMESTIC	INT'L	DOMESTIC	INT'L
B – BLENDED	1=OC starting 2020/21					
OC – ON-CAMPUS	2=Completion of Graduation		1.02	1.04	1.02	1.04
OL – ONLINE	3=Courses charged at rate/program MATM Blended or On Campus					
DOC Business Administration	B	4 years	\$89,464	\$89,464	\$89,464	\$89,464
DOC Social Sciences	B	4 years	89,464	89,464	89,464	89,464
MBA Executive Management	B	18 or 31 months	46,194	54,219	47,118	56,387
MA Interdisciplinary Studies	B	2 years	30,680	38,400	31,293	39,936
MA Global Leadership	B/OC ¹	13 or 24 months	29,236	36,928	29,821	38,405
MA Environmental Education and Communication	B	2 years	28,228	35,900	28,793	37,336
Master of Global Management	B/OC	12 to 19 months	27,846	35,511	28,403	36,931
MA Tourism Management	OC	18 months or 2 years	27,422	35,078	27,970	36,481
MA Tourism Management	B	19 months or 2 years	27,422	35,078	27,970	36,481
MA / MSc Environment and Management	B	2 years	27,390	35,045	27,938	36,447
MA Climate Action Leadership	B	2 years	26,827	34,472	27,364	35,851
MA Conflict Analysis and Management	B	2 years	26,827	34,472	27,364	35,851
MA Disaster and Emergency Management	B	2 years	26,827	34,472	27,364	35,851
MA Executive and Organizational Coaching	B	TBD	34,962	42,765	35,661	44,476
MA Human Security and Peacebuilding	B	2 years	26,827	34,472	27,364	35,851
MA Intercultural and International Communication	B/OC	18 or 22 months	26,827	34,472	27,364	35,851
MA Justice Studies	B	2 years	26,827	34,472	27,364	35,851
MA Leadership	B	2 years	26,827	34,472	27,364	35,851
MA Leadership with a Specialization in Health	B	2 years	26,827	34,472	27,364	35,851
MA Leadership - Executive Leadership Specialization	B	2 years	26,827	34,472	27,364	35,851
MA Learning and Technology	B/OL	2 years	26,827	34,472	27,364	35,851
MA Professional Communication	B	2 years	26,827	34,472	27,364	35,851
MA Educational Leadership and Management	B	2 years	26,286	33,920	26,812	35,277
MA Higher Education Administration and Leadership	B	2 years	26,286	33,920	26,812	35,277
MA / MSc Environmental Practice *Per Credit Rate	OL	3 -3+ years	844	1,098	861	1,142

¹On-campus starting 2022/23

APPENDIX 4 TUITION RATES AND MANDATORY ACADEMIC ANCILLARY FEES

UNDERGRADUATE PROGRAMS

PROGRAM NAME	DELIVERY MODEL	PROGRAM DURATION	2022/23 PROGRAM FEE		2023/24 PROGRAM FEE	
			DOMESTIC	INT'L	DOMESTIC	INT'L
BA Interdisciplinary Studies	B	2-3 years ²	\$19,091	\$44,125	19,473	45,890
BSc Environmental Management	B	2 years ²	19,006	44,125	19,386	45,890
BA Professional Communication	B	12-24 months ²	18,178	44,125	18,542	45,890
BCom Entrepreneurial Management	B	12-24 months ²	18,178	44,125	18,542	45,890
BA Justice Studies	B/OC ¹	12 months on-campus or 2 years blended ²	17,234	44,125	17,579	45,890
BSc Environmental Science	B	1 year ²	15,579	44,125	15,890	45,890
BA / BSc Environmental Practice * Per credit Rate	B	2.5+ years ²	299	735	305	765
BBA Sustainability and International Business	B/OC	Year 3 & 4	20,694	44,125	21,107	45,890
BA Global Tourism Management	OC	Year 3 & 4	19,463	44,125	18,542	45,890
BA International Hotel Management	B	Year 3 & 4	18,178	44,125	18,542	45,890

²Completion of graduation

GRADUATE DIPLOMA PROGRAMS

PROGRAM NAME	DELIVERY MODEL	PROGRAM DURATION	2022/23 PROGRAM FEE		2023/24 PROGRAM FEE	
			DOMESTIC	INT'L	DOMESTIC	INT'L
Environmental Education and Communication	B	1 year	\$16,820	\$20,710	\$17,157	\$21,538
Interdisciplinary Studies	B	Individualized	15,334	19,195	15,641	19,963
Project Management & Organizational Leadership	B	8 months	15,080	18,935	15,381	19,693
Higher Education Administration and Leadership	B	1 year	14,634	18,481	14,927	19,220
Learning and Technology	B/OL	1 year	14,634	18,481	14,927	19,220
Technology-Enhanced Learning and Design	OL	1 year	14,634	18,481	14,927	19,220
Global Leadership	B	9 months	14,613	18,459	14,905	19,198
Educational Leadership and Management	B	1 year	14,316	18,156	14,602	18,882
Conflict Analysis and Management	B	1 year	13,509	17,334	13,779	18,027
Disaster and Emergency Management	B	1 year	13,509	17,334	13,779	18,027
Human Security and Peacebuilding	B	1 year	13,509	17,334	13,779	18,027
Justice Studies	B	1 year	13,509	17,334	13,779	18,027
Climate Action Leadership	B	1 year	13,682	17,581	13,956	18,284
Leadership	B	1 year	13,414	17,236	13,682	17,925

APPENDIX 4 TUITION RATES AND MANDATORY ACADEMIC ANCILLARY FEES

GRADUATE CERTIFICATE PROGRAMS

PROGRAM NAME	DELIVERY MODEL	PROGRAM DURATION	2022/23 PROGRAM FEE		2023/24 PROGRAM FEE	
			DOMESTIC	INT'L	DOMESTIC	INT'L
Tourism Management	B	3-18 months	Footnote 3		Footnote 3	
Executive Coaching	B	6 months	\$10,506	\$12,492	\$10,716	\$12,992
Financial Analysis	OL	6 months	\$7,500	\$9,375	\$7,650	\$9,750
Financing Social Impact	OL	6 months	\$7,500	\$9,375	\$7,650	\$9,750
Indigenous Economic Development	OL	3 months	\$7,500	\$9,375	\$7,650	\$9,750
Global Leadership	B	5 months	9,742	11,713	9,937	12,181
Asia Pacific Trade and Investment	B	3-6 months	8,150	10,090	8,313	10,493
International Business and Innovation	B	3-6 months	8,150	10,090	8,313	10,493
Management and Leadership	B	6 months	8,150	10,090	8,313	10,493
Management Consulting	B	3-6 months	8,150	10,090	8,313	10,493
Personal and Professional Leadership Development	B	3-6 months	8,150	10,090	8,313	10,493
Advanced Coaching Practices	B	6 months	7,959	9,895	8,118	10,291
Change Management	B	6 months	7,959	9,895	8,118	10,291
Corporate Social Innovation	B	6 months	7,959	9,895	8,118	10,291
Organization Design and Development	B	6 months	7,959	9,895	8,118	10,291
Workplace Innovation	OL	6 months	7,959	9,895	8,118	10,291
Interdisciplinary Studies	B	Individualized	7,662	9,592	7,815	9,976
Business Development in International Education	OL	7 months	7,142	9,062	7,285	9,424
Systems Leadership in Higher Education	OL	7 months	7,142	9,062	7,285	9,424
Instructional Design	OL	7 months	7,089	9,008	7,231	9,368
Strategic Enrolment Management	B	7 months	7,169	9,251	7,312	9,621
Leadership	B	3 months	6,930	8,845	7,068	9,199
Professional Communication Management	B	6 months	6,930	8,845	7,068	9,199
Project Management	B	6 months	6,930	8,845	7,068	9,199
Science and Policy of Climate change	B	6 months	6,930	8,845	7,068	9,199
Strategic Global Communication	B	3 months	6,930	8,845	7,068	9,199
Strategic Human Resources Management	B	6 months	6,930	8,845	7,068	9,199
Sustainable Community Development	B	6 months	6,930	8,845	7,068	9,199
Values-Based Leadership	B	6 months	6,930	8,845	7,068	9,199
Transforming Child Protection to Wellbeing	TBD	TBD	6,930	8,845	7,069	9,199
Environmental Education and Communication	B	5 months	6,802	8,716	6,938	9,064

³ Courses charged at rate of MA Tourism Management for either blended or on-campus delivery

APPENDIX 4 TUITION RATES AND MANDATORY ACADEMIC ANCILLARY FEES

Mandatory Academic Ancillary Fees

Proposed Fees (Effective September 1, 2023)

	2022/23	2023/24
Application Fees		
For-credit Program Application Fee	131.39	134.01
General Studies Courses	30.91	31.53
Graduate Fees		
Student Services Fee	295.89	301.81
Learning Support Services Fee (per year)	274.79	280.28
Undergraduate Fees		
Student Services Fee	227.44	231.99
Learning Support Services Fee (per year)	274.79	280.28
Graduate Certificate Fees		
Student Services Fee	132.49	135.14
Learning Support Services Fee (per year)	274.79	280.28



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BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 31, 2023

AGENDA ITEM: Royal Roads University Foundation – 2023/24 Budget

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

PURPOSE: **For Decision**

Synopsis:

The annual budget for the RRU Foundation is presented for review and approval by the Board of Governors.

The Finance and Audit Committee reviewed the draft 2023/24 RRU Foundation budget at their March 16, 2023 meeting. The Committee did not have any questions.

Attachment 1 provides the detailed briefing note presented to the Finance and Audit Committee at their March 16, 2023 meeting.

Recommendation:

In alignment with the recommendation from management and the Finance and Audit Committee, it is recommended that the Board of Governors approves the 2023/24 budget for the RRU Foundation.

MOTION:

That the Board of Governors approves the 2023/24 budget for the Royal Roads University Foundation.

Attachment:

1. Briefing note to the Finance and Audit Committee including attachments (March 16, 2023)

FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



MEETING: March 16, 2023

AGENDA ITEM: Royal Roads University Foundation – 2023/24 Budget

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

PURPOSE: For Approval

Synopsis

The annual budget for the RRU Foundation is presented for review and approval by the Board of Governors.

Background

The University's external auditors (KPMG) recommended in their 2021/22 year-end audit that the budget for the Royal Roads University Foundation should be approved by the Board of Governors as a best practice governance procedure. Management agreed and moving forward, the annual budget is to be brought to the Board of Governors for approval starting with fiscal 2023/24.

Key Considerations

This year's budget (Appendix A) reflects an increase in forecasted grants to be issued for on-going capital projects. This budget also includes a new line for an allocation of investment income that will be utilized to offset a portion of the operating costs, effectively reducing the University's contributions.

Operational support for the Foundation is provided by the Advancement team within Royal Roads University. A gift-in-kind for the total associated costs of operations is included in the Foundation financial statements and in the University's operating plan. With this structure, the Foundation's budget will always balance as the only other costs included are the donor funded costs which donation revenue offsets in full.

Recommendation

Management recommends that the committee endorse the 2023/24 budget as presented in Appendix A for the Royal Roads University Foundation.

Motion

That the Finance and Audit Committee recommends that the Board of Governors approves the 2023/24 budget for the Royal Roads University Foundation.

Attachments - n/a

APPENDIX A

ROYAL ROADS UNIVERSITY FOUNDATION						
	Budget	Budget	Forecast	YTD Actual	Budget	Actual
	31-Mar-24	Mar 31, 2023			Mar 31, 2022	
Revenue						
Net contributions recognized in the period	\$ 1,611,000	\$ 450,000	2,697,121	2,259,058	\$ 450,000	718,700
Bank interest	4,000	3,500	2,689	2,049	3,500	-
Investment Income - operations	90,000	-	-	-	-	-
Grants from Royal Roads University	579,000	361,500	548,263	35,996	361,500	549,887
	2,284,000	815,000	3,248,073	2,297,103	815,000	1,268,587
Expenses						
Grants to Royal Roads University	\$ 1,550,000	\$ 475,000	2,636,590	2,204,714	\$ 475,000	657,329
Life Insurance	61,000	55,000	60,531	55,487	55,000	61,371
Fundraising	673,000	285,000	550,952	36,902	285,000	549,887
	2,284,000	815,000	3,248,073	2,297,103	815,000	1,268,587
Operating deficit before endowed contributions	-	-	-	-	-	-
Endowed contributions	160,000	175,000	131,700	131,700	175,000	115,508
Annual surplus	160,000	175,000	131,700	131,700	175,000	115,508
Accumulated endowments, beginning of year	5,904,501	5,772,801	5,772,801	5,772,801	5,657,293	5,657,293
Accumulated endowments, end of period	\$ 6,064,501	\$ 5,947,801	5,904,501	5,904,501	\$ 5,832,293	5,772,801

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 31, 2023

AGENDA ITEM: Privacy and Protection of Information – Policy Renewal

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

PURPOSE: **For Decision**

Synopsis

This briefing note recommends Board of Governors approval of an updated *Privacy and Protection of Information Policy* and rescission of two existing privacy-related policies to comply with amendments to the *Freedom of Information and Protection of Privacy Act* (FOIPPA).

The Finance and Audit Committee reviewed the updated policy and request for rescission of the two existing policies at their March 16, 2023 meeting. The Committee did not have any questions about the recommended updates.

Attachment 1 provides the detailed briefing note presented to the Finance and Audit Committee at their March 16, 2023 meeting.

Recommendation

In alignment with the recommendation from management and the Finance and Audit Committee, it is recommended that the Board of Governors approve the updated *Privacy and Protection of Information Policy* and the rescission of the two existing privacy-related policies.

MOTION:

That the Board of Governors approves the *Privacy and Protection of Information Policy* and the rescission of the *Privacy Policy* and *Freedom of Information and Privacy Policy*.

Attachment:

1. Briefing note to the Finance and Audit Committee including attachments (March 16, 2023)

FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



MEETING:	March 16, 2023
AGENDA ITEM:	Privacy and Protection of Information – Policy Renewal
SPONSOR:	Philip Twyford, Vice-President, Finance and Operations
PURPOSE:	For Approval

SYNOPSIS

This briefing note recommends approval of an updated *Privacy and Protection of Information Policy* and rescission of two existing privacy-related policies to comply with amendments to the *Freedom of Information and Protection of Privacy Act* (FOIPPA).

FIT TO VISION AND STRATEGIC DIRECTION

Goal 4: Vibrant and sustainable

BACKGROUND

In November 2021, the Government of BC announced amendments to FOIPPA. Some amendments came into effect immediately; others not until February 1, 2023.

The University's existing privacy policies ("Privacy" and "Freedom of Information and Privacy") required review and updating to ensure ongoing compliance with FOIPPA. The recommended policy will replace these existing policies.

KEY CONSIDERATIONS

1. Consultation

Work on an updated Privacy and Protection of Information Policy began in 2021. This policy (Attachment 1) includes internal input from relevant representatives of all Executive portfolios. Input from the associated legal review as well as an independent privacy consultant has been incorporated into the updated policy.

2. Consolidation of existing policies

Relevant information from the University's existing privacy-related policies ("Privacy" and "Freedom of Information and Privacy") are incorporated into the updated *Privacy and Protection of Information Policy*.

Examples of information consolidated

From the *Freedom of Information and Privacy Policy*:

- The Board of Governor's designation of the President as the head of the public body for the purposes of administering FOIPPA
 - now found in the updated policy in Section 3.1 under Policy Terms

From the *Privacy Policy*:

- Capturing of identification data as digital cookies through the University's websites
 - located in the updated policy in Section 3.3.c. under Policy Terms
- Collection, disclosure and destruction of personal information
 - now found in the updated policy under Policy Terms in sections 3.3., 3.5, 3.8

3. Highlights of updated policy

The *Privacy and Protection of Information Policy* includes the following information:

Under Policy Terms

- Section 3.2 – Policy-level overview of Privacy Management Program, required of public bodies by FOIPPA as of February 1, 2023
- Section 3.4.d. – Compliance with Canada's Anti-Spam Legislation (CASL)
- Section 3.6 – Training and education of employees and contractors
- Section 3.9 – Reporting requirements of actual or suspected breaches of personal information privacy

Under Authorities, Roles and Responsibilities

- Section 4.3 – The duty of academic and administrative managers to ensure employees and contractors conform to the Privacy Management Program

Attachment 1 provides a clean version of the policy; given the significance of the update, a blacklined version of the recommended policy is not practical. The policies recommended for rescission are provided in Attachment 2 (*Freedom of Information and Privacy Policy*) and Attachment 3 (*Privacy Policy*).

Development of related procedures

Management is developing privacy procedures as part of the University's Privacy Management Program. These will include processes for education and training of the University community, completing and documenting Privacy Impact Assessments, responding to privacy complaints and breaches, and ensuring service providers are aware of their privacy obligations.

Future policy amendments

Two additional University policies – *Confidentiality Policy* and *Personal Information of Applicants and Students Policy* – include references to privacy. These policies will be reviewed and amended within respective management portfolios.

IMPLICATIONS

Financial	✓	Equity, Diversity, Inclusion, and Anti-Racism	✓
Human Resources	✓	Sustainability	✓
Campus Planning	✓	Climate Action	
Stakeholder/Community	✓	Other	

RISK ASSESSMENT

Risk	Mitigation
RRU's management of privacy (including creation of a "program") is not compliant with provincial legislation. Absence of effective processes and controls in place to mitigate privacy risks may result in breaches that have an impact/accentuate other organizational risks (e.g., reputational, financial)	Update privacy policy, formalize and resource privacy management program and related procedures
Unclear identification and mitigation of risks	Through continued focus on maturing the ERM program, clearly communicate accountability of management to actively mitigate/manage risks as part of their responsibilities

RECOMMENDATION

Management recommends approval of the updated policy and rescission of the two existing privacy-related policies. In parallel, management will advance its efforts to further develop a privacy management program and mature the University's approach to protection of personal information and associated risk management.

MOTION

That the Finance and Audit Committee recommends Board of Governors approval of the *Privacy and Protection of Information Policy* and the rescission of the *Privacy Policy* and *Freedom of Information and Privacy Policy*.

Attachments

1. Updated Privacy and Protection of Information Policy – clean version
2. Freedom of Information and Privacy Policy (15 November 2005)
3. Privacy Policy (1 January 2015)

ATTACHMENT 1 - Privacy and Protection of Information – Policy Renewal



Policy

Title	Privacy and Protection of Information		
Classification	Administrative	Oversight Responsibility	Office of Vice-President, Finance and Operations
Category	Governance and Legal	Responsible Office	Tbc
Approval	Board of Governors	Effective Date	Tbc
		Document No.	Tbc by policy office

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

1.0 POLICY STATEMENT

Royal Roads University ("University") protects the privacy and confidentiality of **Personal Information** of the **University Community**, clients, and visitors to University campuses through robust practices with respect to the collection, use, disclosure, retention, safeguard of, and access to, Personal Information.

This policy and related documents set out principles and practices that ensure the privacy and confidentiality of the Personal Information in the custody and/or control of the University in compliance with the *Freedom of Information and Protection of Privacy Act*, RSBC 1996, c. 165 ("FOIPPA") and other applicable Personal Information protection laws.

2.0 SCOPE AND COMPLIANCE

This policy applies to the University's operations and activities and recognizes the privacy interests of the University Community, clients, and visitors to University campuses. Members of the University Community are expected to be familiar and comply with this Policy. Personnel found to have engaged in improper activity related to the privacy and confidentiality of Personal Information may be subject to discipline, up to and including termination of employment, appointment, contract, or other relationship with the University.

3.0 POLICY TERMS

- 3.1 For the purposes of administering FOIPPA, the President is designated as the head of the public body.
- 3.2 Privacy Management Program ("Program")
The University will develop and implement a Program that meets the requirements described in the Privacy Management Program Directions issued by the minister responsible for FOIPPA ("the Directions"), including:
- a. a privacy contact, or contacts, designated by the University President, who shall be responsible for performing the privacy contact duties as described in the Directions;

- b. a process for completing and documenting Privacy Impact Assessments and information sharing agreements;
- c. a process for responding to privacy breaches and complaints, in compliance with the requirements detailed in FOIPPA;
- d. development, implementation, and monitoring of the privacy education and awareness programs of the University;
- e. making this Policy and the University's privacy practices available to the University Community and, where practical, the general public;
- f. ensuring that service providers who are handling Personal Information related to the provision of their services to the University are aware of their privacy obligations; and
- g. a regular review of the Program to ensure its effectiveness and currency and to address any gaps in the delivery of the Program.

3.3 Collection

- a. The University collects Personal Information for purposes that relate directly to, and are necessary for, the provision of the University's programs and operations, and for other purposes authorized or required by FOIPPA and other applicable laws.
- b. The University endeavours to collect Personal Information directly from the relevant individual unless another method of collection is authorized under FOIPPA or required by law.
- c. **Royal Roads University Websites**
University websites will include a privacy notice that explains how the site collects personal data, the type of data collected, the purpose for collecting the data, if and how the data is disclosed, and contact details for the Privacy Office. A website that uses **Cookies** will alert users and inform them why cookies are used and how to opt out.

3.4 Use

- a. The University and Personnel will maintain the confidentiality of all Personal Information and shall exercise the level of care and diligence in the protection of such information that is appropriate to the nature and sensitivity of the information.
- b. Personal Information may be accessed and used only by authorized Personnel, and access and use will be limited by the following principles:
 - i. exercising access and use to what is necessary to allow members of Personnel to fulfill their duties and responsibilities;
 - ii. limiting the internal sharing of information among Personnel on a need-to-know basis; and
 - iii. where applicable, ensuring that access to and use of Personal Information is consistent with the terms of any notices or consents given to or by affected individuals.
- c. **Canada's Anti-Spam Legislation (CASL)**
University programs that collect Personal Information as part of marketing, recruiting, advancement, or similar activities shall adhere to the requirements of CASL, including, but not limited to, the collection of Personal Information, consent, and the retention of Personal Information.

3.5 Disclosure

- a. Personal Information may be disclosed for the purposes for which it was originally collected, with consent from the affected individual, and in other circumstances authorized or required under FOIPPA or other applicable laws.

- b. The University does not disclose Personal Information to third parties, such as service providers, located outside of Canada, except to the extent permitted by FOIPPA and in compliance with all required risk assessments.

3.6 Safeguards and Training

- a. The University applies appropriate physical, administrative, and technical **Safeguards** to ensure that the Personal Information in its custody and/or control is secure.
- b. Through its Program, the University provides training to employees and contractors to maintain the privacy and security of Personal Information and prevent its unauthorized collection, access, use, and disclosure.
- c. Personnel are expected to exercise reasonable diligence and take appropriate care in protecting Personal Information against such risks as unauthorized collection, use, destruction, retention or alteration, or the loss or theft of such information.

3.7 Access

- a. The University recognizes that individuals have a right to access their own Personal Information in the control of the University, and the University complies with the processes for receiving and responding to such requests in compliance with FOIPPA.

3.8 Retention

- a. The University utilizes a records retention strategy, with related retention schedules, that seeks to ensure records and Personal Information that are no longer required for any business, administrative, operational, or legal reason are securely destroyed when they are no longer needed.
- b. The University endeavours to comply with all legally required retention periods, including by ensuring that Personal Information that is used to make a decision that affects an individual is retained for at least one year to ensure that the affected individual has an opportunity to seek access to that information.

3.9 Reporting Requirements

- a. Personnel are required to immediately report actual or suspected breaches of Personal Information privacy to the Privacy Office.
- b. The Privacy Office reports contraventions, actual or possible, of this Policy or FOIPPA and real or suspected privacy breaches to the Vice-President, Finance and Operations (VPFO), and other persons as determined necessary.
- c. On direction of the VPFO, the Privacy Office notifies the Office of the Information and Privacy Commissioner ("OIPC") of privacy breaches in accordance with the requirements of FOIPPA.
- d. The University complies with all requirements under FOIPPA to provide notices to affected individuals of privacy breach incidents giving rise to a risk of significant harm.

3.10 Access to Information/Complaint Process

- a. Questions, concerns, or complaints about the University's privacy management practices and Program should be directed to the Privacy Office. The University will receive and respond to all complaints made under this Policy.
- b. Privacy Contact
Privacy and/or access to information requests, inquiries or questions, will be made in writing or by email and directed to:

Privacy Office
Royal Roads University
2005 Sooke Rd

Victoria BC V9B 5Y2
privacyofficer@royalroads.ca

- 3.11 Review period
The University will monitor government legislation and revise this Policy as required. In any event, this Policy will be reviewed once every three years.

4.0 AUTHORITIES, ROLES, AND RESPONSIBILITIES

Board members, employees, contractors and volunteers are required to agree to confidentiality provisions as part of their employment, contractual agreement, or service to the University.

- 4.1 Board of Governors
The Board is responsible for the oversight and governance of privacy compliance for the University. The Board delegates relevant management responsibility to the President.
- 4.2 Executive
The President is the designated head of the University for the purposes of FOIPPA and may delegate to any person any duty, power, or function of the head, except the power to delegate.
- 4.3 Academic and administrative managers are responsible for ensuring Personnel accessing Personal Information conform to the requirements of the University's Program.

5.0 DEFINITIONS

For the purposes of this Policy:

Cookies means a small text file created by a website that is stored in the user's computer either temporarily for that session only or permanently on the hard disk that provides a way for the website to recognize the user and keep track of her or his searching preferences.

Personal Information means "recorded information about an identifiable individual other than contact information that is within the control or custody of the University," and includes all information that the University collects and uses about identifiable members of its staff, students, and other individuals.

Safeguards means measures to limit access to and protect information and includes but is not limited to: storing information in secure facilities, locked filing cabinets, limited user access, use of passphrases and passwords, firewalls, and encryption software.

University Community includes Board members, employees, students, contractors, volunteers, alumni, and applicants.

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

Royal Roads University Documents and Information

- [Confidentiality](#)
- [Network Access and Email Use](#)
- [Personal Information of Applicants and Students](#)
- [Records Management](#)

- [Standards of Conduct and Service for Employees and Contractors](#)
- [Student Rights Responsibilities](#)
- Video Surveillance and Managing Video Surveillance Procedure

Legislation and Information

- *Canada's Anti-Spam Legislation (CASL)*
- *Freedom of Information and Protection of Privacy Act (FOIPPA)*, RSBC 1996, c.165 and applicable Regulations

Review and Revision History

Reviewed by Finance and Audit Committee	Day Month 2023
Approved by Board of Governors	Day Month 2023
Next review (one-year post implementation)	Day Month 2024

This Privacy and Protection of Information Policy replaces the following policies:

- Freedom of Information and Privacy (2005)
- Privacy (2015)



Policy

Title	Freedom of Information and Privacy		
Classification	Board	Oversight & Responsibility	Office of the VP & CFO
Category	Governance & Legal	Effective Date	2005 Nov 15
Approval	Board	Policy No	1027

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

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

Board Policy Statement

For the purposes of administering the Freedom of Information and Protection of Privacy Act, the President is designated as the “head” of the public body.

The Board of Governors gives authority to the Vice-President of Operations and Learning Support to perform any duty or exercise any function of the head of the public body as required by the Act.

The Board of Governors may set any related fees as provided under the Act.

Philosophy

Royal Roads University will implement the Act in accordance with a high standard of administrative efficiency.

President's Responsibilities

The President will ensure that standards, procedures, personnel and processes are in place to effect this policy.

Information, Action and Monitoring Requirements for the Board

The President will report annually on administration of the policy.

Review and Revision History

Date	Action
2005-Nov-15	Approved by the Board – current published version
2021-Oct-06	Transfer to new template – no content change
Next Review	
2008-Nov-15	For review



Policy

Title	Privacy		
Classification	Administrative	Oversight & Responsibility	Office of the VP & CFO; Privacy Office
Category	Information Management & Technology	Effective Date	2015 Jan 01
Approval	Executive	Policy No	1066

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

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

Royal Roads University captures identification data from visitors to our website only for security, statistical and reporting purposes. So that we can customize the delivery of information to you, your consent to the use of cookies will permit any specific enquiries on your part to be directed to, and managed by, appropriate information systems at the University.

In compliance with the *Freedom of Information and Protection of Privacy Act*, the University does not disclose information about a particular website visitor to external organizations or individuals. All information is retained only for the time periods needed to fulfill the purposes for which it was collected.

Royal Roads University complies with the B.C. *Freedom of Information and Protection of Privacy Act*. Any personal information gathered by the University relates directly to and is necessary for its essential operating programs and activities.

For more information, please contact:

Privacy Officer
Royal Roads University
2005 Sooke Road
Victoria, B.C. V9B 5Y2
Phone: 250 391 2600 ext 4178

Related Documents and Information

Related RRU policies

- [Freedom of Information and Privacy](#)
- [Information Security](#)
- [Personal Information of Applicants and Students](#)

Related Other Sources

- [Freedom of Information and Protection of Privacy Act, RSBC 1996, c.165](#)

Review and Revision History

Date	Action
2015-Jan-01	Approved by Executive; current published version
2021-Oct-19	Transfer to new template – no content change
Next Review	
2018-Jan-01	For review



Office of the Vice-President Academic and Provost
Report to the Board of Governors
 31 March 2023

GENERAL

- The VPAP has formed an AI taskforce to examine generative artificial intelligence technology, its impact on post-secondary education and how we can respond to and incorporate AI into our learning, teaching and research.

LEARNING AND TEACHING

- Z. MacLeod and C. Roberts attended the Canadian Association of University Continuing Education (CAUCE) Western Deans and Directors meetings on Nov 22-23. Topics and challenges across the Canadian landscape in Continuing Education continue to highlight micro-credentials and governance (mostly large institutions), hybrid work and learning, housing/accommodation.
- PCS's Contract with Seabird Island Band for delivery of Ecological Restoration program signed (\$217k) and program will launch in April 2023.
- The new Graduate Certificate in Financial Analysis has launched. Students from the MGM and MBA programs have enrolled.
- Zoe MacLeod hosted and presented to the Vancouver Island Association of Women Police (VIAPP) on the topic of lifelong learning (November 24th) at Royal Roads University.
- PCS in partnership with Royal Bridge College and the School of Communication and Culture will deliver a dual language Master of Arts in Intercultural and International Communication starting May 2023.
- As part of the MA Global Leadership's five-year program, MAGL hosted external reviewers from Gonzaga University, Union University, and McGill University's Institute for the Study of International Development at RRU on January 5th and 6th.
- PCS's Grad Cert in Executive Coaching launched January 9th (virtual residency January 23-28) with an over-enrolled cohort of 50 students.
- After a rigorous application process, Royal Roads University has received Level 1 and Level 2 Accreditation from the International Coaching Federation (ICF) for the Graduate Certificate in Executive Coaching program. Graduates from Level 2 education and training programs may apply for the Professional Certified Coach (PCC) Credential through the ICF.
- The GLLC short-term custom programs are beginning to return now that the world is opening up a little. Currently we are planning for the possibility of 13 summer programs with partners from Mexico, Austria, China, Japan.
- PCS currently has business development proposals totaling more than 1.5 million out to a variety of calls for proposals including BC Campus, Legislative Assembly of BC, BC Transit, BC Cancer, DND Esquimalt, Digital Technology Supercluster.
- Upcoming PCS custom program deliveries in March include BC Hydro, Community Futures, Service Canada, WorkSafeBC, Nova Scotia Public Service Commission, CRD, and Ministry of Citizens' Services.
- PCS recently delivered a two-day in-person offering of Systems and Strategic Design Thinking for Corporate Services for the Natural Resource (CSNR) sector which was followed by an alumni reception in the Quarterdeck with 45 past participants. The events were well-received, and the client has booked 2024 dates.
- PCS's decade-long program with the Capital Regional District

RESEARCH

- A series of short reports were published by Dr. Rob Newell with UFV students on water-related issues and initiatives and have been published on Waterlution's recently launched [World Water Journeys](#) platform.
- Dr. Rob Newell and research assistants recently conducted research workshops in Revelstoke for their [Reimagining Food Systems for a Sustainable and Equitable Future project](#).
- Dr. Rob Newell and collaborators recently published a [report](#) on food systems planning and climate justice.

- Dr. Rob Newell and UFV collaborators have a [new book chapter](#) published on cellular agriculture and the SDGs.
- Kathleen Manion's project, Youth's Experience of Peer-to-Peer Sexual Violence Online, Social norms and Youth-Led Recommendations for Prevention and Response: A Cross-regional Study has been funded by the UN Children's Fund, through the Global Partnership to End Violence Against Children fund to the amount of \$99,004 (US).
- S. Jones, as a co-PI with T. Smith-Carrier and co-Applicants K. Manion, D. Kakuru (UVic), D. Atuhuru (Kyambogo University, Uganda), and J. Musoke (Kampala International University) have been successful in their application for the New Frontiers in Research Fund - Research for Post-pandemic Recovery 2022, for their proposed project: A Pandemic Recovery Response: Expanding Opportunities for Young Ugandan Mothers. Award: \$398,546.00 Duration: 2 yrs.
- Tracy Smith-Carrier has recently accepted a New Frontiers in Research Fund – Special Call 2022 - A Pandemic Recovery Response: Expanding Opportunities for Young Ugandan Mothers (\$398,546).

COMMUNITY ENGAGEMENT

- A CityStudio Project Exploration Workshop was held with Langford's senior staff to identify collaborative projects for the year ahead.
- The Student Sustainability Summit on January 26 & 27 brought together tourism and hospitality students from Camosun, VIU and RRU to discuss key issues and possible solutions for the industry.
- In December, Calvin Roberts and Zoe MacLeod met with First Nations Technology Council to explore business development opportunities and further collaboration, including a joint micro-credential proposal.
- PCS was successful in a proposal in collaboration with Blueberry River First Nation that will include 6 weeks of restoration training between May/June and August/September of 2023.
- PCS hosted the Vancouver Island Association of Women Police (VIAWP) and their guest speaker, Dr. Bonnie Henry, on campus January 19th at the Boathouse.
- The [2023 Royal Roads Design Thinking Challenge](#) took place from February 15 – 18th with the Royal Roads Design Thinking Educators and Practitioners Conference running concurrently on February 17th. Our first European competitor in the history of the challenge, Grenoble Ecole de Management, placed first in the challenge, with RRU and Okanagan College tying for second place.
- January 26 and 27, STHM hosted the first annual Student Sustainable Tourism and Hospitality Summit at the Dogwood Auditorium. The Summit brought over 70 tourism and students from Camosun, VIU and RRU together for 2 days of panel presentations and table discussions. Heads of industry and government attended. The Summit also included a blanketing ceremony with Cecelia Dick of the Songhees Nation.
- PCS hosted representatives from Metis Nation BC on February 16 to explore partnership and pathway opportunities.
- The February 25th RRU TEDx event organized by student and alumni volunteers was attended by an audience of approximately 100 in the Dogwood Auditorium.
- PCS currently has business development proposals totaling more than 1.5 million out to a variety of calls for proposals including BC Campus, Legislative Assembly of BC, BC Transit, BC Cancer, DND Esquimalt, Digital Technology Supercluster.

PEOPLE AND PLACE

- Annette Siewertsen has been selected as a Co-Leader on the International Coaching Federation's Coaching Education Volunteer Leadership Team for the North American, Latin America & Caribbean region for a 2-year term.
- Zoe MacLeod has been invited to participate in the BC Government's Micro-credential Advisory Group supported by BCCampus. This group is focusing on the adaptation of Ecampus Ontario's Micro-credential toolkit for BC and the creation of a one-day online learning event for the BC Post Secondary Community focused on competencies and micro-credentials.

- Zoe MacLeod has been invited to participate in the BC Government's Micro-credential Assessment Committee (led by TRU).
- Brigitte Harris, Dean of FSAS and interim Dean of CIS, has agreed to be program co-chair for the International Leadership Association's 25th Global Conference in Vancouver (October 3-4 Online and October 12-15, 2023 in person) with co-chair Natasha Brown, Senior Director of Learning Innovation of Microsoft. This conference has a high level of participation of faculty across RRU.
- Fatmakhanu (Fatima) Pirbhai-Ilich (University of Regina), Shauneen Pete (Royal Roads University) and Fran Martin (University of Exeter) are facilitating a De/Colonizing Educational Relationships in Teacher Education seminar March 18, 19, and 25 via Zoom. [Register online](#) and view the [full program with schedule and speaker profiles](#).
- Dr. Zoe MacLeod was re-elected as Chair, Global Board of Directors for Coaching Education at the International Coaching Federation for the 2023 term.
- Dr. Zoe MacLeod's proposal A Coach Approach to **Leading at any Level** has been **accepted** for inclusion in the **2023 ASAE (The Center for Association Leadership) Annual Meeting & Expo** taking place **Aug 5-8, in Atlanta, GA**.



Office of the Vice-President, Finance and Operations
Report to the Board of Governors

31 March 2023

GENERAL

- At the beginning of Q2, the University was forecasting a deficit of \$5.3M due to a decline of 229 FTEs, or 8.1% from 2021/22 to 2022/23.
- Management mitigation activities reduced the projected deficit to a forecast of \$2.6M at the end of Q3. At present the deficit is \$0.4M.
- By actively managing staffing approvals and reducing operating spending the University expects to end the fiscal year with a balanced budget.
- As a result of the lower number of continuing students from 2022/23 into 2023/24, the University anticipates a pressure of \$9.4M. The University will continue to manage staffing and reduce operating spending to ensure that it balances its budget for 2023/24.

PANDEMIC RECOVERY PLANNING

- The University has transitioned emergency preparedness to align with communicable disease protocols. Safety protocols are being maintained on the campus. The University is “mask friendly” and hand sanitizer stations as well as rapid test kits continue to be available. Management is ready to respond to any changes in PHO direction.

LEARNING AND TEACHING

- Technology-Enabled Projects – Discovery completion is targeted for April 14 with expectation to proceed into implementation.
- \$10.6M of the approved \$16.8M project budget has been committed to date. The University is reviewing the remaining scope, schedule and \$6.2M budget.
- The Professional and Continuing Studies (PCS) student management system implementation for phase I has been delayed to April 2023 due to technology and business resource readiness.
- Unified Communications (phone replacement) request for proposals (RFPs) went to market in early March.
- HR and Finance systems enhancements are on hold while future-state planning takes place.

COMMUNITY ENGAGEMENT

Langford Campus

- The first phase of development at the Langford campus is advancing. Upcoming construction milestones include continued pours of low carbon concrete, build out of vertical structures and demolition of vacant houses.
- Tender package 3 submissions are targeted for review by the end of April.
- BC Budget 2023 identifies an additional capital injection of \$2M which will offset a portion of updated cost escalations (estimated to be as high as \$5M overall).
- As the project timeline is currently only 36% complete, project risks remain high¹. Market and economic conditions continue to represent the greatest risks.
- A framework agreement between the core academic partners (Camosun College and UVic) has been formalized by the Presidents. Development of a comprehensive collaboration agreement is progressing. Outreach to local Indigenous communities and leaders, the City of Langford and regional municipal officials continues.

¹ The total project time between August 3, 2022 and substantial completion at June 3, 2024 is 96 weeks. As of March 31, 2023, there are 61 weeks remaining. Elapsed time is 34 of 96 weeks; 64% of the schedule remains.

- Following an updated costing report, in Budget 2023 the Ministry of Finance has allocated an additional \$2M to the project to address cost pressures on the project primarily due to rising costs associated with inflationary pressures.



Phase I foundation and vertical structure, March 3, 2023

PEOPLE AND PLACE

- One-time voluntary incentive retirement and voluntary incentive departure packages for all employee groups are planned to be offered in Q1.
- 4% general wage increase applied to CUPE and Exempt/Excluded positions retroactive to April 1, 2022. Increases for RRUFA positions pending contract ratification.
- The Flexible Work Arrangements policy and program has been approved and will be launched in Q1.
- Employee engagement survey launched November 22 with 21% completion in the first 24 hours; 74% overall. Results are being reviewed and the survey will be communicated to campus in Q2 with an update on management actions.
- 10-week management training program pilot was completed in January 2023. A review is being performed to prepare a final project report.
- Bargaining with CUPE Local 3886 and RRUFA commenced in January 2023. On January 26, CUPE and the University Board of Governors ratified a three-year Collective Agreement for June 1, 2022 to May 31, 2025. CUPE members voted 99% in favour of ratification and there was unanimous ratification by the Board of Governors. Bargaining with RRUFA is still underway and expected to continue into next fiscal.
- Environmental assessment requirements for the first phase of the Japanese Garden teahouse construction are being finalized with DND and relevant federal officials. Tenders for site and preparatory work are scheduled for April 2023.
- The framework for a new, rolling 10-year capital plan is being finalized for presentation to the Finance and Audit Committee and Board of Governors. Consultation with internal stakeholders and relevant external parties will be scheduled in the spring. Management aims to table a fully documented plan for Board consideration by the end of Q2.



Office of the Vice-President Communications and Advancement

Report to the Board of Governors

31 March 2023

GENERAL

A strong comms focus has been put on two significant issues over the past several weeks: the announcement of a challenging budget for RRU for 2023/24 and news that the RRU land disposition is in its final stages of treaty negotiations. This work has included:

- **Budget 2023/24** – Development of a comprehensive communications plan, including a detailed timeline, positioning, key messaging, QAs, and speaking points. The team hosted Campus Conversation on March 8 to deploy budget news cross campus to nearly 300 people. As part of the strategy senior leaders have met 1:1 with their teams to answer questions and provide more information. Several email communications will be deployed over the next several weeks to keep staff and faculty informed and transparently share as much information as possible.
- **Land Disposition** – A communications plan to support the final stages of treaty negotiations, including the potential transfer of Hatley Park to the Esquimalt and Songhees Nations is complete. This includes:
 - key messaging related to University’s agreements with the Nations and our continued operations at the Colwood campus;
 - information sessions with faculty and staff to brief them on the status of negotiations; and,
 - partner meetings, including the Ministry of Indigenous Relations and Reconciliation, to promote public engagement sessions on the treaty negotiation process and position the campus as an active partner in reconciliation, committed to the successful repatriation of the lands.
 - Donors, alumni and community partners were also briefed to ensure they know RRU will continue to operate on its Colwood campus.

FY2022-23 Advancement & Alumni Relations Results YTD

As of March 10, we have confirmed \$1,674,707 in funds raised to-date against our annual goal of \$1.5M. This includes all new pledges and outright gifts. Total cash received to-date (outright gifts and pledge payments): \$1,338,225. This is solid progress for a new advancement program. A \$3M goal has been set for next fiscal.

Funding Model for RRU Foundation: Development of a sustainable financial model that increases the RRU Foundation’s (RRUF) capacity to raise substantially more funds from private sources in support of strategic priorities was developed, presented, and approved by RRU Executive Committee. This model includes the introduction of two overhead funding opportunities that offset RRUF’s operating costs and enables RRUF to strategically invest in revenue-generating FTEs once overhead funding reaches sustainable levels. The model includes:

- the allocation of a portion of investment income generated from restricted funds to overhead, beginning immediately, and
- the introduction of an admin fee applied transparently against all future donations \$25K+, beginning FY25.

The development of a policy and procedure is underway to establish a transparent process moving forward.

LEARNING AND TEACHING

Are you ready for Future Ready?

The marketing team is preparing to respond to the Province's recently announced *Future Ready Skills* plan which includes \$480M to support post-secondary education and skills training. The team will leverage existing creative assets from the *Are You Ready* campaign and develop an integrated comms and marketing approach to drive audiences to specific micro-credentials, for credit and non-credit programs. We will enter the market immediately utilizing our past campaign creative to set up a broad message, then aim to be in market within 8 weeks of the government's announcement with refreshed creative assets.

COMMUNITY ENGAGEMENT

A shift in marketing

Over the past few months, the marketing team has worked to develop a new tiered approach to marketing, shifting our focus to strongly amplify specific RRU programs, supporting optimal enrolment and university priorities. The team has collaborated with the VPA, Deans, faculty partners, recruitment, and enrolment and admissions. The approach will optimize our resources and budget, spending and investing where it matters and makes the greatest impact. All programs will receive appropriate and strong foundational support (Search Engine Marketing) while specific programs identified as having potential for greater enrolment and stronger revenue targets will have a customized marketing plan and dedicated marketing budget. The MBA, Master of Leadership, Master of Professional Communication and both Doctoral programs will receive solid marketing budgets this year. In addition to this the team will market bundled programs to audiences in the public service (starting with BC), the military and working professionals.

Strong brand creative from our *Boldly Different* campaign will be repurposed and run this coming fiscal. This campaign still has significant 'life' left in it to communicate RRU's brand.

Current marketing campaigns

- Oct 5 – Mar 31: University brand campaign focusing our message on Climate Action
- Jan 9 – 31: Tactical campaign supporting MACAL (Master of Arts in Climate Action Leadership)
- Mar 13-31: DBA (Doctor of Business Administration) – LinkedIn campaign

3-Year Integrated Strategic Plan (Advancement, Alumni Relations, Operations): As a result of significant engagement this past year including alumni discovery tours, donor meetings, surveys, receptions and data analysis, a draft 3-year integrated strategic plan for Advancement, Alumni Relations and Operations has been developed and charts the course for measured growth of both engagement levels and funds raised. The plan focuses on three impact themes: 1) Cultivating people, tools and resources for a complex future, 2) Facilitating exceptional, high-impact philanthropy, and 3) Fostering alumni relationships for local and global impact. Each theme articulates goals, objectives and key performance indicators, with growth projected year over year.

2023 [Vision in Bloom \(ViB\)](#) Appeal: Planning is underway for this year's *Vision in Bloom* appeal. Funds raised will support the establishment of an Indigenous Medicine Garden and Market Garden, and the development of a Tea House and Tea House Garden within the Japanese Garden. The appeal will span from May to October 2023, kicking off with a media and community 'Spring Open House' and wrapping with a Fall Orchard Harvest community event and photoshoot. A booth at NIPD (June 21) will promote *The Farm at RRU*, including public outreach for the

Indigenous Medicine Garden. The appeal includes three waves of direct mail and email targeting the local community and VIB past donors, and a series of community events including public workshops in the garden.

PEOPLE AND PLACE

West Shore Campus

A joint communications and engagement strategy for the West Shore campus has been finalized and distributed to our post-secondary comms working group. Communications, marketing and community engagement work is underway with key activities including:

- A visit from Honourable Selina Robinson, Minister of Post-Secondary Education and Future Skills, at the Langford construction site in late January;
- A successful media event to celebrate the first 'green' concrete-pour – a key milestone in the building's construction and currently the largest lower embodied carbon concrete project in Langford;
- Development of marketing strategy for West Shore students with a goal it be in marketing when government funding is announced;
- Initiation of a partnership with SD62 to engage prospective students, parents and counsellors in the refinement of marketing through surveying and focus groups; and,
- Continuing consultation with Chiefs and educational liaisons from Indigenous communities on the project.



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

31 March 2023

GENERAL

- The VPRI welcomed the West Shore Chamber of Commerce on December 7th in the Castle Drawing Room during their “Holiday at Hatley” end of year event. Strong interest in the WestShore project was expressed.
- The VPRI met with VIU’s Associate VP Scholarship, Research and Creative Activity, Dr. Nicole Vaugeois on December 16th. Several areas of collaboration around research were identified and will be further refined.
- The Research EDI organized the presentation of the Anti-Racism in Research Toolkit designed by Dr. Nicole Kaniki, inaugural Director of EDI in Research and Innovation at the University of Toronto, and Director and Founder of Senomi Solutions.
- Attended Chinese Spring Festival in Vancouver on January 16th, organized by the Consul General for the People’s Republic of China in Vancouver.
- P Marquez and T Welch attended a reception in Vancouver organized and subsidized by BCCIE to meet with BC’s Consular Corps representing more than 80 countries, representatives from the Government of BC and BC’s post-secondary and K-12 education sectors, to connect, learn, and network.
- As Board member of the GVCC, P Marquez is member of the MERGE and IDEA committees, attending all meetings and Mixer events.
- RRU Canada Research Chairs (Dr. J Hodson, Dr. R. Newell, Dr. J MacArthur, and Dr. T. Smith Carrier) received recognition letters from PM Trudeau and pin from P Steenkamp in front of the RRU community during our March 8th campus Conversation.
- Three full-day workshops with staff and faculty were held re: *An Indigenous Cultural Safety approach to Understanding & Responding to Systemic Racism*. (Jan. 31, Feb. 13, and Feb. 21).
- The VPRI met with Mahmuda Aldeen, Senior Program Officer at the Shastro Indo-Canadian Institute (SICI) to discuss off-shore delivery potential in India.
- P Marquez travelled to Singapore and Taiwan joining Philip Steenkamp from Feb 18- 24th to attend the 1st Canada-in-Asia Conference (co-organized by UnivCan and Asia-Pacific Foundation) and to reconnect with the RRU Taiwan Alumni Chapter.
- Ashoka renewal work underway – due March 31, 2023 and led by Jaigris Hodson, Rob Mittelman, and Deborah Zornes.

LEARNING AND TEACHING

- CanAdapt launched Dec 2022: in collaboration with Climate Risk Institute (CRI), RRU’s Resilience by Design lab (RbD) CanAdapt, the plan for Adaptation Learning Network and the re-development of CRI’s Climate Change Adaptation Community of Practice (CCACoP) was announced. CanAdapt is a climate adaptation capacity-building hub that provides a responsive platform for training, education, communities of practice, and information resources.
- Attended a Canada-South Korea Virtual Networking Seminar to learn about updates to the South Korean market and trends. Meetings were held with two partners, University of Seoul and Dong-eui University to resurrect pre-pandemic business, introduce GLLC programing and how to boost student exchange to balance reciprocity.
- Participated in eleven major recruitment events in our two strongest markets in Latin America (Mexico and Colombia) to strengthen our brand and promote our GLLC and academic programs. Participated in an event hosted by ANEX (Colombia Association of Agencies to Study Abroad) and the Canadian Embassy in Colombia. We met ten new agencies focused on higher education and language programs for the GLLC and pathways.
- Meet with Singapore Management University (Ashoka U Changemaker Campus) in March 2023 to leverage the Ashoka network for collaboration focused on changemaking.
- Kuhne Logistics University (Hamburg, Germany) student exchange agreement completed. MGM has established an International Study semester as a completion option, and KLU is a confirmed institution for this

experience. This provides a clear and simple study abroad opportunity for students, minimizing a top barrier to student exchanges.

- Signed an addendum with partner Universidad de los Andes (Chile) to support their new Sexual Harassment, Violence and Gender Discrimination Policy. In consultation with VPFO, the policy aligns with RRU's stand toward sexual violence prevention and response.
- Followed up with the 20 students from the State of Guanajuato who attended an English Through Leadership program at the GLLC in December. These students were funded by the Government of Guanajuato. Participant feedback was very positive. The Government of Guanajuato expressed interest in repeating the program 1-2 times a year and confirmed a new group of 25 students coming to RRU in March/April. In addition, a pilot agreement has been established to offer funded students from the program the opportunity to study at RRU as domestic tuition rates. This will be a three-year trial.
- Completed the National Economics University (Hanoi, Vietnam) student exchange agreement and MOU renewal. Royal Roads and NEU have been student exchange and MOU partners since 2017.
- Amended the transfer agreement with Tamwood to include programs from all campuses (Vancouver, Whistler, Toronto). The former agreement was with the Vancouver campus only. This agreement is unique as it is a pilot agreement for entry into year 2. Increased activity via this agreement will help create a process for additional year 2 agreements and address enrolment challenges for year 2 programs.
- Completing tactical recruitment plans at the school level for the next fiscal year
- Hosted the first [DBA program](#) webinar of 2023. A global audience was in attendance including individuals from Malaysia, Guinea Bissau and from Sooke to Quispamsis, Canada.
- Hosted 38 students and five chaperones from Chukyo University Senior High School (Japan). The group is currently studying at Sprott Shaw Language College, one of our main language pathway partners. The group engaged in an interactive campus tour and learned about our International Year 1 program. This is a collaborative event between SSLC and RRU to leverage our partnership and expand our international network and prospects. Chukyo is a sister school of St. Andrew's Regional School in Victoria.
- ILSC, one of our language pathways partners, introduced a new pathway section on their blog. RRU is the first [partner](#) featured on this project. ILSC is one of the largest and longest-running language schools in Canada.
- Visited pathway partner colleges, Durham, and Humber College in Ontario to attend their transfer fairs.
- Attended the ALIGN Association of Community Services conference in Edmonton to generate prospects and connect with both current students and alumni.
- The Future of Capitalism project led by Shizenkan University (Tokyo) and IESE Business School (Barcelona) launched this week and RRU joins as an observer this year. This virtual course is a consortium of students from 12 universities around the world. There were a limited number of seats and 12 RRU students from MBA and MGM are participating. The course started on Jan 31 and ends on April 25.
- Participated in the Sustainable Communities Conference in Ottawa to raise awareness on our graduate program (mainly environment and sustainable, leadership and business).
- EDI Environmental Scan – report received from the Canadian Centre for Diversity and Inclusion (CCDI) and will be shared with the RRU community in May 2023.
- Indigenous Cultural Safety Training with Harley Eagle – five workshops offered this quarter reaching over 50 staff and faculty.

RESEARCH

- Development of tool kits for EDI in research are underway – six in total. The first on Accessibility in Research: From Design to Dissemination is complete; contracts are in place or almost in place for four of the others and include: 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.
- **New projects with funding:**
 - Axe, Jo – Trauma-informed Transitions Training for Caregivers. Funded by the Victoria Foundation. \$19,743

- Homer Dixon, Tad – Cascade Institute: Ultra deep geo-thermal project. Funded by the Ivey Foundation. \$150,000
- Homer Dixon, Tad – Cascade Institute: Permafrost project. Funded by the Metcalf Foundation. \$150,000
- Manion, Kathleen – Safe Online: Exploring Young People’s Experience of Peer-to-Peer Sexual Violence Online - Recommendations for Safety. Funded by the UN Tech Coalition Safe Online Research Fund. \$131,071
- Young, Michael – Multi-species families on the streets: The well-being of dogs and their homeless guardians. Funded by the Vancouver Foundation. \$9,100
- Walinga, Jennifer – Safe Sport Behaviour Change Campaign Effectiveness. Funded by ViaSport BC. \$15,000
- Remillard, Chase – 3rd Annual Conference on Ethical Communications: Panel & Workshop on Indigenous Professional Communications Practice. Funded by the SSHRC Connection Grant program. \$13,165
- Hachigian, Heather – Ownership Matters: A Canadian Policy Agenda for Community Ownership of Wealth-Generating Assets. Funded by the SSHRC Connection Grant program. \$35,952
- Smith Carrier, Tracey & Jones, Shelley – Pandemic Responses: Expanding Opportunities for Young Ugandan Mothers. Funded by the Tri Agency NFREFund. \$398,548
- Homer Dixon, Tad – Cascade Institute projects. Funded by the Winslow Foundation. \$90,000
- Homer Dixon, Tad – Cascade Institute projects. Funded by the Oak Foundation. \$32,706
- Homer Dixon, Tad – Cascade Institute projects. Funded by the McCall-McBain Foundation. \$25,000
- Homer Dixon, Tad – Cascade Institute projects. Funded by the Rudolph Steiner Foundation. \$28,803
- Four SSHRC Insight Development Grants (IDGs) were submitted (Veletsianos, Newell, Fahmy, Pete).
- Race to Zero changes – briefing note developed outlining the implications for RRU participation discussed by Executive and commitment made to stay in the Race. Pedro will be meeting with the Climate Action Team to discuss next steps.
- Phase 1 of the Energy Audit is complete; summary and briefing note were to be provided in December – now being rescheduled by Operations.
- The Research Ethics Board met on November 30th to discuss Indigenous research ethics, bias in research, REB workload issues, and harmonized research ethics processes.

COMMUNITY ENGAGEMENT

- The Langford education fund agreement has been signed, now we are working on establishing the criteria for awards.
- Engagement and communications joint team meeting with PSI partners.

PEOPLE AND PLACE

- Feb 1 milestone pouring of embodied carbon concrete at the WestShore Campus including logistical planning (90 truckloads of concrete), communication of environmental story, coordination with strategic partners and media event led by President Steenkamp.
- Student Exchange: four BBA students travelled to Ghent, Belgium to study at Artevelde University of Applied Sciences this week and one BAIHM student left for Salzburg to study at Salzburg University of Applied Sciences.
- Networking breakfast with Colombian schools, university directors, and counselors in Medellin, Colombia as part of the Explore Canada Colombia fair. We met EAFIT and *Colegio Canadiense* that are interested in closer collaboration (Mirror Class and Master Classes).



PROGRAM AND RESEARCH COUNCIL MINUTES

MEETING OF MONDAY 20 MARCH, 2023
9:00 AM ZOOM VIDEO CONFERENCE

Voting Members: Philip Steenkamp (Chair), Veronica Thompson (Vice-chair), Lily Chong, Harley Eagle, Catherine Holt, Piet Langstraat
Regrets: Dranna Andrews-Brown, Nelson Chan, Monique Gray Smith, Brigitte Harris, William Holmes, Robert Mittelman, Brenda Schoepp
Non-voting Members: Pedro Márquez
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. Being the first day of spring, there is additional gratitude for the land's gifts during this time of year.

A warm welcome was extended to Catherine Holt for her first PRC meeting.

M/S Holt/Steenkamp

While Nelson Chan, Board Chair and Chancellor, was unable to attend the meeting, he electronically voted his approval for the agenda to ensure that quorum was met for those items.

CARRIED

2. APPROVAL OF THE MINUTES OF PREVIOUS PRC AND SAC MEETINGS FROM NOVEMBER 28, 2022:

Approved.

M/S Steenkamp/Langstraat

While Nelson Chan, Board Chair and Chancellor, was unable to attend the meeting, he electronically voted his approval for the minutes of the 28 November 2022 meeting of the Program and Research Council to ensure that quorum was met for those items.

CARRIED

3. BUSINESS/INFORMATION ARISING STEENKAMP

I. Recent Board approvals

No new updates.

II. Status of degree approvals THOMPSON

No new updates.

4. STANDING ITEMS FROM PRC ANNUAL PLAN

I. Establish the PRC Annual Strategic Priorities for the coming year (PRC Annual Plan) STEENKAMP

The Chair advised that PRC members did a lot of work last year to establish a more streamlined plan for the year that informs PRC of different university plans and strategies. Members were invited to provide comments or suggestions to the annual plan, but none were provided.

MOTION: That the Program and Research Council approve the 2022/23 PRC Annual Plan as presented and refer it to the Board of Governors for information

M/S Langstraat/Chong

While Nelson Chan, Board Chair and Chancellor, was unable to attend the meeting, he electronically voted his approval for the Program and Research Council Annual Plan, to ensure that quorum was met for those items.

CARRIED

II. Review of PRC Terms of Reference

STEENKAMP

The Chair reminded members that we review the Terms of Reference each year and that there were no expected changes or adjustments. Members should be familiar with the current terms and a copy will be shared following the meeting. As in the past, all Board committees' Terms of Reference will be reviewed at the June Board of Governors' meeting.

III. Academic Strategic Plan Update

THOMPSON

V. Thompson reported that the work on the Academic Strategic Plan (ASP) has been extensive and ongoing, and reminded of the governance structure and process that led to its creation. Membership has included staff, faculty and students, and different stakeholder groups were consulted in the process. Grounding the goals and actions of the ASP steering group and working group was alignment with the four goals and six critical commitments of the RRU vision – Learning for Life: 2045 and Beyond, including advancing sustainability in all our programs, growing our innovative and entrepreneurial culture, and implementing recommendations from the Truth and Reconciliation Commission.

Five key themes emerged, with goals and priority actions for each one. These themes, often referred to as the “5 I’s” are:

- Interdisciplinarity
- Indigeneity
- Integration
- Innovation
- Inclusivity

Thompson noted that the theme of interdisciplinarity is at the heart of all our teaching and research, and that we hold ourselves accountable to new ways of integrating and collaborating, which is also demonstrated in the Academic Reorganization update to follow. Within the remaining “I’s”, progress and implementation is already happening including:

- Indigeneity:
 - Development of an indigenous education plan, led by R. Johnson, Indigenous Education Manager; this includes an Indigenous Bridging pathway program
 - Launch of the Pulling Together Foundations module for faculty and instructors facilitated by R. Johnson and Dr. Shauneen Pete.
 - Two contracted positions for an Indigenous Learning Advisor and Indigenous Education Instructor are currently in place
 - An employment offer is extended to an Indigenous business scholar, and we are interviewing for two Indigenous scholars in April to launch our Emerging Indigenous Scholar Circle. These positions are for three-year terms.
- Integration:
 - Revised program development processes that are in alignment with the Degree Quality Assessment Board (DQAB)
 - Improved administrative systems, including the launch of MyCreds, a digital credential wallet that allows students to store, obtain and transfer documents between institutions, and

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Go.RRU, an automated admissions portal that allows applicants and references to upload admissions documents with ease. This in-house admission tool saw immediate uptake

- Learning innovation and technology such as hyflex classrooms and exploration of generative artificial intelligence (AI) such as ChatGPT
- Innovation:
 - Four new micro-credentials are currently before government for funding consideration
 - A new Graduate Certificate in Climate Action and Risk is forthcoming, which includes existing courses repurposed into this credential
- Inclusivity:
 - RRU's diversity statement has been renewed
 - Curriculum renewal will reflect the diversity of our communities

Member questions/comments:

- Last year when the ASP was presented, it was very impressive. Now that it's being implemented, congratulations for all the hard work should be shared to all involved
- There is a great structure to the ASP; it reflects current issues relevant to the world as well as the academic setting

IV. Academic Reorganization Update

THOMPSON

V. Thompson reminded members that a review of the academic portfolio has been on-going for several years, with a great deal of consultation and data already in place prior to 2021. The reorganization process was re-energized once the academic strategic plan was approved., and the same governance structure as the Academic Strategic Plan renewal was formed.

After sharing the current academic structure of faculties and schools, the draft structure was introduced. The new structure proposes three faculties – Graduate Studies, Interdisciplinary Studies, and Professional and Continuing Studies (PCS). All names, particularly Interdisciplinary Studies, are considered placeholders and could change. Previous work had resulted in five different models for consideration, which were reviewed before the proposed structure was presented for stakeholder consultation.

The Faculty of Graduate Studies would be largely administrative, providing support to graduate students in areas such as thesis and dissertations, grant/funding applications, award applications, and advising (among others). The Faculty of Interdisciplinary Studies is where most of the academic programs would reside, and the Faculty of Professional and Continuing Studies would continue to offer non-credit programming, micro-credentials, contract training, international programs, as well as some credit programming. Within the Faculty of Interdisciplinary Studies, there would be three schools thematically organized: Climate, Environment and Sustainability; Social Sciences; and Business, Leadership and Management (again, these are placeholder names).

This structure creates enhanced integration across programming, and fluidity across schools and faculties. The structure supports the 5 I's of the Academic Strategic Plan and flattens the current structure.

Member questions/comments:

- This is a transformational change to the organization
- What is the relative size of each faculty?
 - The faculties are of differing sizes and function, but the schools within the Faculty of Interdisciplinary Studies will have approximately 25 faculty members in each school for a total of 75 faculty members overall

- There is a huge appetite in all sectors (public, private and non-profit) for leadership, management, governance, attention to environmental needs (climate change, sustainability), equity, justice and inclusion, and indigeneity. This structure seems to cover all those areas
- What does the change look like from the student experience?
 - Currently, variability in administrative processes exists which can result in uneven student experience. One of the drivers for the reorganization is to streamline the student experience and make it as seamless as possible while creating opportunities (like taking different electives) that may not currently exist.
 - The ability to take different electives is definitely of interest with current students

The Chair added that the current structure evolved organically, each school developed on their own with their own challenges and opportunities. These changes may make programs and schools more attractive from a marketing perspective. There will need to be good change management in place to execute the change, which has been in discussion for more than five years. He added that V. Thompson brought a discipline to the reorganization process, which has allowed this work to move forward such that it can be brought to the Board at the June 2023 meeting. No approval is needed by the Board, but getting their input will be important. This new structure may also impact the current number, structure and composition of school advisory councils.

5. REPORT FROM ACADEMIC COUNCIL

THOMPSON

V. Thompson reported that there have been two Academic Council meetings since the PRC last met in November 2022. At the December 2022 meeting, Academic Council approved 178 graduands, and discussed academic integrity and ethnic fraud. There is a small working group of Indigenous colleagues who are delving into the topic more fully. At the February 2023 meeting, Academic Council approved 206 graduands, and had presentations on Indigenous education initiatives, research data management, and generative artificial intelligence (AI). A working group has been formed around generative AI with Dr. George Veletsianos leading the discussion.

6. NEW BUSINESS

I. Research Data Management Strategy

ZORNES

Dr. Deborah Zornes, Director of Research and Innovation, shared the newly developed research strategy that has been initiated in compliance with the Tri-Agencies (SSHRC, NSERC, CIHR) policy. There have been concerns about the storage of data and access to it, although this is not an open access strategy. RRU has created a strategy and has a librarian who has experience with data management plans (DMPs). Dataverse can be utilized for the secure storage of data, and it meets the requirements of the policy.

Next steps include increasing awareness around the strategy, developing processes and ensuring that DMPs are included in ethics reviews; formalizing data collection and use of the Dataverse software with streamlined procedures; and building expertise and support for faculty and staff. Compliance with this strategy will be a requirement as of the 2024/25 fiscal year, and time will be spent building towards that execution.

Member questions/comments:

- There is also a question of national security around data collection and storage
- Can you confirm that all research data in student work has to be stored as of 2024/25?
 - Yes; any research connected to the New Frontiers in Research must have a DMP to meet the requirements, although not necessary for indigenous support

II. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR**STEENKAMP**

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

- There is funding from the province for the Langford campus, which is underway, in progress and on-schedule
- Additional funding has been requested to supporting operating costs in three areas: building maintenance, joint student services across all institutions (RRU, UVic, Camosun and JIBC), and new curriculum for the common foundations' coursework. This request has gone to Treasury Board
- The government has announced the Future Ready Skills plan that will offer a grant of \$3500 to each qualified candidate to use on programming from institutions. We are currently preparing a list of suitable programs to submit, and will work on a marketing strategy to accompany the opportunity
- Regarding Indigenous identity, an invitation has been extended to Murray Sinclair to meet with university presidents and learn about how other universities are addressing this matter

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:

- External reviewers for the MAGL degree were on-campus in January. We have received their report, and the program area is working on their response to the recommendations. An update on this will be shared at a future PRC meeting.
- We have received \$250,000 from MPSEFS in capacity building funding in support of RRU's tech-relevant seat expansion proposal.
- There are four micro-credential proposals before the government – two in climate action/adaptation, one in early childhood education leadership (to help bring professionalization to the industry), and one in sports leadership that builds on a collaboration with the Canadian Football League

7. REPORT OF THE VICE-PRESIDENT RESEARCH AND INTERNATIONAL

In addition to the report in the meeting package, the Vice-President Research and International provided a brief update on the following:

- Since Feb 2022, we have received approval of 30 externally funded grant applications, which is a great accomplishment. These total over \$3.77m in deferred revenue, exceeding the target of \$3m.
- Supporting climate action, there are three committees in place with representation from staff, faculty and students
 - Education and Research: creating a climate action hub and planning to host a major climate action conference each year
 - Mitigation and Adaption: using the 10-year campus plan as a guide, the committee is looking at ways to continue reducing GHG to be net zero by 2050. They have also completed the first phase of an energy audit, and are launching the second phase to manage each building in a sustainable manner. Currently, a review of air travel is underway, and analysis of waste management has confirmed a negative carbon impact. More work is underway
 - Outreach and Collaboration committee is supporting the external engagement required to advance the Climate Action Plan
- With regards to Justice, Equity, Diversity and Inclusion, five new EDI toolkits have been finalized or are close to completion. As well, PRC member, Harley Eagle, has led five workshops on Indigenous Cultural Safety Training
- The application to renew our Ashoka designation will be submitted next week, with commitments such as climate action and UN SDGs included with the changemaking focus
- The Research Ethics Board has been busier than ever, completing during the last 12 months 566 ethics reviews, with 117 active faculty projects in place that require approval

- The Research Ethics Board also paid respect to Dr. Myer Horowitz who passed away in October 2022. Dr. Horowitz was source of guidance, often referred to as the “north star”

Member questions/comments:

- Has the research funding been steady over time?
 - The original research plan had a target of \$2m with a goal to grow to \$3m. We do see growth as we are now at \$3.7m, with an estimated maximum of \$4m. The large target could only be exceeded with the addition of more faculty to do the research

8. MEETING ADJOURNED

10:52 AM

Motion to adjourn: Langstraat

NEXT SCHEDULED MEETING – MONDAY, 29 MAY 2023

DRAFT

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 30, 2023

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 Dec. 2022, Climate Action Plan progress has involved the following:

Goal 1: Lead and Enable

- Climate Advisory Working Group Updates:
 - 1) Education & Research working group – 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 – preliminary focus areas TBD.
 - 3) Outreach, Engagement & Collaboration working group – A stakeholder mapping session is scheduled to take place on March 23 to inform the Climate Communications Plan.
- Climate Risk and Adaptation: a statement of work to develop a climate risk assessment and adaptation plan for the university is underway.
- Climate competencies: as Human Resources looks to refine competencies for the organization, a small working team is reviewing opportunities to integrate climate and EDI competencies throughout this process.
- Onboarding: the Climate and Sustainability Office is working with both Human Resources and Student Services to integrate climate action awareness into New Employee Orientation sessions, and online Moodle and Student Orientation Launchpad training.
- Campus emission reductions (scope 1 and 2): In the *2022 Climate Change Accountability Report*, Royal Roads will report approximately 1,015 tonnes of carbon dioxide equivalent (tCO₂e). This represents a 6% increase since 2021 (958 tCO₂e) and is attributed mostly to an increase in energy consumption for building operations (direct fuel combustion). Since 2010, RRU has reduced its overall GHG emissions by 32%. Significant shifts and a holistic decarbonization strategy are needed remain on track to meet our 2025 target of 525 tCO₂e.
- Indirect emission reductions (scope 3): In addressing emissions associated with the university's value chain activities, RRU is conducting research to understand the major challenges and opportunities related to business air travel and waste, with other categories to be addressed at a later date.

- *Business air travel*: Sectoral research is being conducted and a survey was conducted March 7 - 17 to understand RRU staff and faculty opinions and perspectives on this topic. Results are being analyzed and will be shared with recommendations in summer 2023.
- *Waste*: In October 2022, an [audit of RRU's waste, recycling, and compost streams](#) was done by students of the *Bachelor of Business Administration in Innovation and Sustainability* under the supervision of their instructor and Program Head. The 2022 diversion rates were the lowest observed among the four waste audits; after adjusting for sorting errors, 42% of the university's waste was being diverted from landfills, compared to 68% in 2019. The Climate Action & Sustainability Office is working with the Operations department to implement the recommendations. The waste audit also provided a first-ever assessment of GHG emissions associated with the university's waste. The audit found that RRU's overall waste stream is net carbon negative (-21.5 to -34.4 tCO₂e) with available improvements in diversion having the potential to decrease life cycle emissions further. Results are preliminary and will require further analysis and finalization of methodology.
- Race to Zero: In August 2021, RRU signed the UN Race to Zero pledge. By June 2023, the university is required to submit reduction plans across all scopes of emissions to remain a signatory. RRU climate strategy implementation is slower than expected, putting at risk its ability to meet this deadline.

Goal 2: Build Knowledge and Capacity

- CanAdapt launch in Dec 2022: in collaboration with Climate Risk Institute (CRI), RRU's Resilience by Design (RbD) Lab announced CanAdapt, the go-forward plan for Adaptation Learning Network and the re-development of CRI's Climate Change Adaptation Community of Practice (CCACoP). CanAdapt is a climate adaptation capacity-building hub that provides a responsive platform for training, education, communities of practice, and information resources.
- In February 2023, RRU Professional and Continuing Studies submitted a Climate Resilient Infrastructure micro-credential proposal to the Ministry of Post-Secondary and Future Skills
- An online Graduate Certificate in Climate Risk and Resilience is in development for September 2023.
- A new "Learn with Us" web page was launched to profile RRU education and training programming at RRU related to climate and sustainability: <https://www.royalroads.ca/about/our-vision/climate-action-sustainability/learn-us>.

Goal 3: Collaborate for Solutions

- On March 1, Royal Roads University's Changemakers Speakers Series hosted Suzanne Simard speaking on "Finding the Mother Tree." The sold-out event provided an inspiring way to rethink our relationship with our natural world so we can begin to heal our climate.
- Indigenous Cultural Safety Approach – Training workshops with Harley Eagle were held reaching 50 RRU staff and faculty.
- A communications plan for RRU Climate Action is under development.

Recommendation:

That the Board of Governors receives this report for information.

PROGRAM AND RESEARCH COUNCIL



Annual Plan 2023-2024

Fiscal Meeting Dates	Topics for review/discussion*	Follow-up
February/March	<ul style="list-style-type: none"> • Academic Strategic Plan (update) • PRC Terms of Reference • Establish PRC Annual Strategic Priorities for the coming year (PRC Annual Plan) 	<ul style="list-style-type: none"> ➤ Board update at end of March ➤ To G&N > to Board for final approval ➤ Updates/Summary to Board for March meeting
May/June	<ul style="list-style-type: none"> • Research Strategy • International Strategy 	Updates/Summary to Board for June meeting
September/October	<ul style="list-style-type: none"> • Quality Assurance Processes • Student and Academic Support Services • Indigenization Plans • Equity, Diversity and Inclusion 	Updates/Summary to Board for October meeting
November/December	<ul style="list-style-type: none"> • Meet with Advisory Council Chairs • Review Post-Secondary/Workplace Trends 	Updates/Summary to Board for December meeting