

# 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  
 Veronica Thompson  
 Philip Twyford

**Administration:**

Drew Duncan  
 Ashley Richards (recording)

June 16, 2023 08:30 AM

<b>Agenda Topic</b>	<b>Presenter</b>	<b>Time</b>	<b>Page</b>
1. Call to Order and Welcome	Chan	08:30 AM-08:35 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Chan	08:35 AM-08:36 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 31 March 2023 Board of Governors meeting be approved as distributed.	Chan	08:36 AM-08:37 AM	3
4. Report from the President For information	Steenkamp	08:37 AM-08:52 AM	
<b>SPECIAL BUSINESS</b>			
5. Climate Action Plan Annual Report For information	Twyford	08:52 AM-09:07 AM	10
<b>REPORTS FROM COMMITTEES</b>			
6. Program and Research Council	Steenkamp	09:07 AM-09:17 AM	

6.1	Report from Chair For information	Steenkamp		
6.2	New Program Approvals from Academic Council For information	Thompson		
7.	Finance and Audit Committee	Brewster	09:17 AM-09:37 AM	58
7.1	Report from the Committee Chair For information	Brewster		
7.2	Policy Management Program - Report For information	Brewster/Twyford		58
8.	Governance and Nominating Committee	Benty	09:37 AM-09:40 AM	
8.1	Report from the Committee Chair For information	Benty		

VP PORTFOLIO REPORTS

9.	Report from the Vice-President, Academic and Provost For information	Thompson	09:40 AM-09:46 AM	65
10.	Report from the Vice-President Finance and Operations For information	Twyford	09:46 AM-09:52 AM	68
11.	Report from the Vice-President, Communications and Advancement *ADDED JUNE 11 For information	Gee	09:52 AM-09:58 AM	70

CONSENT AGENDA

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

12.	Consent - Approval Items None	Chan	09:58 AM-09:59 AM	
13.	Consent - Information Items	Chan	09:59 AM-10:00 AM	72
13.1	Draft PRC minutes of the 29 May 2023 meeting of the Program and Research Council			72
14.	Adjournment of Open Session			



DRAFT

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

**31 March 2023  
Sequoia Building, Boardroom 411 / Zoom**

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

**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. He called upon the governors to declare any conflicts of interest, real or perceived, that they may have. None were declared.

The chair recognized the contributions of outgoing staff-elected member, Dranna Andrews-Brown, who had served on the board since April 1, 2020. He also welcomed the incoming staff-elected member, Gwen Campden, RRU's Manager of Student Success. The chair wished the President a happy birthday on behalf of the board.

**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 (Simcox/Saunders)

*That the agenda be approved as distributed.*

CARRIED

**3. Approval of the Minutes**

MOTION (Pearce/Holmes)

*That the minutes of the open session of the 8 December 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:

- **Filming:** An American flag is flying over Hatley Castle due to filming on campus.
- **Trans Day Visibility:** March 31 is the Trans Day of Visibility. A celebration was held a few days ago on campus to celebrate the lives and accomplishments of Transgender, Two-Spirit, Non-Binary and Gender Non-Conforming people.
- **Student & Alumni Engagement:** President Steenkamp met with the new President of the RRU Student Association, attended an Alumni Roundtable held in Vancouver in January, and a roundtable alumni reception dinner held in Taipei. Advancement and Alumni Relations are working on a 3-Year Strategic Alumni Engagement Plan.
- **BC Provincial Budget:** The provincial government has announced investment in student financial aid and the forthcoming Future Ready plan will allocate money to provide people with resources to help upskill and reskill. RRU has 14 programs in total that meet eligibility requirements.
- **West Shore Campus:** The project is on schedule and on budget.
- **Internal/External/International meetings:** President Steenkamp provided an update on several meetings he has attended since the last board meeting.
- **Changemakers Speaker Series:** A sold-out event featuring Dr. Suzanne Simard was held at the Victoria Convention Centre on March 1. The next talk will be held May 31 and will feature Dr. Thomas Homer-Dixon.
- **RRU Open Houses with the Ministry of Indigenous Relations and Reconciliation (MIRR):** Open houses were held on March 3 and 4 to update the RRU community and local community on the status of treaty negotiations and the land disposition as they relate to RRU.
- **Conversations LIVE with Stuart McNish:** President Steenkamp participated as a panel member discussing the topic of climate smart agriculture and raising better food. RRU's work in this sphere is gaining attention.
- **Governance Workshop for Post-Secondary Governors:** President Steenkamp has been invited to speak at the Ministry of Post-Secondary Education and Future Skills board governance workshop being held in Vancouver on April 17. Several RRU governors are registered to attend.

The chair thanked President Steenkamp for his update and encouraged members to attend future offerings of the Changemakers Speakers Series.

#### SPECIAL BUSINESS

#### 5. Enrollment and Admissions Update

Veronica Thompson, Vice-President Academic and Provost (VPAC), provided an update on enrollment and admissions. Trish Glab, Interim Director of Admissions, was in attendance in support of this item. V. Thompson detailed the steady moderate growth of FTEs in credit programs over the past decade, the impacts caused by the COVID-19 pandemic, and the increase of international and domestic prospects over the past year. She shared what is being done to increase enrollment going forward and noted cautious optimism moving into this year as there is a slight incline in applications for 2023/24.

Members thanked V. Thompson and her team for this work. It was clarified that the concept paper being developed by the Indigenous Education team will not be a standard two-page concept paper, but rather one that is Indigenous-led and will be done in an Indigenous-way. Onboarding for the undergraduate West Shore campus will be rolling out within the next few weeks to ensure a full and successful cohort for September 2024. RRU offers an exceptionally supportive admissions and enrollment process. Members encouraged that RRU consider how best to market this supportive approach, as well as the continuity of care that RRU provides.

## **6. New Marketing Approach**

Susan Gee, Vice-President Communications and Advancement, introduced Erin Limacher, Associate Vice-President, Communications and Marketing, and Marla Chow, Director of Marketing, who were both in attendance to present on this item. The team is currently developing a marketing approach that optimizes resources, supports all RRU programs, and supports the reputation (brand) of RRU. The purpose of the shift is to support optimal enrolment, to collaborate with the VPAP, Deans and strategic enrolment management, and to spend money where it makes the greatest impact. Marketing is currently working with creative and media partner agencies to develop a strategic approach to the forthcoming undergraduate Westshore Initiative and will be responsive to the Province's Future Ready plan.

Members discussed the intersections between the various marketing platforms, and how social media marketing can drive prospects to RRU's website. Members encouraged the team to continue to showcase the unique community-focused energy of RRU.

The board adjourned the Open session for break at 10:16 a.m.

The board reconvened and resumed the Open session at 10:26 a.m.

## **7. Equity, Diversity and Inclusion Update**

Pedro Márquez, Vice-President Research and International (VPRI) introduced Alejandro Campos-Garcia, Associate Director, Human Rights and Equity, Diversity and Inclusion (EDI), who was in attendance to provide an EDI update. A. Campos-Garcia shared that an EDI Five-Year Strategic Plan is forthcoming, and that RRU is moving from the early stage towards the progressing stage regarding its EDI maturity level. The purpose of the plan will be to provide guiding paths of action that facilitate the successful transition to higher EDI maturity levels, and also build and consolidate the institutional structure and culture that will support this transition. The goals for this can be summarized as: the development and activation of EDI institutional plans; institutionalization of EDI commitments; and the mainstreaming of shared leadership across campus on EDI issues.

Members acknowledged the complexity of this task, the hard work of A. Campos-Garcia, and the need for further resourcing. Members acknowledged that RRU's leadership is incredibly supportive of moving EDI forward at RRU. A member raised that they appreciated RRU's self-awareness of where it is on its EDI journey. The EDI Five-Year Plan is currently out for consultation across the community but will be brought forward at a future meeting.

A. Campos-Garcia and T. Glab left the meeting at 10:45 a.m.

## **REPORTS FROM COMMITTEES**

### **8. Report from the Program and Research Council**

#### **8.1 Report from the Chair**

The council met on March 20, 2023. PRC welcomed Catherine Holt to her first meeting and members: approved the PRC Annual Plan; reviewed the PRC Terms of Reference; received an update on the Academic Strategic Plan; and received an update on the proposed academic reorganization. Members received an update from Academic Council, which included discussion on academic integrity and ethnic fraud, as well as presentations on Indigenous education initiatives, research data management and generative artificial intelligence (AI). Working groups have been created to delve more fully into ethnic fraud and generative AI. PRC members viewed a presentation on the university's new Research Data Management Strategy, which is a requirement to meet compliance of the Tri-Agencies (SSHRC, NSERC, CIHR) policy. The strategy includes the requirement of data management plans in the ethical review process, and appropriate, secure storage of all research data. Compliance of the strategy is expected for 2024/25.

PRC will meet next on May 29, 2023.

#### **8.2 New Program Approvals from Academic Council**

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

### **9. Report from the Finance and Audit Committee**

#### **9.1 Report from the Committee Chair**

The committee met on March 16, 2023 and key topics of the presentation and discussion included: the 2022/23 year-to-date operating results and forecast; a Royal Roads Treaty Land Process update; a Langford campus phase 1 development update; the draft 2023/24 operating and capital budget plan; and the renewal of the University's Privacy policy.

FAC next meets on June 1, 2023.

#### **9.2 2023/24 Annual Operating and Capital Plan**

Vice-President Finance and Operations, Philip Twyford, presented the draft 2023/24 Annual Operating and Capital Plan. Members previously viewed this at a special budget information session. It was noted that while RRU is facing significant headwinds, there are mitigation strategies in place. The briefing note highlights assumptions for revenues and expenses, and P.

Twyford drew members' attention to a recommendation that tuition rates increase each year for both new and continuing students under a phased approach, starting with new students in 2023/24 program year, with the first returning student fee increase in 2024/25. The increase would be 2% for domestic students, and 4% for international.

Members discussed raising international tuition and keeping RRU competitive, and it was clarified that the proposed 4% increase is at the lower end of increases throughout the sector. A member suggested it would be beneficial if RRU could encourage other organizations to support student bursaries. President Steenkamp confirmed that this is a critical priority, and work is already being done with the local communities to see if they would provide financial assistance to students like the City of Langford. RRU has a "Life Happens" bursary, which is to assist students who are having emergency financial challenges so that they do not have to drop out of their program.

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

MOTION: (Chan/Simcox)

*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.*

CARRIED

### **9.3 RRU Foundation 2023/24 Budget**

In line with standard practice, this item is to approve the RRU Foundation budget for the coming fiscal year. Operational support comes through the Advancement team. One of the key changes, as noted on page two, is that there is an annual surplus of \$160k, which will go back into the accumulated endowments and it will continue to increase. The net contribution proposals and fundraising continually increase as well. One piece being looked at is how foundation expenses can contribute to supporting fundraising activity. All details are included in the briefing note for this item.

Members discussed grants to the university and the fluctuations between the budget forecast and actuals in the prior year and in the upcoming year. The budgeted amount of the grant is based on what is projected will come in from net contributions, but the Advancement team is doing such a great job that more grants are coming into the university.

Governor Gray Smith left the meeting at 11:08 a.m.

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

MOTION: (Chan/Pearce)

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

CARRIED

### **9.4 Privacy and Protection of Information – Policy Renewal**

The briefing note recommends board 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). FAC reviewed the updated policy and the 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.

MOTION: (Chan/Benty)

*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.*

CARRIED

**10. Report from the Governance and Nominating Committee**

**10.1 Report from the Committee Chair**

The committee met on March 17, 2023 and discussed items such as: the review of the GNC Terms of Reference, the Standing Committee on Appeals Terms of Reference, and the Board Committee Structure document; the Board Retreat; the President's annual goals; and other matters. These topics will be covered in greater detail in the subsequent sessions.

GNC next meets on June 1, 2023.

**VP PORTFOLIO REPORTS**

**11. Report from the Vice-President, Academic and Provost**

Further to her report, V. Thompson updated members on business related to the schools, such as a conference, a new Indigenous scholar hire, as well as upcoming interviews for two Emerging Indigenous Scholar positions. There are two new micro-credential proposals approved by government; funding was received in tech-relevant seat expansion; and several programs were submitted for the Future Ready program. She shared that former VPAC, Steve Grundy, is retiring after a 27-year career at RRU.

The board chair congratulated Dr. Grundy on behalf of the board. He also expressed an interest in the board receiving an update on the work of the AI Task Force at some point in the future.

**12. Report from the Vice-President and Chief Financial Officer**

P. Twyford highlighted items listed under the learning and teaching section as well as items within the community engagement section of his report. He further noted that RRU's carbon capture now exceeds the required standard as Langford has relaxed their standards, and the demolition of the houses on the site is being sped up for security purposes.

Members discussed the unified communication plan, and it was clarified that there will still be physical phones in certain areas, such as security desks, for emergency purposes.

**13. Report from the Vice-President, Communications and Advancement**

Further to her report, S. Gee noted that a case for support is underway for the multi-year fundraising campaign. They will then move to a feasibility study for the fundraising campaign



and then into a quiet phase. She shared that there has been restructuring in Advancement, including some shifting of positions and a few new positions coming forward (with no new FTEs). The Vision in Bloom community campaign will start May 2. Regarding student awards and grants, they are planning on looking at how they process grants, how students find them and how the whole fund process is set up. Advancement came in around \$1.8M this year and she noted that the Cascade Institute is doing well.

**14. Report from the Vice-President Research and International**

P. Márquez highlighted that a Climate Action Update is included in the Consent Agenda. He shared that over the last two and a half months the research team has received news of the approval of 17 externally funded research grants totalling \$1.2M (one third of that came from the Cascade Institute). At the March Campus Conversation, President Steenkamp presented Canada Research Chair (CRC) appointments and letters signed by Prime Minister Trudeau to four CRCs. RRU has submitted an application for the continuation of its Ashoka changemaker designation. He also noted that Dr. Myer Horowitz, an involved member of the research ethics community, recently passed away.

The board chair expressed condolences to Dr. Horowitz's family.

**CONSENT AGENDA**

PRO-FORMA MOTION

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

**15. Consent Agenda - Approval items:**

None.

**16. Consent Agenda - Information items:**

**16.1 Draft PRC minutes of the 20 March 2023 meeting of the Program and Research Council**

**16.2 Climate Action Plan Update**

**16.3 PRC Annual Plan 2023/24**

**17. Adjournment of Open Session**

The meeting adjourned at 11:35 a.m.

## BOARD OF GOVERNORS BRIEFING NOTE



<b>MEETING:</b>	June 15, 2023
<b>AGENDA ITEM:</b>	Climate Action Plan – annual progress report
<b>SPONSOR:</b>	Philip Twyford, Vice President, Finance & Operations
<b>PURPOSE:</b>	For Information

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### Synopsis:

The [Climate Action Plan 2022 - 2027](#) (CAP), approved in October 2021, has now completed its second year of implementation. The following provides an update to Board members on the progress made on the plan's progress, along with other related reports.

### Background:

- RRU's *Climate Action Plan* aligns with the climate-related work of the Province of BC, particularly *CleanBC* and the draft *BC Climate Adaptation and Preparedness Strategy*. RRU's CAP identifies pathways in which the university will meet – and, in some cases, exceed – provincial targets. In addition, there are opportunities for RRU to play a leading role in provincial and federal efforts to address climate risk and adaptation.
- The *Climate Action Plan Annual Report* documents the implementation of RRU's climate leadership activities during the 2022 – 2023 fiscal year (see Appendix A). The report provides a written progress summary for each goal area; outlines challenges, opportunities and next steps; and recommendations for the year ahead. The report also provides an at-a-glance summary of the action/outcome areas with a qualitative assessment of progress. Based on this, progress is as follows:
  - On track/complete (green) = 22%
  - Active but needs help (yellow) = 36%
  - Delayed, or At risk (red) = 36%
  - Not started yet = 6%
- A companion document ("Annex 1: Summary Implementation Table") provides greater detail on the implementation, by action area with key performance areas and targets. See Appendix B for this document.
- While this report was compiled by the Climate Action & Sustainability Team, it is reflective of a broader university effort. In keeping with a whole-of-university approach to climate action, accountabilities and responsibilities for the plan's implementation are distributed across all portfolios and departments in the university.
- RRU also completed its annual *Climate Change Accountability Report* for the 2022 calendar year (see Appendix C). In 2022, Royal Roads produced 1015 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). This represents a 6% increase over 2021 figures (964 tCO<sub>2</sub>e) and is attributed mostly

to an increase in energy consumption for building operations (direct fuel combustion and purchased energy). Since 2010, RRU has reduced its overall GHG emissions by 32%. To meet the 50% GHG reduction target set by the Board for 2020, along with the 65% reduction target for 2025 (bringing emissions to 525 tCO<sub>2e</sub>), RRU will need to substantially increase its efforts and investments with a particular focus on building-related emissions (92% of emissions result from direct fuel combustion of methane gas for building heating and hot water).

**Fit to Vision and Strategic Direction:**

The *Climate Action Plan* is directly aligned with Royal Roads’ vision of *Inspiring people with the courage to transform the world*. Each of RRU’s four strategic goals connect with – and are supported by – the initiatives identified in the *Climate Action Plan*.

Additionally, our university commitments to equity, diversity, and inclusion; decolonization and reconciliation; and the UN Sustainable Development Goals are inseparable to our climate action commitments.

**Lens of Reconciliation:**

Indigenous ways of knowing, being, and doing are critical to transformative change and climate action. This sentiment is woven through the *Climate Action Plan’s* guiding values and principles, goals, outcomes, and actions. Consultation, co-creation and reciprocal knowledge sharing with Indigenous rights holders need to be embedded in RRU’s processes and plans.

A few examples of integrating Indigenous perspectives into the Climate Action Plan implementation include:

- 1) Lekwungen (Songhees) member of the Heron Peoples Circle on the CLC.
- 2) Integrating Indigenous perspectives into course content and program offerings (e.g. the “Indigenous Knowledges and Perspectives on Climate Change” course under the Professional Continuing Studies program (in partnerships with the Adaptation Learning Network), and Indigenous Environment Leadership courses as part of the School of Environment and Sustainability program).
- 3) Developing a Climate Solutions Fireside Chat speaker’s series which will include a strong focus on Indigenous climate leadership and decolonizing approaches.

**Implications:**

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

*Financial:* The Climate Action Plan requires significant, ongoing investment by the university. Action items for the CAP will be included in the annual planning process for each portfolio area.

*Human Resources:* TBD and under review by portfolio area (new positions are on hold; re-prioritizing existing positions is needed to achieve CAP targets and commitments). Additionally, professional development, climate change education and training, and integration of climate action competencies

into future role profiles are being explored with Human Resources department, faculty and Professional Continuing Studies.

*Campus Planning:* Infrastructure, landscape and program planning and development will integrate and support climate goals.

*Stakeholder/Community:* In the *Climate Action Plan*, Goal 3 (Collaborate for Solutions) identifies actions to co-create climate action solutions, leverage resources and amplify positive impact through relationships, partnerships and dialogue. This includes Indigenous relationships, community partnerships, university engagement, communications, and events.

*Equity, Diversity, Inclusion, and Anti-Racism:* Climate action is inseparable from decolonization, equity, diversity, inclusion, and climate justice. At the centre of our intentions, actions, and ways of being, we must continually work together to change inequitable systems that cause harm to people and the planet (and to ensure that solutions don't perpetuate injustices and inequities).

*Sustainability:* Sustainability objectives are closely entwined with climate action, arguably the most pressing goal of the UN SDGs. RRU's longstanding sustainability commitments, academic leadership, and campus achievements puts the university in a position of strength.

*Climate Action:* Yes

*Other: Academic Programming.* The plan proposes to bring greater focus to climate change education, curricula and research as a core purpose and strategic direction for RRU's academic mandate. This will be facilitated by the new *Academic Strategic Plan*.

**Risk Assessment:**

Risk	RRU Mitigating Actions
<p><b>Sufficient funding and resources</b> to activate the Climate Action Plan and deliver on the commitments.</p>	<p>Through the distributed leadership model, accountabilities and responsibilities have been identified across different portfolio areas, allowing for climate action functions to be integrated across departments and programs. The CAP was also developed to be adaptive to changing contexts and challenges. In the face of existing constraints, the RRU Executive Team will review CAP priority actions and update/refresh the KPIs to provide clarity of direction for which actions and outcomes are most critical.</p> <p>Strategic partnership development will also mitigate this risk. Sharing resources and best practices will improve efficiency, build momentum, and help accelerate the pace of change. RRU will prioritize and intentionally pursue partnerships, building on its existing network and exploring new ones.</p>

**Recommendation:**

It is recommended that the Board of Governors receive this briefing and associated reports for information.

**MOTION: not required**

**Attachments:**

1. Appendix A: *Climate Action Plan – Annual Report 2023 - 24*
2. Appendix B: Annex 1: Summary Implementation Table
3. Appendix C: *2022 Climate Change Accountability Report*



Royal Roads  
UNIVERSITY

# CLIMATE ACTION PLAN

Annual Report  
2022 - 2023



## Land Acknowledgement

We acknowledge that the Royal Roads University (RRU) campus sits on the Lands of the Xwsepsum (Esquimalt) and Lekwungen (Songhees) families and ancestors. It is with respect and gratitude that we work, live, play, and learn on these traditional Lands.

This Land was, and continues to be, part of the fabric of life of Indigenous communities. The Xwsepsum (Esquimalt) and Lekwungen (Songhees) families have lived, hunted and gathered on these Lands for thousands of years. Attitudes, practices and beliefs associated with colonization have dramatically altered Indigenous Peoples' relationships with the Land on which Royal Roads University is located. As immigrants, immigrant-descendants and visitors to these Lands, we have a responsibility to consider our individual and collective roles in addressing and redressing damaging impacts. Actions we commit to range from respecting the people of these Lands, increasing understanding of Indigenous ways of knowing and being, learning about the past and its impact on Indigenous Peoples and celebrating Indigenous cultures.

As we reflect on the importance of this place, and in the context of climate action, we are reminded to do this work in a way that establishes strong relationships built on reciprocity, respect and RRU's commitment to undo the legacies of colonialism, repair the effects of oppression, promote equity and to support the sovereignty of Indigenous Peoples.

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Cover image used with permission of photographer - Steve Miles Berry, 2022.



## Introduction

This is the second annual report for Royal Roads University's [Climate Action Plan 2022-2027](#). In this report, we reflect on the successes and progress made over the last year to activating our ambitious Climate Action Plan.

*Lead and enable. Build knowledge and capacity. Collaborate for solutions.* The goals, priority areas and outcomes of the plan have provided a pathway towards climate leadership for Royal Roads. The plan is unfolding in a context of uncertainty and change - we need to be responsive and open to those opportunities and challenges. Amidst that is the university's continued focus inspiring a diverse community of change agents and their power to make a positive difference in the world. The plan's continued focus is on amplifying the ability of our students, faculty and staff to change the world, whatever walk of life they journey through.

This annual report provides an overview of accomplishments, opportunities, challenges and next steps for RRU in implementing its Climate Action Plan. This is organized by goal and priority area, the first section in each details the progress made towards the respective priority areas and the second section outlines the key challenges and opportunities more generally for that goal.

This report documents the implementation of RRU's *Climate Action Plan* during the period from April 2022 to March 2023. The report provides a written progress summary for each of the goal areas, identifies challenges and next steps. Key recommendations are identified on page 11, followed by an appendix of at-a-glance progress by action and accountability area on page 12. Finally, a companion document (Annex 1: Summary Implementation Table) provides greater detail on the implementation, by action area with key performance areas and targets.

While this report was compiled by the Climate Action & Sustainability Team, it is reflective of a broader university-wide effort. The distributed nature of the plan – and the intention to build in climate action across the organization – is reflected in the following pages.

## Successes and Challenges for 2023/24

### Royal Roads University's *Climate Action Plan* Overview:

Three goals and five strategic priorities set the foundation for the plan.

<b>Goal 1 - Lead and Enable</b>	
Make urgent climate action core to the university's purpose and business by establishing climate-driven governance, policies and competencies. Be a leading example of mitigation and resilience.	
Priority area 1	Governance and leadership
Priority area 2	Administration
Priority area 3	Campus operations
<b>Goal 2 - Build Knowledge and Capacity</b>	
Increase climate change awareness and action through education, research and engagement. Advance learning that is responsive to place, people and nature.	
Priority area 4	Education, knowledge generation, and research
<b>Goal 3 - Collaborate for Solutions</b>	
Co-create climate action solutions, leverage resources and amplify positive impact through relationships, partnerships and dialogue.	
Priority area 5	Collaboration, engagement and outreach

The following pages provide an overview of progress, challenges and next steps within each goal area.

## Goal 1 - Lead and Enable

### Progress

#### PRIORITY AREA 1: GOVERNANCE AND LEADERSHIP

- **Distributed Leadership:** Supporting a whole-of-university approach to climate leadership, the Climate Leadership Committee (CLC) continues to guide and support a distributed and shared leadership network across the university. CLC meeting contribute to broad knowledge sharing and an opportunity for a diverse group of voices at the university to come together to share opinions and ideas. In addition to the CLC, three Climate Advisory Working Groups were established to advance key deliverables within the plan:
  1. Education & Research
  2. Mitigation & Adaptation
  3. Collaboration, Engagement & Outreach

#### PRIORITY AREA 2: ADMINISTRATION

- **Scope 3 emissions:** RRU's CAP includes a 50% reduction target for scope 3 emissions<sup>1</sup>. Halving all emissions by 2030 is a target that is also in line with the university's participation in Race to Zero. This year, the Climate Action and Sustainability team worked with an intern who led a research project focused on Scope 3 emissions. The project looked at what other post-secondary institutions are doing in this area and surveyed the RRU staff and faculty community about their awareness, challenges and opportunities around reducing business travel emissions. RRU is also an active member of the Air Travel Community of Practice with other Canadian universities working on advancing business-related air travel emissions.
- **Plans:** The University's new ten-year Capital Plan has been initiated and, through this, initiatives in support of climate action objectives will be prioritized and sequenced. The plan includes a focus on shifting from fossil fuels to full electrification of our campuses wherever possible and explores renewable options including wind and solar.
- **Transparency & Accountability:** Accountability to our climate commitments is extremely important. In addition to this public annual report, RRU's Board and Executive are provided with quarterly updates on the *Climate Action Plan*. Portfolio-specific reporting are distributed halfway through the implementation year so that each area can stay apprised of the status of actions they are accountable or responsible for.

#### PRIORITY AREA 3: CAMPUS OPERATIONS

- **Campus emissions:** Most of RRU's emissions come from building heating and electricity. In 2022, RRU's reported GHG emissions were 1,015 tCO<sub>2</sub>e, a 32 per cent reduction from 2010 levels.
- **Energy management:** Phase 1 of the Energy Audit was completed and gives an initial overview of priorities for energy and emission reductions for the coming years. To support the university's GHG mitigation and resource conservation goals, the university successfully pursued funding and approval for a full-time Energy Manager. This position will be critical to advancing the recommendations of the audit, including strategic energy management plans and programs.
- **Zero Carbon Design (ZCD) standards:** Leading green standards are guiding the Rose Garden Cottage renovation and the design of the Langford Campus. The Langford campus will be the first post-secondary

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<sup>1</sup> Scope 3 emissions are those emissions produced both upstream and downstream from RRU's value chain including commuting, food, business air travel, embodied carbon, waste, services, materials, and paper.

institution in B.C. achieve ZCD certification. The Langford campus is also piloting innovative approaches, using low carbon concrete with a 54% lower embodied carbon value than the Canadian national average.

- **Phasing out harmful refrigerants<sup>2</sup>:** In 2022, RRU undertook roof repairs to replace HVAC systems and phase out R22 (a potent greenhouse gas). These upgrades will be complete in 2023, aligning with [federal compliance](#) regulations and with anticipated improvements to building envelope performance.
- **Fleet electrification:** RRU has reduced fleet associated GHGs by 34 per cent since 2010; and with the purchase of five hybrids so far, is on track to its goal of electrifying all regular-use vehicles by 2028.

## Challenges, Opportunities and Next Steps

- **Integrated decision-making that embeds climate change considerations** is foundational to the success of the *Climate Action Plan*. Additional work including the development of a climate screening tool, integration into plan and policy development, and internal capacity-building and training will support climate integration. Additionally, it is important that this be done in conjunction with other key priorities and commitments such as our commitments to United Nations Declaration on the Rights of Indigenous Peoples, Truth and Reconciliation; Equity Diversity and Inclusion; and the UN Sustainable Development Goals.
- **Decarbonization across all scopes:** Significant shifts and a holistic decarbonization strategy are needed to achieve RRU's emission reduction targets and meet its Race to Zero commitment. RRU has yet to achieve its GHG reduction target of 50% (750 tCO<sub>2</sub>e) by 2020; the 2025 target of 65% (525 tCO<sub>2</sub>e) is rapidly approaching. An aggressive decarbonization plan is needed for both direct and indirect emissions. This will need to involve innovative solutions, the retirement of aging or inefficient buildings, as well as optimization of the campus in accordance with the Energy Audit recommendations. For scope 3 (indirect) emissions, RRU will need to set out a reduction roadmap that includes baseline development and ongoing tracking; change management; awareness building; and new business processes, guidelines and policies.
- **Resilience:** In 2022/23, preliminary research and consultation sought to define RRU's future work to conduct a climate risk assessment and subsequent Adaptation Plan. The early vision of this work includes a focus on promoting community-driven participation in decision-making, capacity building, and supporting vulnerable and impacted communities. The initiation of this work is pending funding. Finally, as part of phase one of the 2022 Energy Audit, preliminary resilience rankings for RRU buildings were assigned. Further work will determine infrastructure climate readiness and risk.
- **Resourcing and delegation:** Adequate resourcing (both financial and staffing) continues to be a challenge. As such, the Climate Action Hub has not yet been established (however, as explained in the next section, some design work has been done). Opportunities exist to integrate and encourage climate integration across portfolios and responsibilities.
- **Climate competencies:** As Human Resources looks to refine its values-based competencies for the organization, a small working team is reviewing opportunities to integrate both climate and Equity, Diversity and Inclusion-related competencies throughout this process. More progress is expected in 2023/24.

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<sup>2</sup> Refrigerants called hydrofluorocarbons (HFCs) are a widely used greenhouse gases with global warming potentials that are thousands of times higher than the same amount of carbon dioxide. Global warming potential is a measure of how much heat one tonne of a gas will trap in the atmosphere over a given period, relative to one tonne of carbon dioxide. HFCs contribute to climate change and ozone depletion.

## Goal 2 - Build Knowledge and Capacity

### Progress

#### PRIORITY AREA 4: EDUCATION, KNOWLEDGE GENERATION, AND RESEARCH

- **Climate and sustainability courses and programs:** A preliminary inventory of climate and sustainability courses and programs across disciplines was updated and showcased via the website on the “[Learn with us](#)” page. There are currently 30 programs, certificates, and courses included and the list continues to grow.
- **Launch of CanAdapt:** In December 2022, RRU's Resilience by Design (RbD) Lab, in collaboration with Climate Risk Institute, announced [CanAdapt](#), a climate adaptation capacity-building hub that provides a responsive platform for training, education, communities of practice, and information resources. Additionally, a new online Graduate Certificate in Climate Risk and Resilience is in development for September 2023.
- **Upskilling for Canada's Climate Transition:** The RbD Lab, in collaboration with the Academy for Sustainable Innovation, is currently undertaking a research project called [Upskilling for Canada's Climate Transition](#). This project aims to identify the steps needed to upskill the workforce to the climate transition plan in Canada.
- **Professional and Continuing Studies (PCS):** Through PCS and the CanAdapt partnership, RRU is growing its [suite of climate-related courses](#). In addition, in February 2023, PCS submitted a Climate Resilient Infrastructure micro-credential proposal to the Ministry of Post-Secondary and Future Skills.
- **Living Lab program development:** The Master of Environmental Management (MEM) program offered third year residencies a new format for “Learning in a Living Lab” (ENVR 627) which provided experiential learning about regenerative sustainability, climate change adaptation and mitigation, biodiversity conservation and reconciliation through a Living Lab process. In addition, a Major Research Project on Living Labs was completed by an RRU graduate student. These recommendations and lessons learned, combined with advancements in RRU's CityStudio projects and Community Learning Partnerships, will further the development of RRU's Living Lab model.
- **Biodiversity Map:** A showcase project of ENVR 627 (above) was a baseline study was done by MEM students as part of a Living Lab project. The resulting [interactive biodiversity map](#) includes all ecosystems on campus.
- **Connection building:** Several projects over the 2022/23 year, focused on increasing the connection between the Climate Action & Sustainability Team and programs and faculty. Through this RRU's CAP was a focused component of student project work (in programs such as BBA, MEM, and CityStudio).
- **The Farm @ RRU:** The Farm offers a living lab through which RRU can decolonize curriculum and further its climate goals. Supporting [The Farm @ RRU](#), the Food Systems Manager contract position has been extended, and a significant grant (\$200k) awarded over two years. Curriculum development is also underway for an elective course that will be available across multiple programs.
- **Canada Research Chair:** Rob Newell, RRU's new Canada Research Chair in Climate Change, Biodiversity and Sustainability started in the School of Environment and Sustainability in July 2022. Newell's research focuses on integrated planning and policy, stakeholder engagement and sustainable community development.

## Challenges, Opportunities and Next Steps

- **Climate Action Hub:** The design and phasing recommendations for the Hub were advanced this past year through the Advisory Working Group on Education and Research. Establishing a Hub remains a key milestone of the CAP as many actions are dependent on both the support and structure that a hub would offer.
- **Onboarding module:** To advance climate literacy and engagement, the Climate and Sustainability Office is working with both Human Resources and Student Services to integrate climate action awareness into RRU's New Employee Orientation sessions. An advisory group has also been established to develop online learning modules that will integrate with the Student Orientation Launchpad and employee onboarding.
- **Research sharing:** The opportunity for amplifying climate-related research through a repository or database has been identified as an initial phase for the Climate Action Hub. Events that include a research-sharing component are currently being planned.
- **Climate-related curricula and courses:** Currently there is insufficient academic capacity to inventory existing programs and curricula; Additionally, academic freedom must always be respected in developing climate change programming and curricula.

## Goal 3 - Collaborate for Solutions

### Progress

#### PRIORITY AREA 5: COLLABORATION, ENGAGEMENT AND OUTREACH

- **Indigenous Cultural Safety:** Training workshops for Indigenous Cultural Safety approaches were held with Harley Eagle in early 2023 reaching 50 RRU staff and faculty.
- **Strategic communication:** The first draft of the Climate Action Communications Plan has been reviewed and updated by the communications team and will undergo further review by the Advisory Working Group. Stakeholder mapping work contributed to the strategies in this plan.
- **Marketing campaign:** The communications and marketing teams implemented a climate action marketing campaign in late September that ran through to the end of fiscal. Through this, they socialized RRU climate action programming and activities through earned and social media, and by boosting storytelling
- **Staff and student engagement:** Earth Week 2023 provided virtual and physical ways for students, faculty and staff to engage and connect. Design of the events reflected cross-departmental collaboration with Human Resources, Operations, Communications, Student Services and the Climate & Sustainability Team. In addition, some other activities were organized that included students and staff (i.e. Go by Bike Week, Earth Day celebrations and shoreline clean ups). The Climate Action & Sustainability team and members of the Human Resources team have had some preliminary conversations about a volunteering program for staff.
- **Relationship and network building:** connections have been forged and advanced through initiatives including the Race to Zero for Colleges and Universities, the Sustainable Solutions Development Network, renewal of Ashoka designation, President's Task Force for Community Engagement, and the Air Travel Community of Practice. Preliminary discussions about climate collaborations and knowledge sharing continue with local government and post-secondary partners.
- **Climate-related events:** On March 1, 2023 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.

### Challenges, Opportunities and Next Steps

- **Indigenous engagement:** Establishing models of collaboration is underway through engagement with Indigenous leaders and their communities; and a broader RRU Indigenous Engagement Plan is under development. Ways of working for potential climate action collaboration be arrived at in consultation with Indigenous leaders and communities. Specific conversations regarding climate action have not yet begun with Indigenous communities as conversations on the West Shore Campus continue. With RRU's Director of Indigenous Engagement on leave, much of this work has not yet started.
- **Partnerships framework development:** Building on existing relationships, strategic climate-focused partnership engagement and development is a growth area of the university and something that dedicated leads in the university will help to foster.
- **Fundraising:** A multi-year fundraising campaign with climate action as one of the focus areas is being planned by the Advancement team. A newly hired Director of Advancement will support this work.

- **Future Events:** As part of the *RRU Changemaker Speaker Series*, Dr. Thomas Homer-Dixon will be speaking in May 2023 with a focus on the polycrisis and climate action. In December, a Masters of Climate Action Leadership summit will be held. Alongside this, RRU will be kicking off a Fireside Chat for Climate Solutions speakers series.
- **Applied Learning:** RRU continues to advance its opportunities for experiential education and Work Integrated Learning. A key development this past year was the launch of the [Experiential Learning Hub](#). This online hub provides resources and builds connections so students can access professional opportunities and apply their learning. Additionally, green skill development will be advanced in 2023/24, with a focus on identifying and securing experiential learning opportunities for RRU students that align with a net-zero economy.



## Key Recommendations

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**From ideas to impact:** The Climate Action Plan outlined significant and sustained commitments needed for climate leadership at the university. In the absence of new funding or resources – and with additional financial pressures on the horizon – RRU needs to determine how it will strategically invest in and advance climate action. Three key recommendations have been identified to support coordinated and impactful work:

1. **Support internal capacity building and a culture of engagement and collaboration:** The CAP offers a role for every member of the extended RRU community to participate in climate action. However, to create an enabling environment that supports this, top-down support can be balanced with investments in training and encouragement of – and making space for – bottom-up innovation by teams and individuals. Capacity-building can be supported by professional development, courses and other training opportunities. Workshops or other forms of engagement are also needed to build a supportive internal culture and collaborative networks within the organization. Within departments across the university, there are opportunities for greater integration of climate action as a shared responsibility and way of working.
2. **Delegate and integrate priorities:** Across portfolio areas, accountabilities and responsibilities have been identified for actions within the Climate Action Plan. Stronger integration of this into business-level work plans, and clearer direction and support by senior management is needed to support staff to activate these areas. On the academic side, integration of climate into shared learning, teaching and research resources is a key action that is also part of the *Academic Strategic Plan*.
3. **Build on strategic partnerships:** Across the post-secondary sector, and with Indigenous, community and government partners, collaboration not competition for climate solutions is needed. Sharing resources and best practices will improve efficiency, build momentum, and help accelerate the pace of change. RRU will need to prioritize and intentionally pursue partnerships, building on its existing network and exploring new ones within a clearly defined framework.

**Executive priority-setting exercise:** The CAP was developed with specific targets and key performance indicators (KPIs). It was also developed to be adaptive to changing contexts and challenges. Many of these KPIs are not yet being tracked or monitored. The RRU Executive Team will review CAP priority actions and update/refresh the KPIs to provide clarity of direction for which actions and outcomes are most critical in the current context.

## Appendix 1. Climate Action Plan Status Report at-a-glance, Year Two

This Climate Action Plan (CAP) report card provides an at-a-glance view of the status of each action (see the [Climate Action Plan Goals, Outcomes & Actions](#) for a description of the actions). The “Summary Implementation Table” (Annex 1) provides a more detailed implementation update alongside key performance indicators and targets; this is available upon request.

### Status & Acronym Legend:

Completed <input checked="" type="checkbox"/>	Active/on track	Active but needs help	At risk/off track or delayed	Not started yet
Vice President Research and International - VPRI Vice President Finance and Operations - VPFO Vice President Academic and Provost - VPA	Vice President Communications and Advancement - VPCA Director – Dir. Information Technology team- IT			

### Priority Area 1: Leadership & Governance

Action Overview	Accountability	Responsibility	Status
<b>1. Commitment</b>			
<b>1.1 Climate Emergency Commitment</b> - publicly declared	President	VPRI	<input checked="" type="checkbox"/>
<b>1.2 Multi-stakeholder Initiatives</b>	President	VPRI, VPCA, Dir. Bus. Development	
<b>1.3 UN SDG Alignment</b>	President	VPRI and Dir. Research & International	
<b>1.4 Indigenous Collaboration &amp; paired governance</b>	VPCA	Dir. Indigenous Engagement, VPRI	
<b>2. Decision Making</b>			
<b>2.1 Climate Awareness</b> - Board, Executive and Senior Committees	President	VPA	
<b>2.2 Climate Considerations</b> - integrated into strategic-level plans, meetings, budgets, policies, and reports	President	VPFO, VPRI, VPA, VPCA	
<b>2.3 Delegation</b> -of responsibility to align ops, admin, service delivery & LTRM with climate goals	President	VPFO, VPRI, VPA, VPCA	
<b>3. Resources</b>			
<b>3.1 Climate Leadership Committee</b> - cross-disciplinary leadership structure for CAP oversight	President	VPRI	
<b>4. Climate Action Hub</b>			
<b>4.1 Hub Resourced &amp; Established</b>	President	VPRI & VPA	
<b>5. Resilience</b>			
<b>5.1 Assessment</b> - climate risk and vulnerability assessment to determine priority risks and impacts	VPRI	VPRI, Operations & Resilience	

<b>5.2 Adaptation Plan</b> - Develop and resource a Climate Adaptation Plan	VPRI	Operations & Resilience, VPRI	
<b>5.3 Integrate Disaster Risk Reduction</b> - into university emergency plans with annual updates	VPFO	Operations & Resilience, VPRI	
<b>6. Transparency and Accountability</b>			
<b>6.1 Disclosures &amp; Risks</b> - annual reports <b>6.1.1 Mandatory disclosures</b> <b>6.1.2 Voluntary disclosures</b> Climate Action Plan <b>6.1.3 Material climate-related risks</b>	President	VPFO, VPRI, VPA, VPCA	
<b>6.2 Progress Reporting</b> - with the University community.	VPRI	VPFO, VPRI, VPA, VPCA	
<b>6.3 Board Updated</b> - on progress toward climate action targets semi-annually.	President	VPRI	
<b>7. Inclusive Governance</b>			
<b>7.1 Inclusive Processes</b> - shape the development and implementation of climate initiatives & policies.	President	VPFO, VPRI, VPA, VPC&A	
<b>7.2 Knowledge Systems Incorporated</b> - with an emphasis on Indigenous knowledge.	VPC&A	Indigenous Engagement Dir., VPCA, VPA	
<b>7.3 Community-driven Participation</b>	VPC&A	VPFO, VPRI, VPA, VPCA	

## Priority Area 2: Administration

Action Overview	Accountability	Responsibility	Status
<b>1. Delegation</b>			
<b>1.1 Delegation of Roles</b> - authority delegated/ accountable for CAP implementation.	President	VPFO, VPRI, VPA, VPCA	
<b>1.2 Resourcing</b> - Roles, work plans and performance reviews include CAP responsibilities	VPFO, VPRI, VPA, VPCA	Human Resources	
<b>2. Decision Making &amp; Implementation</b>			
<b>2.1 Climate Screening Tool</b> - to assess every decision's contribution to addressing climate change and EDI	VPRI	VPFO, VPRI, VPA, VPCA	
<b>2.2 Purchasing, Procurement &amp; Investment</b> - Climate incorporated into each.	VPFO	Ops & Resilience; Finance	
<b>2.3 Climate Aligned Decisions</b> - integrating climate and sustainability considerations into strategic decisions.	President	VPFO, VPRI, VPA, VPCA	
<b>2.4 Climate Leadership Committee</b> - broad and inclusive representation/expertise targeting CAP priorities.	President	VPRI (lead), with VPFO, VPA, VPCA	☑
<b>2.5 Innovative funding and tools</b> - to support the plan's goals and targets.	VPRI	Climate Action Hub	
<b>3. Planning and Policy Development</b>			

<b>3.1 Plan and Policy Development</b> - Develop/refresh plans and policies to align with CAP.	President	Policy and Board	
<b>4. Scope 3 Emissions Reductions</b>			
<b>4.1 Establish Scope 3 Baseline</b> - Prioritize, measure and publicly report on a preliminary scope 3 categories.	VPFO	Finance, Operations & Resilience	
<b>4.2 Scope 3 Business processes</b> - Adjust business process and policy to reduce scope 3 emissions.	VPFO, VPRI, VPA, VPCA	VPFO	
<b>4.3 Transportation Demand Management &amp; Commuting</b> - to reduce commuting-related emissions	VPFO	VPFO	

### Priority Area 3: Operations

Action Overview	Accountability	Responsibility	Status
<b>1. GHG Reductions</b>			
<b>1.1. Buildings &amp; Energy</b> - energy audit to identify priorities for energy efficiency, emissions reductions and adaptation.	VPFO	Operations & Resilience	
<b>1.2 Energy &amp; Utilities Master Plan</b> - roadmap to meet targets for energy, emission reductions and resilience.	VPFO	Operations & Resilience	
<b>1.3 Building Operations Program</b> - aligns with performance and sustainability standards.	VPFO	Operations & Resilience	
<b>1.4 Building Optimization</b> - to reduce emissions/costs, retire inefficient buildings and to adapt climate risks.	VPFO	Operations & Resilience	
<b>1.5 Fleet</b> - Transition RRU fleet to 100% Zero Emission Vehicles by 2030.	VPFO	Operations & Resilience	
<b>1.5 (b) Fleet</b> - Procurement workflow process improvements.	VPFO	Operations & Resilience	☑
<b>1.6 Paper</b> - Cap paper procurement at 2020 levels and shift all processes to electronic.	VPFO	Climate Action & Sust. Team and IT	
<b>2. Climate Risk, Resilience &amp; Adaptation</b>			
<b>2.1 Manage for Risks</b> - assess, monitor, report and manage institutional climate risks and develop responses.	VPFO	Operations & Resilience	
<b>2.2 Infrastructure Readiness</b> - determine an initial score for future climate readiness and/or climate risks.	VPFO	Operations & Resilience	
<b>2.3 Water Management</b> - Develop a water management plan, informed by audits, climate risks and regional factors.	VPFO	Operations & Resilience	
<b>2.4 Applied Learning</b> - Develop a roster of student research projects and volunteer opportunities.	VPFO	Operations & Resilience	

## Priority Area 4: Education, Knowledge, and Research

Action Overview	Accountability	Responsibility	Status
<b>1. Climate Change Education</b>			
<b>1.1 Academic Direction</b> - Clarify academic direction for climate education and curricula.	VPA	VPA	
<b>1.2 Develop climate-related curricula, courses</b> - such that all students are exposed to climate science/action.	VPA	VPA	
<b>1.3 Climate Action Hub</b> - Established with governance structure and mandate to advance CAP.	VPFO, VPRI, VPA, VPCA	VPRI, VPA	
<b>1.4 Climate onboarding module</b> - module in staff, faculty, student onboarding.	VPA	Climate Action Hub	
<b>1.5 Teacher connector Program</b> - students with climate subject matter expertise act as resources to instructors.	VPA	Climate Action Hub	
<b>1.6 Outreach &amp; accessible courses</b> - develop suite of accessible courses and educational outreach initiatives.	VPA	Climate Action Hub	
<b>2. Living Labs</b>			
<b>2.1 Living Lab</b> - provides nature-based education and research opportunities.	VPA	Climate Action Hub	
<b>2.2 Interdisciplinary opportunities</b> - for staff, faculty and students to learn, test, and apply knowledge.	VPA	Climate Action Hub	
<b>2.3 Indigenous Land-based learning</b> - collaborative, nature-responsive learning and research initiatives.	VPA	Dir. Indigenous Education	
<b>2.4 Biodiversity Plan</b> - as a Living Lab project.	VPRI	Climate Action Hub	
<b>2.5 Kitchen Garden</b> - Living Lab, building on partnerships, Indigenous and other knowledge systems.	VPCA	Kitchen Garden Guiding Committee	
<b>3. Climate Research</b>			
<b>3.1 Research Grants</b> - Fund internal research projects focused on climate change and climate action research.	VPRI	VPRI	
<b>3.2 Funding innovation</b> - that support collaborative, transdisciplinary climate research.	VPRI	Climate Action Hub	
<b>3.3 Research-sharing Events</b> - Sponsor/host climate knowledge-sharing, and empowerment events.	VPRI	Climate Action Hub	
<b>3.4 Research Repository</b> - searchable database on climate-related research & case studies.	VPRI	Climate Action Hub	

## Priority Area 5: Collaboration, Engagement and Outreach

Action Overview	Accountability	Responsibility	Status
<b>1. Indigenous Relationships</b>			
<b>1.1 Map relationships</b> - to inform a strategic partnership framework based on common goals.	VPCA	Dir. Indigenous Engagement	
<b>1.2 Consultation</b> - with Lekwungen, Xwsepsum and other local Indigenous groups about climate priorities and partnership requirements.	VPCA	Dir. Indigenous Engagement	
<b>1.3 Collaboration model</b> - between RRU and Lekwungen and Xwsepsum rights holders in the local community.	VPCA	Dir. Indigenous Engagement	
<b>1.4 Enhance Reciprocal Knowledge Sharing</b> - exchange resources related to climate action & knowledge	VPCA	Dir. Indigenous Engagement, Climate Action Hub	
<b>2. Community Engagement</b>			
<b>2.1 Establish Baseline and Framework</b> - for a strategic partnership framework with a climate action lens.	VPRI	Dir. Bus. Development, Climate Action Hub	
<b>2.2 Develop Partnerships</b> - with local communities for co-creation/implementation of climate research/action	VPRI	Dir. Bus. Development, VPRI & Climate Action Hub	
<b>2.3 Post-Secondary Institutions Relationships</b> - climate action focused relationships and partnerships	VPFO, VPRI, VPA, VPCA	VPRI	
<b>2.4 Engage &amp; Connect</b> - alumni and students, link with faculty to showcase projects, research and opportunities.	VPRI	Climate Action Hub	
<b>2.5 Policy Support</b> - Provide climate policy support, tools and advice to governments, businesses and partners	VPRI	Climate Action Hub	
<b>3. University Engagement</b>			
<b>3.1 Establish Baseline</b> - of existing initiatives, projects, plans and opportunities for campus engagement.	VPRI	Climate Action Hub	
<b>3.2 Staff Culture</b> - awareness, engagement through resources, courses, training and dialogue.	VPRI	Climate Action Hub	
<b>3.3 Student Culture</b> - engaging students as climate action leaders.	VPRI	Climate Action Hub	
<b>3.4 Volunteering program</b> - for employees, faculty and students	VPRI	Climate Action Hub	
<b>4. Communications &amp; Marketing</b>			
<b>4.1 Communications &amp; Marketing</b> - promote outreach and events, motivate action on campus and beyond.	VPCA	Climate Action Hub, Comms & Marketing	
<b>4.2 Story-telling</b> - promoting actions of staff, faculty, partners, and the Hub, and marketing opportunities.	VPCA	Climate Action Hub, Comms & Marketing	
<b>5. Events</b>			
<b>5.1 Events</b> - Sponsor/host climate knowledge-sharing, collaboration and empowerment events.	VPCA	Climate Action Hub, Comms & Marketing	

Climate Action Plan Reporting Tables

## Annex 1: Climate Action Plan Reporting Tables 2022-23








### GOAL 1: LEAD & ENABLE

#### Priority Area 1: Leadership & Governance



OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
1.1 LEADERSHIP COMMITMENT	<ul style="list-style-type: none"> <li>By Jan. 2022, public declaration posted to website including the following targets and commitments:                             <ul style="list-style-type: none"> <li>GHG emissions reductions targets: 65% by 2025, 80% by 2030 and net zero by 2050. No new buildings will be constructed that rely on fossil fuels as the primary energy source.</li> <li>Reduce Scope 3 emissions by 50% from 2019 levels and offset the remainder (by 2030).</li> <li>Climate Preparedness and Adaptation Strategy (by 2025).</li> <li>Pilot innovative climate solutions and to share results and learnings with others.)</li> <li>Align institutional policies, plans and decisions with climate action goals.</li> <li>Improve inclusivity</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>GHG emission reductions (all scopes)</li> <li>Climate resilience KPIs – TBD</li> <li># pilot projects initiated on campus in partnership with others (target: launch one innovation project per year by 2023)</li> </ul>	<p><b>Progress/challenges:</b></p> <ul style="list-style-type: none"> <li>✓ Declaration posted via <a href="#">commitment video</a> and website on Feb 10, 2022. Accompanying signed declaration document posted May 2022.</li> <li>✓ Piloting innovative solutions: new West Shore (Langford) campus is using low carbon concrete with a 54% lower embodied carbon value than the Canadian national average, and 30% lower embodied carbon value than the B.C. average</li> </ul>	✓
	<ul style="list-style-type: none"> <li>Create at least one climate-focused partnership/alliance; profile via launch/hosting event (2022/23)</li> </ul>	<ul style="list-style-type: none"> <li>One major climate-focused partnership fostered by 2022/23</li> </ul>	<ul style="list-style-type: none"> <li>✓ In 2022, alongside its own climate commitments, RRU also became a signatory to the global Race to Zero pledge, and a member of the Sustainable Development Solutions Network.</li> <li>✓ Ongoing: additional partnerships (i.e. local, regional, international) continue to be investigated/developed as relationships evolve.</li> <li><input type="checkbox"/> UN Sustainable Development Goals alignment is delayed.</li> <li><input type="checkbox"/> Work to develop and track KPIs to align commitment with actions.</li> </ul> <p><b>Issues/Risks:</b> To maintain good standing in Race to Zero, work is needed to develop scope 3 baseline and reduction plans. Lack of internal partnerships framework and process (coordination risk).</p>	●
	<ul style="list-style-type: none"> <li>By 2022, specific UN Sustainable Development Goals identified that are priority commitments central to RRU’s vision and mandate.</li> </ul>	<ul style="list-style-type: none"> <li>By 2022, the University has selected specific priority SDGs.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Information has been gathered from faculty, associate faculty, and various departments regarding activities connected to the UN SDGs. A Canada Research Chair has been hired whose research focuses on advancing the SDGs. A plan for the university, including identifying priority goals, baseline measures, targets, and KPIs has not been undertaken yet.</li> </ul>	●

Climate Action Plan Reporting Tables

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
	<ul style="list-style-type: none"> <li>Commit to Indigenous collaboration and paired governance. Connect and consult with Indigenous communities to identify what their climate change plans and priorities are; collaborate upon shared organizational/governance model.</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<p><b>Issues/Risks:</b> Widespread consultation already in progress on other topics. Risk is in overloading people so we will wait until current consultation is complete.</p>	
<b>1.2 DECISION-MAKING</b>	<ul style="list-style-type: none"> <li>Establish ongoing, calendarized training. First Executive climate training session held spring 2022.</li> <li>Climate considerations are integrated; "Climate Action Charter" to which senior members sign on as part of their Executive functions (FY 22/23)</li> <li>President direction and leadership endorsement for integrating climate actions in the plan into policies and the standard operations of the university (FY 22/23)</li> </ul>	<ul style="list-style-type: none"> <li>All senior members take climate change fundamentals course</li> <li>By 2025, 100% of all RRU plans and policies integrate climate (mitigation and adaptation) and EDI considerations</li> <li>Culture of engagement on climate action (as measured by surveys)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Alongside other priorities (i.e. EDI, Reconciliation), Climate is identified as a key consideration in Board BNs. Climate is also included/considered in other strategic level plans including the Academic Strategic Plan.</li> <li>✓ Climate Change Adaptation Fundamentals micro-credential program offered free to Climate Leadership Committee members and RRU Managers.</li> <li><input type="checkbox"/> Opportunity to develop climate literacy training for Board and Executive.</li> <li><input type="checkbox"/> Further guidance is needed to be developed to support holistic &amp; accurate assessment/analysis of this integration, and additional guidelines and templates needed for Executive Team BNs, policies and other templates.</li> <li><input type="checkbox"/> Upcoming opportunities for 23/24 are the Campus Master Plan and Procurement Policy.</li> </ul>	
<b>1.3 RESOURCES</b>	<ul style="list-style-type: none"> <li>President establishes Climate Leadership Committee with VP co-chairs to support inclusive climate governance, resourcing and oversight (Dec 2021)</li> <li>The University approves financial and other needed resources through the annual budget process to support the activities required to achieve its climate leadership commitments (April 2022)</li> </ul>	<ul style="list-style-type: none"> <li>Approved structure, accountabilities and funding approvals in place by April 2022</li> </ul>	<ul style="list-style-type: none"> <li>✓ Three Climate Advisory Working Groups established:                             <ol style="list-style-type: none"> <li>1) Education &amp; Research working group</li> <li>2) Mitigation &amp; Adaptation working group</li> <li>3) Outreach, Engagement &amp; Collaboration working group</li> </ol> </li> </ul> <p><b>Issues/Risks:</b> Sufficient resources have not been explicitly identified yet. This aspect of the action is considered not on track.</p>	
<b>1.4 CLIMATE ACTION HUB</b>	<ul style="list-style-type: none"> <li>President approves the Climate Action Hub, and identifies resources to build the foundation for and enable its sustained operation (April 2022)</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> The Education &amp; Research working group, and the sub-working group have the development of the hub as a preliminary focus area.</li> </ul> <p><b>Issues/Risks:</b> Sufficient resources and structure of Hub pending explicit identification.</p>	
<b>1.5 RESILIENCE</b>	<ul style="list-style-type: none"> <li>Climate Risk and Vulnerability Assessment complete (FY 22/23)</li> <li>Review findings with stakeholders and rights holders and integrate within Enterprise Risk Management (ERM) framework (FY 23/24).</li> <li>Complete Climate Adaptation Plan (FY 23/24)</li> </ul>	<ul style="list-style-type: none"> <li>85% of risks have identified risk controls that are deemed "adequate"</li> </ul>	<ul style="list-style-type: none"> <li>✓ Statement of work to develop a climate risk assessment and adaptation plan is underway.</li> <li><input type="checkbox"/> Business Continuity plans and Emergency Management SOPs are in progress. SOPs for extreme heat, fire and storm events have been developed. However, climate risk is not explicitly identified and further development hinges on the climate risk assessment (above, 5.1)</li> </ul> <p><b>Issues/Risks:</b> Sufficient resources have not been explicitly identified yet; ERM framework development and integration not yet active.</p>	



Climate Action Plan Reporting Tables

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
<p><b>1.6 TRANSPARENCY and ACCOUNTABILITY</b></p>	<ul style="list-style-type: none"> <li>Climate risk and adaptation: share findings and lessons; conduct ongoing review and management of climate risks/adaptation measures (FY 24/25)</li> <li>RRU publishes a comprehensive and integrated annual reports and communications (FY 22/23)</li> </ul>	<ul style="list-style-type: none"> <li>Annual reporting</li> </ul>	<ul style="list-style-type: none"> <li>✓ RRU is fulfilling commitments to mandatory and voluntary disclosures via provincial compliance requirements (i.e. Climate Change Accountability Report) and this annual report.</li> <li>✓ Written quarterly updates to Board of Governors have been provided; annual report presented in June.</li> <li><input type="checkbox"/> Outstanding/pending is climate risk assessment</li> <li><input type="checkbox"/> Planned/future: integration of climate risks with the ERM framework. Engagement with senior RRU leadership to action within roles and responsibilities.</li> </ul> <p><b>Issues/risks:</b> ERM integration not yet initiated</p>	
<p><b>1.7 INCLUSIVE GOVERNANCE</b></p>	<ul style="list-style-type: none"> <li>TBD based on consultation with rights holders and stakeholders (FY 22/23, ongoing).</li> </ul>	<ul style="list-style-type: none"> <li>% of stakeholder/rights holder groups in positions of climate action authority</li> <li>% of stakeholder/rights holder groups participating in climate committees</li> </ul>	<ul style="list-style-type: none"> <li>✓ Indigenous Cultural Safety Approach: training workshops with Harley Eagle were held reaching 50 RRU staff and faculty and included several members of the CLC.</li> <li>✓ In line with its leadership values and framework, the CLC continues to put strong emphasis on integrating Indigenous knowledge and perspectives into regular discussions. Songhees Elder Butch Dick is a member and contributor, alongside other Indigenous voices at RRU.</li> <li><input type="checkbox"/> Ongoing focus on inclusive governance will be emphasized via working groups and advisories, community engagement and collaboration with the EDI office.</li> <li><input type="checkbox"/> Outstanding is the development of a stakeholder/rightsholder mapping exercise, and ongoing/continued improvements needed to facilitate inclusive processes. This work is connected with the President’s Task Force on Community Engagement, and WG#3. Requires additional resources to support.</li> </ul> <p><b>Issues/risks:</b> Work is needed to define where and how different knowledge systems will be incorporated, and to define specifics regarding the needs of community members so that strategies accurately respond to need.</p>	




Climate Action Plan Reporting Tables

**GOAL 1: LEAD & ENABLE**

**Priority Area 2: Administration**



OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
<b>2.1 DELEGATION and DISTRIBUTED LEADERSHIP</b>	<ul style="list-style-type: none"> <li>Identify accountabilities for the Climate Action Plan, role descriptions, and work plans, and incorporate climate-related responsibilities and outcomes into annual performance reviews (FY 22/23)</li> </ul>	<ul style="list-style-type: none"> <li>% of workplans or performance plans that include climate competencies or accountabilities.</li> <li>% of job profiles that include climate skills, competencies</li> </ul>	<ul style="list-style-type: none"> <li>✓ The establishment of Climate Advisory Working Groups is a starting point to the identification of roles. However, further work is needed.</li> <li>✓ As Human Resources refines competencies for the organization, a small team is reviewing opportunities to integrate climate and EDI competencies throughout this process.</li> </ul> <p><b>Issues/Risks:</b> Changes to PDP program requires HRGC advice/ approval. PDP renewal project contingent on HR resourcing and budget (not budgeted for FY22/23)</p>	
<b>2.2 DECISION-MAKING and IMPLEMENTATION</b>	<ul style="list-style-type: none"> <li>Climate Screening Tool: Research and design screening tools (FY 21/22); implement tool(s) (2022/23)</li> </ul>	<ul style="list-style-type: none"> <li>Screening tool created and in use across the university (FY22/23).</li> <li># funded activities ratio to unfunded</li> </ul>	<ul style="list-style-type: none"> <li>☐ In 2023/24, develop decision-making toolkits and guidelines/resources connected to both climate and EDI (and link to policy and Briefing Note work where relevant).</li> </ul> <p><b>Issues/risks:</b> Capacity and resource constraints</p>	
	<ul style="list-style-type: none"> <li>Climate impacts and risk assessment (including the climate performance of suppliers) is incorporated into every purchasing, procurement and investment decision.</li> </ul>	<ul style="list-style-type: none"> <li>Targets: Maintain 100% funds divested; achieve UNPRI designation by 2024</li> <li>By 2025, 100% of new contracts are reviewed under new criteria</li> </ul>	<ul style="list-style-type: none"> <li>☐ Draft RRU procurement policy and associated purchasing guide to be finalized 22/23 to ensure alignment with CAP.</li> </ul>	
	<ul style="list-style-type: none"> <li>Align every decision with relevant policies, plans and principles of the Climate Action Plan (2025)</li> </ul>	<ul style="list-style-type: none"> <li>KPI: % university decisions that are aligned with/integrate climate and EDI</li> </ul>	<ul style="list-style-type: none"> <li>☐ This is stated in our overarching plans, but not sure how this is occurring on living plans/policies. This action is also related to delegation (1.1).</li> </ul>	
	<ul style="list-style-type: none"> <li>Establish Climate Leadership Committee (FY 21/22)</li> </ul>	<ul style="list-style-type: none"> <li>Leadership Committee established (as per specifications) within year 1.</li> </ul>	<ul style="list-style-type: none"> <li>☐ Climate Leadership Committee &amp; structure established. Membership includes all VPs, faculty, staff, students and Indigenous community members. RRU-sponsored micro-credential offered to all members.</li> </ul>	 complete
	<ul style="list-style-type: none"> <li>Innovative funding and financial tools to support CAP goals and targets: develop project charter and research to identify funding models, financial tools and enabling partnerships by FY 22/23</li> </ul>	<ul style="list-style-type: none"> <li>\$\$ of additional external funding secured</li> </ul>	<ul style="list-style-type: none"> <li>☐ Secured internal funding via Allan Cahoon grant (\$4K) for Climate Solutions Fireside Chat. TBD Canada Research Chair Equity, Diversity and Inclusion funding.</li> </ul>	
<b>2.3 PLANNING and POLICY DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>Initiate preliminary work for climate policy and planning leadership initiative (i.e. RFPs, project charters, research) (FY 21/22)</li> <li><u>Phase 1:</u> Policy &amp; Planning leadership initiative –initiate Campus Master Plan, adopt Climate screening tool, update</li> </ul>	<ul style="list-style-type: none"> <li>By 2025, there are approved policies and campus plans in place to support climate action.</li> <li>% funds divested (maintain 100%)</li> <li>% of contracts and policies that are reviewed under</li> </ul>	<ul style="list-style-type: none"> <li>☐ Consideration for various dimensions of climate change (mitigation, adaptation, risk) are needed, alongside other institutional priorities such as EDI, TRC, regenerative sustainability, etc. Several pieces are active (i.e. Campus Plan, policies), but not sure how climate is being integrated. This action is also related to delegation (2.1).</li> </ul>	

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OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
	procurement policy, flexible & equitable work policy, align RRU Investments with UNPRI criteria (FY 22/23) <ul style="list-style-type: none"> <li>Phase 2: Policy &amp; Planning leadership initiative –renew food supplier contract, adopt Campus Master Plan, achieve UNPRI designation, TDM program initiated, research opportunities to divest pension funds (FY 23/34)</li> <li>Phase 3: Initiate Policy &amp; Planning leadership initiative, Phase III, FY 24/25</li> </ul>	climate/social/environmental criteria (2025 targets: 100% of new contracts, 75% of policies)	<b>Issues/Risks:</b> Lack of organizational planning, capacity and resource constraints.	
<b>2.4 SCOPE 3 EMISSIONS REDUCTIONS</b>	Phase 1: Initiate (FY 21/22 -22/23) <ul style="list-style-type: none"> <li>Establish baseline for scope 3 categories</li> <li>Develop and initiate business process to measure and report on scope 3 emissions</li> <li>Research offset program for remaining scope 3 emissions.</li> </ul>	<ul style="list-style-type: none"> <li>GHG emissions, scope 3</li> <li>\$\$ offsets purchased</li> </ul>	<ul style="list-style-type: none"> <li>✓ Initial business air travel baseline (for 2019) completed.</li> <li>□ Phase 1 (baseline): RRU is conducting research to understand the major challenges and opportunities related to business air travel and waste, with other categories to be addressed later. For business travel, sectoral research and a survey was in 2022/23 to understand practices, opinions and perspectives on this topic. Results are being analyzed and will be shared with recommendations in summer 2023.</li> <li>□ Waste: In October 2022, an audit of RRU’s waste, recycling, and compost streams was done by BBA in Innovation and Sustainability. Our performance has declined, and 2022 diversion rates are lower than they were in the three previous waste audits; 42% of the university’s waste was diverted from landfills, compared to 68% in 2019. The Climate Action &amp; 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.</li> </ul>	
	Phase 2: Scope 3 Business processes (FY 22/23) <ul style="list-style-type: none"> <li>Establish reporting system, business processes and travel policy.</li> <li>Implement mitigation and offset program.</li> </ul>	<ul style="list-style-type: none"> <li>GHG emissions, scope 3</li> <li>\$\$ offsets purchased</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2: Scope 3 business process: not started; advancement is dependent on baseline development and support/capacity from staff.</li> </ul> <b>Issues/Risks:</b> Internal resources, capacity and expertise for data analytics. Internal resourcing is required to gather and compile information for analysis.	
	Phase 3: Research additional scope 3 impact areas and identify strategies to measure, mitigate or influence (FY 23/24) Transportation Demand Management recommendation review (FY23); TDM plan complete by 2024/25	<ul style="list-style-type: none"> <li>TDM target: TBD on baseline</li> <li>% commuting mode share by type</li> </ul>	<ul style="list-style-type: none"> <li>Phase 3: Transportation and enhanced end-of-trip facilities have been identified as an element of the Campus Master Plan.</li> </ul>	

Climate Action Plan Reporting Tables

**GOAL 1: LEAD & ENABLE** Priority Area 3: Operations

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
<p><b>3.1</b> <b>GHG REDUCTIONS</b></p>	<p><b>Buildings:</b></p> <ul style="list-style-type: none"> <li>• Energy manager in place (FY 22/23)</li> <li>• Initiate building energy management tools tracking (FY 22 – 24)</li> <li>• Campus-wide energy, performance and climate risk audit complete (FY 22/23)</li> <li>• Develop an Energy and Utilities Master Plan (FY 23/24)</li> <li>• Identify and implement a holistic building operations and management program (FY 24/25)</li> <li>• Develop building optimization plan (FY 24/25)</li> </ul>	<ul style="list-style-type: none"> <li>• GHG emissions reductions targets: 65% by 2025, 80% by 2030 and net zero by 2050.</li> <li>• Scope 3 target for embodied energy – TBD</li> <li>• # of buildings identified with a % efficiency use (&amp; # of inefficient buildings retired). Target: TBD</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Based on KPIs/targets, this initiative is at risk/off track. In 2022, RRU’s GHG emissions totalled 1015 tCO<sub>2</sub>e, a 32% reduction from 2010 levels. RRU’s target for 2020 was a 50% reduction (750 tCO<sub>2</sub>e). Significant shifts and a holistic decarbonization strategy are needed to remain on track to our 2025 target of 525 tCO<sub>2</sub>e.</li> <li><input type="checkbox"/> Direct fuel consumption (primarily for building heating) makes up 92% of RRU’s reported GHG impact. In 2022, direct fuel consumption was the highest it’s been in 8 years.</li> <li><input type="checkbox"/> Energy manager position approved. Hiring process is pending for 2023/24. Building operations program to be developed and actioned as part of the work of an energy manager, following completion of the climate risk assessment and the energy audit. Phase 1 of the audit was completed; Phases 2 and 3 are pending hire of energy manager.</li> <li><input type="checkbox"/> Energy and utilities master plan to be developed in 2023/24 after approval and successful completion of metering capital upgrade.</li> </ul> <p><b>Issues/Risks:</b> Capacity, technical, funding and resource constraints to achieve RRU GHG reduction targets</p>	
	<p><b>Fleet</b></p> <ul style="list-style-type: none"> <li>• Develop fleet transition plan to shift all vehicles to be 100% zero emissions by 2030 (FY 22/23)</li> <li>• Increase electric charging infrastructure on campus for both fleet and public EVs (FY 2024/25)</li> <li>• Pursue funding and grants for EV infrastructure and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• ZEV fleet = 40% by 2025; 100% by 2030</li> <li>• 6 fleet charging stations by 2022; 24 public chargers by 2025.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> RRU reduced its fleet emissions this year. The installation of EV chargers for fleet supported the purchase of three hybrid vehicles early in 2022 and two others later in the year. RRU is on track to its goal of electrifying all regular-use vehicles by 2028.</li> </ul> <p><b>Issues/Risks:</b> supply chain (for EVs)</p>	

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OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
	<p><b>Paper</b></p> <ul style="list-style-type: none"> <li>• Cap paper procurement at 2020 levels and shift all processes to electronic (FY 23/24).</li> <li>• Develop plan to centralize printers to support reduced printing (24/25)</li> </ul>	<ul style="list-style-type: none"> <li>• # of paper packages purchased and GHGs (tCO<sub>2</sub>e) from paper (target: 90% paper and printer reduction by 2025).</li> <li>• % electronic process (target: by 2024, 100% of RRUs processes are conducted electronically)</li> </ul>	<ul style="list-style-type: none"> <li>□ Although the shift towards online course delivery and electronic processes continues, there was an uptick in paper consumption as the residual stock of pre-pandemic paper was used up. Paper consumption is related to business process which requires significant process improvement sessions with each area. Paper consumption could be marginally reduced through consultation with printer super-users and departments that rely on paper-based practices and processes.</li> </ul>	
<p><b>3.2 CLIMATE RISK, RESILIENCE and ADAPTATION</b></p>	<ul style="list-style-type: none"> <li>• <b>Manage for risks:</b> Campus-wide energy, performance and climate risk audit complete (FY 22/23); develop climate readiness plan</li> </ul>	<ul style="list-style-type: none"> <li>• KPI: % of climate risks with identified mitigation strategies.</li> </ul>	<ul style="list-style-type: none"> <li>□ Relative resilience ranking was assigned in the first phase of the Energy &amp; Resilience Audit. Each building on campus was assigned a score based on several considerations. This work provides an initial indication of resilience but further work to determine infrastructure readiness is needed.</li> <li>□ Draft SOW for climate risk developed (March 2023); pending WG#2 discussion and initiation.</li> </ul>	
	<ul style="list-style-type: none"> <li>• <b>Water management:</b> Water audit and subsequent water management plan (FY 23/24)</li> </ul>	<ul style="list-style-type: none"> <li>• KPI: Water consumption (cubic metres of water used) and water costs. Target: TBD (X% reduced by 2025)</li> </ul>	<ul style="list-style-type: none"> <li>□ Not started.</li> </ul>	
	<ul style="list-style-type: none"> <li>• <b>Applied learning:</b> Develop a roster of applied learning student projects and volunteer opportunities (FY 23/24); Identify operations staff to support Living Lab project development, coordination and implementation (FY 23/24)</li> </ul>	<ul style="list-style-type: none"> <li>• Roster of projects and opportunities developed by Year 2.</li> </ul>	<ul style="list-style-type: none"> <li>□ MEM research project on Living Lab complete. Between this and lessons learned via MEM LL residency and CityStudio, further development can be initiated.</li> </ul>	

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## GOAL 2: BUILD KNOWLEDGE & CAPACITY Priority Area 4: Education, Knowledge & Research




OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
<b>4.1 CLIMATE CHANGE EDUCATION</b>	<b>Climate as core to education:</b> Define and clarify Academic direction for climate change education and curricula as a core purpose/ strategic direction for the University (FY 22/23)	<ul style="list-style-type: none"> <li>Support/approval from the Board, the Academic Priority and Planning Committee, and the Educational Programs Committee.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Climate action embedded in the new Academic Strategic Plan in each of the five strategic focus areas</li> </ul>	
	<b>Curricula &amp; Courses</b> <ul style="list-style-type: none"> <li>Conduct an inventory of existing programs and curricula; establish targets for climate content (FY 22/23)</li> <li>Design courses/modules to provide climate literacy and training in programs as appropriate for students, staff, and faculty (FY 22/23)</li> <li>Build OER adaptation courses and materials into PCS (FY 22/23)</li> <li>Use the Climate Action Competency Framework to design and assess learning outcomes (FY 22/23)</li> <li>Integrate Indigenous ways of knowing in program curriculum and staff/faculty training (FY 23/24)</li> <li>Curriculum Committee supports inclusion of climate literacy/action into most programs as appropriate (FY 23/24)</li> </ul>	<ul style="list-style-type: none"> <li># non-credit courses developed</li> <li>% of programs that have meaningful content related to climate change (where appropriate; target to have most programs include climate-related content by 2025)</li> <li>% of respondents who feel they have improved their knowledge of climate change and climate action (target 90% by 2026).</li> <li># of faculty and IDs that support climate literacy curriculum and teaching</li> </ul>	<ul style="list-style-type: none"> <li>□ Learn with us page (<a href="https://www.royalroads.ca/about/our-vision/climate-action-sustainability/learn-us">https://www.royalroads.ca/about/our-vision/climate-action-sustainability/learn-us</a>) provides an early inventory of climate and sustainability courses and programs across disciplines<sup>1</sup>.</li> <li>□ 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.</li> </ul> <p><b>Issues/Risks:</b> Insufficient capacity to inventory programs and curricula; academic freedom considerations in developing climate programming and curricula.</p>	
	<b>Climate action hub:</b> The Climate Action Hub builds connections and networks to resource instructors (FY22/23, ongoing)	TBD	<ul style="list-style-type: none"> <li>□ Research and recommendations for Climate Action Hub shared with WG#1 in March 2023; further discussion needed.</li> </ul>	
	<b>Onboarding module:</b> <ul style="list-style-type: none"> <li>Incorporate a climate literacy module in onboarding and instructional design (FY 22/23)</li> <li>Implement a Code of Conduct (FY 22/23)</li> </ul>	<ul style="list-style-type: none"> <li>90% of respondents that feel they have improved their climate literacy through courses</li> <li># of signatories to code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>□ Early work has been initiated, seeking additional help from WG#1 members.</li> </ul> <p><b>Issues/Risks:</b> Contingent on the activation of the Hub. Development of onboarding module and accessible literacy requires consultation and collaboration with faculty, HR and CTET.</p>	
	<b>Teacher Connector:</b> <ul style="list-style-type: none"> <li>Launch climate teaching connector program (FY 23/24)</li> </ul> Identify a program sponsor to design and conduct the student training (FY 23/24)	<ul style="list-style-type: none"> <li># of instructors who access Hub for course content. Target: 50% increase each year for 4 years, then 25% increase annually</li> </ul>	<p><b>Issues/Risks:</b> Not activated; contingent on the activation of the Hub.</p>	

<sup>1</sup> Based initially on the Clean-BC report to MAEST of RRU programs whose primary focus is climate action, environment and sustainability

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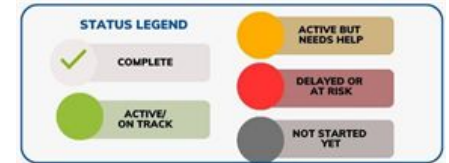
OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
		<ul style="list-style-type: none"> <li>% of respondents that say they have the support and resources to improve climate literacy and leadership.</li> </ul>		
	<p><b>Outreach &amp; Accessible Courses:</b></p> <ul style="list-style-type: none"> <li>Develop a suite of accessible (low cost/no cost; multiple offerings) courses (credit and non-credit) and educational outreach initiatives (FY 22/23)</li> <li>Sponsor and host online climate action forums, workshops, webinars, etc. to interested communities for free/low fee (FY 22/23)</li> <li>Offer free/low cost climate change education (FY 22/23)</li> <li>Increase climate-action course offerings and access (FY 23/24)</li> <li>Design and implement training resources on teaching climate change (FY 23/24)</li> <li>Establish an RRU learning community and PD learning programs (FY 23/24)</li> </ul>	<ul style="list-style-type: none"> <li>75% registration uptake; 60% completion rates rising to 90% uptake and 85% completion</li> <li># of free/low-cost education opportunities offered to the broader community</li> <li>KPI: registration and completion rates</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>An online Graduate Certificate in Climate Risk and Resilience is in development for September 2023.</li> </ul> <p><b>Issues/Risks:</b> dedicated faculty support to develop and/or inform, and host learning opportunities.</p>	●
4.2 ADVANCE LIVING LABS FOR CLIMATE AND SUSTAINABILITY SOLUTIONS	<ul style="list-style-type: none"> <li>Graduate student research and recommendations on Living Lab model; consultation and working definition on RRU's LL model (FY 22/23)</li> <li>Instructional design support for integrating LL pedagogy into RRU programs (FY23/24)</li> <li>Document and communicate LL case studies (FY 22/23, ongoing)</li> <li>Explore funding, partnerships and opportunities (FY23/24).</li> <li>Create marketing materials about Living Lab (FY23/24)</li> </ul>	<ul style="list-style-type: none"> <li># or % of students who have engaged with a Living Lab project at RRU (target: TBD)</li> </ul>	<ul style="list-style-type: none"> <li>Graduate student Major Research Project on Living Lab is complete. Between this and lessons learned via MEM Living Lab residency and CityStudio, further development can be initiated.</li> </ul>	●
	<ul style="list-style-type: none"> <li><b>Interdisciplinary opportunities:</b> Convene interdisciplinary teams to tackle real-world climate challenges (FY23/24)</li> </ul>	<ul style="list-style-type: none"> <li># of collaborative living lab projects (target: TBD)</li> </ul>	CityStudio work will help inform this action area.	●
	<ul style="list-style-type: none"> <li><b>Indigenous land-based learning:</b> With local-Indigenous leaders &amp; families, identify and implement land-base learning and research projects (TBD)</li> </ul>	<ul style="list-style-type: none"> <li># of land-based learning projects based on Indigenous knowledge (target: TBD)</li> </ul>	Some of this work is ongoing under the leadership of Director Indigenous Education	●
	<ul style="list-style-type: none"> <li><b>Biodiversity plan:</b> Complete Campus Biodiversity Plan and Biodiversity Interactive Map (FY 24/25)</li> </ul>	<ul style="list-style-type: none"> <li>Plan developed to preserve existing biodiversity and ecosystems</li> </ul>	<ul style="list-style-type: none"> <li>Baseline study completed that includes all ecosystems on campus (undertaken via School of Environment and Sustainability (MEM students))</li> </ul>	

Climate Action Plan Reporting Tables

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
		(informed by baseline) that meets or exceeds regional targets.	as a Living Lab project). Biodiversity map completed, with web presence created <a href="https://www.royalroads.ca/biodiversitymaps">https://www.royalroads.ca/biodiversitymaps</a> <input type="checkbox"/> Next steps on biodiversity plan TBD. Social/cultural value mapping could be pursued further, pending permissions and desires from Rightsholders.	
	<ul style="list-style-type: none"> <li>• <b>Kitchen Garden:</b> Develop and implement a Kitchen Garden research and education program as part of the Living Lab</li> </ul>	<ul style="list-style-type: none"> <li>• Kitchen Garden KPIs TBD by team</li> </ul>	<ul style="list-style-type: none"> <li>✓ A Food Systems Manager contract position has been extended, and a significant grant (\$200k) awarded over two years. Curriculum development is also under development. Support from Operations &amp; Resilience being provided.</li> </ul>	
<p><b>4.3 RESEARCH</b></p>	<ul style="list-style-type: none"> <li>• For FY 2022/23: Design/develop research-sharing event(s); establish a repository of climate case studies and a searchable database on climate-related research (FY 22/23). For FY 2023/24:</li> <li>• Fund research projects focused on climate change and climate action research. Establish a new internal research grant stream in the amount of \$40,000 annually</li> <li>• Identify external research funding opportunities and partners.</li> <li>• Create research plans that incorporate climate action, biodiversity, and resilience.</li> <li>• Sponsor, develop and host climate action focused research, knowledge-sharing, and empowerment events.</li> <li>• Launch showcase of RRU climate action research.</li> <li>• Embed climate action in institutional research plan.</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$ available through IRG (target \$40k/year)</li> <li>• # of research projects that have connection to at least one SDG (vs. total projects). Target: 60% of research projects are tied to at least one UN SDG within 3 years; increasing to at least 80% ongoing by year 4</li> <li>• # of events hosted and supported, Registration/attendance #'s at events.</li> <li>• # of unique and repeat users for literature and expertise for course and program development and for community and media inquiries - growth is 50% each year for 4 years, then 25% increase annually.</li> </ul>	<ul style="list-style-type: none"> <li>□ Rob Newell, RRU's new Canada Research Chair in Climate Change, Biodiversity and Sustainability started in SES on July 11. Newell's research focuses on integrated planning and policy, stakeholder engagement and sustainable community development.</li> <li>□ The idea for the research repository/database is identified as a phase 1 action for the climate action hub.</li> </ul>	



Climate Action Plan Reporting Tables



## GOAL 3: COLLABORATE



### Priority Area 5: Collaboration, Engagement & Outreach

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
5.1 RELATIONSHIPS and PARTNERSHIPS WITH INDIGENOUS RIGHTS HOLDERS	<ul style="list-style-type: none"> <li>Establish baseline of current partnerships to inform a strategic partnership framework (FY 22/23).</li> <li>Consult with Indigenous groups; articulate collaboration benefits/desires; co-create community climate/sustainability values (FY 22/23, ongoing)</li> <li>Establish working models of collaboration between RRU and Lekwungen and Xwsepsum rights holders (FY 23/24)</li> <li>Enhance reciprocal knowledge sharing through participatory research and capacity building projects (FY 23/24).</li> </ul>	<ul style="list-style-type: none"> <li>Baseline established by year one.</li> <li>75% of groups identified as RRU Climate Action collaborators have shared their own climate action objectives and/or plans</li> <li>100% of groups sampled agree with climate partnership model and process</li> <li>Partnership model of shared/mutual initiatives and reciprocal resources</li> <li>% of partnerships who rank the partnership quality and value as "high"</li> </ul>	<ul style="list-style-type: none"> <li>✓ A \$25K grant from the Canada Research Chairs Program in support of training/capacity building for Indigenous inclusion in climate action.</li> <li>□ Mapping can be completed as part of the RRU Indigenous Engagement Plan under development.</li> <li>□ Consultations on climate will begin once we have completed consultations on the proposed West Shore campus.</li> <li>✓ Establishing models of collaboration work is underway with engagement with Indigenous leaders and their communities.</li> <li>□ Work will need to be done to clearly define work models, as stated in the CAP. These will need to be arrived at in consultation with Indigenous leaders and communities.</li> </ul> <p><b>Issues/Risks:</b> The Director of Indigenous Engagement has been on leave and as a result this work has not yet started; Specific conversations regarding climate action have not yet begun with Indigenous communities as conversations on the West Shore Campus continue.</p>	
5.2 COMMUNITY ENGAGEMENT	<ul style="list-style-type: none"> <li>Establish baseline of partnerships and develop strategic framework and partnership priorities for climate action (FY 21 - 22/23)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Baseline and framework established by year one.</li> </ul>	<ul style="list-style-type: none"> <li>□ Early list/baseline developed as part of UNFCCC application; requires further input to determine the level and nature of partnerships.</li> </ul>	
	<ul style="list-style-type: none"> <li>Create and foster partnerships with the local community to identify priority areas for co-creation (i.e. develop the Kitchen Garden program and Biodiversity Plan in line with partnership framework (FY 21 – 24)</li> </ul>	<ul style="list-style-type: none"> <li>Establish at least one new formal climate-focused community partnership to advance goals</li> </ul>	<ul style="list-style-type: none"> <li>✓ Some climate-focused engagement advanced through City Studio, and RRU Work Integrated Learning (WIL) framework and new hire for developer.</li> </ul> <p><b>Issues/Risks:</b> Partnerships framework needs to be established first; Director, Business Partnerships and Engagement is focused on West Shore Campus; resourcing capacity (many engagement actions are dependant on the establishment of the Climate Action Hub, baseline analysis, and developing frameworks).</p>	
	<ul style="list-style-type: none"> <li>Develop post-Secondary alliances and partnerships (FY 21 – 22/34).</li> </ul>	<ul style="list-style-type: none"> <li>Establish at least one new partnership with higher education institution/network within the first 1.5 years</li> </ul>	<ul style="list-style-type: none"> <li>✓ Preliminary discussions about climate collaborations and knowledge sharing with UVic, VIU, and UBC.</li> <li>□ Post-secondary relationship and network building include Race to Zero, Sustainable Solutions Development Network, renewal of Ashoka designation, President's Task Force, and the Air Travel Community of Practice.</li> </ul>	

Climate Action Plan Reporting Tables

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
	<ul style="list-style-type: none"> <li>Engage &amp; connect for community climate actions and collaborations. Starting in 23/24. Launch alumni and student engagement program.</li> </ul>	<ul style="list-style-type: none"> <li># of students and alumni engaged increases 50% each year for 4 years, then 25% increase annually</li> </ul>	<input type="checkbox"/> Working at a modest/informal level with the Hub not established. <b>Issues/Risks:</b> Needs an identified lead; Climate Action Hub not yet established yet.	
	<ul style="list-style-type: none"> <li>Provide climate-related policy support, tools and advice to external governments, businesses and partners (FY 22/23, ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>Public engagement - as defined in the outcomes has growth of 50% each year for 4 years, then 25% increase annually</li> </ul>	<b>Issues/Risks:</b> Climate-related policy support needs an identified lead. Climate Action Hub not yet established yet.	
5.3 UNIVERSITY ENGAGEMENT	<ul style="list-style-type: none"> <li><b>Establish baseline</b> of existing initiatives, projects, plans and opportunities for campus engagement. Identify points of alignment/intersection with other university initiatives (FY 22/23)</li> </ul>	<ul style="list-style-type: none"> <li>Baseline established by year one.</li> </ul>	<input type="checkbox"/> The Climate Action Hub is linked to the implementation of these actions. Working group to be established to help define the structure and role of the Climate Action Hub. <input type="checkbox"/> CLC working groups (all) will also contribute to identifying existing initiatives that contribute or should align. <b>Issues/Risks:</b> Capacity and resources	
	<ul style="list-style-type: none"> <li><b>Staff culture:</b> Develop learning and engagement opportunities through resources, courses, training and dialogue. Support staff setting goals that align with RRU's climate action plan; improve climate literacy and access to resources, courses, training, etc. (FY 22/23).</li> </ul>	<ul style="list-style-type: none"> <li># of students and alumni engaged increases 50% each year for 4 years, then 25% increase annually</li> <li>% of respondents that feel part of the Climate Action Plan, % of RRU faculty, employees and students engaged in climate action (target: engagement has growth of 50% each year for 4 years, then 25% increase annually)</li> <li>% participation (target: stewardship-related engagement has growth of 50% each year for 4 years, then 25% increase annually).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Indigenous Cultural Safety Approach Training workshops with Harley Eagle were held in early 2023 - reaching 50 RRU staff and faculty.</li> <li>✓ Earth Week 2023 provided virtual and physical ways for students, faculty and staff to engage and connect. Design of the events reflected cross-departmental collaboration with HR, Operations, Communications, Student Services and the Climate &amp; Sustainability Team.</li> <li>✓ Climate competencies for staff: 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.</li> <li>✓ 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.</li> </ul>	
	<ul style="list-style-type: none"> <li><b>Student culture:</b> Develop learning and engagement opportunities, training and awareness, etc.; promote programs focused on engaging students as climate action leaders; Facilitate orientation programs for incoming students/ in-residence on climate action and sustainability (FY 22/23)</li> </ul>			
	<ul style="list-style-type: none"> <li><b>Volunteering program:</b> Establish Climate Volunteering Program; develop a roster of student projects and volunteer opportunities that integrate with climate action plan goals (FY 22 - 23/24); launch Ecosystem Stewardship program with Indigenous rights holders (FY 22/23).</li> </ul>	Modest degree of activities organized (i.e. Earth Day, Go by Bike Week) and preliminary conversations with HR about volunteering program and support		

Climate Action Plan Reporting Tables

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES	STATUS
<p><b>5.4</b> <b>COMMUNICATIONS and MARKETING</b></p>	<ul style="list-style-type: none"> <li>• Launch communication and marketing campaign and regular schedule connected to initiatives in this plan (FY 21/22, ongoing)</li> <li>• Launch web pages for Climate Action (FY 21/22)</li> <li>• Activate a regular schedule of communications/story-telling, promoting climate actions of staff, faculty, partners, and marketing climate research, projects and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ % rate of participation, social media analytics on climate-related content (target: public engagement has growth of 50% each year for 4 years, then 25% increase annually).</li> </ul>	<ul style="list-style-type: none"> <li>✓ VPCA implemented a climate action marketing campaign in late September that ran through to the end of fiscal. The campaign was supported by organic communications social media posts throughout the fiscal year.</li> <li>✓ The climate action comms plan is nearing completion. Stakeholder mapping is underway. The comms team continues to regularly tell climate related stories, shared on our social channels and featuring our students, faculty and their research.</li> </ul>	
<p><b>5.5</b> <b>EVENTS</b></p>	<ul style="list-style-type: none"> <li>• Develop and host program of climate action focused knowledge-sharing, collaboration and empowerment events. (FY 22/23, ongoing)</li> <li>• Develop and host an annual celebration event featuring progress, local innovations, and actions (FY 23/24)</li> <li>• Co-design and co-host a Climate action conference (2025/26)</li> <li>• Proactively seek opportunities and attend external events to share information, research, practices, and activities about climate change action (e.g. Adaptation 2020 Conference, Climate Risk and Resilience Community of Practice, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>✓ # of events hosted and supported, # attendees at events.</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>✓ 1 signature event launched in 23/24 (ongoing)</li> <li>✓ 12 public webinars/panel discussions hosted annually.</li> <li>✓ 1 community workshop hosted/facilitated annually.</li> <li>✓ 1 conference co-hosted by 2025/26</li> <li>✓ Engagement through events has growth of 50% each year for 4 years, then 25% increase annually</li> </ul>	<ul style="list-style-type: none"> <li>✓ On March 1, 2023 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. Further to this Dr. Thomas Homer-Dixon will be speaking on May 31 as the second speaker in the RRU Changemakers Speakers Series. His talk will focus on the polycrisis and climate action. Once again, this event will take place in the Victoria Conference Centre. The team is hosting a pre-event for alumni and a donor reception to engage community members. Senior government officials will be invited to attend to boost fundraising efforts currently in play with the province.</li> <li>• In December, a Masters of Climate Action Leadership summit will be held. Alongside this, RRU will be kicking off a Fireside Chat for Climate Solutions speakers series (supported by a grant from the Alan Cahoon Global Advancement and Diversity Fund).</li> </ul>	



# 2022 PSO CLIMATE CHANGE ACCOUNTABILITY REPORT

Royal Roads University

May 2023

**LIFE.CHANGING**

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## CLIMATE CHANGE ACCOUNTABILITY REPORT OVERVIEW

### Declaration Statement

This Public Sector Organization (PSO) Climate Change Accountability Report for the period January 1, 2022 to December 31, 2022 summarizes our greenhouse gas (GHG) emissions profile, the total offsets to reach net-zero emissions, the actions we have taken in 2022 to minimize our GHG emissions, and our plans to continue reducing emissions in 2023 and beyond. By June 30, 2023 our final 2022 *Climate Change Accountability Report* will be posted to our website at [www.royalroads.ca/about/plans-reports](http://www.royalroads.ca/about/plans-reports).

### Overview

Climate action and sustainability are core to Royal Roads University's (RRU) mandate and values. The university undertakes projects to reduce GHG emissions in accordance with the BC *Climate Change Accountability Act*, the Carbon Neutral Government Regulation and our own climate commitments and reduction targets. This report lays out RRU's 2022 GHG emissions, examines trends and details actions undertaken and plans for continued mitigation, adaptation and sustainability initiatives.

In 2022, Royal Roads produced 1015 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). This represents a 6 per cent increase over 2021 figures (958 tCO<sub>2</sub>e) and is attributed mostly to an increase in energy consumption for building operations (direct fuel combustion and purchased energy). Since 2010, RRU has reduced its overall GHG emissions by over 32 per cent.

Notably, in 2022 RRU conducted an energy and resilience audit and began to implement its [Climate Action Plan 2022 - 2027](#) which includes 70 actions that span education, collaboration, partnerships, research and events. Much of RRU's progress with the plan was made on governance aspects which establish foundational elements for implementation and climate leadership in the years to come.

### 2022 Emissions and Offset Summary

<b>Table 1: Royal Roads University 2022 GHG Emissions and Offsets Summary</b>	
<b>GHG emissions for the period January 1 - December 31, 2022</b>	
Total BioCO <sub>2</sub>	1.29
Total Emissions (tCO <sub>2</sub> e)	1016
Total Offsets (tCO <sub>2</sub> e)	1015
<b>Adjustments to Offset Required GHG Emissions Reported in Prior Years<sup>1</sup></b>	
Total Offsets Adjustment (tCO <sub>2</sub> e)	3
<b>Grand Total Offsets for the 2022 Reporting Year</b>	
Grand Total Offsets (tCO <sub>2</sub> e) to be Retired for 2022 Reporting Year	1012
Offset Investment (\$25 per tCO <sub>2</sub> e)	\$25,225

<sup>1</sup> Emissions reported in previous years are updated as a result of new information becoming available, errors discovered in previously entered data, or consumption adjustments made by energy providers.

### Retirement of Offsets

In accordance with the requirements of the *Climate Change Accountability Act* and Carbon Neutral Government Regulation, Royal Roads University (**the Organization**) is responsible for arranging for the retirement of the offsets obligation reported above for the 2022 calendar year, together with any adjustments reported for past calendar years (if applicable). The Organization hereby agrees that, in exchange for the Ministry of Environment and Climate Change Strategy (**the Ministry**) ensuring that these offsets are retired on the Organization's behalf, the Organization will pay within 30 days, the associated invoice to be issued by the Ministry in an amount equal to \$25 per tonne of offsets retired on its behalf plus GST.

### Executive Sign-Off:

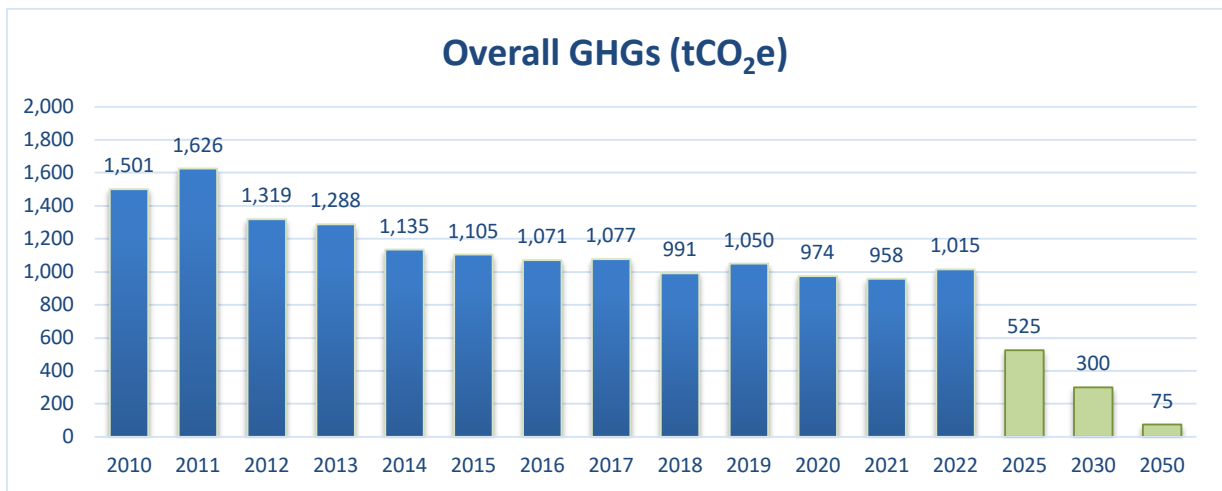
April 25, 2023

Signature	Date
Philip Twyford, CPA, MBA, C.Dir	Vice-President Finance & Operations Royal Roads University
Name	Title

## 2022 GREENHOUSE GAS EMISSIONS PROFILE

In 2022, Royal Roads University’s GHG emissions totalled 1015 tCO<sub>2</sub>e, a 32 per cent reduction from 2010 levels. This reduction has been achieved by undertaking retrofits, updating to electricity in smaller houses and improving energy efficiency. RRU’s target for 2020 was a 50% reduction (750 tCO<sub>2</sub>e) which we have not yet achieved. Significant shifts and a holistic decarbonization strategy are needed to remain on track to our 2025 target of 525 tCO<sub>2</sub>e (see Figure 1).

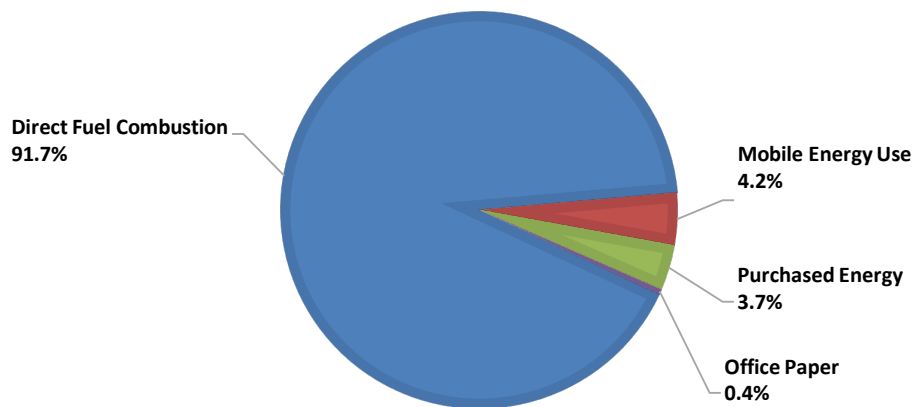
**Figure 1: RRU’s GHG Emission Trend 2010 – 2022 and Future Targets (2025, 2030 & 2050)**



### Emissions by Source






Building heating (direct fuel) accounts for the largest source of GHG emissions at RRU, followed by electricity (purchased energy), fleet (mobile energy use), and, finally, paper (see Figure 2 below).

**Figure 2: Per Cent Total GHG Emissions by Source (tCO<sub>2</sub>e), 2022**





Since 2019, campus emissions have been affected by the COVID-19 pandemic response and subsequent requirements for increased air filtration. At the same time, increased electrification of our fleet and of some buildings have had a positive impact. A trend summary for each source is provided in Table 2 below, and these trends are explained in more detail in corresponding sections of this report. For ease of comparison, both GHG emissions (tCO<sub>2</sub>e) and energy consumption in Gigajoules (GJ) are included.

<b>Table 2</b> Comparison of GHG Emissions (tCO <sub>2</sub> e) and <i>[Building Energy consumption] (Gigajoules), 2020 -2022</i>					
<b>Emission Source</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Trend chart</b>	<b>Trend summary</b>
Direct Fuel combustion (methane gas)	805 [16,125]	878 [17,609]	931 [18,679]		Reduced building energy needs during the pandemic have rebounded as ventilation needs have increased.
Purchased Energy (electricity)	123 [11,026]	30.7 [11,396]	42.2 [13,204]		Actual consumption (in GJs) has remained relatively consistent but GHGs dropped in 2021 due to Electricity Emission Factor (EEF) updates <sup>2</sup> . An increase in electricity consumption is expected as gas boilers are replaced by electric boilers and the fleet transitions to electric/hybrid vehicles.
Mobile Energy Use	40.5	42.9	37.4		Continued decrease of mobile fuel due to pandemic-related adjustments and the addition of hybrid vehicles.
Office Paper	6.46	2.86	4.43		Electronic processes and behaviour change led to decrease, while supply chain issues affecting availability of low GHG paper caused an increase in 2022.
<b>Total Emissions</b>	<b>974</b>	<b>955</b>	<b>1015</b>		<b>Slight decrease and then an overall rebound.</b>

<sup>2</sup> Annual updates to the electricity emission intensity factors (EEIF) for BC Hydro's integrated grid reflect the emissions intensity of electricity provided. Source: [https://www2.gov.bc.ca/assets/gov/environment/climate-change/cng/guidance-documents/2022\\_best\\_practices\\_methodology\\_for\\_quantifying\\_greenhouse\\_gas\\_emissions.pdf](https://www2.gov.bc.ca/assets/gov/environment/climate-change/cng/guidance-documents/2022_best_practices_methodology_for_quantifying_greenhouse_gas_emissions.pdf)



## STATIONARY SOURCES FUEL AND ENERGY FOR BUILDINGS

The largest source of GHG emissions at RRU is from stationary fuel combustion. This is primarily comprised of direct fuel from heating buildings with methane gas<sup>3</sup> but also includes purchased energy from electricity. In 2022, methane gas consumption made up 91.7 per cent of RRU's total emissions (931 tCO<sub>2</sub>e) and electricity contributed 4.2 per cent (42 tCO<sub>2</sub>e). Cumulatively, these two forms of energy make up 96 per cent of the RRU's GHGs in 2022 (972 tCO<sub>2</sub>e). Since 2010, GHG emissions associated with stationary sources have declined 32 per cent.

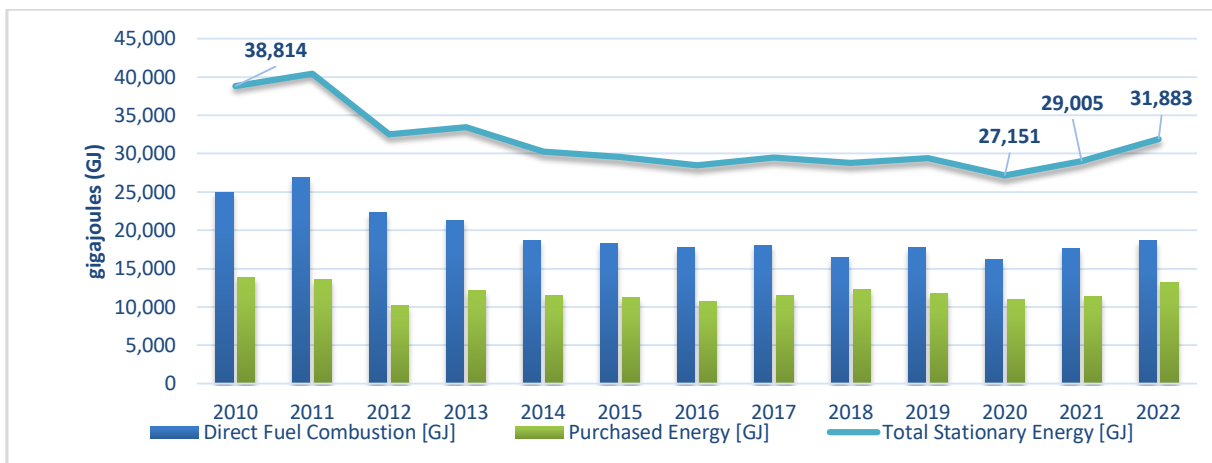
Royal Roads has 26 buildings on campus with a total building area of 45,608 m<sup>2</sup>. The Colwood campus has a unique mix of buildings including seven with Federal Heritage Designations and 11 constructed prior to the Second World War. Although shifts are underway, fourteen buildings were powered by methane gas from FortisBC while the rest of campus was powered by electricity from BC Hydro.

In the Fall of 2021, RRU acquired its downtown Langford property as part of the government-approved West Shore initiative. Several existing buildings were part of this acquisition and will be demolished as the construction of the Langford campus progresses (see page 14 for more about this new campus). Two buildings were added to our 2022 billing and reporting inventory and, in 2023 any that consume energy will be added as well.

### Building Energy Consumption Trends

Building energy consumption data (measured in Gigajoules or GJs) provides another useful means of tracking energy usage trends and reductions (independent of GHGs which can vary somewhat due to emission factors). Purchased energy (electricity) consumption accounts for 4.2 per cent of RRU's GHG emissions and has remained relatively consistent over time. Direct fuel consumption (methane gas) contributes the largest portion of RRU's GHG footprint at 92 per cent and unfortunately has not shown a significant downward trend. Direct fuel consumption has remained in the 16,000 to 18,000 GJ range since 2014 - with last year's consumption rate at the highest point it's been in 8 years. Both energy types trended upward in 2022. RRU's stationary energy trends are illustrated in Figure 3 below.

<sup>3</sup>Methane gas is also known as "natural gas." RRU's main source for this fuel is FortisBC, which supplies gas that is 95% methane (FortisBC). Methane has a global warming potential 25 times stronger than CO<sub>2</sub> (BC Ministry of Environment and Climate Change, 2020). Studies have shown that using the terminology of "natural gas" implies a clean source of energy and an undeservedly positive public perception (Yale, 2022). In recognition of these factors, RRU has changed its terminology.

**Figure 3: Stationary Energy Use (GJs), 2010 – 2022**

A key factor to increased energy consumption in 2022 was unseasonably cold weather in both shoulder seasons; energy usage spiked beyond expected consumption in April, May and October. Electricity use for those months was 30 to 40% higher than the year before. Increased consumption can also be attributed to RRU’s new and increasing reliance on electricity for heating those buildings that have shifted to heat pumps and, to a minor degree, charging hybrid fleet vehicles. With regular maintenance, RRU’s geo-exchange system for heating and cooling of the Dogwood auditorium is now fully operational.

### Plans to reduce building energy consumption

In 2023, RRU plans to hire an energy manager to establish a robust energy management program and initiate recommendations from phase one of the Energy Audit. Improved metering, monitoring and management will enable RRU’s continued progress from energy efficiency to greater electrification, renewable energy and decarbonization. Reductions in building energy consumption and decarbonization considerations are included in RRU’s new 10-year Capital Plan which is currently under development and on track for being tabled for Executive and Board approval in the summer of 2023.

To achieve its 2025 and 2030 emission reduction targets, the university must complete a significant amount of work in a very short timeframe. Although some smaller buildings have been electrified, large core campus facilities continue to use methane gas and would benefit from envelope and other upgrades in addition to electrification. As identified by the Energy Audit, priorities include:

- The retirement of identified buildings and deep retrofits of the Millward, Nixon, and Grant buildings (energy efficiency upgrades, fuel switching from gas to electric, and the interim use of biomethane<sup>4</sup>).
- The implementation of a building level campus wide energy management system.
- Campus electrical service upgrades to accommodate fuel switching from gas to electricity and to incorporate on-site renewables.

<sup>4</sup> Biomethane is another name for Renewable Natural Gas (RNG). In keeping with our use of “methane gas” in place of Natural Gas we will use the terminology that acknowledges the methane content of this biogas.



## MOBILE SOURCES FLEET ENERGY USE

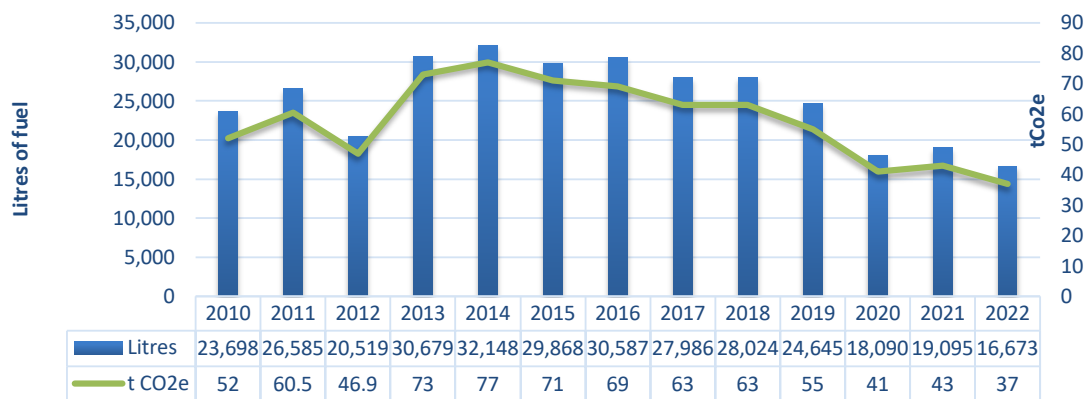
In 2022, the RRU fleet produced 37 tCO<sub>2</sub>e (mobile fuel combustion). This accounted for 3.6 per cent of the university’s total GHG emissions. Since 2010, RRU has reduced fleet associated GHGs by 34 per cent (Figure 4). Continued fleet management, efficiency improvements to fleet vehicle use and electrification have all led to lower fleet emissions this year. The installation of EV chargers for fleet vehicles supported the [purchase of three hybrid vehicles](#) early in 2022 and two others later in the year.

RRU is on track to its goal of electrifying all regular-use vehicles by 2028. The timeline to transition to an electric variant of the heavy-duty truck is dependent on greater availability and better pricing. Going beyond fleet, RRU has started the work of tracking, reporting and reducing indirect emissions with a faculty-led air travel emission baseline study. See page 13 for more about this study and our baseline.

Currently, the university has a mixed fleet that includes:

- 14 gas-powered vehicles (utility vans, trucks, and minivans)
- 5 hybrid electric vehicles (minivans and SUVs)
- 1 diesel-powered heavy-duty vehicle (dump truck)
- 32 electric golf carts
- 12 gas-powered working vehicles (tractors, mowers, and garden utility vehicles)

**Figure 4: Mobile Energy Use, 2010-2022<sup>5</sup>**



<sup>5</sup> Fleet-related GHGs have been adjusted slightly due to the change in the emission factor calculation (this retroactively lowered totals for 2016-2021 by a range of 2 to 5 tCO<sub>2</sub>e).



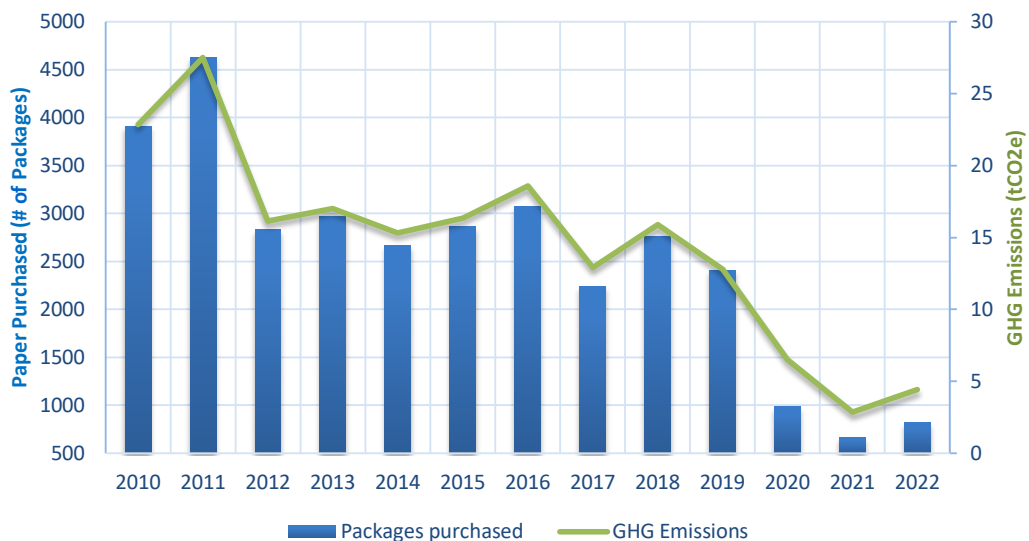
## PAPER CONSUMPTION

In 2022, emissions associated with office paper accounted for 4 tCO<sub>2</sub>e which is less than 1 per cent of the university’s total GHG emissions. Although the shift towards online course delivery and electronic processes continues, there was an uptick in paper purchases as the residual stock of pre-pandemic paper was used up.

Additionally, GHG emissions associated with paper procurement rose due to supply chain issues affecting sugar cane paper, RRU’s choice for a low GHG paper (Figure 6). For the first half of 2022, we were unable to order sugar cane paper for all 8 ½” x 11” paper orders as is RRU’s standard practice.

The supply of sugar cane paper stabilized for the latter half of the year and our procurement department is aware of lower GHG alternatives should we have issues again.

**Figure 5: Paper Purchased and Associated GHG Emissions, 2010-2022**



## CLIMATE RISK MANAGEMENT



Climate risk, resilience and adaptation are key organizational priorities within RRU's *Climate Action Plan*. RRU is committed to improving its preparedness in a broad, holistic fashion with a focus beyond operations and built spaces. This work is in early phases but will be ramping up in the coming years.

As an early step, climate resilience was included as a consideration within phase one of the expanded 2022 Energy Audit. A preliminary "resilience baseline" was developed; campus buildings were assigned approximate risk factors (low/medium/high) that allow for relative comparison to other campus buildings. The assessments were based on climate risks of overheating, flooding, fire, and "other" potential risks (this primarily being related to building envelope (moisture)). While this was not a detailed risk analysis, it forms a preliminary starting point for further assessments and action.

Other risk management initiatives in 2022 included the development of an emergency response procedure for extreme heat and efforts to incorporate climate resilience considerations into the design of the Langford campus.

### What's next?

In the coming years, RRU will be developing our climate resilience through the following actions:

- **Preparedness:** testing of emergency backup power under significant loads to assure acceptable performance in a significant event of loss of commercial power to campus
- **Assessment:** undertaking a Climate Risk and Vulnerability Assessment to determine priority risks and impacts under a range of climate scenarios
- **Adaptation Plan:** developing a Climate Adaptation Plan (informed by the risk assessment) to integrate climate risk and resilience into RRU's Enterprise Risk Management (ERM) Framework and university governance, administration, operations, business development and service delivery models
- **Integrate Disaster Risk Reduction:** integrating disaster risk reduction and climate adaptation considerations within emergency plans and business continuity plans
- **Manage for Risks:** assessing, monitoring, reporting on and managing institutional climate risks within the ERM Framework
- **Infrastructure Readiness:** ensuring new buildings and major renovations integrate climate risk and adaptation considerations
- **Water Management:** developing a water management plan that includes climate risks (e.g. extreme weather, stormwater surge) and regional factors
- **Applied Learning:** developing a roster of student research projects and volunteer opportunities that integrate with campus mitigation, climate risk and resilience goals

## OTHER CLIMATE & SUSTAINABILITY INITIATIVES



### CAMPUS OPERATIONS

#### Waste Audit

In 2022, Bachelor of Business Administration in Innovation & Sustainability students conducted an audit of the university's waste, recycling and compost streams. The last audit was completed in 2019 and diversion rates have decreased 37.5 per cent since then. Several recommendations emerged from this report and the implementation of these will allow RRU to improve diversion rates, but also reduce overall waste production and waste-related emissions.

#### R22 Phase out & roof replacements

The project to replace HVAC systems, phase out R22 (a harmful refrigerant which leads to climate change and ozone depletion) and upgrade roofing is on schedule and will be complete in 2023. In addition to [federal compliance](#) regulations, this project is also expected to improve building envelope performance.

#### Langford Campus Design

The first new building on the University's Langford campus will meet [Zero Carbon Building™ Design Standards](#), complementing and exceeding its LEED® Gold certification. This major project will integrate sustainability, accessibility and low carbon design throughout its life cycle, including during construction and operation. The first building will be primarily constructed of mass timber in compliance with British Columbia's *Wood First Initiative*. In addition to the lower embodied carbon associated with the mass timber, the use of [carbon concrete](#) is anticipated to achieve a 31 per cent reduction in embodied carbon over provincial averages. To enhance the project's climate risk resilience, the design team will also incorporate measures to mitigate the long-term impacts of climate change, particularly the increased temperature and cooling requirements, smoke and air quality risks, rainfall events and snow loads.

#### Baselines & reductions – Race to Zero

RRU is a signatory to the [Race to Zero group for post-secondary institutions](#) and has committed to submitting the required decarbonization plans for all emissions (scopes, 1, 2 and 3), tracking and reporting by June of 2023.

Early work has started on establishing baselines and meeting our commitments to this pledge. The 2019 baseline for business-related air travel emissions is a key part of RRU's Scope 3 emissions baseline and sets the standard for establishing baselines in the other 14 categories.

### PROGRAMS & OUTREACH

#### Biodiversity Map

As part of their program, undergraduate students in the School of Environment and Sustainability created an interactive [biodiversity map](#) of the campus and surrounding lands. Not only did the students map out the diversity of species and ecosystems in an accessible and engaging manner, but this project also provided a framework for other mapping projects and the groundwork for increased biodiversity protection.

#### RRU's Food Farm

In its first year, the university's small-scale [farm produced a food crop of over 1000 pounds](#). This harvest from the "Giving Garden" was distributed to various community organizations. With success seeded, the program plans to provide food for use on campus and for those in need in nearby communities. Additionally, [the Farm at Royal Roads](#) will provide an interactive teaching and learning space as part of its living laboratory program and with the key intention of decolonizing curriculum.

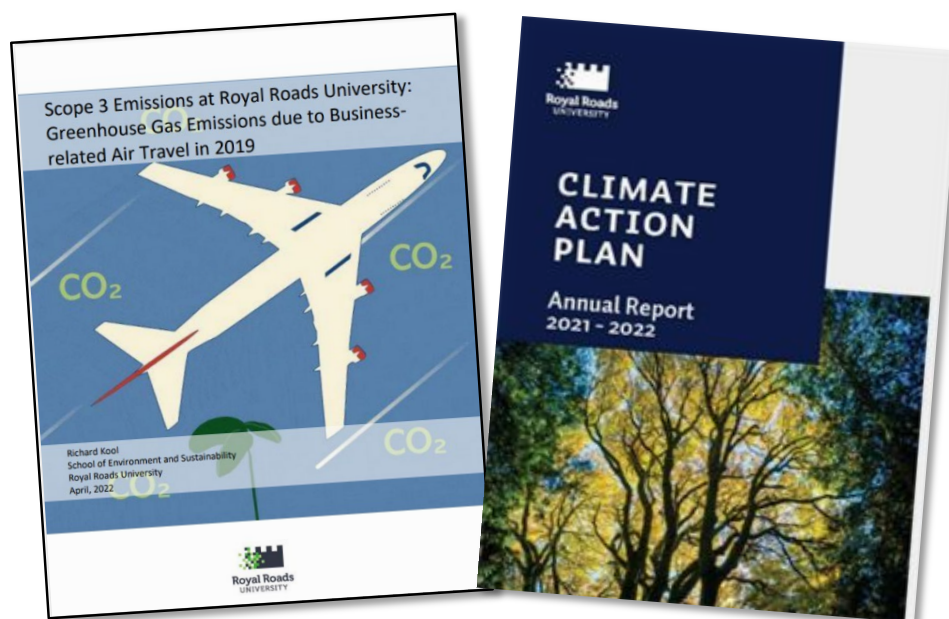
## SUCCESS STORY

Royal Roads University launched its [Climate Action Plan 2022 - 2027](#) (CAP) with a public [commitment video](#) and [climate declaration](#). In 2022, the foundational work of establishing strategic oversight and a distributed leadership model across university portfolios took priority.

Early on, the Climate Leadership Committee (CLC) was established to provide governance, coordination and leadership of CAP implementation. This committee includes broad representation from across the university with staff, faculty and students from a range of departments. It is chaired by the Vice President Research and International and includes all RRU vice presidents and Lekwungen Elder Butch Dick. CAP implementation is guided by an accountability framework that spans the portfolio areas and assigns responsibilities for climate action throughout the university.

Transparency and accountability are integral components of the CAP. In June, the first [Climate Action Plan Annual Report](#) was presented to the Board of Governors. Later in the year, three Advisory Working Groups were launched to support, advise on and activate key CAP priorities. The three groups are focused on 1) Climate Education and Research, 2) Mitigation and Adaptation, and 3) Outreach, Partnerships and Engagement.

As part of our overall commitments to emission reductions across all emission categories (scope 1, 2 and 3), RRU faculty member Rick Kool conducted an [air travel emission baseline study](#) (using 2019 business travel data). This study determined that RRU employees travelled more than 4.2 million kilometres resulting in over 1,200 tCO<sub>2</sub>e of emissions and exceeding our campus emissions for that year (1,050 tCO<sub>2</sub>e for building heating, electricity, fleet and paper). This study kicks off our work in establishing other scope 3 category baselines and is a critical step in our journey to zero emissions.





## CLIMATE AND SUSTAINABILITY INITIATIVES PLANNED FOR 2023



In the year ahead, the following initiatives will bolster RRU's climate and sustainability leadership and our organization's contributions toward urgent and meaningful impact.

### CAMPUS OPERATIONS

#### Decarbonization across all scopes

RRU has committed to reducing its emissions across all scopes. This includes the 65 per cent reduction target by 2025 for direct emissions and a 50 per cent reduction target for scope 3 categories by 2030. To accomplish this we need to establish scope 3 baselines for categories beyond business air travel and then develop an overall emission reduction strategy. In 2023, RRU will be revising its travel policy and procedures, as well as the purchasing policy. Climate and sustainability aspects will be considered for both revisions. The intention is to include some level of engagement and buy-in across the community to buttress policy and process updates.

#### 10 Year Capital Plan

Through the University's new 10-year Capital Plan initiatives identified in support of climate action objectives will be prioritized and sequenced over a multi-year planning horizon. The plan includes a focus on a shift from fossil fuels to full electrification of our campuses wherever possible and explores renewable options including wind and solar. The plan also considers future growth for the university and the construction of new buildings to meet the needs of students and nearby communities.

#### Smart chargers

The installation of smart EV chargers in our public parking areas across campus is still planned. The existing non-cost recovery charging units will be integrated into the fleet charging infrastructure.

#### Rose Garden Cottage

The Rose Garden cottage renovation will be finalized in 2023 and will be the first campus project to meet [Zero Carbon Building \(ZCB\) Design Standards™](#). It is also expected to qualify for Rick Hansen Foundation Gold

certification and, as the future home to RRU's [Cascade Institute](#), it will serve as an aspirational example for future renovation and building projects.

#### Opening of RRU's Langford Campus

Set to be completed in September of 2024, the new Langford campus will host programming offered by Royal Roads University, the University of Victoria, Camosun College, the Justice Institute of British Columbia, and will include space for the Sooke School District. This [collaborative campus](#) will offer opportunities for post-secondary education in a region with a demonstrated and increasing need of local offerings. The new campus will also model low carbon building standards and sustainable design within an area of BC that's growing rapidly.

### PROGRAMS & OUTREACH

#### Climate Education & Training

RRU will continue to advance the high number of programs and courses focused on climate action, adaptation, leadership, and sustainability. Through unique offerings such as Living Labs, community-based courses, customized training, and micro-credential programs we will amplify climate knowledge and the skills needed for our future.

In late 2022, RRU's Resilience by Design (RbD) Lab, in collaboration with Climate Risk Institute (CRI), announced [CanAdapt](#), a go-forward plan for the Adaptation Learning Network and the re-development of CRI's Climate Change Adaptation Community of Practice. CanAdapt is a climate adaptation capacity-building hub that provides a responsive platform for training, education, communities of practice, and information resources. CanAdapt will help sustain and build the momentum needed to drive climate resiliency leadership and practice across sectors and professions in Canada and abroad.

## **BOARD OF GOVERNORS BRIEFING NOTE**



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**MEETING:** June 16, 2023  
**AGENDA ITEM:** Policy Management – Program Update  
**SPONSOR:** Philip Twyford, Vice-President, Finance and Operations  
**PURPOSE:** For Information

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### **SYNOPSIS**

Provide the Finance and Audit Committee with a report on the University's policy management program.

The Finance and Audit Committee received the enterprise risk management (ERM) program update as information (Attachment 1) at their June 1, 2023 meeting. The Committee did not have any questions.

### **RECOMMENDATION**

That the Board of Governors receives this report for information.

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### **Attachment**

1. Briefing note to the Finance and Audit Committee including attachments for the policy management program update (June 1, 2023)

## FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



<b>MEETING:</b>	June 1, 2023
<b>AGENDA ITEM:</b>	Policy Management Program – Report
<b>SPONSOR:</b>	Philip Twyford, Vice-President, Finance and Operations
<b>PURPOSE:</b>	For Information

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### Synopsis

Provide the Finance and Audit Committee with a report on the University's policy management program.

### Background

Responding to the need to modernize and mature the University's approach to policy development and management, the policy management program was initiated in early 2019 with the Vice-President and Chief Financial Officer as executive sponsor. External expertise was engaged to assess the University's existing policies and develop a new, comprehensive policy framework.

In September 2019, the Royal Roads University Policy Management Framework was presented to the Executive Committee. The policy framework defines and standardizes accountabilities, responsibilities, hierarchy, lifecycle, resources, and infrastructure for the overall management of the University's policies. The Executive endorsed the policy framework and supported recommendations to move forward with implementation.

In August 2022, a review was performed on the University's existing policies and where gaps in policy may exist. The results of this review were shared with executive members with the intent of supporting a campus-wide review of policies. A subsequent review was performed in May 2023 to gauge the progress made in the policy review project. Executive will continue to focus on reviewing progress made in the policy review.

### May 2023 Review

Since August 3, 2022, policy activity at the University includes:

- Four new policies have been developed and approved;
- Two policies were rescinded;
- Four existing policies have been formally reviewed; and
- Seven policies are currently in the review/development process (3 existing and 4 new).

Appendix A provides a list of the specific policies noted above.

In addition to the policy activity, a review and revision of the policy framework and supporting materials was undertaken and finalized earlier this year.

There are three approval bodies for the University's policies: Board, Academic Council and Executive. Table 1 provides a summary of the University's policies and the advancement made in the policy review project. Appendix B provides detail by executive portfolio regarding the variances between May 15, 2023 and August 3, 2022 for total university policies.

**Table 1. Comparison of RRU's policies between May 15, 2023 and August 3, 2022**

	At May 15, 2023	At August 3, 2022
<b>Total number of university policies</b>	<b>89</b>	<b>86</b>
Number of board-approved policies	39	38
Number of academic council-approved policies	17	17
Number of executive-approved policies	32	30
Number of policies without a specified approval body	1	1
<b>Total number of university policies &gt; 5 years overdue for review</b>	<b>58</b>	<b>55</b>
Number of board-approved policies > 5 years overdue for review	26	27
Number of academic council-approved policies > 5 years overdue for review	14	13
Number of executive-approved policies > 5 years overdue for review	17	14
Number of policies without a specified approval body > 5 years overdue for review	1	1

**Key Considerations**

1. Policies provide direction on specific topics and issues, and with associated procedures and standards, create a platform for effective governance and compliance.
2. Each of the three Board of Governor's committee terms of reference contain a clause or section related to policy review:

*Finance and Audit Committee*

- 1.g. Within the context of the board investment policy, review the performance of investments for both the university and the Royal Roads University Foundation on at least an annual basis and as required.
- 4.a. Regularly review board policies that deal with financial matters, and recommend revisions, additions, and deletions to the board.
- 4.b. Monitor the accounting principles and critical accounting policies adopted by management, including alternative treatments available for consideration.

*Governance and Nominating Committee*

- 4.a. Regularly review policies related to governance, Board honours, Presidential oversight and executive compensation, and make recommendations to the Board on revisions, additions, and deletions.

*Program and Research Council*

- 5.a. Periodically review Board policies that deal with academic quality, academic integrity, research, and academic support and services, and recommend revisions, additions and deletions to the Board.

3. While there isn't a benchmark for the appropriate number of policies a university should have, the focus should be on the quality of the policies being developed.

**Next Steps**

Working collaboratively with all policy owners, developers and administrators across the University, develop a plan to:

1. Review all existing university policies and determine what revisions, if any, are required or if a policy should be rescinded or replaced based on continued relevancy.

2. Continue to investigate where policy gaps at the University exist and undertake activities to correct.
3. Develop a policy management program training session and deliver to policy owners, developers and administrators.
4. Review communications activities and platforms to identify opportunities to educate the broader university community on policies and the policy management program.

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### Risk Management

Risk	Mitigation
The policy management program stagnates leading to heightened risk exposure to the University	<ul style="list-style-type: none"> <li>• Continue to prioritize and resource capabilities to mature the policy management program, engage with policy owners, build organizational awareness and appreciation for the value of effective policy statement and associated management</li> <li>• Identify plans for 2023/24 to ensure prioritization of effort and mature the policy management program at the University</li> </ul>
Lack of attention to the policy review and renewal process creates gaps or accentuates risk to the University	<ul style="list-style-type: none"> <li>• Promote an enterprise-wide approach to policy management and engage institutional leadership in an integrated and collaborative approach</li> <li>• Continue to develop and provide the management structures and tools required to facilitate effective policy management</li> </ul>

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### Recommendation

Management recommends that the Committee receives this report as information.

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### Attachments – n/a

**APPENDIX A – May 2023 Review – Policy Activity**

Specific policy activity between August 3, 2022 and May 15, 2023.

<b>New Policies</b>	<b>Approval Level</b>
Campus Liquor	Executive
Parking and Traffic Management	Executive
Privacy and Protection of Information <sup>1</sup>	Board
Video Surveillance	Executive

<sup>1</sup>Two policies (noted below) were rescinded with the approval of this policy

<b>Policies Reviewed</b>	<b>Approval Level</b>
Accumulated Surplus	Board
Delegation of Authority	Board
Professional and Continuing Studies Refunds	Executive
Student Organization	Board

<b>Policies Rescinded<sup>2</sup></b>	<b>Approval Level</b>
Freedom of Information and Privacy	Board
Privacy	Executive

<sup>2</sup>The new policy "Privacy and Protection of Information" replaces these two policies

<b>Policies Under Review or Development</b>	<b>Existing or New</b>	<b>Approval Level</b>
Business Travel and Related Expenses	Existing	Executive
Campus Use	New	Executive
Cell Phones	New	Executive
Recovery of Indirect Costs of Research	New	Executive
Safety	Existing	Board
Signing Authority	New	Executive
Standards of Conduct and Service for Employees and Contractors	Existing	Board

**APPENDIX B – May 2023 Review – Comparison from August 2022**

Detailed information regarding the University's policies by executive portfolio. With the re-structuring of the Executive Office in May 2023, the six policies owned by the Research and International portfolio were re-distributed to the Academic and Provost portfolio. These six policies are related to research activities and intellectual property.

**Total of all university policies**

<b>Executive Portfolio</b>	<b>At May 15, 2023</b>	<b>At August 3, 2022</b>
President	5	6
Vice-President, Finance and Operations	47	45
Vice-President, Academic and Provost	32	25
Vice-President, Communications and Advancement	3	2
Vice-President, Research and International	0	6
VPFO/VPAP joint ownership	2	2
<b>Total of all university policies</b>	<b>89</b>	<b>86</b>

**Total of all university policies – overdue for review by > 5 years**

<b>Executive Portfolio</b>	<b>At May 15, 2023</b>	<b>At August 3, 2022</b>
President	3	4
Vice-President, Finance and Operations	25	22
Vice-President, Academic and Provost	27	22
Vice-President, Communications and Advancement	2	2
Vice-President, Research and International	0	4
VPFO/VPAP joint ownership	1	1
<b>Total of all university policies – overdue for review by &gt; 5 years</b>	<b>58</b>	<b>55</b>







**Royal Roads**  
UNIVERSITY

**Office of the Vice-President Academic and Provost**  
**Report to Board of Governors**

16 June 2023

## GENERAL

- Fourteen RRU programs have been approved for the StrongerBC Future Skills Grant - <https://www.educationplannerbc.ca/plan/finance/future-skills-grant>.
- The VPA and Provost facilitated the Ed Tech Panel at the BCNET Connect 2023 Summit. The panel discussion focused on Equity and Accessibility in Educational Technology.
- RRU hosted the Communications and Media Articulations Committee (CAMAC) of BCCAT in May.

## LEARNING AND TEACHING

- Rebecca Wilson-Mah is a visiting research fellow at The University of Brighton, School of Business and Law – she arrived in Brighton on March 20. Rebecca delivered a teaching case writing workshop for 10 faculty on March 21 and she is collaborating with faculty on teaching cases for publication.
- Moira McDonald attended the Young Hospitality Summit in Lausanne, Switzerland, hosted by EHL, alongside two BA IHM students, Kayla Ngo and Pancy Feng, who joined 76 fellow hotel management students from around the world. RRU participant Kayla Ngo and her team finished in the top 3 of the business competition sponsored by developer NEOM that focused on a circular sustainable economy. McDonald attended a site visit organized by RRU Global Recruitment and Partnerships office to Les Roches University, meeting students and faculty and careers officer, as a follow-up to the agreement signed between RRU and Les Roches last year.
- Moira McDonald has two presentations accepted for Beyond the Numbers: Toward a Processual Multimodal Instrument of Teaching Evaluation 1) U of C Collective transformation: How blended and online learning have changed postsecondary education (co-author and copresenter Dr. Mickie Noble) and 2) Congress 2023 of the Humanities and Social Sciences York University (co-authors, Dr. Mickie Noble, Dr. Brigitte Harris, and Ken Jeffrey, co-presenter Dr. Mickie Noble.
- Kathleen Manion and Elizabeth Childs have been successfully granted funding (about \$57,000) to develop Early Childhood Education open access modules.
- STHM participated in the annual provincial Tourism Management & Hospitality Management Articulation meeting. Held virtually with tourism and hospitality institutions from across British Columbia, looking at not only articulation/transfer agreements, but also common issues and updates from the various schools. Some key points of discussion were on-campus accommodations, visa processing times, weak domestic enrolments, the reluctance of students to transfer between institutions, and the impact of ChatGPT.
- 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 recently wrapped up two municipal government leadership programs in April, the Township of Langley Executive Leadership Certificate program and the City of Richmond's Corporate Management Leadership program. Dr. Zoe MacLeod attended the final capstone presentations for both programs and continues to be amazed by the commitment to learning and progressiveness of the organizations.
- PCS welcomed the Capital Regional District to campus (April 24-28) to deliver the iLead program with senior leaders in the organization. Participants will be focused on making the organizational vision statement a reality. This program has been running for over a decade.
- April 19, PCS welcomed new students to the Graduate Diploma in Project Management and Organizational Leadership. This is a rolling intake for the dual-language hyflex program offered in partnership with Royal Bridge College in Coquitlam.

- PCS recently wrapped up the first course (CAL5 115 Climate Science and Impact) with Pearson Collage as part of our partnership on their Climate Action Leadership Diploma program.
- PCS recently participated in the Ministry of Post-Secondary Education and Future Skills Micro-credential Assessment project led by Thompson Rivers University (with the likely intent of having the TRU Open Learning Credit Bank as the registry of micro-credentials in the future). TRU's Credit Bank allows a student to receive credit for pre-assessed training from selected employers, private training organizations and Continuing Studies programs. A PCS assessor participated and used the Climate Adaptation Fundamentals Micro-credential as part of the pilot assessment process which will test features of the TRU Credit Bank assessment model, along with ideas from the Australian Government's National Micro-Credential Framework (2021).
- PCS has partnered with eLeadership Academy™ to jointly offer a new leadership and coaching designation exclusively for credit union leaders across North America. The Credit Union Leadership and Coaching Designation (CULC) provides university level education focused on leadership, coaching, social impact, and the credit union system.
- PCS was successful in our submission to the Ministry of Post-Secondary Education and Future Skills for the funding of two micro-credentials:
  - Moving Beyond Inclusion: Reconciliation in Corporate Systems (in partnership with First Nations Technology Council)
  - Climate-Resilient Infrastructure (in partnership with Climate Risk Institute).
- The VP Academic met with Emerging Indigenous Scholar Circle candidates April 4-6.
- RRU's Office of Global Recruitment and Partnerships, Eugene Thomlinson and Moira McDonald created a UMAP COIL accepted application between the BAIHM at RRU and the BSc IHM at Lyceum of the Philippines University-Batangas (multi-campus: Manila, Batangas, Laguna, Cavite, and Devao). LPU and RRU will collaborate using their BS in International Hospitality Management program and our BA in International Hotel Management focusing on our respective Entrepreneurship courses and SDG4, SDG5, SDG8, and SDG11. The COIL will take place specifically in the winter 2024 academic calendar.

## RESEARCH

- Sean Irwin and colleagues published an article in World Aquaculture magazine about their work in Bolivia. The emergence of a new aquaculture system in Bolivia was the cover photo and cover article.
- Drs. Matt Dodd and Steve Grundy recently had a [paper published](#) in Environmental Geochemistry and Health titled Human health risk associated with metal exposure at Agbogbloshie e-waste site and the surrounding neighbourhood in Accra, Ghana.
- School of Business faculty member Hany Fahmy has published a new article in Elsevier's Quarterly Review of Economics and Finance. A gold star to anybody who can comprehend it: Satiation, habit formation, and other temporal anomalies: Extending the choice theory to multiple neighbourhoods of time.
- Alfiya Battalova has a new article out that she co-authored: - A Critical Analysis of the Disability Movement in Kyrgyzstan: Trying To Be Heard: Europe-Asia Studies: Vol 0, No 0 (tandfonline.com).
- Tracy Smith-Carrier has a new article out she co-authored: Marshall, C. A., Gewurtz, R., Holmes, J., Phillips, B., Aryobi, S., & Smith-Carrier, T. (2023). [Meaningful activity, psychosocial wellbeing, and poverty during COVID-19: A longitudinal study](#). Canadian Journal of Occupational Therapy.
- STHM School Director Eugene Thomlinson was interviewed for an article in the latest edition of Explore magazine about Regenerative Tourism. The publication is out, with the article starting on page 26.
- Moira McDonald, Rebecca Wilson-Mah and Ann-Kathrin McLean recently published three chapters that focused on active learning and teaching strategies from IHMN 550 Research Methods in the MATM program.
- McDonald, M. (2023). The Importance of Playing with your Qualitative Data: Get Messy! I In Hamilton, D., Kool, R. & Childs, E. (Eds). Active Learning for Real-World Inquiry. Royal Roads University.
- McLean, A., & Wilson-Mah, R. (2023). You're Not Alone: The Online Conference. In Hamilton, D., Kool, R. & Childs, E. (Eds). Active Learning for Real-World Inquiry. Royal Roads University.
- Wilson-Mah, R. (2023). Mini field research pilot study: Authentic assessment. In Hamilton, D., Kool, R., & Childs, E. (Eds). Active learning for real-world inquiry. pp. 272-284. Royal Roads University Link to online resource.

- Hany Fahmy has had two chapters published recently: Fahmy, H. (2023). “The thought process of constructing a researchable question: Think like a mathematician” and “The parameterization of the thought process: Act like a statistician.” In *Active Learning for Real-World Inquiry*, edited by Hamilton, D., Childs, E., Dandar, D., and Kool, R. Royal Roads University, BC, Canada.
- Tracy Smith-Carrier has a new forthcoming article, with colleagues: Howard, J., Babenko-Mould, Y., Jackson, K., & Smith-Carrier, T. (Forthcoming). *Understanding the health and well-being of women with Multiple Sclerosis. Journal of Neuroscience Nursing.*
- Shelley Jones, with colleague Kathleen Manion, is on research travel in Uganda as part of a SSHRC Insight grant on developing and implementing child rights education in diverse global contexts. Working together with the Uganda research team, Shelley and Kathleen have been leading workshops for teachers and observing implementation of child rights education classes in primary schools in three different districts of Uganda.
- Brian Belcher, Rachel Claus and Rachel Davel will be presenting and leading discussion on “A Quality Assessment Framework for Research Design, Planning, and Evaluation” for a full meeting of the DORA National and International Initiatives Community of Practice May 9.

## COMMUNITY ENGAGEMENT

- The BBA in Innovation and Sustainability is a finalist for an International Green Gown award! Recognizing exceptional sustainability initiatives being undertaken by the world's universities and colleges, the International Green Gown Awards set the bar and put every learning institution at the heart of delivering the UN Global Goals. The BBA program is a finalist in the Benefitting Society category and is described as the community-driven business school. The awards will be presented virtually from the UN High-Level Political Forum on Sustainable Development on July 17th.
- Dr. Amy Zidulka and Dr. Ingrid Kajzer-Mitchell designed and facilitated a Knowledge Exchange event “Fostering Collaborative Capacity for a Climate Resilient Health System: which connected public sector leaders and experts from Canada, US, and Australia working towards building a climate resilient health system.
- In support of our partnership with Climate Risk Institute, Dr. Zoe MacLeod and Dr. Robin Cox represented PCS and RRU at the PIEVC Global Forum in Vancouver April 18-20<sup>th</sup>.

## PEOPLE AND PLACE

- Long time School of Business faculty member Dr. Lois Fearon has taken over as MBA program head from Dr. Charles Krusekopf. Lois was first hired with Royal Roads in September 2005 and in May 2012 took a one-year contract as the Acting School of Business Director. Lois completed her Doctor of Education while at RRU through the University of Calgary. FoM extends great gratitude to Charles for his steady stewardship over the years and to Lois for taking the baton.
- MGM Program Manager Tim Kituri has been provincially appointed to the Victoria-Esquimalt Police board until June 2024. Tim and former Oak Bay MLA Elizabeth Cull are the two new appointees to bring the board number to 10. Tim moved to Canada from Kenya in 2000 and has been with Royal Roads for 10 years. Esquimalt mayor, Barb Desjardins said Kituri’s insight in equity, diversity and inclusion and communications will be invaluable. FoM applauds Tim and this prestigious appointment.
- Dr. Zoe MacLeod’s proposal A Coach Approach to Leading at any Level has been accepted for inclusion in the 2023 ASAE (The Centre 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**

16 June 2023

## GENERAL

- The forecast at April 30, 2023 indicates a deficit of \$4.7M compared to the 2023/24 plan of \$0.1M net operating income.
- Key risks for the University are the continuing decline in student enrolment, expenditure management, and risks related to the West Shore Initiative. Mitigation strategies and activities have been identified by Management for each of the three risks.
- 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.

## LEARNING AND TEACHING

- Student Information System (SIS), position management project – targeted delivery to production for the end of Q1 2023/24.
- \$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.
- Professional and Continuing Studies, SIS project – successfully deployed to production in April. Project closeout is planned for the end of Q1 2023/24; ongoing enhancements to be managed within operations. .
- Financial system enhancements – additional improvements are under review with potential re-engagement of the project in Q3 2023/24.
- Human Resources system enhancements project – the payroll replacement portion of the project is planned for Q2/Q3 of 2023/24.
- Unified Communications (phone replacement) project – vendor proposals were reviewed, and a final implementation vendor chosen.

## COMMUNITY ENGAGEMENT

### *Langford Campus*

- Upcoming construction milestones include suspended slab pours of low carbon concrete, build out of vertical structures and preparation for arrival of mass timber panels and beams.
- The project timeline is currently 46% complete<sup>1</sup> and the project risk landscape is being monitored closely: (1) the impact of the structural risks associated with the neighbouring RidgeView Plaza include the necessity to reconfigure the construction site to create a thoroughfare through the fall zone declared by the City of Langford and (2) navigation of the insolvency process of the mass timber supply vendor is being informed by advice from legal counsel. Market and economic conditions are also rated high on the risk register.
- Tender package 3 and the furniture RFP were posted on BC Bid in early May; postings close on 8 June and 20 June respectively.
- Comprehensive analysis of project budget and funding sources continue and a final request for additional capital to offset market escalations will be formally submitted during the course of 2023/24.
- Partner executive teams continue to work on the draft Collaboration Agreement based on the approved Framework Agreement (February 2023). During 2023/24, institutional resources will be focused on the development of a plan to facilitate the transition to operations in the new building.
- Outreach to local Indigenous communities and leaders, the City of Langford, regional municipal officials and other relevant parties continues.

<sup>1</sup> The total project time between August 3, 2022 and substantial completion at June 3, 2024 is 96 weeks. As of June 1, 2023, there are 52 weeks remaining. Elapsed time is 44 of 96 weeks; 54% of the schedule remains.



*Concrete placement, elevator core walls – May 31, 2023*

## PEOPLE AND PLACE

- One-time voluntary incentive retirement and voluntary incentive departure packages for all employee groups were offered in Q1 2023/24.
- Results of the employee engagement survey (launched November 2022) will be shared with the employees at the end of June during Campus Conversation.
- Bargaining with RRUFA is still underway and expected to continue into fiscal 2024/25.
- All compliance requirements related to construction of a traditional teahouse in the Japanese Gardens have been met; site activities begin week of June 5, 2023.
- 10-year capital plan – further consultation with the University community and relevant external parties is planned. Management aims to table a fully documented plan for Board consideration by the end of Q2 2023/24.



**Royal Roads**  
UNIVERSITY

**Office of the Vice-President Communications and Advancement**  
**Report to the Board of Governors**  
June 16, 2023

**GENERAL**

**Advancement Update**

**Revenue**

Advancement revenue for last fiscal year closed at \$1.77M raised, \$227K above the team target of \$1.5M. The revenue target for 23/24 has been set at \$3M and, while this year-over-year increase is steep, the team is confident they can achieve his goal. As this fledgling team grows and develops, revenue will steadily increase each year.

**Multi-Year Campaign**

The final draft of the campaign Case for Support has been completed and is now ready for use in campaign planning and within a feasibility study. An RFP process, engaging four well-reputed fundraising consultancies, has also completed with a decision to hire KCI Philanthropy out of Toronto. KCI will work with RRU to determine the feasibility of, and best strategies for, a successful multi-year campaign.

**Annual Appeals**

The *Vision in Bloom* appeal was launched in May and includes three waves of direct mail across GVA. Total funds raised to-date: ~\$40K against goal to raise at least \$70K. Donations will support The Farm at RRU and the Japanese Garden revitalization. So far, we are tracking ahead of last year's appeal. Planning for the fall **Alumni Appeal** is also underway. The appeal will focus on growing our Alumni Giving Circle soliciting donations of \$1K+ from key alumni.

Much work is underway to streamline our **commemorative giving program**, which has raised \$35K to date this fiscal. 10 new commemorative benches have recently been installed, creating additional opportunities for giving.

With the addition of a donor relations specialist, a refreshed **IMPACT** newsletter is back along with RRU's annual donor fund report. Both will be issued to donors mid-June.

**Major Gifts**

On Tuesday, May 30, RRU officially launched its *Vision in Bloom* spring appeal with a gift announcement from TD confirming \$196K in support of the Farm at RRU. Funding through TD will support the expansion of the Giving Garden and the establishment of an Indigenous Medicine Garden, Market Garden and Polyculture Orchard, with irrigation throughout. Funding will also support free community workshops within the Farm. Significant media attention was garnered as a result of this well-attended event.

**Recruitment**

The restructuring of the Advancement team is nearing completion. Emmy Blouin joined us on April 3 as the new Advancement Specialist, Donor Relations. The recruitment of a new grant writer is complete with the successful candidate starting work July 1. We have engaged Christoph Claudius of The Discovery Group to support recruitment efforts for a Manager, Major Gifts and expect this position to be in place by late August.

**LEARNING AND TEACHING**

**Future Ready Skills Program**

On April 1 we launched Phase I of RRU's *Are You Ready* marketing campaign to drive awareness of our short skill-enhancing programs and seed messaging ahead of the announcement of the government's Future Ready Skills initiative, which grants up to \$3,500 for eligible British Columbians wishing skill-up to succeed in the changing economy. We are now getting ready to launch Phase II of our marketing with more specific/direct messaging that references the \$3,500 grant. Deployment is to take place upon finalization of the application process and program details. A mid-June launch is anticipated.

### **Program Marketing and Tactical Marketing**

Marketing efforts this fiscal will become program focused. While all programs will receive some marketing the MBA, MAL, MAPC, DBA and DSocSci, due to their strong revenue generating capacity, will receive strong digital marketing support.

Phase I creative concept was approved May 11. Phase II – Design development is now in progress. The final creative framework will be designed to be highly flexible and with the ability to be executed internally by RRU.

### **Westshore Campus Communications and Marketing**

RRU continues to lead media relations pertaining to activity at the Westshore campus and has developed and shared media statements related to the disruption experienced due to issues in the Ridgeview building. The partners (RRU, UVic and Camosun) have signed off on the approach to branding and as well provided feedback into the schematic design for building signage. RRU's creative agency has developed an approach for the initial phase of marketing; the agency is recommending a campaign to drive awareness of the new campus and RRU's plans for undergraduate programming in that space.

## **COMMUNITY ENGAGEMENT**

### **Telling the RRU Story**

The team continues with web **enhancements to news stories**, adding program details, linking to program pages, and embedding relevant calls to action to prompt readers to engage further. We are on track to meet targets set for storytelling and anticipate finishing the first six months with 100 stories published.

### **Events**

June is always a busy month for our VPCA team. **Convocation** on June 8 and 9 saw nearly 1,800 people gather to celebrate 557 graduates. This included Indigenous Grad, a Distinguished Student Award event, an HD dinner and presentation of HDs to Jody Thomas, national security and intelligence advisor to the PM and Carey Newman, multidisciplinary Indigenous artist and creator of The Witness Blanket. Convocation was supported with engaging media, multiple website and social stories and ads in the Times Colonist celebrating our new HDs.

Planning is well underway for **National Indigenous Peoples Day**. Given the high level of interest across the region, we are anticipating this will be the largest NIPD yet. As in past years, the event includes a traditional canoe landing protocol and canoe led by Asma-na-hi Antoine, Max Henry Sr, and Elder Dr. Butch Dick. Guests will also enjoy a market, food trucks and performance stage. Traditional plant walks on Charlie's Trail will be led by Cowichan Elder Kenneth Elliott and T'sawout Elder Earl Claxton Jr.

Our recent **Changemakers Speaker Series** events have been well received. In early March Dr. Suzanne Simard, ecologist and author of *Finding the Mother Tree* spoke to a sold-out audience at the Victoria Conference Centre. On May 31, Dr. Thomas Homer-Dixon spoke on finding hope amidst environmental, health, technological and economic crises. Dr. Homer-Dixon also presented exclusively to alumni at what was our largest virtual alumni gathering to date (250+). We are securing Jody Wilson-Raybould for our next event in mid-September.

### **Alumni Relations Activities**

Planning is underway to launch the **Alumni Advantage Program** this fiscal, which will include a lifelong learning subscription for alumni, offering free and/or discounted courses and workshops exclusive for RRU alumni. Planning is also underway to launch a reimagined **Alumni Achievement Awards Program** this fiscal, culminating in a celebratory event in March 2024. Planning for alumni events, here in Victoria and across the country this fall, is also underway.

## **PEOPLE AND PLACE**

**Visitor season** on campus is in full swing. Between the May and September long weekends, we host thousands of local visitors, tourists and groups who enjoy free access to the gardens and grounds. From May 20-31, we welcomed more than 4,000 people to the gardens and had nearly 800 of them participate in paid tours of Hatley Castle. Last year we hosted over 40,000 visitors with 7,500 purchasing heritage tours.



## PROGRAM AND RESEARCH COUNCIL MINUTES

MEETING OF MONDAY 29 MAY, 2023  
9:00 AM ZOOM VIDEO CONFERENCE

*Voting Members:* Philip Steenkamp (Chair), Veronica Thompson (Vice-chair), Lily Chong, Harley Eagle, Monique Gray Smith, Catherine Holt, Piet Langstraat, David Porter, Brenda Schoepp  
*Regrets:* Gwen Campden, Nelson Chan, William Holmes  
*Non-voting Members:* Brigitte Harris, Robert Mittelman,  
*Administration:* Donna van Akker (recording secretary), Ashley Richards, Drew Duncan  
*Guests:* Deborah Zornes, Tasha Welch

### 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. Gratitude was also expressed for the ability to commute to work by bicycle, which allows an extra appreciation of the lands.

A warm welcome was extended to David Porter for his first PRC meeting.

*M/S Landstraat/Steenkamp*

**CARRIED**

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

Approved.

*M/S Gray Smith/Langstraat*

**CARRIED**

### 3. BUSINESS/INFORMATION ARISING STEENKAMP

#### I. Recent Board approvals

No new updates.

#### II. Status of degree approvals THOMPSON

No new updates.

The Chair advised members of the recent structural changes at RRU, resulting in a reduction of vice presidents from four positions to three, effective June 1, 2023. The role of VP Research and Innovation will be dissolved and the functions redistributed across the executive team. The Chair expressed deep thanks to Dr. Pedro Márquez for his dedication to the VPRI role over the past eight years, and advised that the decision was discussed with him in advance. Of the responsibilities in the VPRI portfolio, climate action will move to the VP Finance and Operations; human rights and EDI will move to the President's office, and strategic planning, research, international, recruitments and business development will move to the VP Academic and Provost.

Member questions/comments:

- Great thanks to Pedro for his dedication to the role, but concerns for the additional workload for the VPAP
- The concerns are top of mind, and the Chair will work with the VPAP on this transition, being mindful of the workload. We may need to stop doing some things, or slow down on some



- initiatives. We will also be honouring Pedro at a future date. Pedro will be returning to a faculty position and will be taking a research leave in September
- Are we bringing a strategic approach to these changes, particularly regarding any international impact?
    - The changes have been budget-driven, but we had also been thinking of the importance of integrating international and research back to the VPAP portfolio. There is good alignment in bringing these responsibilities to the VPAP portfolio, while being mindful of the increased workload. Some institutions' international enrolments are thriving, and we need to understand those models and how they are being successful. On the research side, there is already strong alignment with the academic portfolio. While we are a small research entity, we are doing great work with great opportunities ahead. The Chair will be more hands-on with our international strategy, working closely with the VPAP and Tasha Welch, Director of Global Recruitment and Partnerships
  - Are we looking for a different type of student? Is there any space for alignment with the K-12 system?
    - We used to have a partnership with Study Group, but it did not allow us to find the right-fit students. We have been working hard to identify those right-fit students, and a new type of student will be represented through the four-year undergraduate program that will be delivered at the WestShore campus. There is an opportunity for a stronger relationship with the K-12 system with recruiting starting at the high school level (something new for RRU). We are also looking at greater diversification, recruiting from different countries. We will also be looking at our programs to see if they are relevant and current, including admissions criteria that may be inhibiting our enrolment. Any advice or guidance on immediate ideas for recruitment are welcome. Other institutions have also struggled with a changing market and declining enrolment. It's a different world with different decision-making criteria, and our approach to teaching/learning needs to adapt. Bite-sized education is more popular

#### 4. STANDING ITEMS FROM PRC ANNUAL PLAN

##### I. Research Strategy

ZORNES

The VPAP introduced Dr. Deborah Zornes, Director of Research and Innovation, to provide an update on RRU's research strategy.

There has been huge growth in research funding, increasing from \$3.2m to \$5.2 in a year's time. Student research has also doubled. The number of books, chapters in books, articles and presentations has also increased. RRU has six Canada Research Chairs (CRCs) currently in place, representing almost 10% of our faculty:

- Jaigris Hodson – first term
- Julie MacArthur - first term
- Rob Newell – first term
- Ash Prasad – second term
- Tracy Smith-Carrier – first term
- George Veletsianos – second term

We also have Cheryl Heykoop as our Michael Smith Early Career Scholar Award, and Brian Belcher as our Ashoka Chair.

Work is being done to embed EDI principles into post-award grant support, as well as providing training and tools to faculty on antiracist research methodologies, Indigenous cultural safety, gender equitable research and dissemination, accessibility in research, 2SLGBTQ+ inclusive research, religious inclusion in research, and unconscious bias and peer review in research. We are also working with colleagues in research offices at small institutions across Canada to determine and develop peer-learning related to EDI in the research environment.

Shifting the research portfolio to the VPAP allows for stronger alignment with the academic strategic plan. We've been able to advance, enable and support quality research, and expand the visibility, reach and impact of the research. We are prioritizing the challenges for research and expanding opportunities to conduct research as it pertains to RRU's Learning, Research and Teaching Model (LRTM). This includes a connection to the 5 I's of the Academic Strategic Plan. There are two research labs at RRU: the Resilience by Design RbD) lab, led by Dr. Robin Cox, and the Cascade Institute, led by Dr. Tad Homer-Dixon. Innovative work is being done in both areas. Student research is on the rise, with proposals currently valued at \$900k (from \$450k in 2018-19), and the number of proposals up to 39 this past year (from 14 in 2018-19). As previously reported, RRU is developing a research data management strategy with the goals of increasing awareness, enabling data collection, collaboration, curation and preservation, and to build expertise in the area.

Highlights of research shared include (but are not limited to):

- Tracy Smith-Carrier's work on poverty and discrimination
- Rob Newell's work on visualizations and the impacts of development and related crises on communities
- Jagris Hodgson's work on misinformation/disinformation around climate change and the pandemic; this work is currently advising the federal government
- Philip Vannini's work on wilderness and how humans are often excluded from the definition of wilderness
- Cheryl Heykoop and her work with adolescent and young adult cancer care transformations
- Geoff Bird and the Story Pole in Beacon Hill park

Member questions/comments:

- Appreciated the perception change on wilderness (as part of Vannini's research)
- Regarding enrolment and research, it feels like two very distinct tracks. Are there ways to better link and promote them to attract students?
  - Universities can lose their focus on teaching if there is too much focus on research; however, when you attract good faculty to do good research, you attract good students. We just need to find a more comprehensive way of telling our stories
  - The great research is coming back into the classroom, but we are not telling those stories enough
- If we say we have a diverse faculty, can we leverage that to attract a more diverse student population?
  - We need to find better ways of promoting ourselves and our diversity, with an emphasis on including and belonging
  - As we build our Emerging Indigenous Scholar Circle, we will end up having almost 10% of faculty who are Indigenous, and can bring forward Indigenous ways of being and knowing
- How can RRU can differentiate themselves in the world with the research we are doing, including tech transfer?
  - As we don't do pure science, tech transfer is not a large part of our research output. Our students' output, their enthusiasm and knowledge that is returned to the workplace and community is what we offer. There is an opportunity to check in with our alumni after 1, 3 and 5 years out from their degree completion and find out how their research has impacted their workplace and the world
  - The Cascade Institute was a bit of a risk for RRU, but Dr. Homer-Dixon has been working with our CRCs on some research that could be tech transfer in a more typical way. It can also be put into policy more readily
- Could we offer up an RRU-TedTalk type of experience where students could showcase their research? Student research is so meaningful, even first-person research, so how can we let people know what's happening? When our students leave, what do we know about them? How can we capture the impact of that research in their workplaces?

- One of the metrics that we want to bring to the BoG are key performance indicators (KPIs) about grad rates and the impact of education in the workplace
- It's important to mobilize knowledge and research, and to publish openly

## II. International Strategy

**WELCH**

The VPAP introduced Tasha Welch, Director of Global Recruitment and Partnerships (GRP), to provide an update on RRU's international strategy.

T. Welch indicated that while she has been working within this portfolio for about 10 years, some of the most exciting work and changes have happened recently. Focus on student recruitment (both domestic and international), institutional partnerships and contributions to the international direction of the university have resulted in positive changes and aligns to our collective goals. Under the current International Strategic Plan (ISP) 2020-2023, GRP has successfully implemented partnership assessment criteria, a partnerships database, built the International Partnerships section on the website, built a program mapping tool, and streamlined the agreement process. We have moved away from signing MoUs with no specific goal to reviewing our working relationships to determine value and purpose for RRU. In 2020, we had over 150 global institutions as partners. Today, the number has been reduced to approximately 80 global institutional partners in 20 different countries at various stages of collaboration. This reduction is more realistic and manageable for an institution of our size, allowing us to have well-aligned and active collaboration.

There is also focus on strengthening student exchange opportunities, whether it be physical or virtual (or both). Currently, there are 30 student exchange partners in 17 countries with an additional network of opportunities through our membership in the University Mobility in Asia and the Pacific (UMAP) allowing access to 220 institutions in 24 countries without direct agreements. Students can also participate in international field schools/residencies in six of our programs which takes students to Europe, Asia and South and Central America. Students can work with other students from foreign universities through the Collaborative Online International Learning (COIL) model in a few of our programs. This COIL model is something we plan to expand moving forward because it contributes to our EDI and climate action goals. Students can choose from a variety of finishing options in our programs such as internships, capstone projects, research and now we have also developed the international completion option where students study at partner institutions for the final portion of their degrees.

Contributing to our international student enrolment targets, we manage 264 transfer agreements from 58 Canadian institutions and 34 transfer agreements from 18 international institutions, which allow students to apply for our degree completion undergraduate programs and our master's programs.

The next version of the International Strategy will include the following actions:

- Build assessment criteria to measure the impact of our internationalization efforts so we have better data for decision making
- Build some current partnerships into strategic partnerships that combine collaboration and impact at the institutional, industry and community levels
- Embed internationalization in the academic portfolio and build capacity for development and delivery, and for a closer collaboration with research
- Focus on key partnership development markets of Canada, United States, Mexico, China, India, Vietnam, and the Philippines in anticipation of the roll-out of both the BC Provincial IE Framework and the new National IE Strategy, and the Indo-Pacific strategy.

Member questions/comments:

- Due to the challenges of flat government funding and tuition caps, we have become reliant on international students, but there is a danger of being too dependent on that market. It raises questions about what a public institution is and who it's serving, and our strategy has been reasonable and responsible thus far, but we need to also find ways to address our immediate challenges.

## 5. REPORT FROM ACADEMIC COUNCIL

**THOMPSON**

V. Thompson reported that there has been one Academic Council (AC) meeting since the PRC last met in March 2023. At the May 2023 meeting, Academic Council approved 454 graduands. The Admissions Committee continues to work on reviewing admissions criteria for the Common Foundations, as well as other programs. Curriculum Committee welcomed a new chair, Dr. Robin Mueller, and the committee has implemented written reports to Academic Council.

The BAGTM and BAIHM are going through a revision that will merge them into one new undergraduate degree, the BA in Hospitality and Tourism Management (BAHTM). This degree will have 15 core courses (from both previous degrees) and offer five elective courses specializing in either tourism or hotel management. The decision to remove "international" and "global" from the degree name was deliberate and based on guidance from our recruitment teams. The BAHTM is positioned to better respond to the interconnectedness of the tourism industry.

AC also recommended to grant Professor Emeritus status to Dr. Steve Grundy.

Member questions/comments:

- Is there an opportunity to increase scholarships and awards for students?
  - The recently announced StrongerBC Future Ready Action Plan has doubled student financial aid . RRU's Communications and Advancement portfolio is also developing a campaign in which student awards will figure prominently. In addition, RRU recently established doctoral awards in the areas of EDI, climate action and Sustainable Development Goals (SDGs)

## 6. NEW BUSINESS

### I. None

## 7. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

**STEENKAMP**

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

- Enrolment challenges are of the highest priority; a Critical Enrolment Team has been established and is meeting weekly to review actions and opportunities, including internal processes, response times, application processing. We are pooling our knowledge of all external market details. We are reviewing our program offerings to determine currency and relevancy for today's market, and whether our admissions criteria may be a hinderance to otherwise qualified students. This focus will include identifying underperforming programs and making decisions accordingly. We are deeply optimistic about the future, with our single most important focus being enrolment

Member questions/comments:

- Is there an opportunity to highlight our ability to respond to prospects quickly and efficiently? How can we tell prospects how we can help them?
  - We are working with our marketing teams and academic areas to help develop campaigns. The Chair is also looking at other institutions' campaigns and highlighting elements that he thinks are powerful and could be leveraged at RRU, along with leveraging the strengths and characteristics of our own students as part of a marketing campaign

**8. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST**

**THOMPSON**

In addition to the written report that was submitted, the Vice-President Academic and Provost highlighted the following:

- As part of the StrongerBC Future Ready Action Plan, the provincial government announced the Future Skills Grant (FSG) with \$3500 available to every BC resident to fund education. Institutions were invited to submit programming that met the eligibility criteria for this funding, and RRU has 14 programs approved for the FSG. Each of our programs have been approved for 20 seats. There will be an opportunity to submit additional programs in the future (date unknown). We have two new micro-credentials in development that could be part of this opportunity.
- Admissions and application criteria is being examined for possible barriers or obstacles
- RRU.Go (uploading of application documents) has been a game-changer for application processing. It has greatly reduced manual processes and allows applicants to better monitor their status
- Programs are being asked to consider whether additional cohorts could be added to program intakes
- We have two Emerging Indigenous Scholars joining RRU in the next few months as part of our Emerging Indigenous Scholars Circle, and we have a new Indigenous Business Scholar joining RRU in June.
- Academic reorganization update:
  - Feedback is still coming in, and lots of data and information has already been gathered
  - General themes from the feedback include “don’t do it” or pause the work, but this is not the majority; there may be some adjustments to leadership roles (program head, school director) including the addition of the associate dean role; there is a lot of positive feedback with excitement for change
  - We are still looking at better names for the Faculties and Schools
  - An academic administrative team is looking at the role profiles for academic support in each area

Member questions/comments:

- Can you explain the structure/purpose of the Faculty of Graduate Studies, especially given the recent changes to the VPAP portfolio?
  - There is a great deal of administration involved in supporting student and faculty research. The realignment of research into the VPAP portfolio would be supported through this proposed Faculty.
- Have you seen a pathway or desire for more interaction between schools?
  - Yes, and the proposed structure is intended to facilitate even greater collaboration and integration across programs.
  - There is also an opportunity to harmonize intake/entry points which would allow more opportunities for students to take electives in other programs

**9. MEETING ADJOURNED**

**11:45 AM**

*Motion to adjourn: Langstraat*

**NEXT SCHEDULED MEETING – THURSDAY, 14 SEPTEMBER 2023**