

Board of Governors - Open Session



Board:

Nelson Chan, Board Chair and Chancellor
Philip Steenkamp, President and Vice Chancellor
Christina Benty
Kevin Brewster
Gwen Campden
Monique Gray Smith
William Holmes
Catherine Holt
Geoff Pearce
Dave Saunders
Lori Simcox

Executive:

Susan Gee
Veronica Thompson
Philip Twyford

Guests:

George Veletsianos

Administration:

Drew Duncan
Ashley Richards (recording)

October 05, 2023 08:30 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Chan	08:30 AM-08:35 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Chan	08:35 AM-08:36 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 16 June 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	
SPECIAL BUSINESS			
5. Spotlight on the University - Artificial Intelligence For information	Thompson / Veletsianos	08:52 AM-09:37 AM	

REPORTS FROM COMMITTEES

6.	Program and Research Council	Steenkamp	09:37 AM-09:47 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	09:47 AM-10:02 AM	
7.1	Report from the Committee Chair For information	Brewster		
8.	Governance and Nominating Committee	Benty	10:02 AM-10:05 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	10:05 AM-10:11 AM	8
10.	Report from the Vice-President Finance and Operations For information	Twyford	10:11 AM-10:17 AM	12
11.	Report from the Vice-President, Communications and Advancement For information	Gee	10:17 AM-10:23 AM	14

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	10:23 AM-10:24 AM	
13.	Consent - Information Items	Chan	10:24 AM-10:25 AM	18
13.1	Draft PRC minutes of the 14 September 2023 meeting of the Program and Research Council			18
13.2	Update on 2023 Royal Roads Student Association (RRUSA) Referendum			23
14.	Adjournment of Open Session			

DRAFT



Board of Governors
MINUTES OF THE OPEN SESSION

16 June 2023
Sequoia Building, Boardroom 411 / Zoom

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

1. Call to Order and Welcome – 8:31 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 welcomed Gwen Campden, RRU's Manager of Student Success, to her first meeting as the board's staff-elected member. The chair reflected on Convocation, recognizing honorary doctorate recipients Carey Newman and Jody Thomas, and the alumni orators, and expressed gratitude to the RRU staff and volunteers who brought the event together.

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 (Holt/Saunders)

That the agenda be approved as distributed.

CARRIED

3. Approval of the Minutes

MOTION (Pearce/Brewster)

That the minutes of the open session of the 31 March 2023 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 events:

- **Convocation:** An Indigenous Graduation Celebration Ceremony, a Distinguished Student Awards Reception, and a dinner in recognition of RRU's honorary doctorate recipients were all held on June 8. Four Convocation ceremonies were held on June 9. All events were a great success.
- **RRU-Related Events:** The President spoke about a number of RRU-related events and gave special mention to the Changemakers Speakers Series featuring Dr. Homer-Dixon held on May 31; and a TD Bank funding announcement regarding a gift to RRU of \$196,000 in support of the Vision in Bloom Campaign.
- **External Events and Meetings:** President Steenkamp was involved in the following events:
 - **Post-Secondary and Future Skills Board Governance Workshop:** a few board and board staff members attended the April 17 workshop held in Vancouver. President Steenkamp participated as a panel member.
 - **Universities Canada:** Meetings were held April 24-27 in Toronto. One of the key events was the launch of the net zero initiative, with Canadian university presidents working collaboratively to get to net zero with a whole range of initiatives.
 - **Conversation Summit:** President Steenkamp is chair of the board of The Conversation Canada, an independent source of news and views from the academic and research community, and he recently attended their annual summit. Recent metrics have shown The Conversation to be in the top 20 news organizations in the world in terms of its output and impact. This kind of news analysis is critical given the rise in fake news, misinformation and disinformation, and AI and is a great example of how universities can be involved in knowledge mobilization. Attendees discussed AI regulations, and it was noted that RRU has a task force to understand the implications of AI for RRU.
- **Enrolment:** Enrolment is the primary focus for the executives. The Critical Enrolment Team meets with the executive weekly on enrolment data and to identify actions needed.

The board chair celebrated the generous gift from TD and remarked on seeing community outreach in action.

SPECIAL BUSINESS

5. Climate Action Plan Annual Report

Philip Twyford, Vice-President Finance and Operations, shared that the Climate Action Plan 2022 - 2027 (CAP), approved in October 2021, has now completed its second year of implementation. An update was provided on the progress made on the plan. It was shared that

RRU has recently entered into an agreement with Fortis BC for renewable natural gas (RNG), which will help to reduce RRU's carbon emissions by two thirds.

Members discussed how the RNG comes from sources such as landfills and methane production facilities. Regarding a question on the purchase of carbon offsets, it was shared that RRU will be moving to the TravelNet System which provides the ability to purchase offsets in a more coordinated manner. RRU pays \$26,000 annually to the BC Government for carbon credits to neutralize what RRU is producing. As RRU moves to RNG, it will eliminate at least two thirds of that requirement, which will come back to RRU and be used to reinvest in lowering Scope 1 emissions. It was shared that RRU's undergraduate students participate in BC Transit's UPass program and that students attending the Langford campus will benefit as well. A report has been completed on university air travel, and the next will be on student travel. Members were reminded that the CAP is an all of campus approach with a lot of support and is a five-year plan. Items marked red in the report will gradually change to other colours as the university achieves its goals.

REPORTS FROM COMMITTEES

6. Report from the Program and Research Council

6.1 Report from the Chair

The council met on May 29, 2023. PRC welcomed David Porter to his first meeting, and members received: an update on the research strategy which highlighted the increase in research funding from \$3.2M to \$5.2M in a year's time; an overview of RRU's Canada Research Chairs, Michael Smith Early Career Scholar Award, and Ashoka Chair; and heard about how the Cascade Institute at RRU received \$9.6M for energy transition research, a joint initiative funded by the Canada First Research Excellence Fund. An update was provided on international recruitment, international strategy and work being done to create a partnerships database and assessment for future partnerships. Members were provided with an update from Academic Council, including work on admissions criteria for the Common Foundations programs. It was noted that the Bachelor of Arts in Global Tourism Management and Bachelor of Arts in International Hotel Management tourism degrees are going through a revision to merge into one new undergrad degree, the Bachelor of Arts in Hospitality and Tourism Management. Academic Council recommended to the President, who approved, that Dr. Steve Grundy be granted Professor Emeritus status.

PRC will meet next on September 14, 2023.

6.2 New Program Approvals from Academic Council

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

7. Report from the Finance and Audit Committee

7.1 Report from the Committee Chair

The committee met on June 1, 2023 and key topics of the presentation and discussion included review of: the draft audited financial statements for the year ended March 31, 2023 for both the university and Royal Roads University Foundation; the Statement of Financial Interest report for

last fiscal; the first quarter forecast for the current fiscal year; and the Five-Year Major Capital Plan (Infrastructure). Committee members also discussed the land acquisition; the Langford campus phase 1; the Institutional Accountability Plan and Report; the updated risk management report requested by the board; and received an update on the Student Information System outcome, as well as the annual investment update from RRU's investment advisor.

FAC next meets on September 21, 2023.

7.2 Policy Management Program - Report

P. Twyford highlighted to members that FAC received a report on RRU's policy management program and that the details are included in the materials package. The Policy Management Framework ensures that policies are regularly being reviewed and kept up to date. There are three approval bodies for RRU's policies: Board of Governors, Academic Council, and the Executive. Things are on track to have a number of policies reviewed and updated in keeping with the regular review and refresh cycle.

8. Report from the Governance and Nominating Committee

8.1 Report from the Committee Chair

The committee met on June 1, 2023 and discussed the PRC and FAC Terms of Reference, among other matters. These topics will be covered in greater detail in the subsequent sessions.

GNC next meets on September 21, 2023.

VP PORTFOLIO REPORTS

The board chair took a moment to acknowledge the restructuring of the vice-president portfolios and recognized the contributions of Dr. Pedro Márquez to RRU and to the board.

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

Further to her report, V. Thompson highlighted that RRU has recruited two emerging Indigenous scholars, Christine Webster and Erynne Gilpin. Tasha Brooks has joined RRU as an Indigenous Business Scholar and Assistant Professor in the School of Business. V. Thompson shared that the Bachelor of Business Administration in Innovation and Sustainability is a finalist for a Green Gown Award in the benefiting society category, and that the AI Task Force has submitted its report. Recently, local school children attended Dr. Mickie Noble's science lab, which the board chair was very interested to hear.

Members expressed concern about AI and look forward to receiving an update in the future.

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

P. Twyford highlighted the following from this report: the impact of enrolment on the budget; the status of the Student Information System project; the replacement of the payroll system; financial system enhancements; HR position management; the unified communications (phone replacement) project, and the status of the Langford campus tender packages. He noted a rise in cyber security attacks, and efforts to bolster the cyber security system. Regarding the West Shore project, RRU has doubled its carbon capture. Challenges were noted around the contract

with Structurlam, which has moved to bankruptcy. Finally, he noted RRU has issued its flexible work policy for staff.

Members were interested in the flexibility framework and in hearing more about the risk management side of balancing being an employer of choice in the current labour market.

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

Further to her report, S. Gee shared that more information will be brought to the board regarding the feasibility study. Her team is hiring a major gift manager, and a grant writer will soon be joining. Three thousand children are meant to attend National Indigenous Peoples Day at RRU, with up to 4000 people on campus. An event will be held for Asma-na-hi Antoine on June 26. S. Gee also noted that a food services review will soon be conducted.

Members requested that program managers be included in the food services review. Members discussed the marketing campaign for the new campus. It was shared that this will commence mid-August should everything go forward with government funding on the originally envisaged timeline.

CONSENT AGENDA

PRO-FORMA MOTION

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

12. Consent Agenda - Approval items:

None.

13. Consent Agenda - Information items:

13.1 Draft PRC minutes of the 29 May 2023 meeting of the Program and Research Council

14. Adjournment of Open Session

The meeting adjourned at 9:56 a.m.



Office of the Vice-President Academic and Provost
Report to Board of Governors
05 October 2023

GENERAL

- RRU's Ashoka Changemaker University renewal application was successful and our designation has been renewed.
- RRUSA held a referendum in June, resulting in an expansion of membership to include on-campus, blended and online masters, and the Bachelors of Interdisciplinary Studies and of Environmental Practice.
- AVP, Integrated Academic Planning & Strategic Initiatives recruitment is in process.
- Established dedicated Director of Admissions and Registrar roles.
- New prospective student management system procurement process is underway.

LEARNING AND TEACHING

- Dr. Amy Zidulka and the MBA program team successfully wrapped up a second residency in early September. Students worked with two Vancouver Island clients, Monk Office Supply and Wilson's Transportation Group.
- Dr. Lois Fearon is currently in Grenoble, France for two weeks with a group of MBA students enrolled in the Graduate Certificate in International Business and Innovation – Europe.
- Dr. Charles Krusekopf recently completed teaching two classes in the MBA program using a "Design Your Life" approach that applies design thinking to life and career development. One student highlighted this format, "There have been several personal and professional insights that I have gained through the Design Your Life exercises and materials in this course. The first thing was that this course gave me the opportunity to be self-reflective. One of the things that I have been thinking a lot about was what I was going to do when I graduated and what kind of job I wanted to pursue. I didn't know how I was going to tackle these questions, but with the Odyssey plans and prototyping exercises, this course gave me the tools which helped me answer those questions. I was able to tap into what makes me happy and joyful and how these things would help me shape my future."
- The BCom program team welcomed a cohort of finishing students for Residency 3 in August, a new intake of 18 learners (met enrolment target) for Residency One in mid-September, and returning students for Residency Two at the end of September.
- September welcomed a new cohort of BBA Year-3 students and the return of Year-4 students that will be finishing their final year of studies this spring.
- MGM welcomed 55 new on-campus students and a smaller blended cohort in September. We are excited by the diversity of representation by nationality, work experience and industry representation. Planning is underway for an overseas residency in Munich and Istanbul in November.
- The MATM program welcomed 18 new students this fall from 12 different countries. Nearly 45% of registered fall students received study permits, which is a significant improvement on the 25-30% rates that were seen in the last two years.
- STHM undergraduate programs had 15 new students starting this fall including two students from Munich University of Applied Science on a semester exchange. Additionally, BAIHM will launch a new January 2024 intake to use as an infill for courses and to provide an alternative entry point to the program (and potentially mitigate the challenges with student visa processing times).
- STHM BA undergraduate degree consolidation is ongoing and near completion.
- Moira McDonald - COIL (Collaborative Online International Learning) with the Philippines Lyceum of the Philippines University – McDonald started a new COIL through the UMAP connection and was partnered with the Lyceum of the Philippines, and the Hospitality degree program chair, Dr. Hazel Venus. This academic partnership has been building since the spring and the collaboration with Dr. Hazel Venus is ongoing. That COIL will occur over four weeks in February 2024 with 15 of our students and approximately 15 of theirs. The course content is entrepreneurship in tourism and hospitality management.

- In STHM, a Trilateral COIL is underway with ITESO in Mexico and Atlantic Technological University in Ireland. These contacts were made last year at the BCCIE conference in Whistler, B.C.
- Students from BA IHM/GTM, MATM, MGM and MAIS attended a standing-room-only event with keynote speaker Dr. Jordan Stanger-Ross, to learn about his research Landscapes of Injustice. In this talk, Stanger-Ross reflected on the lessons of this process, including his conviction that university-community collaboration can valorize and elevate community-based knowledge and specialized scholarly expertise.
- The BC Government recently approved 14 PCS professional certificates and micro-credentials to be a part of the StrongerBC future skills grant funding for citizens of BC. As of early September, PCS had reached 100% of approved funding for the fall offerings.
- PCS recently wrapped up the 3 final deliveries of the Professional Project Administrator program as part of phase two of Project Connect, a 3 year \$2.8 million, dollar grant-funded program for the Future Skills Centre. In late August, we were invited to provide a concept paper to Future Skills Centre with a focus on further offerings of the PPA program aimed at delivery to students in Northern Canada.
- PCS delivered an Ecological Restoration Program in-community and in partnership with Pink Mountain First Nation in Northern BC.
- PCS has recently signed a number of delivery agreements including: City of Richmond to continue the delivery of their Executive Leadership program for municipal leaders; eLeadership Academy to create a Credit Union Leadership and Coaching (CULC) designation; and City of New Westminster's 5 year standing offer agreement to provide leadership development courses to CoNW staff.
- PCS recently launched the 3rd offering of the dual-language and hyflex Graduate Diploma in Project Management and Organizational Leadership at Royal Bridge College in Coquitlam. This program was nominated for a PIONEER award for Public/Private Partnership of the Year and winners will be announced on Sept 22 at the ceremony in the UK.
- In partnership with Ashoka Canada, PCS recently launched and is in the midst of delivering the first ever Leading Social Impact in Post-Secondary micro-credential. This first offering was delivered at University Fraser Valley as they prepare for the Ashoka Campus designation.
- PCS's Summer Leadership Academy, offered through the Global Learning and Language Centre (GLLC) achieved remarkable success, surpassing expectations after a pandemic-related pause, welcoming students from China, Taiwan, and Japan with support from UMAP scholarships, Educating Girls of Rural China funding, and university partnerships. The GLLC successfully rolled out its new, innovative curriculum, delivering engaging lessons and enriching experiential learning experiences within the community. See [online story](#).
- The GLLC at PCS hosted over 120 high school and university students from Korea and Japan for international custom learning programs on campus in July and August. Our "English +" model enabled students to improve their English skills while exploring themes like Career Development, Environmental Leadership and Tourism & Hospitality. The carefully designed curriculum fostered a strong connection between classroom learning and hands-on experiential activities, enhancing the overall learning experience. Feedback from all programs was extremely positive.
- RRU is collaborating on the creation of a [climate action leadership program](#) in the Philippines: - University of Philippine Los Banos.
- Natasha Dilay, Manager, Career Learning and Development secured a \$235,000 grant from the Business and Higher Education Roundtable to support Climate-action Experiential Learning.
- Indigenous Education team developed concept paper for proposed two-year land-based, Indigenous Knowledges diploma program.
- Many faculty are preparing for presentations at the upcoming International Leadership Association ([ILA 25th Global Conference](#)) in Vancouver. RRU faculty, Associate Faculty, and students are presenting at the conference, including core faculty Moira McDonald, Rebecca Wilson Ma, Shelley Jones, Robin Mueller, Deb Linehan, Christine Webster, Shauneen Pete, Brigitte Harris, Jen Walinga, Carolin Rekar Munro, and SoLS faculty, Catherine Etmanski, Kathy Bishop, Cheryl Heykoop, Wendy Rowe, and Niels Agger-Gupta plus Associate Faculty, and students.

RESEARCH

- A total of \$4.9 million in deferred revenue has been secured for the full fiscal year in approved projects. New projects with funding starting this fiscal year since March 2023:
 - Walinga, Jennifer. Funded by the SSHRC Partnership Engage Grant program. \$23,384
 - Newell, Rob & King, Leslie. Funded by the SSHRC Partnership Engage Grant program. \$25,000
 - Cox, Robin. Funded by the Climate Risk Institute. \$60,000
 - Bird, Geoff. Funded by Heritage BC. \$10,000
 - Leary, Tamara; Bishop, Kathy & Holmes, William. Funded by Business Schools Association of Canada (BSAC). \$15,000
 - Smith-Carrier, Tracy. Funded by the SSHRC Connection Grant program. \$49,921
 - Newell, Rob; Hodson, Jaigris; King, Leslie; & White, Brian. Funded by the SSHRC Insight Development program. \$71,971
 - Veletsianos, George. Funded by the SSHRC Insight Development program. \$69,697
 - Cox, Robin. Funded by Employment and Social Development Canada (ESDC). \$1,517,997
 - Pozzobon, Tammy. Funded by the Canadian Coalition for Police Reform. \$2,000
 - Irwin, Sean & Gilbert, Nancy. Funded by Global Affairs Canada. \$19,600
 - Heykoop, Cheryl. Funded by the SSHRC NFRF – Explorations program. \$249,699
 - Childs, Elizabeth & Manion, Kathleen. Funded by BC Campus. \$57,300
 - Homer-Dixon, Tad. Funded by the Ontario Teachers' Pension Plan. \$80,000
 - Bird, Geoff. Funded by the Canadian Scottish Regiment. \$5,000
- A Canada Research Chair position is currently posted in anticipation of Dr. George Veletsianos' second term ending in 2024. The focus of the chair is on Digital Inclusion.
- RRUFA and the Executive have given their support to the adoption the San Francisco Declaration on Research Assessment (DORA), which encourages universities, and funders, to consider alternatives to traditional journal impact factors. RRU's applied, community-based, transformational approach to learning, teaching and research is well aligned with [DORA](#). It's anticipated that DORA will be signed in Fall 2023.
- A series of toolkits for EDI in research have been developed as follows: Accessibility in Research; Gender Equity in Research; Anti-Racism in Research; 2SLGBTQ+ Inclusion in Research; and Religious Inclusion in Research. This set of toolkits is publicly accessible with edited videos of the presentations to follow.
- The implementation of our Research Data Management strategy is underway and will involve data management plans becoming part of our internal grant application process. In line with other Canadian post-secondary institutions, RRU has licensed the nationwide data repository [Borealis](#) to house completed research datasets. Discussions are underway on the best storage methods for confidential, sensitive and active data.
- The Research Ethics Board met on June 20th to discuss updated practices for Indigenous research ethics, harmonized research ethics processes in relation to First-Person Action Research and research ethics challenges in long-running projects.
- The Office of Research Ethics continues to participate in regular meetings of the Michael Smith Health Research BC Network of Research Ethics Boards, as well as the Research Ethics BC Community of Practice.
- For FY 2022/23, there were 562 new Requests for Ethical Review. There are currently approx. 119 active faculty projects for which ethics approval is in place, and 47 active course-wide ethics approvals.
- Holmes, W., Leary, T., and Bishop, K. Awarded \$15,000.00 grant for the 2023 BSAC Leadership Succession in Business Schools Research Project sponsored by Business Schools Association of Canada (BSAC) for project entitled "Thriving and Surviving as an Incoming or Experienced Business School Dean: How Can Mentorship Play a Role?" in July 2023.
- The Royal Roads University Library Showcase exhibits returned with a launch event featuring [Dr. matthew heinz](#), professor in the College of Interdisciplinary Studies at RRU and [Dr. Robert Beringer](#), assistant professor in the School of Public Health and Social Policy at UVic. heinz and Beringer sharing their research, *Aging with Dignity: 2SLGBTQI+ Seniors in British Columbia* on August 4.
- Phillip Vanini completed an inspiring documentary: [Our Teacher](#).

COMMUNITY ENGAGEMENT

- PCS's Dr. Zoe MacLeod was invited to participate on the BCcampus Micro-credential Advisory Group this spring. As a result of this group, the BCcampus Micro-credential Toolkit for BC was recently launched and is now available [online](#). Zoe's specific contribution related to RRU's Climate Adaptation Fundamentals Micro-Credential can be found [here](#).
- On September 6, RRU hosted a panel of [World Food Programme](#) leaders discussing the challenges facing global food systems. Food insecurity is a systems challenge, meaning we will not only continue to see impacts in known ways and predictable areas but in others as the acute and critical food security challenge exacerbates further vulnerabilities and intersects with current global issues. The panelists included: [Dr. George Fedha](#), World Food Programme Country Director of Namibia and associate faculty in the Global Leadership program at Royal Roads University; [Ms. Elly Vandenberg](#), Director, Global Office Canada, World Food Programme; and [Ms. Wanja Kaaria](#), World Food Programme Country Director and Representative to Cameroon.
- Director, Global Recruitment & Partnerships attended Rear-Admiral Chris Robinson's Maritime Forces Pacific Community Garden Party event in July.
- The partnerships team hosted a visitor from [Artevelde University of Applied Sciences](#) (AUAS), [Kathy Dewitte](#), the Dean and Director of Science Business and Management in July. AUAS is one of our strategic partners and well aligned with RRU. We have a student exchange agreement and are building a dual degree.
- The partnerships team hosted a delegation from University of Ostrava in September.
- Jacynta Spicer, Student Systems Coordinator, Office of the Registrar, hosted provincial colleagues in the 2023 joint meeting of the BC Institutional Research & Planners and the BC Student Outcomes Research Forum AGM on campus June 13-15, 2023.

PEOPLE AND PLACE

- We accepted 10 incoming exchange students for the Fall 2023 semester: Hochschule München (Germany), 2 into BAGTM; MCI Management Center Innsbruck (Austria), 2 students; Kühne Logistics University (new partner in Germany), 2 into MGM; Avans University of Applied Sciences (Netherlands), 2 students; National Economics University (Vietnam) 1 into BBA, 1 into BAPC.
- Dr. Robert Mittelman, interim dean of the Faculty of Management, was appointed to the board of directors of the South Island Prosperity Partnership (SIPP).
- Dr. Bill Holmes (School of Business) was awarded ICD.D professional designation from the Institute of Corporate Directors.
- Dr. Julie MacArthur (RRU CRC) was an invited speaker for the Government of Canada Advanced Leadership Pilot Program (for BIPOC civil servants) on "Linkages between Climate Change and Social Justice."
- In September, members of (School of Business) Sean Irwin's Global Affairs Canada funded project using aquaculture as a vehicle for women's social and economic development in Bolivia arrived at Royal Roads as visiting scholars. Roxana Dulon and Veronica Hinojosa will be doing knowledge exchange and capacity building activities with partners and experts, and will be working on research initiatives as well.
- Tracy Smith-Carrier was selected to be part of the Canadian delegation to the United Nations High-level Political Forum on the UN Sustainable Development Goals [Invited delegate]. UN Headquarters, New York, July 10-19.
- Charles Krusekopf recently published two articles on Mongolia, including one with the National Bureau of Asian Research Clean EDGE Asia project focused on [Mongolia's Development of Critical Minerals](#); and a second on Mongolia's economic development in 2022-2023 for the Routledge Far East and Australasia Book Series. He will be attending the Council of American Overseas Research Centers international conference on behalf of the academic research center he founded and oversees in Ulaanbaatar, Mongolia in October in Dakar, Senegal.
- Dr. Sean Irwin presented a documentary film at World Water Week in Stockholm that he and his colleague Dr. Nancy Gilbert (RRU Alum) produced about their work on an innovation to improve WASH in health care facilities in Malawi. The film screening was followed by a panel discussion and the event was viewed by an estimated 2000 people in person and over the web.



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

05 October 2023

GENERAL

- Key risks for the University are further declines in student enrolment, expenditure pressures and risks related to the West Shore Initiative. Management has identified mitigation strategies and activities for each of the three risks.
- Preliminary work for Budget 2024/25 is now underway.

LEARNING AND TEACHING

- The Student Information System (SIS) incremental improvements project has been initiated and in preparation for ongoing process improvements, the existing SIS environment will be fully upgraded by the end of Q3 fiscal 2023/24.
- The Student Management Admissions Response Transformation (SMART) project has also been initiated which will improve and streamline business processes for the management of prospects through to admission stages of the student lifecycle.
- Potential write-down of \$0.8M for the SIS project. KPMG will be reviewing the adjustment as part of the interim audit.
- Profile manager and competency manager software applications as part of the Human Resources system enhancements have been sourced; implementation will occur through Q3 fiscal 2023/24.

COMMUNITY ENGAGEMENT

Climate Action and Sustainability – Climate Week

- From Dec. 4 to 8, Royal Roads will host *Climate Week*, a series of dynamic conversations with thought leaders, artists, academics, students and activists.
- Focusing on accelerating climate solutions and changemaking, the series will be open to the public, inviting them to take action and apply changemaking solutions to their own contexts.
- Following Climate Week, RRU will host a webinar with some of its leading academic experts to discuss COP 28, sharing critical perspectives, reflections and insights on the international climate negotiations.

Langford Campus

- Construction activities are on track to meet concrete completion milestone (first week of October) and mobilization of mass timber installation work (late September). Delivery of mass timber panels is expected to begin mid-October.
- Tender package 3 (largely interior finishes) and the furniture RFP have both concluded and contracts awarded as recommended.
- Comprehensive analysis of project budget vis-à-vis the revised schedule, and funding sources continue to ensure alignment with cash flow projections.
- Partner executive teams (Camosun College, RRU, UVic) continue to work on the draft Collaboration Agreement based on the approved Framework Agreement (February 2023); in parallel, RRU is advancing discussions with JIBC and SD62.
- Institutional resources are being focused on developing 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.



Elevator shaft level 4 to 5 – 12 September 2023



Site looking west – 11 September 2023

PEOPLE AND PLACE

- Results of the employee engagement survey were shared with the employees in August and an engagement session was held at the September Campus Conversation. Next steps include:
 - Compiling and theming the feedback received at Campus Conversation;
 - Developing terms of reference for an “employee experience” committee which will take ownership of the work at the organizational level based on the four chosen drivers and feedback from Campus Conversation;
 - Setting meetings with managers to go through unit level results and action planning with unit staff; and
 - Reimagining the employee recognition event and strategy.
- Bargaining with RRUFA has been ratified.
- The search for a new AVP, Human Resources, is underway with the call for applications closing September 30, 2023. Interviews with candidates will be conducted in October.
- Construction of the teahouse in the Japanese Gardens is progressing; subject to verification with the project team, preliminarily, the targeted completion date continues to be September 2024.
- RRU is finalizing two business cases proposing on-campus student housing projects for both the Langford and Colwood campuses; submissions to the provincial government will be completed by late October.
- The University continues to work with federal and provincial officials as well as First Nations to advance RRU’s interests in the Colwood land file. A regular bilateral dialogue and relationship building effort has been initiated with the Songhees Nation leadership team. Engagement with the Songhees about the housing facilities proposed for the Colwood campus has generated considerable interest and support.
- 10-year capital plan – framework for the plan will be moved to the next level through development of more specific investment projections and outreach to the University community and relevant external parties. Management will align the next iteration of this work with the fiscal planning cycle.



Office of the Vice-President Communications and Advancement
Report to the Board of Governors
05 October, 2023

GENERAL

Accessibility

The communications team was highly engaged in the university's efforts to comply with the *Accessible BC Act* by the September 1 deadline. A communications plan was implemented to inform the RRU community about the *Act*, the institutional accessibility plan and committee structure, as well as roll out the feedback mechanism for confidentially reporting barriers to accessibility.

Enhancing internal communications and engagement

A campus-wide advisory committee on internal communications is established and terms of reference have been created to guide the committee's work in presenting a reimagined internal communications and engagement model to the executive for approval. The committee held its inaugural meeting on September 14.

Reviewing food services

A Food Services Review Task Force convenes in September to begin a review of all food service needs at RRU. The Task Force will ensure the food service model is adaptable to meet current and future demands while remaining financially and environmentally sustainable, and providing fresh, healthy food that is attractive to diverse communities.

Land acknowledgements

After collaboration with Indigenous leadership, including the Heron People's Circle, RRU has updated its institutional land acknowledgement and is rolling out new language across the university. Updates are completed on the web site and digital readerboard; an email to community and well as standard update of all automatic email signatures will be complete prior to the end of September. The updated acknowledgement is: *Royal Roads acknowledges the campus is located on the traditional Lands of the Lekwungen-speaking peoples, the Songhees and Esquimalt First Nations.*

ADVANCEMENT

Revenue

The advancement team is tracking well toward its annual target of \$3M with total *funds* raised to-date (pledge commitments and outright gifts) of \$677,145.24 and total *cash* raised to-date (pledge payments and outright gifts) of \$683,000.62.

Multi-Year Campaign

In June, RRU awarded a contract to KCI Philanthropy out of Toronto. KCI will work with the university to determine the feasibility of, and best strategies for, a successful multi-year campaign. The campaign planning study commenced this summer and includes two distinct phases: 1) preparation and internal readiness assessment (complete), and 2) consultations (internal, external), analysis, and strategy development (underway). A final report will be presented to the Board in December.

Major Gifts

RRU announced a \$250K donation from George Currie in support of an endowed entrance award for Leadership and Humanitarian Studies students on September 8. Multiple major gift proposals and grant applications have been submitted and are pending decisions in Q3-4. An uptick in grant proposal submissions was due to hiring Francesca Jackman who joined the advancement team on July 17 as the new Grant Writer. On October 30, Jenny McLeod will join the team as Manager, Major Gifts. Jenny brings a wealth of major gift, planned giving and campaign experience through her work with United Way and the University of Calgary.

Annual Appeals

The annual Vision in Bloom appeal launched in May and includes three waves of direct mail to select addresses across the greater Victoria area. The advancement team is seeing solid engagement in the appeal with 158 donors (78 renewals; 80 acquisition) having committed funds and expects to hit the \$70K target by October. Planning is underway to wrap the appeal with a Fall Harvest Celebration on October 4.

This year's alumni appeal (RRU Together) is set to launch in October, with the goal of raising \$55K for entrance awards. The appeal includes a student thank-a-thon, one wave of direct mail and a student calling program.

Stewardship

Donors and prospects received a refreshed IMPACT newsletter along with RRU's annual donor fund report in mid-June. A fall edition will be published and distributed in October.

LEARNING AND TEACHING

Future Ready Skills Program

In response to the government's Future Ready Skills initiative which grants up to \$3,500 for eligible British Columbians to take short post-secondary programming, we launched our targeted *Are You Ready* marketing campaign in July. This campaign drove awareness of our short skill-enhancing programs, and, after just five months in market, ensured that all the 14 eligible RRU programs were fully subscribed.

Program Marketing and Tactical Marketing

RRU is readying to be in-market with national campaigns focusing on our MBA, MAL, DBA, DSocSci and MAPC programs. Marketing development, including applications such as digital display, animated video and lead generation posts, are underway. Consultation with members of the academic portfolio is ongoing and reflected through the development process.

Media planning is nearly complete, ensuring marketing for the MBA program launches before the end of September, followed shortly by DBA, MAL, MAPC (October) and DSocSci (January). The marketing team is working closely with faculty and the recruitment team in planning webinars as well as developing assets, including web-based testimonial videos for programs.

Website improvements

A project to upgrade program search functionality is underway. The project will ensure prospective students can filter their programmatic searches on the website, enhancing and customizing the user experience. The project will wrap in December after much collaboration across units to ensure that the enhanced search functionality is future proofed for coming upgrades to the student information system.

Improvements have been made to the website's Request More Information (RMI) form, and there has been a corresponding increase in numbers: the RMI has continued a strong upward trend, returning to peak pre-pandemic levels. Recent improvements include the addition of pop-ups on all news pages and program pages as well as strong calls to action in program menus. The first block on the homepage now funnels prospects through to begin admissions journey with updated user-focused language and "Canada's university for changemakers" tagline.

Westshore Campus Communications and Marketing

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. This approach will then be refined for Phase II marketing based on the results of a survey exploring student and parent opinions surrounding post-secondary education, including motivations and barriers for choosing an educational institution. The survey will be released through School District 62 prior to the end of September.

COMMUNITY ENGAGEMENT

Telling the RRU Story

Our social channels continue to include strong showings of commitment to equity, diversity and inclusion. In the last three months, 60 EDI posts received 170K impressions. Highlights include great support for RRU being out in front of other universities acknowledging 2SLGBTQI+ community during nationwide protests; engagement with the President's op-ed on Trans+ inclusion (60K impressions on all channels); and support of students raising the Progress Pride flag (11K+ views; 70K impressions). Regarding the recent diplomatic issue between Canada and India, RRU was quick to acknowledge the impacts to students from India.

A greater focus on student life is showing well across social channels. Revamped weekly "students on campus" posts highlighting program residencies, showcasing student events and driving traffic to programs pages are receiving high engagement from current and prospective students. A new reels feature called "This week at RRU" highlighting campus, community and events has been watched 20K times on Meta in its inaugural six weeks. The President's September 'back to school' video was noted in Ken Steele's Eduvation as "wisely shifting the camera's focus onto several RRU students".

Events

On June 27, the advancement team hosted a **Teahouse** ground breaking celebration involving 32 current and prospective donors. The event included tour of Japanese Gardens led by Hayato Ogawa, followed by a formal tea ceremony in Hatley Castle.

On July 23, more than 100 key stakeholders (partners, government, donors, prospects) attended this year's **President's Garden Party**, which included a new-to-event garden tour. Programming focused on RRU's commitment to reconciliation and highlighted several programs including the Emerging Indigenous Scholars Circle, Indigenous Medicine Garden (Vision in Bloom) and the West Shore Campus.

Nearly 100 ex-cadets participated in RRU's **annual homecoming** from September 8 to 10. Activities included a welcome reception, campus tours, reunion dinner and a Mast Site ceremony.

The September 13 **Changemakers Speaker Series** event with Jody Wilson-Raybould entitled 'True Reconciliation' sold out the Victoria Conference Centre in a week. The event included a VIP reception providing donors, alumni and friends of the university the opportunity to meet Ms. Wilson-Raybould. RRU is planning to screen the event recording for the RRU community in conjunction with activities planned for **National Day for Truth and Reconciliation** (Sept. 30).

Seven ex-cadets (including prospective donor Keith Ambachtsheer) and their spouses were hosted at RRU on September 20 for a **RRMC class of 1963 reunion**; activities included a luncheon followed by a campus tour.

RRU and the Vancouver Island Ex-Cadet Club (VIECC) are collaborating once again to plan this year's **Remembrance Day service** November 11 on the Hatley Castle grounds. This year, the 848 Royal Roads Air Cadets are supporting the event and faculty member Geoff Bird will host a War Memorial Presentation in the Quarterdeck.

Planning is well underway for the fall **Convocation Ceremonies** which will be held over on November 16 and 17. Supplementary events include: Distinguished Student Award Reception – Wednesday, November 15; Indigenous Graduation Celebration – Thursday, November 16; Honorary Degree Recipient Dinner – Thursday, November 16; and Doctoral Dinner – Friday, November 17.

Alumni Relations Activities

Planning is underway to launch a three-year **Alumni Advantage Lifelong Learning Pilot Program** as part of fall Convocation.

In collaboration with RRU's recruitment team and the President's Office, several **alumni events** are planned for Q3 including Vancouver (Oct 11), Toronto (Oct 19) and Ottawa (Oct 26), with additional events for Calgary, Edmonton, Kelowna and Victoria planned for Q4.

Work is underway to launch a new **alumni communications strategy** and newsletter this fall.

PEOPLE AND PLACE

This year we hosted thousands of visitors during our peak tourist season. Between May 20 and September 4, we welcomed nearly 49,000 people to Hatley Castle and surrounding gardens; more than 9,500 participated in paid heritage tours. Peak season visitors were up approximately 22 per cent over last year.

With a view to expanding and improving community engagement and grow ancillary revenue the VPCA will be launching a campus-wide effort to reimaging Hatley Castle. Meetings will begin in mid-October.



PROGRAM AND RESEARCH COUNCIL MINUTES

MEETING OF THURSDAY 14 SEPTEMBER, 2023
9:00 AM ZOOM VIDEO CONFERENCE

Voting Members: Philip Steenkamp (Chair), Veronica Thompson (Vice-chair), Gwen Campden, Nelson Chan, Harley Eagle, Catherine Holt, Piet Langstraat, David Porter, Brenda Schoepp
Regrets: Monique Gray Smith
Non-voting Members: Brigitte Harris, Robert Mittelman,
Administration: Donna van Akker (recording secretary), Ashley Richards, Drew Duncan
Guests: Alejandro Campos-Garcia, Russ Johnston, Roberta Mason

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.

Acknowledgement was also extended for the Changemaker Series event with Jody Wilson-Raybould, and a link to the recorded session will be sent to members.

The Chair extended thanks to Lily Chong, student representative to the Board of Governors and PRC. Lily has completed her degree, and the Chair thanked her contribution.

Thanks were also extended to Harley Eagle for his participation and contribution. This is Harley's last meeting due to the upcoming conclusion of his term.

M/S Holt/Schoepp

CARRIED

2. APPROVAL OF THE MINUTES OF PREVIOUS PRC AND SAC MEETINGS FROM MAY 29, 2023:

Approved.

M/S Porter/Holt

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 that the focus over the summer has been on enrolment efforts for all programs.

4. STANDING ITEMS FROM PRC ANNUAL PLAN

I. Equity, Diversity and Inclusion CAMPOS GARCIA

The President introduced Alejandro Campos-Garcia, Associate Director, Human Rights and EDI to provide an update on RRU's EDI strategy.

Campos-Garcia explained the EDI maturity levels – early, progressing and consolidated – with details outlining each level. He shared that RRU is approaching the “progressing” level, thanks to the work done by previous champions and he is continuing to develop a five-year strategic plan to move RRU past “progressing” and to a “consolidated” level.

The purpose of the EDI strategic plan is to provide paths of action that facilitate the sustainable operationalization and success of transition to higher EDI levels, and to build the institutional structure and culture to support it. Reshaping the culture to support EDI is important to its success. Consistent communication, community engagement, and shared leadership are the principles that inform the EDI plan.

Goals of the plan are:

- Development and activation of institutional plans
 - We are actively working on plans for capability building, communications and marketing, and governance
- Institutionalization of commitments; and
 - Develop and activate a system of aligned EDI policies, procedures, guidelines and statements. The ambitious timeline of six-months is achievable, and includes the necessary engagement and consultation
- Mainstreaming leadership
 - Design a governance system that encourages all levels of the organization to take leadership on EDI

Member questions/comments:

- EDI work used to sit under the Office of the VP Research and International, but moved to the Office of the President in the recent organizational change
- Pleased with the work being done, and acknowledgement that changing culture is difficult; encourage a focus on outputs and process to be able to articulate what success in this area looks like
- Use data wherever possible to help share what success will look like; looking forward to hearing more about next steps
- Surveys have been conducted in the past (“Everyone Counts”, as an example) to establish a benchmark that is compared to other organizations
- Our website indicates that we’ve reached “consolidation”, which could set expectations that we can’t reach; perhaps we can be more realistic about where we are as we can’t compete against other larger institutions with larger budgets
- Can RRU focus on being a culture of care? Can we be vulnerable in being a culture of care?
- We need to be mindful of what’s happening politically in both the US and Canada around EDI; our vision is aspirational; we’ll do more work and share back strategies

II. Student and Academic Support Services and Indigenization Plan

MASON/JOHNSTON

The VPAP introduced Roberta Mason, Vice Provost, Student and Academic Support Services, and Russ Johnston, Director of Indigenous Education to provide a strategic update from these areas.

R. Mason provided an outline of the units within the Academic and Student Support Services portfolio, which include Admissions, the Centre for Teaching and Educational Technologies (CTET), Indigenous Education, the Library, Registrar, and Student Services. Within the work done in each of these units, there is a focus on achieving a high level of justice for all students and related stakeholder. Priorities for the year include supporting student enrolment, anticipating and preparing for changes in learning and teaching, caring for our students, and acting to indigenize and decolonize.

Achievements thus far include:

- A focus on admissions with the creation of a dedicated Director of Admissions role
- Reducing application processing times by cutting the duration by more than 50%
- Pending procurement of a new Customer Relationship Management (CRM) system
- A new look and feel to Moodle
- CTET instructional designers (IDs) are working with faculty on assessment redesign in relation to the presence of Generative AI
- Addition of MyCreds, a national student records self-service tool
- Confirmed new Registrar
- Increasing student wellness and mental health outreach
- Revising the Sexual Violence and Misconduct policy

R. Johnston shared that RRU has supported Indigenous members' health and community that allows them to return to their communities for cultural practice and to take care of themselves. Work within Indigenous education is ongoing and complex, with Sneq'wa e'lun being the hub for faculty to work on decolonization. There is a focus and intention to build the Indigenous education plan with a connection to the land and how to be relational in this work. An Indigenous Education Advisory Committee has been set up with representation across five communities to help with curriculum development, as well as to enhance and solidify relationships. Work is progressing on the development of a two-year land-based diploma program with the input of Elder (and honorary degree recipient) Butch Dick, who reminds us of the important role the land plays and what it might mean to tell the stories of these lands.

Member questions/comments:

- Are we using any peer-to-peer apps for student support? To some degree, we use them on the recruiting side, but have to be mindful of privacy constraints and cyber security. As we look forward, the CRM system will have a communications aggregator which will not interfere with internal security issues. Students also create communication avenues on their own, and stay connected to their program offices and staff
- Appreciate all the great work, especially around reduced application processing times
- What does it mean to be a visitor on these lands, and do we anticipate incorporating Indigenous programming to all? The Emerging Scholars Circle meets regularly with conversations turning to what Indigenization looks like across schools and programs and how an introduction to lands can help bridge this. There is no universal fit for all programs, but we can focus on what works best for each program or individuals
- Appreciate the notion of being a visitor, and how we can walk together. The recent event with Jody Wilson-Raybould told of how we look journeying together like two canoes paddling alongside each other, making space in between for nourishment and growth

III. Quality Assurance Processes

THOMPSON

V. Thompson reported that the MA in Global Leadership (MAGL) program completed their external review in January 2023 and are currently actioning some recommended items. The program head has prioritized and is strengthening EDI and Indigenous relationship content in the program.

The MA in Higher Education and Leadership (MAHEAL) program recently completed a virtual external review on August 28 and 29, 2023, and is awaiting the report from external reviews. Programs with an external review planned for this fiscal year include MA in Leadership (MAL), MA in Tourism Management (MATM), and the BA in Professional Communication (BAPC). The MBA program is also readying for an external review.

Member questions/comments:

- Who does external reviews? Scholars and/or practitioners with expertise in the program area are selected to bring their knowledge and relevant experience to the review process
- As part of the academic reorganization, we will be rethinking the structure of advisory councils

5. REPORT FROM ACADEMIC COUNCIL

THOMPSON

V. Thompson reported that there has been one Academic Council (AC) meeting since the PRC last met in May 2023. At the July 2023 meeting, Academic Council approved almost 300 graduands. A report was presented by Financial Aid and Awards, highlighting an update in student aid policies, as well as sharing that over \$770k in cash awards were provided last fiscal year, just slightly below the three-year average of \$777k. There was also a presentation by Dr. George Veletsianos on Generative AI, with recommendations for consideration and implementation.

AC also recommended to grant Professor Emeritus status to Dr. Ann Dale and Dr. Doug Hamilton.

6. NEW BUSINESS

I. Generative AI

THOMPSON

As recently shared at Academic Council, V. Thompson provided an overview of the work being done around Generative AI. ChatGPT had immediate impact on the post-secondary sector, so a committee was formed to explore further, as led by Dr. G. Veletsianos. An investigation into the use of Generative AI at other post-secondary institutions was done, with a focus on teaching and learning technology and ethics. This is a rapidly advancing area that will require continued attention. The committee made 10 recommendations that were broken into three areas: immediate actions, intermediate actions, and longer-term considerations.

Member questions/comments:

- These 10 recommendations are right on the money; getting our academic integrity policies aligned is important, especially with an EDI focus
- We have the advantage of leveraging work done at other institutions

7. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

STEENKAMP

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

- Enrolment challenges continue to be of the highest priority. While we forecast a 2% increase in enrolment, enrolments overall are trending below target. This is something shared at other institutions across the country and is partially related to delays in processing student visas at IRCC. In response, we have regular meetings with the Critical Enrolment Team (CET), where focus includes internal improvements and strategic marketing initiatives that highlight specific programs where market demand has been strong. In all projections, we are starting to see improvements and upward trends with some programs being over-target. We are being cautiously optimistic as this is still a volatile time
- The executive team held a two-day retreat (with one-day follow up) to focus on our current environment and trends in the marketplace, looking at our competitive landscape and main competitors, and a 'radical revisioning' of our structure, processes, and programming. There is a huge amount of work to be incorporated into our strategic business plan, along with how to implement changes where necessary
- Campus Conversation was held recently on employee engagement. It was a rich and important session, resulting in many ideas including holding forums on a variety of topics. The first will be held

on October 15 on Post-Secondary trends. Future topics include new directions for RRU and academic freedom

- The communications team has been leading sessions on improving internal communication channels
- There is a plan to move the executive team out of the castle and repurpose the space for other uses
- The Langford campus construction is proceeding despite delays. Government funding is pending an announcement in early October, and marketing, recruitment and programming strategies are underway

Member questions/comments:

- It sounds like every rock is being turned over and every opportunity explored. There may be the need for other revenue streams, as there is a sharp decline on parental influence on education (at the undergrad level). Salary advantage used to be present in post-secondary education but that is no longer true. Mid-career learners make a huge financial sacrifice to pursue higher education
- Wages at lower levels have increased, impacting enrolment at higher education institutions. There are some other anomalies that have been accelerated by the pandemic, with some of our competitors moving into the blended/online space. Engagement with the community will be key to our current and future success
- Do we have funding for more housing? RRU has not yet submitted a request to the government but will present proposals for housing on the Langford campus and the Colwood campus (both short- and long-term stay).

8. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST

THOMPSON

The Vice-President Academic and Provost indicated that many items have already been reported, and highlighted the following:

- Enrolment has been of the utmost importance over the last three months, and we are now seeing an increase in prospect leads; there continues to be cautious optimism in the trend continuing. Some programs that started in September met or exceeded their targets
- Academic reorganization continues with implementation being the next step through March 2024. We are still receiving feedback on the school names
- The Ashoka Changemaker status has been renewed which will support our radical revisioning
- Hiring for the AVP Integrated Academic Planning is underway. This role will help/support capacity within this portfolio
- Recently held the World Food Program panel to discuss challenges in global food systems, food insecurity and challenges students face, along with faculty research in this area

9. MEETING ADJOURNED

11:45 AM

Motion to adjourn: Schoepp

NEXT SCHEDULED MEETING – MONDAY, 20 NOVEMBER 2023

BOARD OF GOVERNORS BRIEFING NOTE



MEETING:	October 5, 2023
AGENDA ITEM:	Update on 2023 Royal Roads Student Association (RRUSA) Referendum
SPONSOR:	Kyla McLeod, Director, Student Services
PURPOSE:	For Information

Background:

The Royal Roads University Student Association (RRUSA) was established in 1999 as an undergraduate student society. Since that time, and per the requirements of the University Act, Royal Roads University has collected fees on their behalf. We have also supported them with the administration of services, including the UPass and extended healthcare, both of which involve mandatory registration for RRUSA members who are registered in on-campus programs.

In 2012, RRUSA expanded membership to include Pathway Programs into undergraduate programs. Since that time, they have aspired to increase membership to a broader student community.

In 2022, they amended [their constitution and bylaws](#) to extend membership to include “those who have decided, by a majority of valid votes cast in a referendum held for that purpose, to become Members of and pay fees to the Society.”

In June 2023, RRUSA held a referendum of RRU students that included on-campus, blended and online masters, and two undergraduate programs that were not already part of their membership: the Bachelor of Interdisciplinary Studies and the Bachelor of Environmental Practice. Their referendum was not extended to doctoral students, or students in graduate certificates or diplomas.

Table A: 2023 RRUSA Referendum Results:

Student Group	Percentage who opened the survey invitation	Percentage who chose to vote	Those who voted in favour of joining RRUSA
Online / Blended Masters (1,461 students)	73%	19.2% (281 students)	80.07%
On-Campus Masters (405 students)	85.4%	29.6% (120 students)	94.17%
Bachelor of Environmental Practice (221 students)	78.7%	8.5% (19 students)	78.95%
Bachelor of Arts in Interdisciplinary Studies (34 students)	70.6%	20.6% (7 students)	85.71%

The percentage of those who chose to vote is lower than what the university would have preferred, (particularly in the case of Environmental Practice students). However, in each category a clear majority of students opened the survey, which means they were aware of the opportunity to vote. We can therefore infer that they abstained from voting. Also, in each category, a clear majority of those who voted did so in favour of joining RRUSA.

What does this mean?

- All on-campus masters students will now be charged the **RRUSA membership fee**, and will automatically be charged for (and enrolled into) the [UPass](#) and [Extended Healthcare programs](#) (note: webpages still need to be updated regarding eligibility for services).
- All online and blended masters students will now be charged the **RRUSA membership fee**, and will have the opportunity to opt-into the Upass (if they live in Victoria) and Extended Healthcare programs.
- BAIS and BEP students will now be charged the **RRUSA membership fee**, and will have the opportunity to opt-into the Upass (if they live in Victoria) and Extended Healthcare programs.

RRUSA Membership is effective as of this September, and membership fees/service fees have been issued during the September billing cycle.

Recommendation:

It is recommended that the Board of Governors receive this briefing for information, in fulfilment of its fiduciary and risk management responsibilities for the university.

Attachments:

1. Letter from RRUSA President – July 26, 2023



To the RRU Board of Governors:

We write pursuant to s. 27.1 of the *University Act* to request that fees be collected from the following groups of students, all of whom have voted by referendum to join the RRUSA and thus to pay the applicable student fees:

1. Online/Blended Masters Programs
2. On Campus Masters Programs
3. Bachelor of Environmental Practice Program
4. Bachelor of Arts in Interdisciplinary Studies Program

As you know, RRUSA held referenda of each group of students on July 3rd to 7th, 2023. Students were provided with information about the benefits and fees associated with membership, and were instructed that if the referendum was successful the applicable fee would be collected starting in the new academic year.

A strong majority of those who voted in each of the referenda supported the motion. The results for each category was as follows:

Student Group	Number of Eligible Students	Number of Students who Opened Email	Number of Eligible Students who Voted	Number of Voters who Supported Joining RRUSA and Paying the Applicable Fees
Online/Blended Masters Students	1461	1071 (73.3%)	281 (19.2%)	225 (80.07%)
On Campus Masters Students	405	346 (85.4%)	120 (29.6%)	113 (94.17%)
Bachelor of Environmental Practice Program	221	174 (78.7%)	19 (8.5%)	15 (78.95%)
Bachelor of Arts in Interdisciplinary Studies	34	24 (70.6%)	7 (20.6%)	6 (85.71%)

The referenda show a particularly strong mandate. It is always difficult to engage students in an on-line referendum. This referendum in particular took place during the summer months, when student engagement is traditionally quite low. In our view the results show a strong desire on the part of students to join RRUSA.

Royal Roads Student Association
 2005 Sooke Road, Victoria, BC
www.RRUSA.ca



Since receiving these results, the RRUSA Board has met and voted to accept these above mentioned programs as members.

We hereby confirm that we have made our audited financial statements available to our members, as well as a report on them by a qualified auditor. These records are available to all current and future members of RRUSA on our website at www.rrusa.ca/finances/.

We therefore ask you to begin collecting the following fees from these members and remitting them to RRUSA:

1. RRUSA On Campus Membership Fee - \$200 per year. This will apply to the following programs:
 - Master of Arts in Environment and Management (On-Campus)
 - Master of Business Administration in Executive Management (On-Campus)
 - Master of Arts in Global Leadership (On-Campus)
 - Master of Global Management (On-Campus)
 - Master of Arts in Intercultural and International Communication (On-Campus)
 - Master of Arts in Tourism Management (On-Campus)
 -
2. RRUSA Online & Blended Membership Fee - \$100 per year. This will apply to the following programs:
 - Master of Arts in Disaster and Emergency Management (Online & Blended)
 - Master of Arts in Environmental Practice (Online)
 - Master of Science in Environmental Practice (Online)
 - Master of Arts in Leadership (Online & Blended)
 - Master of Arts in Learning and Technology (Online & Blended)
 - Master of Arts in Climate Action Leadership (Blended)
 - Master of Arts in Conflict Analysis and Management (Blended)
 - Master of Arts in Educational Leadership and Management (Blended)
 - Master of Arts in Environment and Management (Blended)
 - Master of Science in Environment and Management (Blended)
 - Master of Arts in Environmental Education and Communication (Blended)
 - Master of Arts in Executive and Organizational Coaching (Blended)
 - Master of Business Administration in Executive Management (Blended)
 - Master of Arts in Global Leadership (Blended)
 - Master of Global Management (Blended)
 - Master of Arts in Human Security and Peacebuilding (Blended)
 - Master of Arts in Intercultural and International Communication (Blended)
 - Master of Arts in Interdisciplinary Studies (Blended)
 - Master of Arts in Justice Studies (Blended)
 - Master of Arts in Professional Communication (Blended)

Royal Roads Student Association
2005 Sooke Road, Victoria, BC
www.RRUSA.ca



- Bachelor of Arts in Environmental Practice (Online)
- Bachelor of Science in Environmental Practice (Online)
- Bachelor of Interdisciplinary Studies (Blended)

Additionally, we ask that you begin collecting the following fees from all On Campus program members and remitting them to RRUSA:

1. Extended Health & Dental Benefit - \$300
2. U-Pass (Universal Bus Pass) - \$21.25 per month

As per our current agreement with existing programs, those members who are enrolled in Online & Blended programs will need to have the ability to “Opt-In” to the Extended Health & Dental Benefit for the same fee of \$300, which will then need to be collected and remitted to RRUSA.

As well, to clarify a question from Student Services, certain programs that do not have September start dates will need these fees collected and remitted on a pro-rated basis, as is my understanding of current practice with member programs.

We look forward to integrating these new members into RRUSA, making available to them the many benefits that come with RRUSA membership, and experiencing the enhanced student engagement at RRU that this development is sure to bring.

Sincerely,

Michael Frank

President

Royal Roads University Student Association

Royal Roads Student Association
2005 Sooke Road, Victoria, BC
www.RRUSA.ca