

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
Harish Kumar Tiwari

Executive:

Susan Gee
Veronica Thompson
Philip Twyford

Guests:

Jaigris Hodson
Deborah Zornes

Administration:

Drew Duncan
Ashley Richards (recording)

December 11, 2023 08:30 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Benty	08:30 AM-08:34 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Benty	08:34 AM-08:35 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 5 October 2023 Board of Governors meeting be approved as distributed.	Benty	08:35 AM-08:36 AM	4
4. Report from the President For information	Steenkamp	08:36 AM-08:51 AM	
SPECIAL BUSINESS			

5. Spotlight on the University - AshokaU Changemaker Campus Thompson / Hodson / Zornes 08:51 AM-09:21 AM
For information

6. Five-Year Rolling Strategic Plan Update Thompson 09:21 AM-09:31 AM
For information

REPORTS FROM COMMITTEES

7. Program and Research Council Steenkamp 09:31 AM-09:33 AM

7.1 Report from Chair Steenkamp
For information

7.2 New Program Approvals from Academic Council Thompson
For information

8. Finance and Audit Committee Brewster 09:33 AM-09:47 AM 10

8.1 Report from the Committee Chair Brewster
For information

8.2 [Investment Policy - Annual Review](#) Brewster/Twyford 10

MOTIONS:

1. That the Board of Governors approves the Investment Policy, Investment Governance Guidelines, and Strategic Investment Portfolio Plans as presented with no revisions recommended.

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

9. Governance and Nominating Committee Benty 09:47 AM-09:50 AM

9.1 Report from the Committee Chair Benty
For information

VP PORTFOLIO REPORTS

10. [Report from the Vice-President, Academic and Provost](#) Thompson 09:50 AM-09:56 AM 26

For information

11. [Report from the Vice-President Finance and Operations](#) Twyford 09:56 AM-10:02 AM 29

For information

12. [Report from the Vice-President, Communications and Advancement](#) Gee 10:02 AM-10:08 AM 31

For information

CONSENT AGENDA Benty

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

13. Consent - Approval Items Benty 10:08 AM-10:09 AM
None

14. Consent - Information Items Benty 10:09 AM-10:10 AM 34

- 14.1 [Prevention and Response to Sexual Violence and Misconduct Advisory Committee Report 2022-2023](#) 34
- 15. Adjournment of Open Session

DRAFT



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

**05 October 2023
Sequoia Building, Boardroom 411 / Zoom**

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

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

The board chair welcomed members and acknowledged that RRU's campus is located on the traditional Lands of the Lekwungen-speaking Peoples, the Songhees and Esquimalt Nations.

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 thanked Lily Chong for her contributions as the former student-elected member on the board, and thanked RRU staff involved in organizing the upcoming multi-day Convocation. Lastly, he expressed gratitude for the wonderful fall-harvest event at The Farm.

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 (Benty/Brewster)

That the minutes of the open session of the 16 June 2023 Board of Governors meeting be approved as distributed.

CARRIED

4. Report from the President

President Steenkamp acknowledged the lands of the of the Lekwungen-speaking Peoples, the Songhees and Esquimalt Nations, and acknowledged the historic news that Manitoba has elected its first-ever Indigenous Premier. He provided an update to members on the following:

- **Fall Intake:** Energy is returning to campus with so many students, staff and faculty around. An RRU Homecoming event was held September 7-8.
- **Enrolment:** Enrolment numbers have been soft, particularly because of visa processing issues, though it was noted that enrolment numbers for the fall have been picking up. A Critical Enrolment Team meets weekly with the executive team to examine all issues associated with enrolment and actions to be taken. The executive retreat held July 20-21 looked at this, as well as significant issues in the post-secondary sector, and what radical revisioning would mean for RRU and how to best manage change.
- **Campus Conversation:** Two Campus Conversation events have been held with staff, one in June and the other in September. The September event focused on employee engagement, where a constructive discussion was held. A task force on how to enhance internal communications and engagement was also established.
- **Indigenous Relations:** A regular leadership table has been established with Chief Ron Sam and councillors from the Songhees Nation for broader consultation on potential plans for the Colwood campus and collaboration with the Songhees Nation. RRU has a protocol in place with the Esquimalt Nation regarding the land disposition, and they have indicated their preference for RRU to engage closely with the Songhees given upcoming Te'mexw Treaty Association treaty offer from the Federal and Provincial governments. Action has been taken to advertise RRU job opportunities in the Songhees community offices, and President Steenkamp has been speaking to Governor Simcox about Indigenous procurement to learn from her experience.
- **AshokaU Changemaker Campus:** RRU's Changemaker designation has been renewed by Ashoka. A forum is being set up with other Ashoka post-secondary institutions (PSIs) to discuss deeper national and international collaboration.
- **Government Relations:** President Steenkamp has had productive engagements with Federal deputy ministers, particularly around the work that the Cascade Institute is doing. He has met with Provincial deputy ministers on a range of issues, and met with former Premier, John Horgan, on campus to assist him with a series of interviews to record his time in office. RRU will be the archive for that record. President Steenkamp met with the new MLA Ravi Parmar several times, and the Lieutenant Governor has been on campus twice, including to visit with Dr. Homer-Dixon at the Cascade Institute and hear about its work. At the end of June, President Steenkamp met with the Chinese Ambassador to Canada, and met with the Research Universities Council of British Columbia Presidents at an annual retreat to discuss issues in common, and to meet with the Post-Secondary and Future Skills Deputy Minister and Associate Deputy Minister.
- **Universities Canada (Uni-Can):** President Steenkamp chairs the UniCan International Committee and has been meeting with officials to put forward the interests of universities

and to support international students. He will be travelling to Ottawa next week to meet with UniCan colleagues and Federal officials.

- **Campus Events:** A series of successful events were held throughout the summer at RRU:
 - **National Indigenous Peoples Day:** the June 21 event was the largest held so far. Gratitude was extended to all involved, and a farewell event was held for Asma-na-hi Antoine, RRU's former Director of Indigenous Engagement;
 - **Pride:** RRU's Diversity Action Group hosted a well-attended event on July 5;
 - **Staff and Faculty BBQ:** an event was held on campus on July 21;
 - **President's Garden Party:** was held as a thank-you to donors on July 23;
 - **World Food Program Panel:** was held September 6 with representatives from the World Food Program; and
 - **Changemakers Speakers Series:** a sold-out event featuring The Honourable Jody Wilson-Raybould successfully demonstrates how RRU facilitates important discussions here and in the local community.

SPECIAL BUSINESS

5. Spotlight on the University - Artificial Intelligence

Artificial Intelligence (AI) will have a transformative impact on how institutions work and do business, presenting both risks and opportunities. President Steenkamp introduced Dr. George Veletsianos, a professor and the Canada Research Chair in Innovative Learning & Technology at RRU. Veronica Thompson, Vice-President Academic and Provost, shared with members that earlier this year a task force on AI led by G. Veletsianos was struck. The task force has created a report with 10 recommendations and associated action plans.

G. Veletsianos outlined the findings of the report and his research in this space and noted that there are conflicting viewpoints on AI in the field of education, with some in support and some opposed. When surveying faculty and administration at 120 institutions across Canada about whether their institution has regulations or guidelines/policies on AI tools, 98 institutions came back with 13% responding 'yes,' 40% responding 'no,' and 47% responding that they are working on them. While AI has the potential to improve ways of teaching and learning, there is not much data on how AI is integrated, used, and what the impacts are at this early stage.

A member raised that concern around AI at PSIs appears to focus almost exclusively on students misappropriating the tool and queried as to whether instructors are the subject of the same concern. G. Veletsianos noted that conversations the task force is hoping to spark with their recommendations is to approach technologies with conversations within the classroom to begin the relational part of creating a space to be open to both possibilities and risks, but that he did not have data on the misappropriation of AI tools by any type of group. Another member expressed interest in being involved in discussions about how AI could be used in areas such as student support, admissions, and the marketing of programs and the university. Members discussed AI as a learning tool and emphasised the importance of teaching people how to be discerning about the accuracy of the information presented when using these tools. In terms of a policy related to AI, it was noted that this will be forthcoming. In response to a question on what the governance structure is around the accuracy of the information as it flows through the generative models, it was noted that it is difficult to assess the accuracy of a tool at large

without assessing the information/date it is being fed. Members expressed their gratitude to G. Veletsianos for presenting on such an engaging topic.

G. Veletsianos left the meeting at 9:35 a.m.

REPORTS FROM COMMITTEES

6. Report from the Program and Research Council

6.1 Report from the Chair

The council met on September 14, 2023. PRC had presentations from staff on items from the PRC annual plan: Alejandro Campos-Garcia, Associate Director, Human Rights and EDI, on equity, diversity and inclusion; Roberta Mason, Vice-Provost, Student & Academic Services, on Student and Academic Support Services; Russel Johnston, Director, Indigenous Education, on the Indigenization Plan; and V. Thompson on quality assurance processes. Members reviewed the recommendations on Generative AI from the task force on AI, and President Steenkamp reported out on work and actions connected to the executive retreat held in the summer. Work is being done to enhance internal engagement and communications, and he highlighted that a series of forums has been set up to engage RRU faculty and staff in important discussions happening within the post-secondary sector, with the first forum, on post-secondary trends, set for October 15. Details on the presentations and other items discussed are included in PRC draft minutes within the Consent agenda.

PRC will meet next on November 20, 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 September 21, 2023 and key topics of the presentation and discussion included: the welcoming of William Holmes as a new member, thanks to Dave Saunders for serving on two committees the past year; the Q2 forecast due to the Provincial government; the business cases for student housing; an update on the status of the RRU Langford campus; and a look at the 10-Year Capital Plan, as well as other regular reporting items. FAC took two decisions and made recommendations related to the board student housing business cases for Langford and Colwood, as well the approval of the Q2 operating forecast.

FAC next meets on November 23, 2023.

8. Report from the Governance and Nominating Committee

8.1 Report from the Committee Chair

The committee met on September 21, 2023 and received a report from the President.

GNC next meets on November 23, 2023.

VP PORTFOLIO REPORTS

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

Further to her report, V. Thompson highlighted that the 332 granting seats and 14 programs approved for the government's Future Ready Plan are all fully subscribed, which represents approximately \$1.1M in funding. She noted that the RRU Student Association held a referendum to expand its membership to include all masters students in online/blended and on campus programs and included two bachelors programs. She shared that several programs met or exceeded targets in September, indicating stabilization, and highlighted that the academic reorganization was reported through Academic Council, PRC, and the board, and that a structure has been settled upon which has been shared with the RRU community. Program reviews will commence as they begin to implement the structure.

The board chair expressed congratulations related to the agreements around executive leadership for municipal leaders and requested further information on Dr. Charles Krusekopf's classes being taught using the "Design Your Life" approach and detail around the Odyssey Plans and prototyping exercises.

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

P. Twyford spoke to the following from his report: climate leadership is included now as part of the reorganization; student enrollment numbers and related actions; risks and strategies related to the Langford campus; work on the budget for next fiscal; improvements to, rather than replacement of, the Student Information System (SIS); work with the auditors; that climate action week starts December 4; an update on the concrete work and structural laminate for the Langford campus and community relations related to the site; looking deeply at employee engagement; the search for the Associate Vice-President Human Resources; and progress on the Japanese Tea House in the RRU gardens.

The board chair reflected on when the SIS project originally came to board and noted that he appreciated circumstances change and course corrections are required but that going forward thought should be given to how to manage or change the decision-making process in evaluating alternatives to ensure things land on the appropriate decision point. P. Twyford noted that FAC and the board made the right decision at the time, given that the vendor was not going to continue to support the current SIS, but that vendor has since been bought by another company who is committed to not only continuing to service the SIS, but to make improvements as well. Feedback is continually being provided to the vendor.

Governor Gray Smith left the meeting at 10:05 a.m.

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

Further to her report, S. Gee shared the following information: the Advancement team will have a new Major Gift Manager starting at the end of October; the Vision in Bloom campaign raised \$250k this year, bringing the total to \$1.75M over the past few years, and a new campaign will commence in the next 6 months; Communications has embraced new phrasing and language about RRU being "Canada's university for changemakers," and this will be woven into social

media and other materials; targeted marketing ads are in the market, with the Master of Business Administration program featured first; a review of RRU's food services is underway, and a committee will be set up for reimagining uses of Hatley Castle.

Regarding a reimagining of uses for Hatley Castle, a few governors offered to connect S. Gee with individuals working within the hospitality and tourism industry in Victoria to gain further ideas. A member suggested considering possible employment opportunities for international students on campus within the reimagining process. A member queried with the reaccreditation by Ashoka and a membership with UN Prime, if these logos would appear on the website. S. Gee shared that an op-ed is being writing about the Ashoka renewal, in conjunction with five other universities, and lots will be done to raise the profile on social media channels soon. RRU is marketing itself as an open venue for opportunities such as weddings, filming, and conferences, and a series of festive tours through Hatley Castle will be held. The board chair remarked on the strong turnout to RRU Homecoming events, and thanked Governor Holt for sitting on the multi-year marketing committee. S. Gee shared that consultants with KCI are reviewing RRU's systems and processes within the Advancement team.

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 14 September 2023 meeting of the Program and Research Council
- 13.2 Update on 2023 Royal Roads Student Association (RRUSA) Referendum

14. Adjournment of Open Session

The meeting adjourned at 9:56 a.m.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: December 11, 2023

AGENDA ITEM: Investment Policy - Annual Review

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

PURPOSE: For Approval

Synopsis:

To provide an annual review of the University's Investment Policy, Investment Governance Guideline (IGG), and Strategic Investment Portfolio Plan (SIPP).

The Finance and Audit Committee received the Investment Policy materials at their November 23, 2023 meeting. There was no discussion or questions of the Committee.

Background:

The Investment Policy, IGG and SIPP were reviewed in June 2022 and accepted by the Board of Governors as requiring no revisions.

In November 2022, the Board approved the SIPP for the University investment fund to be revised from 5% cash, 75% fixed income and 20% equity to an investment mix of 50% fixed income and 50% equity to improve investment returns. The SIPP for the RRU Foundation investment fund remained unchanged.

Key Considerations

Review of external manager performance

Under subsection 2.8 of the IGG, the Vice-President, Finance and Operations shall review the performance of the external manager(s) at least annually and recommend to the Board to continue with the appointed investment manager(s) or initiate a selection process for a new investment manager(s).

Management is recommending that RRU continue with Todd Vaughan of TD Wealth Management Group as the external investment manager for the University and Foundation. He has provided good service to the University and Foundation over the last several years through the divestiture of pipelines, mining and oil companies, the establishment of the Stabilization Fund and the recent volatility in the markets. The performance returns for the University and the Foundation exceeded the benchmarks for years 1, 3, 5 and 10.

Minor administrative revisions

Minor administrative revisions were made including:

- changing "Vice-President Finance and Chief Financial Officer" to "Vice-President, Finance and Operations";

- changing “VP & CFO” to “VPFO”; and
 - adding the Policy and Guideline document numbers (1053 and 1053-G respectively).
-

Recommendation:

In alignment with the endorsement from management and the Finance and Audit Committee,

1. Management recommends that the Investment Policy, Investment Governance Guidelines and Strategic Investment Portfolio Plans be accepted as presented in Attachment 1 with no material changes from June or November 2022.
 2. Management recommends renewing Todd Vaughan of TD Wealth Management Group as the investment manager for Royal Roads University and the Royal Roads University Foundation.
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MOTION:

1. *That the Board of Governors approves the Investment Policy, Investment Governance Guidelines, and Strategic Investment Portfolio Plans as presented with no revisions recommended.*
 2. *That the Board of Governors renews Todd Vaughan of TD Wealth Management Group as the investment manager for Royal Roads University and the Royal Roads University Foundation.*
-

Attachments:

1. Investment Policy
2. Investment Governance Guideline
3. Strategic Investment Portfolio Plan



Policy

Title	Investment		
Classification	Administrative	Oversight & Responsibility	Office of the Vice-President, Finance and Operations CFO; Finance
Category	Financial Management	Effective Date	2022-Jun-16
Approval	Board	Policy No	1053

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

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

Purpose

The purpose of this policy is to provide an investment framework for Royal Roads University and the Royal Roads University Foundation to effectively maintain, manage, and enhance the investment portfolios.

Authority

In accordance with Section 57 of the *University Act* a university board (through its delegates) is authorized to:

1. invest money belonging to the university and available for investment, and
2. must, when investing under paragraph (1), make investments that a prudent person would make.

Investment Objectives

The investment objectives of the University and the Foundation differ from each other and are outlined below.

University

The primary objectives of the investment of assets for the University are to ensure that funds are invested to meet:

1. Preservation of capital in real terms,
2. Generation of sufficient annual cash flow to meet finance the University's capital and revenue investments, and
3. Growth of capital.

Foundation

The primary objectives of the investment of assets for the Foundation are to ensure that funds are invested to meet:

1. Growth of capital,
2. Generation of sufficient annual cash flow to meet foundation disbursement objectives, and
3. Preservation of capital in real terms.

Investment Governance Guidelines (IGG) and Strategic Investment Portfolio Plan (SIPP)

The IGG governs the management of the University and Foundation investment portfolios. The SIPP outlines the specific investing strategy for each investment portfolio. The IGG and the SIPP shall be reviewed and approved at least annually and as required to ensure they continue to meet the University and Foundation investment objectives.

Investment Performance and Investment Management

Investment performance of the investment portfolios and the external managers shall be assessed by the Board at least annually in accordance with the IGG. Based on the annual review, the Vice-President [Finance & Operations](#) ~~CFO~~ may recommend either to continue with the appointed investment manager or initiate a selection process for a new investment manager. The selection of an investment manager shall be made in a prudent manner, using fair selection and evaluation criteria developed for that process.

The Foundation's investment performance is managed and measured, including the stabilization account, to protect donations while stabilizing investment amounts based on yearly returns.

Responsibilities

The Board

The Board shall:

1. Review the Investment Policy at least annually and make revisions where appropriate;
2. Review the IGG and SIPP for the University and the Foundation at least annually and make revisions if necessary;
3. Approve, monitor and replace the investment managers as appropriate;
4. Consider how ESG issues are incorporated into the investment decision making process;
5. Review the performance of the external managers at least annually; and
6. Review the performance of the investment portfolios at least annually.

The Office of the Vice-President [Finance and Operations](#) ~~CFO~~

The Office of the Vice-President [Finance and Operations](#) ~~and CFO~~ shall:

1. Make recommendations on changes to the IGG and SIPP for the University and the Foundation for consideration by the Board as appropriate;
2. Recommend to the Board, for appointment, suitably qualified external professional investment manager(s);
3. Liaise with and review performance of external professional investment managers at least annually;
4. Review performance of the investment portfolios on a quarterly basis and provide performance reports to the Board at least annually; and
5. Ensure accounting for the investment portfolios in accordance with established accounting guidelines.

The Vice-President [Finance](#) and [Operations](#) ~~CFO~~ will ensure that the investment managers shall:

1. Be accountable for the investment of the assets allocated in accordance with this Policy, the IGG, and SIPP;
2. Comply with the terms of the investment manager agreement;
3. Meet with the Board as required and provide written reports regarding past performance and future strategies at least annually;
4. File an annual compliance report; and
5. Advise the Board on an on-going basis of any change in the organization, personnel or investment process where the change is material to the portfolio being managed by the Fund.

Related Documents and Information

Related RRU policies

- [Corporate Social Responsibility](#)

Related Other Sources

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

Review and Revision History

Date	Action
2010-Sep-17	Approved by Board and implementation
2015-Feb-23	Review performed
2018-Dec-14	Review performed and Board approval
2019-Mar-29	Revised; current published version
2021-Oct-14	Transfer to new template – no content change
2022-Jun-16	Review performed and Board approval
2023-Dec-11	Review performed and Board approval
Next Review	
2023-Dec-11	Jun-16

ATTACHMENT 2 - Investment Policy


	Category:	Finance
	Parent Policy:	Investment Policy
	Parent Policy Number:	TBD1053
	Guideline Name:	Investment Governance Guidelines
	Guideline Number	TBD-1053-G
	Authority:	Vice-President, Finance and Chief Financial Officer <u>and Operations</u>
	Policy Sponsor:	Vice-President, Finance and Chief Financial Officer <u>Operations</u>
	Policy Administrator:	Associate Vice-President, Finance

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1. OVERVIEW OF INVESTMENT GOVERNANCE GUIDELINES

The investment portfolios are held through two separate legal entities: Royal Roads University and Royal Roads University Foundation. The Investment Policy, Investment Governance Guidelines (IGG) and Strategic Investment Portfolio Plan (SIPP) apply to both investment portfolios. Where required, specific references are made to the individual investment portfolios.

The IGG supports the Board of Governors' (or 'Board') Investment Policy and provides further governance on the investing of funds. The SIPP outlines the specific investing strategy for each investment portfolio. The Policy, IGG and SIPP apply to all investments¹ owned by Royal Roads University (or 'University') and the Royal Roads University Foundation (or 'Foundation').²

2. GUIDELINES FOR INVESTING

2.1 Risk Tolerance

The required annual rate of return for each investment portfolio shall be determined based on the investment objectives outlined in the Investment Policy. The required rate of return over time can only be achieved by accepting a level of volatility in returns from quarter-to-quarter end and from year to year. The expected annual rate of return for the University and the Foundation investment portfolios and the expected standard deviation shall be outlined in the SIPP and be reflected in the approved asset mix.

2.2 Asset Mix Policy

The Board shall review and approve the asset mix stated in the SIPP on an annual basis to maintain, over the long term, the best balance between investment returns within an acceptable level of risk. Assets shall be allocated across permitted strategic asset classes, based on the role of the underlying asset classes in the portfolio. The SIPP shall outline the target asset mix and the allowable range for each strategic asset class and any other specific investment limits (i.e., exposure to non-Canadian currency, exposure to international or emerging markets, maximum exposure to a single equity or bond holding < minimum credit ratings, durations, etc.).

2.3 Permitted Asset Classes / Eligible Investments

The following asset classes are permitted for investment purposes for the University and Foundation investment portfolios:

Strategic Asset Class	Role of Strategic Asset Class	Eligible Investments
Cash and Cash Equivalents	To provide liquidity, stability and diversification due to low correlation to other asset classes	<ul style="list-style-type: none"> Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada; Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada; Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada;

¹ Pension plan funds and employee related retirement funds not held by RRU are excluded.

² RRU Foundation was incorporated under the *Societies Act*, Province of BC. The Foundation is a registered charity for the purposes of the *Income Tax Act*.

Strategic Asset Class	Role of Strategic Asset Class	Eligible Investments
		<ul style="list-style-type: none"> Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government; Highly rated Banker's Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.
Fixed Income Instruments	To protect the portfolio in times of stress and provide some liquidity	<ul style="list-style-type: none"> Canadian Government, real return bonds, provincial and municipal bonds, corporate securities (including the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed countries), sovereign bonds from developed countries, preferred stock
Equities	To generate most of the growth in the portfolio	<ul style="list-style-type: none"> Common stock and equivalents traded on Canadian, US or international markets stock exchanges

2.4 Securities Lending

The investments held in the University and Foundation investment portfolios shall not be lent out under a security lending arrangement.

2.5 Derivative Usage

Due to the additional risk associated with derivatives, derivatives shall not be used when managing the University or Foundation investment portfolios.

2.6 Leverage

Leverage is not permitted in the management of the University or Foundation investment portfolios.

2.7 Responsible Investing

Socially responsible investing (SRI) involves the integration of environmental, social and governance (ESG) values into investing activities. The university shall require investment decisions in so far as they have a corporate social responsibility dimension, to be considered in the normal course of investing activity. Social issues are considered alongside the university's risk, return and capital preservation criteria. The external manager(s) shall have annual reporting requirements to allow the Board to assess the investment portfolios managed by them in terms of ESG.

2.8 External Management

Due to the size of the University and Foundation investment portfolios, the University shall use external investment managers in the management of the investment portfolios. The Vice-President, [Finance and Operations](#) ~~& Chief Financial Officer~~ (VP ~~& CFO~~) shall review the performance of the external manager(s) at least annually and recommend to the Board to

continue with the appointed investment manager(s) or initiate a selection process for a new investment manager(s).

The selection of an investment manager(s) shall be made in prudent manner, using fair and reasonable selection and evaluation criteria developed for the process. In addition to approving the appointment of the external manager(s), the Board shall approve the level of discretion the external manager(s) is granted to buy and sell investments within their stated mandate.

2.9 Treasury Management

Royal Road University's Financial Services Department, under direction of the VP-~~& CFO~~, shall be responsible for effective treasury management to ensure the best possible use of the funds, to maintain liquidity, maximize returns and mitigate operational and financial risk. Where a portion of the University or Foundation investments portfolio is managed by external manager(s), the Financial Services Department shall transfer funds to/from the external manager(s) to maintain liquidity and maximize returns. The Financial Services Department may directly invest in accordance with this IGG and the SIPP.

2.10 Conflict of Interest

All persons working with the university (internal and external) must be cognizant of the possibility that conflicts, or perceived conflicts, may arise and must comply with the following:

- Shall make timely and full disclosure of any material conflict of interest relating to them, or any material ownership of securities, which could impair their ability to render unbiased advice, or to make unbiased decisions, affecting the administration of the Funds' assets.
- Shall not make any personal financial gain (direct or indirect) because of his or her fiduciary position. However, normal and reasonable fees and expenses incurred in the discharge of his/her responsibilities are permitted if documented and approved by the university.
- Shall not accept a gift or gratuity or other personal favour that is material, from a person with whom the person deals in the course of performance of his or her duties and responsibilities for the Funds.

2.11 Related Party Transactions

All persons working with the university (internal and external) may not enter into a transaction with a related party unless:

- The transaction is both required for operation and/or administration of Funds and the terms and conditions of the transaction are not less favourable than market terms and conditions; or,
- Securities of the related party are acquired at a public exchange.

3. GUIDELINES FOR MONITORING AND MEASURING PERFORMANCE

3.1. External Manager Performance

Each external manager shall be evaluated as follows:

- a) A benchmark shall be established for each investment portfolio that is managed by an external manager. The benchmark can include more than one underlying indices, where appropriate, with appropriate weighting applied. The benchmark for each investment portfolio managed by an external manager shall be approved by the Board and used to assess the performance of the external manager and the value added.

- b) The performance of an external manager shall be reviewed at least annually by the Board and shall include a review of the specific investment portfolio returns against the approved benchmark for a 1 year, 3 year, 5 year, 10 year and since inception time horizon.
- c) Royal Road's Financial Services Department shall receive monthly reports from the external managers showing the market and book value of the individual securities held in the investment portfolios and the income and capital gains earned for the period. This information shall be used to assess the performance of the investment portfolio between annual reviews and monitor any deviations from the mandate provided to the external manager.

3.2. Investment Portfolio Performance

The performance of the University and the Foundation investment portfolios shall be reviewed by the Board at least annually against the expected annual rate of return identified in the SIPP. The review of performance shall be measured for a 1 year, 3 year, 5 year, 10 year and since inception time horizon.

4. GUIDELINES FOR REPORTING

4.1 Quarterly Reporting

The VP-~~&~~-CFO or delegate shall ensure the administration and guidelines of the investments and the financial controls are established to support the fiduciary duties of board and management.

The VP-~~&~~-CFO shall report to the President and Executive Committee quarterly on the performance of the investment portfolios and any compliance deviations during the quarter. Reporting shall include all investments managed internally and externally.

4.2 Annual Reporting

The VP-~~&~~-CFO or delegate shall provide the following reporting to the Board at least annually on the University and Foundation investment portfolios:

- a) Investment reports that allow the Board to perform the performance reviews outlined in Section 3 for the University and Foundation investment portfolios and for each external manager.
- b) A report showing any deviations from mandates that occurred during the year.
- c) A report for each investment portfolio that allows the Board to review the holdings in terms of ESG factors and determine whether any changes are required.
- d) Audited financial statements for the Foundation and consolidated audited financial statements for the university that include the Foundation with investments shown in accordance with the stated accounting principles.
- e) A review of each external manager's performance as well as a recommendation to continue with the appointed investment manager(s) or initiate a selection process for a new investment manager(s).

5. RELATED DOCUMENTS

- a) The Universities Act
- b) Royal Roads University Act

- c) Financial Administration Act
- d) Investment Policy
- e) Strategic Investment Portfolio Plan

6. GUIDELINE HISTORY

The following documents the amendments to this document, as required.

<u>DATE</u>	<u>VERSION NO.</u>	<u>SUMMARY OF AMENDMENTS</u>
March 29, 2019	1	Original
December 2023	2	Administrative revisions (e.g., “VP & CFO” to “VPFO”)

STRATEGIC INVESTMENT PORTFOLIO PLANS

PORTFOLIO FUND: ROYAL ROADS UNIVERSITY

Fund Management

- Externally managed by TD Waterhouse Wealth Management Group (“TD Wealth”)

Level of Discretion Granted to External Manager

- Discretionary management on all accounts

Eligible Investments

Strategic Asset Class	Eligible Investments
Cash and Cash Equivalents	<ul style="list-style-type: none"> • Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada; • Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada; • Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada; • Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government; • Highly rated Banker’s Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and • Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.
Fixed Income Instruments	<ul style="list-style-type: none"> • Canadian Government, real return bonds, provincial and municipal bonds, corporate securities (including the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed countries), sovereign bonds from developed countries, preferred stock, Exchange Traded Funds
Equities	<ul style="list-style-type: none"> • Common stock and equivalents (including Exchange Traded Funds) traded on Canadian, US or international markets stock exchanges

Prohibited Investments

- Companies in the alcohol and tobacco industries, pipelines, mining and oil companies

ROYAL ROADS UNIVERSITY Cont'd

Asset Mix			
Asset Type	Target	Target Range	
		Min.	Max.
Cash	5%	0%	30%
Fixed Income	50%	25%	75%
Equity	50	25%	75%
Expected Annual Rate of Return			5.48%
Standard Deviation			8.03%
Investment Limits			
Maximum Exposure to Single Entity	Single Entity or Bond Holding	10% single entity or 5% individual security holding	
Maximum Equity Exposure to Non-Canadian Currency			60%
Equity Mandate to US Holdings			60%
Minimum Credit Rating			BBB
Duration not to Exceed			Not greater than average of Total Return Universe Bond Index
Composite Benchmarks			
Canadian Universe Bond Index ETF			40%
Canadian Short-Term Bond Index ETF			5%
Ishares U.S Corporate IG Bond Index ETF			35%
S&P 500 Total Return Index			10%
S&P TSX Composite Total Return Index			8%
MSCI EAFE (Europe, Australia & Far East) US\$ Total Return Index			2%
Composite Benchmark*			100%

*Based on target Geographical Breakdown for Equities note in exposure limits (i.e., 34% Canadian, 60% US and 6% International)

PORTFOLIO FUND: ROYAL ROADS UNIVERSITY - CDP**Fund Management**

- Provincial Central Deposit Program (CDP)

Eligible Investments – Cash and Cash Equivalents

- Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;
- Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada;
- Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada;
- Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government;
- Highly rated Banker's Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and
- Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.

Asset Mix and Expected Annual Rate of Return

Asset Mix	100% allocation to Cash and Cash Equivalents
Expected Annual Rate of Return	1.0%

PORTFOLIO FUND: ROYAL ROADS UNIVERSITY FOUNDATION**Fund Management**

- Externally managed by TD Waterhouse Wealth Management Group (“TD Wealth”)

Level of Discretion Granted to External Manager

- Discretionary management on all accounts

Eligible Investments

Strategic Asset Class	Eligible Investments
Cash and Cash Equivalents	<ul style="list-style-type: none"> • Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada; • Treasury bills, notes, debentures and any other obligations unconditionally guaranteed by a provincial government of Canada; • Municipal notes, debentures and any obligations guaranteed by a municipal government of Canada; • Highly rated foreign government treasury bills, notes, debentures and any other obligations guaranteed by a foreign government; • Highly rated Banker’s Acceptance, Certificates of Deposits and other instruments issued by a Canadian or foreign bank; and • Highly rated commercial paper and corporate bonds of Canadian and foreign corporations.
Fixed Income Instruments	<ul style="list-style-type: none"> • Canadian Government, real return bonds, provincial and municipal bonds, corporate securities (including the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed countries), sovereign bonds from developed countries, preferred stock, Exchange Traded Funds
Equities	<ul style="list-style-type: none"> • Common stock and equivalents (including Exchange Traded Funds) traded on Canadian, US or international markets stock exchanges

Prohibited Investments

- Companies in the alcohol and tobacco industries, pipelines, mining and oil companies

ROYAL ROADS UNIVERSITY FOUNDATION Cont'd

Asset Mix			
Asset Type	Target	Target Range	
		Min.	Max.
Cash	5%	0%	30%
Fixed Income	45%	40%	70%
Equity	50%	25%	65%
Expected Annual Rate of Return			3.94%
Standard Deviation			+/-4.67%
Investment Limits			
Maximum Exposure to Single Entity	Single Entity or Bond Holding	10% single entity or 5% individual security holding	
Maximum Equity Exposure to Non-Canadian Currency			60%
Equity Mandate to US Holdings			60%
Minimum Credit Rating			BBB
Duration not to Exceed			Not greater than average of Total Return Universe Bond Index
Composite Benchmarks			
Canadian Universe Bond Index ETF			25%
Canadian Short-Term Bond Index ETF			5%
Ishares U.S Corporate IG Bond Index ETF			20%
S&P 500 Total Return Index			25%
S&P TSX Composite Total Return Index			20%
MSCI EAFE (Europe, Australia & Far East) US\$ Total Return Index			5%
Composite Benchmark*			100%

*Based on target Geographical Breakdown for Equities note in exposure limits (i.e., 34% Canadian, 60% US and 6% International)



Office of the Vice-President Academic and Provost
Report to Board of Governors
11 December 2023

GENERAL

- VPA & Provost attended the annual Provosts Summit and Faculty Bargaining Services Conference, November 8-10.
- VPA & Provost attended Canadian Bureau for International Education (CBIE) Conference, November 26-29.
- Dr. Tamara Leary has been appointed Associate Vice-President, Integrated Academic Planning & Strategic Initiatives in the OVPAP, effective December 11.

LEARNING AND TEACHING

- In October, PCS (Tim Brigham, Val Cortes, Christina Schlattner) presented learnings from the Professional Project Administrator program at RRU's Pedagogical Values Series with a theme of: Discover how to transform your teaching with relational and holistic pedagogy.
- PCS (in partnership with School of Communication and Culture) recently launched the 1st offering of the dual-language and hyflex Master of Arts in International and Intercultural Communication at Royal Bridge College in Coquitlam with 19 students.
- PCS is working on proposals for program delivery with a number of partners including BC Hydro, BC Assessment, BA Robinson, the Legislative Assembly of BC, WorksafeBC, Government of Nova Scotia.
- Nov 13-17th saw the in-person delivery of PCS's Leading Complex Systems for 30 senior level executives at the Government of Nova Scotia.
- PCS wrapped up the first delivery of the Leading Social Impact in Post-Secondary micro-credential at University Fraser Valley (with UFV change leaders). This inaugural offering was delivered in partnership with Ashoka Canada.
- In October, PCS formally launched our Certificate in Ecological Restoration in partnership with Seabird Island Band/Seabird Island College in Agassiz BC.
- 3 International Completion Options are now available for Bachelor or Business Administration students to complete their studies in a project-based learning environment in Belgium, Netherlands, Mexico, Vietnam, Austria and Spain. MA Global Leadership students can now complete their programs at our partner the University of Seoul in South Korea, our latest addition to completion options. MA Global Management students can choose course-based selections at a variety of partners. This form of internationalization places students in deeper, intentional, and engaging study environments than traditional student exchange making this option a better fit for Royal Roads students and programs with less administration and more benefits.
- 10 Collaborative Online Learning (COIL) opportunities with our partner universities now exist or are under development for Royal Roads students in BA Global Tourism Management (Mexico, Ireland, USA), BA Professional Communications (China), Bachelor or Business Administration (Belgium), BAIHM (Philippines), MA Environment and Management (USA), MA Intercultural and International Communication (China), MAGL (various being explored). COIL courses allow students to gain intercultural understanding that develops global mindsets and networks as they engage virtually, with students from other countries to work on projects relevant to both sets of circumstances. This form of internationalization at home supports climate action and equity, diversity and inclusion agendas.

RESEARCH

- 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
- 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 September 2023:

- Heykoop, Cheryl. Funded by the Canadian Partnership Against Cancer. \$200,000
- A Canada Research Chair position is currently posted on the RRU careers page to fill Dr. George Veletsianos' second term ending in 2024. The focus of the chair is Digital Inclusion. The posting is closed and shortlisted candidates will be interviewed starting late November.
- The draft agreements with the partners that are part of the Canada First Research Excellence project awarded to UVic and for which the Cascade Institute is a partner have now been developed and are in final review. We anticipate getting the project underway early in January 2024. Over the seven years of the project, the Cascade Institute will receive just over \$9 million.
- 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.
- Dr. Mark Lokanan's most recent publication, "Analyzing Public Sentiments on the Cullen Commission Inquiry into Money Laundering: Harnessing Deep Learning in the AI of Things Era" was published in *Frontiers in the Internet of Things*.
- Dr. Amy Zidulka and Dr. Ingrid Kajzer-Mitchell's finished their 18-month research project with the BC Ministry of Health on "Fostering Interorganizational Collaborative Capacity for a Climate Resilient Health System." They were praised for "walking the talk," and being collaborative in the way in which they worked with the Ministry. This research project provided the opportunity to speak to health/climate leaders from the US, Australia, and across Canada to learn about how they collaborated to foster climate resiliency--as well as bring health leaders together for a knowledge exchange.
- Dr. Bill Holmes won the 2023 John Molson Business Ownership Case Writing Competition, sponsored by the Bob and Raye Briscoe Centre in Business Ownership Studies at John Molson School of Business (JMSB)-Concordia University, for his case on Motorcycle Offsetters, a company started by an MGM alumnus where motorcycle riders who care about sustainability are creating a better world through carbon offsets.
- Wilson-Mah, R., (2024, in press) Eds., *Tourism and hospitality management in practice: A case study collection*. London: Routledge This volume of Tourism and Hospitality Cases has been made possible through the contributions of 22 authors. The cases are typically collaborations between two or more co-authors. These collaborations have inspired the development of teaching cases that reflect diverse management problems and practices in a range of contexts. Some authors are academics, others are practitioners, many are both. Six Authors are graduate students who collaborated with their professors to research and write a case. All the authors share a passion for writing real-world factual cases that bring this global and dynamic industry into the classroom.
- Moira McDonald and Rebecca Wilson-Mah presented research at the International Leadership Association 25th Annual conference [Bring your whole self: women tourism leaders share secrets of success](#).
- Dr. Ann-Kathrin McLean: As president of the Young Researchers Network (YRN), Dr. McLean collaborated with academics from Carleton University, University of Alberta and Saint Mary's University to support European Community Studies Association Canada. We are happy to share that collectively, we received the fantastic news that our SSHRC Grant request (\$24,000) has been approved. As part of this grant, Dr. McLean brings young researchers together to network and collaborate and hosting next May in Ottawa: *Reimagining European Integration for a New Post-war Era*.
- Remillard, C., Tsutsumi, M., Adeleye, O., & Li, Z. (2023). [Unmasking the Pandemic: Self, Other, and the Mask as a Visual Signifier of COVID-19](#). In D. A. Vakoch, J. C. Pollock, & A. M. Caleb (Eds.), *COVID Communication* (pp. 189–198). Springer International Publishing.
- Agger-Gupta, N., Pete, S., & Bade, N. (2023). Chapter 19: Decolonization and Inclusion: Widening the Circle. In J. Barnes, M. Stevens, B. Z. Ekelund, & K. Perham-Lippman (Eds.), *Inclusive Leadership: Equity and Belonging in Our Communities* (Vol. 9, pp. 209–219). Emerald Publishing Limited. doi:10.1108/S2058-88012023000009019

- M. McDonald's MITACS Global Research Internship (GRI) project is complete. The research design, shaped by a Transformative Learning framework (Mezirow, 2011) and an Appreciative Inquiry methodology (Cooperrider & Whitney 2007), will lead to a publication related to student experiences as international students in a Western setting. The work will be submitted to the Journal of International Students in the theme of intersectional explorations of language, culture, and identity. Our MITACS research intern's academic experience was balanced with social learning in Canada, making friends and bonds for the future.

COMMUNITY ENGAGEMENT

- PCS's Global Learning and Language Centre is picking up speed for 2024. Partners are scheduling and confirming summer programs already from Japan, Brazil, Mexico, Ghana, Vietnam, China and Nigeria.
- GLLC's new Global Workforce Skills (GWS) program (one year certificate) has received over 100 applications and is set to launch in January. Many students are expected to continue on to the Graduate Diploma in Project Management and Organizational Leadership after the successful completion of the GWS.
- Calvin Roberts, Director of Workforce Development and Lifelong Learning represented PCS at the Canadian Association of University Continuing Education (CAUCE) Western Deans and Directors meeting Nov 9-10.
- PCS's Dr. Zoe MacLeod has been invited to present at Tambellini Group's Future Campus Summit in Newport Beach in January 2024.
- PCS (Dr. Zoe MacLeod) is working on the next round of micro-credential proposals based on the call from the Ministry of Post-Secondary and Future Skills (due January).
- Student recruitment efforts have returned to more face-to-face events organized in-house or by external partners and continue to take the team throughout the primary markets of BC, AB and ON. Events encompass formats including open house, information sessions with learning symposiums, college transfer fairs, sector specific conferences, program and topical webinars, familiarization visits, meetings, agent training, counselling sessions and campus visits. Extended efforts have been made to find global funding and government sources to support individuals and student groups for enrolment in Royal Roads programs.
- With several Global Learning and Language Centre programs now up and running, the student recruitment team has been building launch strategy, materials and digital campaigns for engagement with specific diaspora communities, specialized agents, associations and institutional partners in key language markets (e.g. Brazil, Colombia, Mexico, Peru, Japan, South Korea), and markets looking for upskilling (Philippines) to sell these non-credit and shorter term credit programs in bulk.

PEOPLE AND PLACE

- PCS's Dr. Zoe MacLeod and Danica Straith (Faculty of Management) were invited to Songhees Nation to explore possibilities for an Indigenous Governance program.
- Geoff Bird hosted a successful film premiere for his documentary titled "Ways we remember war" on Nov 7, 2023 at Vic Theatre.
- Zhenyi Li is hosting and supervising Research Intern Ms. Leticia Miglioranca de Oliveira from Brazil to conduct her research project on intercultural communication funded by ELAP Canada ([Emerging Leaders in the Americas Program \(ELAP\) \(educanada.ca\)](https://www.educanada.ca)).
- Zhenyi Li co-chaired the 6th annual international conference of Medicine, Humanity, and Media (MHM) at Peking University. He has been co-chairing the MHM conference from its beginning. The 3rd, 4th, and 5th
- Zhenyi Li won the best paper at Suzhou Science Communication Forum (SSCF) on Oct 30, 2023 with a case study on wild mushroom poisoning prevention.
- M. McDonald defends dissertation, January 17, 2024, Title: *Cultural Preparedness of Adult Educators: A Changing Dynamic in Higher Education*. University of Calgary, Werklund School of Education.
- Global Partnerships & Recruitment and the School of Leadership co-hosted a webinar with Harley and Sue Eagle on Emergent Understandings of Indigenous Cultural Safety & Humility; 860 + registered and 345 attended live.



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

11 December 2023

GENERAL

- Key risks for the University continue to be student enrolment, expenditure management, and the West Shore Initiative. Management has identified mitigation strategies and activities for each of the three risks.
- The forecast to fiscal year end indicates pressures on the budget compared to the 2023/24 plan of \$0.1M net operating income, driven by lower revenues and higher expenditures than planned. The current operating environment continues to have significant challenges with further overall enrolment declines since April 2023. Recent enrolment forecasts show preliminary improvements in student admissions in programs starting in 2024.
- Work is underway for the budget for fiscal 2024/25.

LEARNING AND TEACHING

- The existing Student Information System (SIS) IT work is proceeding and the system is expected to be upgraded by the end of fiscal 2023/24.
- The Student Management Admissions Response Transformation (SMART) project is in progress. Vendor RFP closed in mid-November and submissions are being reviewed

COMMUNITY ENGAGEMENT

Climate Action and Sustainability

- Climate Week at RRU (www.royalroads.ca/rruclimateweek) is Dec. 4 to 8. A schedule of dynamic conversations with thought leaders, artists, academics, students and activists is planned.
- RRU will host a webinar following Climate Week with some of its leading academic experts to discuss COP 28, sharing critical perspectives, reflections and insights on the international climate negotiations.
- The University continues to focus on GHG analysis and reporting.

Langford Campus

- The first deliveries of mass timber (laminated panels) arrived the week of November 20th, in line with the delivery and installation schedule.
- Construction continues to be on scope and on budget. Substantial completion of concrete work is expected early December as mass timber installation begins.
- Comprehensive analysis of project budget and funding sources continues to ensure alignment with cash flow projections and government funding.
- Partner executive teams (Camosun College, RRU, UVic) continue to work on the draft Collaboration Agreement; in parallel, RRU is advancing discussions with JIBC and SD62. Targeting completion of the draft documents by the end of the fiscal year.
- Plans to facilitate the transition from construction completion to operations in the new building will be prepared in 2024.
- Outreach to local Indigenous communities and leaders, the City of Langford, regional municipal officials and other relevant parties is ongoing.



Delivery of mechanical equipment - November 2023



Site looking south (courtesy of Blackrete) – November 2023

PEOPLE AND PLACE

- Employee Engagement
 - the Employee Experience committee held their first meeting on Nov. 8 to review the terms of reference and set committee guidelines – efforts will continue to attain diversity of membership;
 - the employee engagement survey unit level results have been shared with managers; action planning continues with each unit; and
 - the re-imagined employee recognition event occurred Nov. 30.
- Recruitment of the AVP of HR continues, with a candidate expected to be announced in the coming weeks. Construction of the teahouse for the Japanese Gardens has commenced; the project continues to be on track for completion by September 2024.
- The two business cases proposing on-campus student housing projects for both the Langford and Colwood campuses are being finalized per Executive discussions with the Board of Governors.
- The University continues to work with federal and provincial officials as well as First Nations to advance RRU's interests in the Colwood land acquisition file; relationship building with the Songhees continues to be positive.
- Progress on development of a 10-year capital investment plan continues; engagement with the University community will follow in the coming months.
- Upgrades to the campus security system are nearing completion. The new mass notification system was implemented as part of the BC Shake Out (Oct. 19) and video cameras have been activated.



Office of the Vice-President Communications and Advancement

Report to the Board of Governors

11 December 2023

GENERAL

Internal communications and engagement

The cross-campus internal communications advisory committee will soon host a third meeting with a roundtable discussion on communications processes, internal events and messaging. The committee will also survey the campus community early in the new year to better understand internal comms needs/wants.

Food Services Review and Reimagining Hatley Castle

A Food Services Review Task Force has met twice and is discussing key issues of quality, availability, accessibility and location. As well, committee of the task force is working to find solutions to evening food service for students on campus. A second working group is forming to re-imagine Hatley Castle, looking at all options to more strongly monetize the site; providing quality food, RRU merchandise and retrospective storytelling to leverage the ~50,000 campus visitors from April to October. Specific tactics will be implemented for April 1 to support the next fiscal year.

ADVANCEMENT

Revenue Report (2023/24 Goal: \$3M funds raised)

- Total *funds* raised to-date (pledge commitments and outright gifts): \$755,303.53
- Total *cash* raised to-date (pledge payments and outright gifts): \$876,325.63
- **Note:** \$2,453,000 of gifts/pledges have been “verbally accepted” and will count towards Funds Raised this fiscal, which puts us over our target this year.

Advancement Activities**CAMPAIGN PLANNING STUDY:**

- This comprehensive study, led by KCI Philanthropy and RRU’s advancement team, commenced in June and is now complete with final findings and recommendations coming to the BOG in December.
- Overall, KCI recommends that RRU pursue a six-year comprehensive campaign with a minimum ‘floor level’ objective. This is based on RRU’s potential to secure an eight-figure lead gift, in addition to the breadth of RRU’s largely untapped prospect pipeline, evidence of strong support amongst prospective campaign donors, and the professionalism of the advancement and alumni relations staff. This six-year campaign timeframe will give RRU sufficient space to activate its prospect pipeline and build strong relationships with major and mid-level gift prospects through intensive and highly personalized forms of alumni, donor and prospect engagement. Multiple major gift proposals and grant applications have been submitted and are pending decisions in Q3-4:

VISION IN BLOOM APPEAL:

VIB appeal launched in May and included three waves of direct mail to house list and select addresses across Greater Victoria.

- Total funds raised: \$71K against goal of \$70K (not including TD commitment of \$198K)
- Total # of donors to-date: 185 donations; 173 donors (84 renewals; 89 acquisition)
- Fall Harvest Celebration on October 4 successfully celebrated Vision in Bloom appeal and progress made on Farm at RRU and Japanese Teahouse projects; over 100 community members and donors attended the event.

ALUMNI APPEAL:

This year’s alumni appeal (RRU Together) launched in October, with the goal of raising at least \$55K for entrance awards. Funds raised to date: \$19,027

Alumni Relations Activities

ALUMNI ADVANTAGE LIFELONG LEARNING PILOT PROGRAM:

- In January 2024 RRU will launch a three-year Alumni Advantage Lifelong Learning Pilot Program, whereby RRU is uniquely positioned to offer its alumni Canada's deepest educational discount for lifelong learning on non-credit Professional & Continuing Studies courses. This initiative will allow RRU to increase revenue, fill empty seats, and initiate a strategy to encourage alumni to ladder into credit-bearing programs.

ALUMNI EVENTS

- **DOMESTIC:** In collaboration with RRU's recruitment team and the President's Office, several in-person alumni events took place this fall engaging hundreds of alumni in Vancouver (Oct 11), Toronto (Oct 19) and Ottawa (Oct 26). Additional events are scheduled for Victoria, Calgary, and Edmonton in Q4.
- **ALUMNI WEEKEND:** Planning is now underway to host a new Alumni Weekend (Homecoming) for contemporary alumni, scheduled May 3 – 5.
- **RRU UPDATE:** RRU's new alumni newsletter will launch January 2024, streamlining alumni communications and providing news on RRU engagement opportunities and alumni achievements around the globe.

LEARNING AND TEACHING

Program Marketing and Tactical Marketing

RRU is currently running a national digital marketing campaign for the MBA, MAL, DBA, DSocSci and MAPC programs. Assets include video, digital display static ads, and lead generation posts. Video is intended to generate interest and awareness; while static ads will target prospects and direct traffic to program pages. Organic social marketing on Instagram complements paid media. The marketing team continues to work closely with the recruitment team and academic partners to optimize efforts for each program. Webinars have taken place for DBA MBA and MAL, with an exceptional 700+ registrants for the MAL event. Upcoming webinars include: DBA (Dec 6), MAPC (Dec 13), DSocSci (Feb/Mar).

Website improvements

A critical project to upgrade program search functionality is nearing completion; the university is working to test the updated search functionality with prospective students at both the undergraduate and graduate levels prior to launch in the new year. The upgraded search will ensure prospective students can filter by academic theme, program start date, credential and campus location, greatly enhancing and customizing the user experience.

The communications team is also streamlining the navigation process for website users, starting with content blocks most used by prospective students, including the About and Admissions sections within top-level navigation. The team is also developing content to support future pages targeting prospective grad and undergrad students.

Westshore Campus Communications and Marketing

Hyper-local awareness advertising will be in market early in 2024. A mix of digital and Out of Home (transit shelters, billboards, etc) ads will be purchased and run for approximately three to four months, followed by advertising more specific to new undergraduate programming.

COMMUNITY ENGAGEMENT

Telling the RRU Story

The Communications team is rolling out a national media engagement strategy to build profile and enhance reputation in key markets. Plans include boosting media opportunities, increasing media pitching to leverage RRU faculty and research and soliciting speaking engagements for the president.

Differentiated Social Media Rollout

Over the past six weeks the communications team has implemented a new differentiated social media strategy with impressive results. The differentiated social media approach means the team is creating content for specific channels/audiences and people are engaging through viewing it (impressions), liking/commenting and sharing (interaction/engagement). The uptick in metrics speaks to our sharing of solid content: videos working following the Jody W-R speakers series, Halloween content, convocation videos and posts. It is important to note this content has not been boosted. All metrics are based on organic engagement.

LinkedIn (alumni/grad program focus):

- Impressions: up 37% from 180K to 246K
- Interactions up 100% from 15K to 30K

Instagram (high school/undergraduate prospect focus):

- Impressions: up 8% from 65K to 70K
- Engagements: up 7% from 5.6K to 6K

Facebook (current student/prospect focus):

- Impressions: up 97% from 159K to 314K
- Interactions: up 211% from 9.8K to 30.5K

Additionally, communications and marketing plan to launch on TikTok, rolling out strategies for organic social content and paid marketing. This will ensure RRU builds a following for a stronger undergraduate push.

Events

Convocation Ceremonies on November 16 and 17 celebrated nearly 700 graduates with positive feedback and engagement. In addition to the five convocation ceremonies the Events team, with support from Student Services and the Doctoral program, rolled out the Distinguished Student Award Reception; Changemakers lecture featuring Honorary Degree recipient, Dr. Andrea A. Davis, Indigenous Graduation Celebration; Honorary Degree Recipient Dinner; and Doctoral Dinner.

For the first time, Hatley Castle will be open to the public for holiday photos and family fun. **Cozy up at Hatley Castle** will be held on the afternoons of December 3, 10, and 17. The public will have the opportunity to tour the castle, museum and grounds, have a warm drink and see the Castle dressed up in the beauty of the season. The Campus Services team is piloting this as a revenue generating opportunity; tickets are on sale now with nearly 1,200 sold.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING:	December 11, 2023
AGENDA ITEM:	Prevention and Response to Sexual Violence and Misconduct Advisory Committee Report 2022-2023
SPONSOR:	Philip Steenkamp, President and Vice-Chancellor
PURPOSE:	For Information

Synopsis:

The Board's [policy](#) on Sexual Violence and Misconduct requires annual reporting to the Board of Governors on the work of the university in support of the objectives of the policy. The 2022/23 report from the Prevention and Response to Sexual Violence Advisory Committee was reviewed by the Governance and Nominating Committee at its meeting of November 23, 2023 and is now being shared with the board in fulfilment of these reporting requirements.

Background:

RRU's policy on Sexual Violence and Misconduct, originally approved by the Board of Governors in March 2017, affirms the university's stand against sexual violence and misconduct in the university community and provides guidelines describing the commitment to prevent and respond to these events. RRU has an advisory committee on Prevention and Response to Sexual Violence and Misconduct, formed in 2018, that meets quarterly to identify and recommend strategies to improve policies and processes in relation to sexual violence awareness, prevention, and response, and prepares an annual report. Under this policy, RRU's President is responsible for reporting out to the Board of Governors annually.

Recommendation:

That the Board of Governors receives the report for information.

Attachment:

1. Prevention and Response to Sexual Violence and Misconduct Advisory Committee Report 2022-2023

Prevention and Response to Sexual Violence at Royal Roads

Report of the Advisory Committee – 2022 - 2023

The Advisory Committee

A standing Advisory Committee supports our community-based approach to prevention and response to sexual violence and misconduct. The Advisory Committee is comprised of a wide range of university community members who meet a minimum of four times a year to identify and recommend strategies to improve policies and processes in relation to sexual violence awareness, prevention, and response. A list of members is provided at the end of this report.

Advisory Committee Activities

Four Advisory Committee meetings were held in 2022-2023. Action notes of all meetings are posted on a dedicated Advisory Committee SharePoint site at <https://staff.myrru.royalroads.ca/services/sas/endingsexualviolence/Shared%20Documents/Forms/AllItems.aspx>.

The Committee worked to serve its mandate to make recommendations to continually improve processes and support for those involved in matters related to sexual violence and misconduct and ongoing work to raise awareness and educate our university community. Equity, diversity, and inclusion continued to be an important theme in the Committee's deliberations, and trauma-informed approaches were referenced throughout. The results of the Ministry of Post-secondary Education and Future Skills-sponsored survey of students across the province administered in January 2022 continued to inform the Committee's work as well.

At each meeting the Committee discusses lessons learned from disclosures and reports made in the interim since the previous meeting and recommendations for changes are made. For example, this year procedural information was updated on the Human Resources web pages to improve clarity and the ways in which we can better support community survivors who are neither students nor staff were explored.

The necessary continuing cycle of informing, educating, and training was also regularly reviewed by the Committee. A review and update of website content to increase online presence of SVM prevention education and procedures followed from the results of the provincial student survey, and the year the welcome presentation provided for each new cohort of students was amended to highlight the Sexual Violence and Misconduct Policy and share active bystander video content. Training on receiving disclosures for employees was piloted with Student Services staff and will be offered for other employees over the next year.

A communication action plan is annually updated and implemented, and then updated again for the next year. Communication flow has been adjusted based on learning from experience, and this year the decision was taken to emphasize messaging from the President to all university community groups that

commits the university to stand against sexual violence and point to available resources over cascading messaging through the organization. Based on feedback from the provincial student survey, this message was changed to include links to self-paced online training and scheduled opportunities for in-person training. This message was issued in December 2022, amplified through social media channels, and supported by reference to resources.

Following the lease of space to the Justice Institute of British Columbia, outreach was made to colleagues at the Institute to clarify jurisdiction and procedures.

Disclosures and reports

Numbers of disclosures and reports are tracked throughout the year. Two disclosures and one report were received in 2022-2023 for a total of three incidents. All disclosures were categorized as harassment, one involved online harassment and one was in-person harassment. Two of the survivors were students, while one was an associate faculty member. All respondents were students. In all incidents, the survivors identified as female and the respondents as male.

Accommodations for all survivors and respondents included access to counselling services. Additional accommodations included arranging safety-escorts to and/or from a survivor's vehicle and scheduling access to certain buildings to reduce the risk of contact between a survivor and a respondent.

Disclosures and Reports Received Through RRU SVM Policy and Procedures

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Disclosures	7	2	6	4	5	2
Reports	0	3	1	3	0	1
Total	7	5	7	7	5	3

Priorities for 2023 - 2024

The Committee will continue to serve its mandate to continuously improve processes and support, and raising awareness, educating, and training our university community over the coming year. Three additional key priorities will require the attention of the Committee as well.

The policy review that was expected to be undertaken in 2022-2023 was deferred as the Ministry contemplated possibilities related to reviewing the *Sexual Violence and Misconduct Act*. The decision has been made not to review the *Act* and therefore the policy review will be a key priority for the coming year.

Commensurate with the policy review, the Committee will also review its Terms of Reference. The Director of Student Services will assume co-chair

As reported last year, Royal Roads received \$11,528.00 funding from the Ministry to fund implementation of an anonymous reporting platform for sexualized violence. While the original mandate for these funds was to implement a specific platform, over the past year it was decided during 2022-2023 that institutions could choose any platform that best serves their students. While this was being determined, selection of a platform was deferred, and input and participation of the Committee will also be a priority in 2023-2024.

2022 – 2023 Prevention and Response to Sexual Violence & Misconduct Committee Membership

- Amy Christofferson and Kristina Sviderskyte, Associate Faculty (each served part of the fiscal year)
- Anna Brigham, Human Resources Consultant
- Ashley Richards, Manager, Board Governance
- Catherine Etmanski, Royal Roads University Faculty Association (shared with Tamara Leary)
- Cristal Glass-Painchaud, Associate Vice-President, Human Resources (co-chair)
- Robbie Morris, Undergraduate students appointed by Royal Roads University Student Association (each served for part of the fiscal year)
- Emilija Tovirac, Client Services Manager
- Dranna Andrews-Brown, Manager, Student Engagement, CARE Team member
- Gwen Campden, Manager, Student Success, CARE Team member
- Bhoomika Pabari and Heidi Fricker, Graduate students (each served for part of the fiscal year)
- Jenn Rathwell, Communications Officer
- Kyla McLeod, Director, Student Services
- Melanie Armstrong, Joint Occupational Health & Safety Committee member
- Neil Ross, Canadian Union of Public Employees Local 3886
- Rob Cox, Security Supervisor
- Roberta Mason, Associate Vice-President, Student & Academic Services (co-chair)
- Sarah Chettleburgh, Student Counselor, CARE Team member
- Tamara Leary, Royal Roads University Faculty Association (shared with Catherine Etmanski)