

Board of Governors - Open Session



Board:

- Nelson Chan, Board Chair and Chancellor
- Philip Steenkamp, President and Vice Chancellor
- Christina Benty
- Gwen Campden
- Monique Gray Smith
- William Holmes
- Catherine Holt
- Geoff Pearce
- Dave Saunders
- Harish Kumar Tiwari

Executive:

- Susan Gee
- Veronica Thompson
- Philip Twyford

Administration:

- Drew Duncan
- Ashley Richards (recording)

March 26, 2024 10:50 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Chan	10:50 AM-10:55 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Chan	10:55 AM-10:56 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 11 December 2023 Board of Governors meeting be approved as distributed.	Chan	10:56 AM-10:57 AM	3
4. Report from the President For information	Steenkamp	10:57 AM-11:12 AM	
REPORTS FROM COMMITTEES			
5. Program and Research Council	Steenkamp	11:12 AM-11:22 AM	9
5.1 Report from Chair For information	Steenkamp		
5.2 New Program Approvals from Academic Council For information	Thompson		9

- 5.2.1 [Approval of the Bachelor of Arts in Hospitality and Tourism Management \(BAHTM\)](#) Thompson 9

MOTION: That the Board of Governors approve combining the BA in Global Tourism Management (BAGTM) and the BA in International Hotel Management (BAIHM) under a new degree: BA in Hospitality and Tourism Management (BAHTM), as presented in Attachment 1.

6. Finance and Audit Committee Pearce 11:22 AM-11:43 AM 19
- 6.1 Report from the Committee Chair Pearce
For information
- 6.2 [2024/25 Operating and Capital Plan](#) Twyford 19
For information
- 6.3 [RRU Foundation 2024/25 Budget](#) Pearce/Twyford 52
MOTION: That the Board of Governors approves the 2024/25 budget for the Royal Roads University Foundation.
7. Governance and Nominating Committee Saunders 11:43 AM-11:45 AM
- 7.1 Report from the Committee Chair Saunders
For information

VP PORTFOLIO REPORTS

8. [Report from the Vice-President, Academic and Provost](#) Thompson 11:45 AM-11:51 AM 56
For information
9. [Report from the Vice-President Finance and Operations](#) Twyford 11:51 AM-11:57 AM 60
For information
10. [Report from the Vice-President, Communications and Advancement](#) Gee 11:57 AM-12:03 PM 62
For information

CONSENT AGENDA

Chan

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

11. Consent - Approval Items Chan 12:03 PM-12:04 PM
None
12. Consent - Information Items Chan 12:04 PM-12:05 PM 65
For Information
- 12.1 [Draft PRC minutes of the 11 March 2024 meeting of the Program and Research Council](#) 65
- 12.2 [PRC Annual Plan 2024/25](#) 72
13. Adjournment of Open Session



DRAFT

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

**11 December 2023
Sequoia Building, Centre for Dialogue**

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

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

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

The chair thanked outgoing board member Lori Simcox for her contributions to RRU over the past six years and welcomed new student-elected member to the board, Harish Kumar Tiwari, to his first board meeting.

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 (Gray Smith/Brewster)
That the agenda be approved as distributed.

CARRIED

3. Approval of the Minutes

MOTION (Campden/Simcox)

That the minutes of the Open session of the 05 October 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. He thanked Governor Simcox for always championing RRU, and provided an update to members on the following:

- **Alumni Events:** President Steenkamp met with alumni individually and at receptions in Toronto and Ottawa in October. Both were well attended. He highlighted that an ex-cadet from the class of 1947, George Currie, provided RRU with \$250,000 for students.
- **Accessibility Advisory Committee:** The committee first met Oct. 10, and the process is underway to develop an accessibility strategy that is compliant with legislation.
- **President's Forum:** A forum on the trends reshaping post-secondary education was held on Oct. 16 in the Dogwood Auditorium, where 110 faculty and staff engaged in discussion on changes in the sector and shared collective expertise.
- **Campus Conversation:** Was held on Nov. 2 for a discussion on how RRU's learning and teaching model connects to experimental learning and to celebrate the Gerry Kelly Teaching Awards.
- **Government Relations:** The President attended the following since the last board meeting:
 - A virtual roundtable with The Honourable Mark Miller, the Federal Minister of Immigration, Refugees and Citizenship;
 - A briefing with The Honourable Dominic LeBlanc, the Minister of Public Safety, the Deputy Minister of Public Safety, the head of CSIS and the head of the RCMP to talk about issues that are roiling campuses across Canada and North America right now and what university leadership should be looking out for;
 - Meetings with Minister Robinson and the Deputy Minister about various issues, including the West Shore campus;
 - Meetings with new MLA Ravi Parmar, who has been very engaged with, and supportive of, RRU; and
 - President Steenkamp was a judge for the 2023 Premier's Awards. He was seated with the Premier at the ceremony and used the opportunity to share about RRU.
- **Indigenous Relations:** President Steenkamp attended a Songhees Lunch and Leadership Table as part of the biweekly meetings he attends with the Songhees Nation. Discussions concluded on a new framework on how to engage with each other moving forward; this will come forward for signing in January. He thanked the Vice-President Finance and Operations and his team for their work on relationship-building and noted that Esquimalt Nation has a new chief, Jerome Thomas, and council, with whom RRU looks forward to meeting.
- **Remembrance Day Event:** Was held on Nov. 11 in front of Hatley Castle. The event was well attended and is an important ceremony for the RRU community.
- **Education Sector:** President Steenkamp recently met in Ontario with the head of the Future Skills Centre, the head of the Council of Ontario Universities, the Deputy Minister to the Premier of Ontario, as well as some post-secondary presidents. They discussed topics such

as what is happening regarding immigration and the implications of the current geopolitical tensions.

- **Universities Canada (UniCan):** A recent highlight was a visit to the Philippines from Nov. 3–10 as part of a UniCan delegation led by President Steenkamp as Chair of UniCan’s International Committee, which included 16 presidents. They met with the Ambassador of Canada to the Republic of the Philippines, David Hartman, and the Asian Development Bank, with which there might be opportunities for partnership. President Steenkamp participated in several panels and visited universities while there. RRU met with the University of the Philippines Los Baños, met with Chancellor Jose V. Camacho, and concluded an agreement to co-develop and co-deliver a climate action leadership program in the Philippines. In late October, President Steenkamp also attended a full UniCan meeting in Ottawa.
- **Conferences:** RRU had significant attendance at the International Leadership Association Global Conference in Vancouver on Oct. 12–13. There was also an International Garden Tourism Conference in Victoria, and RRU’s gardens featured prominently. The Canadian Bureau for International Education held its annual conference in Vancouver on Nov. 26–27. President Steenkamp presented, along with Chancellor Camacho, on global citizenship and sustainable development goals, and also presented on leadership in the time of polycrisis. Last week, he attended a conference on colliding with AI and the Future of Skill Development in Toronto.
- **Convocation:** The Nov. 16–17 Convocation events were preceded by an excellent Changemakers Speakers Series presentation, “To Be in Relation: Indigenous, Black and Other Solidarities” by honorary doctorate recipient Dr. Andrea Davis. Congratulations were expressed to all graduates on their achievements.
- **Climate Week:** Last week was RRU’s first climate week. Several events and activities were held, including one at the new Esquimalt Pavilion about climate change and art.

President Steenkamp acknowledged that campuses are going through challenging times and thanked the RRU community for their ongoing work.

SPECIAL BUSINESS

5. Spotlight on the University - AshokaU Changemaker Campus

President Steenkamp noted that RRU’s AshokaU Changemaker Campus designation was recently renewed. V. Thompson introduced guests Dr. Jaigris Hodson, Canada Research Chair (CRC) in Digital Communications for Public Interest, and Dr. Deborah Zornes, Director of Research and Innovation, who were in attendance to provide the presentation. AshokaU confers a changemaker designation on leading institutions involved in social innovation and changemaking in higher education. The process is extensively peer-reviewed in terms of curriculum, pedagogy, research, and the climate of the organization. To ensure high standards for that, the status is reviewed every four years.

Drs. Hodson and Zornes discussed the origins of RRU’s accreditation process, which was received in 2018. As part of the renewal process, they showcased the incredible changemaking work happening across RRU and the actions they intend to take. There has been increased collaboration with the Cascade Institute, and Dr. Hodson has recently been appointed a resident fellow at Cascade. The renewal of the designation provides RRU with an opportunity to

showcase RRU's strength in changemaking, and the designation can be leveraged with RRU's branding; samples of what this might look like were shared.

Members discussed the support and benefits that being part of a global network provides. Dr. Zornes is an Ashoka change leader, and change leaders meet bimonthly to explore action plans and commonalities and leverage consistent messaging. It was noted that surveying alumni in the years following the completion of their degrees might be beneficial in understanding the impact of how RRU's education prepares them to be changemakers. Another member queried as to whether any Ashoka Fellows are RRU graduates and how to determine the ways RRU impacted their educational journey. It was recommended to always mention "truth" before "reconciliation," as there is no reconciliation without truth.

J. Hodson and D. Zornes left the meeting at 9:14 a.m.

6. Five-Year Rolling Strategic Plan Update

Veronica Thompson, Vice-President Academic and Provost, reflected on the creation of the Five-Year Rolling Strategic Plan and outlined the process for updating it. The Plan is intended to be an iterative and responsive document. The next Plan will include a comprehensive review of the Plan and work underway, informed by the President's forums, AI Task Force work, climate action work, anti-racism work, and truth and reconciliation work. Plans are in place to enhance, expand and refine internal data, and the Plan will ensure alignment with RRU's vision, values, and critical commitments. RRU's AshokaU designation and the partnerships afforded there will feed into the new Plan, as well as an external environmental scan. The updated Plan, along with the updated key performance indicators previously discussed, will be brought forward to the board.

Members discussed the rolling nature of the Plan, and executive shared that updating the Plan is slightly out of sequence as the environment has changed so rapidly. Thought will be given to the review process and how to reflect the critical enrolment challenges in the updated Plan.

REPORTS FROM COMMITTEES

7. Report from the Program and Research Council

7.1 Report from the Chair

PRC did not meet this cycle and there was nothing further to report.

PRC will meet next on March 7, 2024.

7.2 New Program Approvals from Academic Council

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

8. Report from the Finance and Audit Committee

8.1 Report from the Committee Chair

The committee met on November 23, and key topics of presentation and discussion included: KPMG's external audit of the university and the RRU Foundation, the year-to-date operating results and forecast, other reports on capital and funding issues, as well as a review of RRU's investment policy.

FAC next meets on March 14, 2024

8.2 Investment Policy - Annual Review

RRU's Investment policy was before members as part of its annual review. It was noted that there were no substantive changes to the policy, only minor editorial ones. Members were reminded that in June 2022 they approved the change from 20% equity in investment to 50%, which has proved financially beneficial to the institution.

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

MOTION (Pearce/Holt)

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

CARRIED

The performance of the investment manager is also reviewed annually as well. To that end, management is recommending that the current investment manager, Todd Vaughan, of TD Wealth Management Group, be retained.

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

MOTION (Holmes/Gray Smith)

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.

CARRIED

9. Report from the Governance and Nominating Committee

9.1 Report from the Committee Chair

The committee met on November 23, and members received and reviewed the Prevention and Response to Sexual Violence and Misconduct Advisory Committee Report for 2022–23, discussed new membership for the Program and Research Council and succession planning, and commenced planning for the 2024 board annual retreat.

GNC next meets on March 14, 2024.

VP PORTFOLIO REPORTS

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

Further to her report, V. Thompson highlighted that the new Associate Vice-President, Integrated Academic Planning and Strategic Initiatives, starts today and that a position for a new CRC in Digital Inclusion is posted as well. This position will replace Dr. George Veletsianos' CRC,

which has expired. A draft on the generative AI principles for RRU is currently being refined. She also highlighted the micro-credential in Leading Social Innovation in Post-Secondary, which was developed in partnership with Ashoka Canada, noting that RRU has just completed the first offering and that the University of Fraser Valley is wanting to pursue their own Ashoka designation. In terms of leading the way, RRU has developed content and programming on how other PSIs can pursue those designations. During Climate Week, V. Thompson participated in a Climate Action Leadership Accelerator, which was part of the MCAL cohort's residency, and spent time with *Hospicing Modernity* by Dr. Vanessa Andreotti, which talks about bringing harmful things to a good end and moving forward to emerging cultures.

Members expressed congratulations to Governor Holmes on winning the 2023 John Molson Business Ownership Case Writing Competition.

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

Twyford spoke to the following from his report: key risks and mitigation strategies; the development of the 2024/25 budget; an update on the IT systems pieces; the great engagement and turnout for Climate Week activities; an update on the West Shore campus construction and steps to mitigate risk with construction materials; work with the Songhees Nation and outreach to other Nations as well; employee engagement; the conclusion of the Associate Vice-President, Human Resources search; as well as continued work on the Capital Investment Plan and the newly installed campus security video system.

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

Further to her report, S. Gee shared about the Food Services review project and the reimagining of Hatley Castle project. Committees have been set up for both and are in process. The intention is to leverage Hatley Castle as a tourist destination, and her team has been meeting with community groups connected to tourism regarding ways to boost and leverage the site. Hatley Castle was open as part of a seasonal event, which had an overwhelming response. The Advancement team is doing well. Regarding marketing, all ads are in the market right now and will continue until the end of March, after which new advertising will be launched. All ads are focused on enrolment growth.

CONSENT AGENDA

PRO-FORMA MOTION

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

13. Consent Agenda - Approval items:

None.

14. Consent Agenda - Information items:

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

15. Adjournment of Open Session

The meeting adjourned at 9:40 a.m.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING:	March 26, 2024
AGENDA ITEM:	Approval of the Bachelor of Arts in Hospitality and Tourism Management (BAHTM)
SPONSOR:	Philip Steenkamp, Chair, Program and Research Council Veronica Thompson, Chair, Academic Council
PURPOSE:	For Decision

Synopsis:

Consistent with their terms of reference, Academic Council and Program and Research Council review proposals for new degrees prior to recommendation to the Board of Governors. The attached proposal for combining the current BA in Global Tourism Management (BAGTM) and BA in International Hotel Management (BAIHM) into the newly named BA in Hospitality and Tourism Management (BAHTM) is presented for consideration and recommendation to the Board of Governors.

Background:

- A)** The proposed Bachelor of Arts in Hospitality and Tourism Management (BAHTM) is a merging of existing BA in International Hotel Management (BAIHM) and BA in Global Tourism Management (BAGTM) programs. The purpose of the BAHTM is to provide students who have an interest in the hospitality and tourism industry with a strong broad foundation of the entire sector while still allowing for specializations in hotel management and tourism management. As the tourism and hospitality industry grows and matures, the expectations on the practicing professionals are changing. The BAHTM provides students with the latest skills and knowledge to be successful in their chosen career paths and the new program will provide more flexibility to respond to changes in the tourism and hospitality industry.

Approval Process

Full program proposal reviewed:

- Curriculum Committee 14 June 2023
- Academic Council 31 January 2024
- Program & Research Council 11 March 2024
- Board of Governors 26 March 2024

Fit to Vision and Strategic Direction:

The degree will continue to address the vision of “Inspiring people with the courage to transform the world.” It will also maintain a focus on sustainable and regenerative practices to help ensure that graduates bring positive impacts to the global stage. Historically, the two programs have attracted multicultural students which enhances inclusion and diversity in all aspects of university life.

Implications:

B) Financial:

This revision and merging of the BAIHM and BAGTM programs will result in cost savings as duplicate/similar courses have been removed.

C) Human Resource: none

D) Campus Planning: none

E) Stakeholder/Community: none

F) Equity, Diversity, Inclusion and Anti-Racism:

The program includes learning outcomes that recognize the roles and impacts of cultural diversity on tourism and hospitality.

G) Sustainability: none

H) Climate Action: none

H) Other

Risk Assessment:

There are no anticipated risks associated with the merging and renaming of this undergraduate degree, although approval of the name change must be provided by the Degree Quality Assurance Board (DQAB). If DQAB determines that the merging and renaming of this degree is more substantive, there may be the need to submit the program as a new submission and be subject to the peer review process. Should this occur, it could delay the ability to launch the degree for a September 2024 start date.

Recommendation:

Academic Council and Program and Research Council recommend that the Board of Governors approve combining the current BA in Global Tourism Management (BAGTM) and BA in International Hotel Management (BAIHM) degrees to provide greater efficiencies while also allowing more flexibility into the future for new specializations.

MOTION:

That the Board of Governors approve combining the BA in Global Tourism Management (BAGTM) and the BA in International Hotel Management (BAIHM) under a new degree: BA in Hospitality and Tourism Management (BAHTM), as presented in Attachment 1.

Attachments:

1. Bachelor of Arts in Hospitality and Tourism Management (BAHTM) program proposal



New or Revised Program Proposal Cover Sheet

Approval (for committee use only)	
Board of Governors	Approve: dd-mmm-yyyy
Program and Research Council	Approve/Recommend: 11-Mar-2024
Academic Council	Approve/Recommend: 31-Jan-2024
Curriculum Committee	Approve/Recommend: 06-June-2023
Executive Committee (new/major revisions)	Approve/Recommend dd-mmm-yyyy
Proposal Notes (for VPA office use only)	

To be completed by program area prior to submission to dean

Program Name	Bachelor of Arts in Hospitality and Tourism Management (BAHTM)	
Name, School, and Faculty of Proposal Submitter	Eugene Thomlinson, School of Tourism and Hospitality Management (STHM), Faculty of Management	
Effective Date: (i.e., indicate relevant start date)	September 2024	
Type of Submission:	<input type="checkbox"/>	New Program – first submission
	<input type="checkbox"/>	New Program – subsequent submission
	Program Variation:	
	<input type="checkbox"/>	New Specialization
	<input type="checkbox"/>	Dual Degree
	<input type="checkbox"/>	Alternate/customized structure (e.g. offshore)
	<input type="checkbox"/>	Other (specify)
	<input type="checkbox"/>	Revised Program (minor)
	<input checked="" type="checkbox"/>	Revised Program (major)
Rationale for the proposal (please be brief; maximum 30 words)	Recognizing changes in the education market and landscape, combining the current BA in Global Tourism Management (BAGTM) and BA in International Hotel Management (BAIHM) will provide greater efficiencies while also allowing more flexibility into the future for new specializations.	
Admissions Committee Review See https://staff.myrru.royalroads.ca/service/vpap/AC/AdmissionsCtee/default.aspx	<input type="checkbox"/>	Required for new programs and proposed admission changes to existing programs Approval date: (dd/mmm/yyyy)
Program Learning Outcomes are included as appendices to this proposal	<input checked="" type="checkbox"/>	Yes (required)
Consultation with RRU services for this proposal:	<input checked="" type="checkbox"/>	Centre for Teaching & Educational Technologies

		(for outcomes, course descriptions, program mapping, see http://ctet.royalroads.ca/learning-design-process)
	Y	Registrar's Office (to obtain course numbers and check for duplicates)
	Y	Financial Aid and Awards (to review program schedule and potential implications for financial aid eligibility)
	Y	Marketing (for new & revised programs to assist in promotion)
		Other academic or business units affected by the proposal (specify)

Revised Program Template

Summary of Program Revisions

The proposed Bachelor of Arts in Hospitality and Tourism Management (BAHTM) is a merging of the BA in International Hotel Management (BAIHM) and BA in Global Tourism Management (BAGTM) programs. The focus of the new program is to provide students who have an interest in the hospitality and tourism industry with a strong broad foundation of the entire sector while still allowing for specializations in hotel management and tourism management. As the tourism and hospitality industry grows and matures, the expectations on the practicing professionals are changing. Students should be provided with the latest skills and knowledge to be successful in their chosen career paths.

To create the new BAHTM degree, five BAGTM courses will be added to the original BAIHM program. With the new merged program, fifteen common core courses will provide the foundation for the new degree, with five specialty courses offered for either a hotel or tourism specialization.

Program Aim:

Prepare students for their professional careers in tourism and hospitality by providing them with an applied and authentic learning experience that is student-centred and community based.

Program Goals:

- To contribute to professionalism in the tourism and hospitality industry by providing advanced management education.
- To provide opportunities to learn and practice research, problem solving and critical thinking skills.
- To ensure course and program content is relevant to the industry needs.
- To support students to gain confidence and essential knowledge and skills relevant to increase responsibilities in the industry.

The proposed program builds upon the foundation and history of the BAIHM and BAGTM programs, while affording students improved collaboration and networking opportunities with students from a variety of backgrounds and interests. Students will have greater interaction between the previously separated two major areas of the industry – hotel management and tourism management. Students will take 15 common core courses, including subjects such as Leadership, Research Methods, Multicultural Management & Communications, Value Co-Creation, and a Career Development Internship. Additionally, students will have the opportunity to specialize in Hotel Management (HM) or Tourism Management (TM) by taking 5 courses focused on either the hotel industry or tourism industry in their final year. In the future as numbers rebound for the program, new specializations could be developed.

Students will graduate with a Bachelor of Arts in Hospitality and Tourism Management (BAHTM).

Rationale

The two originating programs have historically attracted 40-60 students each year collectively. These numbers have recently dipped due to a number of factors (e.g. loss of Study Group recruitment, COVID, visa issues, new competition, etc.). However, they are expected to climb again once the environmental factors have stabilized and begin improving. The merged program will provide Royal Roads University with cost savings while still providing students with an option for a hotel or tourism-focused academic experience and career opportunities.

The revised program will serve the original (and current) target markets. Additionally, the revision will allow the program to better adapt to changes in the market through the addition (or sunseting) of specializations, which was not possible with the two separate degrees.

The tourism and hospitality industry is highly interconnected and one of the largest sources of economic activity in the world. The “tourism” industry often refers to elements such as destinations, attractions, transportation, etc., while “hospitality” generally focuses on accommodations, restaurants and similar parts of the industry. Universities and colleges around the world collaborate with the tourism and hospitality sectors offering a wide range of educational programs from market entry professional certification programs (e.g. hotel services, guiding, food and beverage operations) through to university degrees (e.g. tourism management, hotel administration) and professional education via continuing studies and industry training. According to Government of BC statistics, the tourism industry contributed over \$730 million in provincial taxes for 2020. As a direct contribution to BC’s gross domestic product, it generated approximately \$2.4 billion, which is more than Forestry and Logging (\$1.7 billion). After a brief dip in industry employment during 2020/21 due to COVID, growth in new hires has resumed. In 2022, employment in the industry reached 87.5% in food and beverage and 91.8% in transportation, but near 100% in recreation and entertainment. The BC Hotel Association (BCHA) and Go2HR estimate that there are currently over 50,000 unfilled tourism and hospitality positions in the province of BC and more than 300,000 vacancies in Canada.

The program is designed to help lessen this labour shortfall by educating more students to pursue management careers in the hotel and tourism industry.

At the university level, the proposed program addresses the vision of “Inspiring people with the courage to transform the world”. Tourism and hospitality is a multidisciplinary field with broad economic, social and environmental impacts, both positive and negative. The program’s focus on sustainable and regenerative practices will help ensure that graduates are creating the greatest net positive impacts on a global stage. Based upon previous cohorts, the two programs (BAIHM and BAGTM) have historically attracted very multicultural students who quickly demonstrate their positive influence on the industry. The proposed program will further those accomplishments.

Revised Program Description

The revised/merged Learning Outcomes are provided in Appendix A. These are essentially unchanged from the original Learning Outcomes of the two programs (BAIHM and BAGTM).

A proposed schedule which demonstrates the progression through the program as well as highlighting the core versus specialization courses is shown in Appendix B.

The program is taught on-campus with multiple opportunities for off-campus activities.

The Program Description for the website is planned to state:

Through the Bachelor of Arts in Hospitality and Tourism Management, you'll build your management and leadership knowledge and skills in areas such as strategic planning, human resources, financial skills, digital communication, value co-creation and entrepreneurship. All this is built on a foundation of sustainability and caring about the world around us.

You'll develop the skills to build resilience and lead change in your industry.

From day one, you have opportunities to:

- meet and be taught by local and international industry professionals
- study through a lens of technology, entrepreneurship, and globalization

- learn alongside students from different backgrounds and cultures
- participate in collaborative online international learning (COIL) experiences
- Obtain a paid internship and apply for career programs within internships

You can further your studies through an optional term abroad at a partner university and by participating in applied, field activities at some of British Columbia's resorts and destinations.

To complete your degree, you'll apply all you've learned with a three-month paid internship.

Course Descriptions

All common core courses will be reviewed to ensure that they offer an overall balanced mix of hotel and tourism material. This will ensure that students receive a broad understanding of the hospitality and tourism industry.

Some specific program/course revisions include:

A. IHMN300 Industry Analysis (3 credits) replaced by IHMN435 Field Study (3 credits)

Takes students out of the classroom to better understand tourism and hospitality management in the field. Integrates coursework with practical experience in the community. Incorporates a variety of courses previously taught to the students, including globalization, value co-creation, career development, and leadership. Exposes the students to actual tourism and hospitality operations in a destination. Introduces students to hospitality and tourism industry professionals and facilitates networking.

Global Tourism Management specialization courses will also be added to the original BAIHM degree from the BAGTM program including:

A. GTMN344 – Selected Topics (3 credits)

Exposes students to the most current developments and ideas in tourism and hospitality. Links contemporary issues to tourism and hospitality curriculum. Reviews and analyzes current topics in tourism and hospitality. Encourages students to work independently while furthering their skills and understanding in selected topic areas.

B. IHMN325 – Financial Management for Tourism (3 credits)

Introduces students to four key areas of financial management – financial accounting, managerial accounting, corporate finance and international finance. Students develop financial models for predicting funding requirements, as applied to the tourism industry. Key topics such as budgeting, foreign exchange, profit centers, productivity, and reading financial statements will be discussed.

C. IHMN435 – Destination Management and Marketing (3 credits)

Analyses the role, structure, and policies of destination and marketing management organizations at the local, regional, and national levels. Assesses and evaluates stakeholder and infrastructure issues in creating a sustainable tourism destination. Reviews international marketing concepts and builds capabilities for research and interpretation of data. Addresses the motivations of tourists in the selection of destinations.

D. IHMN335 – Special Events (3 credits)

Reviews and assesses the role of events development and management in global tourism. Analyzes their impact as a tourism and economic driver for destinations. Addresses event administration, design, marketing, operations and risk. Examines event management functions and the integration of these roles into the events management team. Applies the course learning by developing and producing a “real world” event.

E. IHMN411 – Tourism Policy and Planning (3 credits)

Evaluates sustainable tourism policy applied to tourism human resource strategies, community development and urban planning, destination marketing, and strategies for the organization and leadership of tourism planning initiatives. With the enormous growth and pace of change in tourism, governments, industry and communities need to be more strategic in their planning in order to maximize benefits while minimizing costs. Students will explore these issues on a regional, national and international scale.

Admission Requirements

Due to the merging of the BAIHM and BAGTM programs, admission requirements will be harmonized. This will result in the prerequisite of a “recognized college/university level financial accounting course with a “C” (2.00/4.33)” being removed for entry into the BAIHM program. All other admission requirements will remain the same.

Financial Requirements

This revision and merging of the BAIHM and BAGTM programs is not expected to have any negative financial implications. The merged program will result in significant cost savings as duplicate/similar courses have been removed. The new program will also provide more flexibility to adapt to changes in the tourism and hospitality industry, allowing it to remain more relevant for potential students.

Appendix A: Program Competencies & Learning Outcomes

Learning Outcomes for BA in Hospitality and Tourism Management

1. Global Awareness

- 1.1 Analyze and interpret the impact of global issues facing hotel and tourism managers.
- 1.2 Demonstrate application of sustainable and regenerative management techniques on businesses, communities, and the environment.
- 1.3 Demonstrate multicultural sensitivity and awareness to global issues, opportunities and sustainability.

2. Knowledge

- 2.1 Describe the fundamentals of entrepreneurship and business decision making, including marketing and financial management.
- 2.2 Develop an understanding of human resource management in hotels and tourism.
- 2.3 Create a strategic plan for hotel/tourism in response to current trends and markets.
- 2.4 Demonstrate an understanding of fundamental research skills related to hotel and tourism management.

3. Critical Thinking & Problem Solving

- 3.1 Select and synthesize information and data to critically assess a situation or problem and identify possible actions
- 3.2 Creatively analyze and interpret case study scenarios and recommend solutions
- 3.3 Formulate logical conclusions using sound research methods and conceptual models.

4. Leadership and Collaboration

- 4.1 Perform as an effective team member in a variety of situations and circumstances.
- 4.2 Demonstrate leadership skills and the ability to follow the lead of others.
- 4.3 Demonstrate support for all team members in group assignments and activities.
- 4.4 Recognize the roles and impacts of cultural diversity on tourism and hospitality.

5. Effective Communication

- 5.1 Produce high quality written materials and oral presentations using both narrative and graphic representations.
- 5.2 Regularly participate in class discussions and contribute to the learning of others.
- 5.3 Display effective computer, internet and interviewing/questioning skills.

Appendix B: Proposed Schedule for BAHTM with Specializations

Program	Term 1 – Fall	Term 2 – Winter	Summer – 1	Term 3 – Fall	Term 4 – Winter	Summer – 2
IHM specialty				IHMN388 – Hotel Facilities IHMN420 – Revenue & Yield IHMN330 – Int'l Hotel Mgmt	IHMN320 – Hospitality Finance IHMN465 – Leading Edge	
Common core courses	IHMN305 – Writing & Thinking IHMN301 – Digital Commis IHMN315 – Research Methods IHMN360 – Multicultural IHMN485 – Globalization	IHMN354 – Leadership IHMN440 – Entrepreneur IHMN490A – Career Dev IHMN455 – HR IHMN416 – Value Co-creation	IHMN490B – Intern?	IHMN430 – Sustainability IHMN476 – Strategy	IHMN435 – Field Study IHMN475 – Ethics	IHMN490B – Intern?
GTM specialty				GTMN344 – Selected Topics IHMN325 – Financial Mgmt IHMN413 – Destination Mgmt	IHMN335 – Special Events IHMN411 – Tourism Policy	

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 26, 2024

AGENDA ITEM: 2024/25 Operating and Capital Plan

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

PURPOSE: For Information

Synopsis:

Presentation of the Royal Roads University 2024/25 Operating and Capital Plan to the Board of Governors.

Recommendation:

That the Board of Governors receive the University's 2024/25 Operating and Capital Plan.

Attachment:

1. 2024/25 Operating and Capital Plan

FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



MEETING:	March 14, 2024
AGENDA ITEM:	2024/25 Operating and Capital Plan
SPONSOR:	Philip Twyford, Vice-President, Finance and Operations
PURPOSE:	For Approval

Synopsis

Presentation of the Royal Roads University 2024/25 Operating and Capital Plan to the Finance and Audit Committee for their review and recommendation to the Board of Governors.

Background

Royal Roads University (RRU, the University) has seen a decline of 390 (13.3%) student FTEs in 2022/23 and a further reduction of 335 (13.2%) student FTEs in 2023/24. The declines have been in both domestic and international student FTEs as shown in Table 1. The reductions have been across many programs. Nationally, many post-secondary institutions have seen softening in enrolment numbers, especially in international students given IRCC visa processing delays and other global headwinds. The exact causes of the RRU enrolment declines, especially on the domestic side, are not yet confirmed, however, the resulting fall in tuition revenue has placed a significant financial pressure on the University. This financial pressure has been exacerbated by increases in inflation resulting in further cost pressures to net income.

Table 1: Change in Student FTE Enrolment Since 2019/20

	19/20	20/21	21/22	22/23	23/24	24/25
	Actual				Forecast	Plan
Domestic FTE's	2,025	2,040	2,160	1,875	1,584	1,671
Annual Domestic FTE Growth	-37	15	120	-285	-291	87
<i>Domestic FTE Growth Rate</i>	-1.8%	0.7%	5.9%	-13.2%	-15.5%	5.5%
International FTE's*	1007	792	771	666	622	720
Annual International FTE Growth	193	-215	-21	-105	-44	98
<i>International FTE Growth Rate</i>	23.7%	-21.4%	-2.7%	-13.6%	-6.6%	15.8%
Total	3,032	2,832	2,931	2,541	2,206	2,391
Annual Total FTE Growth	156	-200	99	-390	-335	185
<i>Total FTE Growth Rate</i>	5%	-6.6%	3.5%	-13.3%	-13.2%	8.4%
<i>*International FTE's includes Offshore</i>						

RRU has responded to declining tuition revenue by reducing operating spending and identifying new sources of revenue. Cost reductions have been achieved by delaying infrastructure repairs and maintenance, reducing operating spending across the institution, freezing staff FTEs, and delaying hiring. New revenue includes lease income from JIBC for the rental of the Cedar Building, additional

income from parking and other ancillary services, and additional investment income due to changes in the University's investment approach. In 2019/20 and 2020/21 when net income began to decline, the University reduced its financial working capital. As a result, RRU has less working capital at its disposal for unforeseen events, placing greater pressure on investment balances (savings).

Based on 2023/24 enrolment and tuition revenue forecasts, RRU is projecting a \$7.6M shortfall for the 2023/24 fiscal year. This shortfall includes a \$3.3M write down of IT projects. The shortfall will be fully funded by a transfer from accumulated surplus.

The University has received formal approval from the Ministry of Post-Secondary Education and Future Skills to record a shortfall of up to \$7.6M for 2023/24 (ref: Butler/Twyford, 29 Feb 2024).

To address enrolment concerns a Critical Enrolment Team was formed which has been reviewing internal and external factors affecting enrolment and recommending changes to address identified issues.

Budget 2024/25

RRU considered several financial scenarios to identify a clear path forward to a balanced budget within the next three years. To reach this milestone, the University requires student FTE growth of 5% in domestic FTEs and 16% in international FTEs in fiscal 24/25 (Table 2) and 8% and 3% in the following two years, respectively. The draft budget proposes a return to a balanced budget by fiscal 2026/27 with a modest surplus of \$0.5M (Table 3 and Appendix A).

The University is working with the Ministry on a Deficit Management Plan for 2024/25. The Board may approve a deficit budget if it has sufficient reserves in its accumulated surplus to offset the shortfall. Management will continue to manage the pressures through 2024/25 to minimize the financial impact on the University.

Table 2: Proposed SEM Projections*

	19/20	20/21	21/22	22/23	23/24	23/24	24/25	25/26	26/27	Variance 24/25 Plan to 23/24 Forecast	
	Actual				Budget	Forecast	Plan			Change	Change %
FTEs											
New - Domestic	682	755	733	504	718	491	735	794	818	244	50%
Continuing - Domestic	1,343	1,285	1,427	1,371	1,244	1,093	936	1,011	1,041	(157)	(14%)
Total Domestic FTEs	2,025	2,040	2,160	1,875	1,961	1,584	1,671	1,805	1,859	87	5%
New - International	381	254	349	253	305	261	368	397	409	107	41%
Continuing - International	366	390	333	413	352	361	352	380	392	(9)	(2%)
Total International FTEs	747	644	682	666	658	622	720	778	801	98	16%
Total FTEs	2,772	2,684	2,842	2,541	2,619	2,206	2,391	2,582	2,660	185	8%
Tuition Revenue											
Domestic \$	26,258	27,222	29,263	25,970	27,653	22,458	24,401	26,881	28,241	1,943	9%
International \$	12,897	11,406	12,142	11,894	11,938	11,382	13,814	15,514	16,779	2,432	21%
Total Tuition Revenue	\$39,155	\$38,628	\$41,405	\$37,864	\$39,591	\$33,840	\$38,215	\$42,395	\$45,020	\$4,375	13%
International FTE %	27%	24%	24%	24%	25%	28%	30%	30%	30%		
International FTE \$	33%	30%	29%	28%	31%	34%	36%	37%	37%		

*Excludes student FTEs enrolled in offshore programs prior to 2022/23 when the offshore programs ended.

Table 3: Draft Budget 2024/25

	19/20	20/21	21/22	22/23	23/24	23/24	24/25	25/26	26/27	Variance 24/25 Plan to 23/24 Forecast	
	Actual				Budget	Forecast	Plan			\$	%
Tuition Fees and Other Academic Fees	44,788	42,854	46,891	43,538	45,085	39,700	44,030	48,653	51,512	4,329	11%
Provincial Grants	21,489	23,565	23,191	25,325	29,006	32,406	32,162	32,980	33,815	(244)	-1%
Research Grants	2,793	3,025	3,178	3,939	3,624	5,461	4,262	4,262	4,262	(1,199)	-22%
Amortization of Deferred Capital Contributions	2,670	2,753	2,827	3,160	3,324	3,420	3,935	3,935	3,935	516	15%
Ancillary Revenues	2,117	422	771	2,247	2,632	2,347	2,428	2,622	2,701	81	3%
Investment Revenue	1,830	229	470	876	736	386	328	246	271	(58)	-15%
Other Revenue	1,453	2,573	1,407	2,165	1,982	1,820	2,152	2,325	2,394	332	18%
TOTAL REVENUES	77,141	75,421	78,736	81,250	86,392	85,539	89,297	95,023	98,890	3,758	4%
Salaries & Benefits - RRU Funded	45,649	46,482	49,796	50,517	51,923	54,673	54,548	55,639	56,751	(126)	0%
Salaries & Benefits - Externally Funded	895	1,297	1,292	1,924	1,672	2,409	2,020	2,020	2,020	(389)	-16%
Contracted Services - Non Academic	1,889	2,200	2,487	2,731	2,839	4,042	3,939	4,018	4,098	(103)	-3%
Contracted Services - Academic	7,237	7,071	7,224	6,398	7,042	5,617	6,452	7,129	7,548	835	15%
Instructional & Program Delivery	2,208	1,031	1,167	1,659	1,860	1,675	1,928	2,174	2,347	254	15%
IT and Telecommunications	1,330	1,382	1,534	1,867	2,872	2,476	2,761	3,116	3,178	285	12%
Marketing	2,057	2,092	1,936	1,840	1,773	1,497	1,765	1,800	1,836	268	18%
Student Recruitment	2,546	1,786	1,570	1,352	1,891	1,731	2,936	3,297	3,566	1,205	70%
Supplies and Services	7,589	5,805	5,357	6,616	6,357	8,619	8,280	8,446	8,615	(338)	-4%
Grounds, Facilities and Equipment	1,918	1,638	1,676	1,443	1,677	1,554	1,780	1,816	1,852	226	15%
Amortization	3,709	3,894	4,191	4,877	5,685	5,588	6,531	6,531	6,531	943	17%
TOTAL EXPENSES	76,998	73,578	78,230	81,223	85,592	89,880	92,941	95,986	98,345	3,060	3%
Surplus (Shortfall) Before Capital Adjustment and Offset	143	1,843	506	27	800	(4,341)	(3,643)	(964)	545		
Capital Adjustment					736	3,259					
Surplus (Shortfall) After Capital Adjustment before Offset	143	1,843	506	27	64	(7,600)	(3,643)	(964)	545		
Offset from Accumulated Surplus						7,600	3,643	964			
Final Surplus (Shortfall)	143	1,843	506	27	64	-	-	-	545		
Cash	6,948	5,968	9,326	2,160		4,741	2,770	2,520	3,065		
Investments	52,745	51,162	23,825	20,822		14,946	15,245	15,550	15,861		
TOTAL CASH & INVESTMENT BALANCES	59,693	57,130	33,150	22,982		19,687	18,015	18,070	18,926		
STUDENT FTES	2,772	2,684	2,842	2,541	2,619	2,206	2,391	2,582	2,660	185	8%
Domestic	2025	2040	2160	1875	1961	1,584	1671	1805	1859	87	5%
International	747	644	682	666	658	622	720	778	801	98	16%
Offshore	260	148	89								
International %					25%	28%	30%	30%	30%		

Key Risk - Enrolment

The draft budget assumes that current cost containment measures, including work force management, will continue. Recognizing that further cost containment measures will have augmented impacts on our staff and students, reaching RRU's 2024/25 enrolment targets is key to reducing our current shortfall and returning to a balanced budget as planned. Table 4 shows the impacts of missing enrolment targets. For example, if only 75% of new enrolments materialize in 2024/25, the shortfall before capital adjustments could increase to \$7.3M.

Table 4: Enrolment target impacts on financial performance

	% of New Student Enrolments						
	2023/24 Budget	2023/24 Forecast	2024/25 Plan 100%	2024/25 Plan 75%	2024/25 Plan 50%	2024/25 Plan 25%	2024/25 Plan 0%
FTEs							
New - Domestic	718	491	735	557	379	201	-
Continuing - Domestic	1,244	1,093	936	936	936	936	959
Total Domestic FTEs	1,961	1,584	1,671	1,493	1,315	1,137	959
New - International	305	261	368	276	184	92	-
Continuing - International	352	361	352	352	352	352	352
Total International FTEs	658	622	720	628	536	444	352
Total FTEs	2,619	2,206	2,391	2,121	1,851	1,581	1,311
Tuition Revenue							
Domestic \$	27,653	22,458	24,401	21,746	19,091	16,436	13,781
International \$	11,938	11,382	13,814	12,019	10,223	8,427	6,631
Total Tuition Revenue	\$39,591	\$33,840	\$38,215	\$33,765	\$29,314	\$24,863	\$20,412
International FTE %	25%	28%	30%	30%	29%	28%	27%
International FTE \$	30%	34%	36%	36%	35%	34%	32%
Revenues	86,392	85,539	89,297	84,335	79,396	74,457	69,518
Expenses	86,328	89,880	92,941	91,680	90,409	89,137	87,865
Surplus (Shortfall) before Offset	\$64	(\$4,341)	(\$3,643)	(\$7,345)	(\$11,013)	(\$14,680)	(\$18,347)
Offset from Accumulated Surplus		\$4,341	\$3,643	\$7,345	\$11,013	\$14,680	\$18,347
Final Surplus (Shortfall)	\$64	-	-	-	-	-	-
Cash & Investments - Impact		\$19,688	\$18,015	\$14,313	\$10,645	\$6,978	\$3,311

*Due to rounding, numbers presented may not add up precisely

The shortfall in the operating plan projections shown in Table 4 above include both cash and non-cash elements (amortization). As a result, the draw-down of cash and investments is less than the total amount of the shortfall, as the shortfall will be funded by both cash and non-cash accumulated surplus.

Recommendation

Management recommends that the Committee endorse the 2024/25 Operating and Capital Plan as presented in Attachment 1.

Motion

That the Finance and Audit Committee recommends that the Board of Governors approves the 2024/25 Operating and Capital Plan.

Attachment

- 2024/25 Operating and Capital Plan

Appendix A – Draft Budget plan 2024/25 – 2026/27

	19/20	20/21	21/22	22/23	23/24	23/24	24/25	25/26	26/27	Variance 24/25 Plan to 23/24 Forecast	
	Actual				Budget	Forecast	Plan			\$	%
Tuition Fees and Other Academic Fees	44,788	42,854	46,891	43,538	45,085	39,700	44,030	48,653	51,512	4,329	11%
Credit - Domestic	26,279	27,213	29,256	25,929	27,653	22,458	24,401	26,881	28,241	1,943	9%
Credit - International	12,876	11,415	12,149	11,936	11,938	11,382	13,814	15,516	16,781	2,432	21%
Credit - Offshore	363	487	113								
Tuition Discounts/Waivers (Credit)	(596)	(921)	(445)	(376)	(489)	(418)	(390)	(376)	(399)	28	-7%
Non-Credit Fees	3,361	2,367	3,705	3,955	3,376	4,479	3,963	4,366	4,587	(515)	-12%
Tuition Discounts/Waivers (Non-Credit)	(5)	(26)	(256)	(189)	(158)	(268)	(249)	(274)	(288)	19	-7%
Other Academic Fees	2,511	2,318	2,369	2,283	2,766	2,067	2,490	2,540	2,590	422	20%
Provincial Grants	21,489	23,565	23,191	25,325	29,006	32,406	32,162	32,980	33,815	(244)	-1%
Operating and Mandate	19,448	21,730	21,843	24,367	28,093	28,818	30,401	31,220	32,054	1,585	6%
Other	2,042	1,835	1,348	958	913	3,590	1,761	1,761	1,761	(1,829)	-51%
Research Grants	2,793	3,025	3,178	3,939	3,624	5,461	4,262	4,262	4,262	(1,199)	-22%
Amortization of Deferred Capital Contributions	2,670	2,753	2,827	3,160	3,324	3,420	3,935	3,935	3,935	516	15%
Andillary Revenues	2,117	422	771	2,247	2,632	2,347	2,428	2,622	2,701	81	3%
Investment Revenue	1,830	229	470	876	736	386	328	246	271	(58)	-15%
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TOTAL REVENUES	77,141	75,421	78,736	81,250	86,392	85,539	89,297	95,023	98,890	3,758	4%
Salaries & Benefits - RRU Funded	45,649	46,482	49,796	50,517	51,923	54,673	54,548	55,639	56,751	(126)	0%
Gross S&B	45,649	46,482	49,796	53,005	62,130	62,130	63,058	64,320	65,606		
FTE reduction							(5,988)	(6,108)	(6,230)		
Vacancy Allowance \$				(2,489)	(10,207)	(7,457)	(2,522)	(2,573)	(2,624)		
Salaries & Benefits - Externally Funded	895	1,297	1,292	1,924	1,672	2,409	2,020	2,020	2,020	(389)	-16%
Contracted Services - Non Academic	1,889	2,200	2,487	2,731	2,839	4,042	3,939	4,018	4,098	(103)	-3%
Contracted Services - Academic	7,237	7,071	7,224	6,398	7,042	5,617	6,452	7,129	7,548	835	15%
Instructional & Program Delivery	2,208	1,031	1,167	1,659	1,860	1,675	1,928	2,174	2,347	254	15%
IT and Telecommunications	1,330	1,382	1,534	1,867	2,872	2,476	2,761	3,116	3,178	285	12%
Marketing	2,057	2,092	1,936	1,840	1,773	1,497	1,765	1,800	1,836	268	18%
Student Recruitment	2,546	1,786	1,570	1,352	1,891	1,731	2,936	3,297	3,566	1,205	70%
Supplies and Services	7,589	5,805	5,357	6,616	6,357	8,619	8,280	8,446	8,615	(338)	-4%
Grounds, Facilities and Equipment	1,918	1,638	1,676	1,443	1,677	1,554	1,780	1,816	1,852	226	15%
Amortization	3,709	3,894	4,191	4,877	5,685	5,588	6,531	6,531	6,531	943	17%
TOTAL EXPENSES	76,998	73,576	78,230	81,223	85,592	89,880	92,941	95,986	98,345	3,060	3%
Surplus (Shortfall) Before Capital Adjustment and Offset	143	1,843	506	27	800	(4,341)	(3,643)	(964)	545		
Capital Adjustment					736	3,259					
Surplus (Shortfall) After Capital Adjustment before Offset	143	1,843	506	27	64	(7,600)	(3,643)	(964)	545		
Offset from Accumulated Surplus						7,600	3,643	964			
Final Surplus (Shortfall)	143	1,843	506	27	64	-	-	-	545		

Budget Assumptions

Revenue

- Tuition Revenue:
 - Tuition revenue in current year based on enrolment numbers approved by SEM
 - Tuition increases for international students 4%, 5% and 5% in outyears; 2% for domestic students all years
 - Growth in out year revenue assumes an 8%/3%/3% FTE growth scenario to balance in Year 3
 - Non-Credit fees based on input from PCS and excludes revenue for Ryerson Contract (revenue stream ended in Fiscal 2023/24)
- Provincial Grants include:
 - 1M of BC Future Skills grant (renewal of program for Fiscal 24/25)
 - 1.3M in mandate funding (2.5% for all employees excluding Directors and above)
 - Less: 600K ACA funding (not expected to roll over from current fiscal)
- Research grants based on projections received from Research Department and revenue is netted against expenses.
- DCC is based on Amortization schedule (excluding Westshore Campus)
- Ancillary and Other revenue are generally based on % student growth excluding:
 - Filming is set on annual budget of 55K (currently forecasted at 28K)
 - Rental revenue includes rental of Cedar building (\$28K per month) in perpetuity (i.e., assumed replacement tenant after JIBC departs)
 - Other Grant revenue excludes funds for ECO Canada Indigenous Certificate contract (ended July 31/23; grant for diploma program development underway)
- Investment revenue decrease in fiscal 24/25 due to decrease of balances.
- Investment revenue is unrestricted.

Expenses

- Salaries & Benefits - Unfunded includes the following assumptions:
 - COLA is budgeted at 3.0% in Year 1 and 2% in Year 2 & 3
 - Severance decreased from \$1.1M to 5-year avg (2018-2022) of 500K
 - No central budget for reclassifications
 - Wellness benefit included for CUPE & RRUFA (excludes all non-union staff)
 - New positions added: Student Fundraiser (funded through nonlabour budget in VPCA portfolio) and CRM Administrator (funded through non labour budget in VPFO)
- Salaries & Benefits - Funded positions are all funded through research or other grants
- All other expenses are based on 2% inflationary spending or departmental input with the following major adjustments:
 - Non-Academic contracts exclude ACA funded contracts and include research funded contracts
 - Academic contracts are based on current year spend as a function of tuition and non-credit fee revenue
 - Instructional and Program delivery excludes costs associated with the Ryerson Contract (ending Dec 31/23) and ECO Canada Indigenous Certificate (ended Jul 31/23)
 - IT and Telecommunications includes licensing fee increases
 - Marketing excludes costs related to Ryerson Contract

- Supplies & Services excludes ACA related spend on consulting and Ryerson Contract costs and includes research expenses
- Grounds, Facilities & Equipment includes 200K increase in budget to capture switch to renewable natural gas
- Amortization based on schedule (excluding Westshore campus) and recommended capital adjustment in the current year

Budget Exclusions

1. The University is expecting a decision on the funding of West Shore in Q1 2024/25. This budget excludes the operations and financial impact of the West Shore Initiative.
2. This budget excludes funding projections for any new initiatives, including potential new offshore program delivery
3. Funding for the Ryerson Contract (Future Skills) revenue is not included as the program ended December 31, 2023
4. Funding for the ECO Canada Indigenous Certificate is not included as the program ended July 31, 2023



{Draft, print-proof to be developed}

Royal Roads University Operating and Capital Budget 2024/25

Royal Roads University

Operating and Capital Budget Plan 2024/25

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Letter From the President

Dear Colleagues,

Reflecting on the past year, I am encouraged and inspired by your innovative and collaborative efforts to navigate the ongoing global challenges impacting the post-secondary sector. My confidence in our collective ability to overcome those challenges with care, courage and creativity comes from seeing that work in action every day.

As significant macro-economic shifts re-shape the world, we're engaging in conversations provincially and nationally – ones that explore complex questions from the purpose of post-secondary education to what a sustainable post-secondary sector looks like.

The budget for 2024/25 was developed against a backdrop of these uniquely challenging times which are impacting all academic institutions. Although our foundational purpose is to deliver transformational learning experiences for our students, we must also acknowledge the need for financial sustainability given ongoing enrolment pressures and rising costs.

Key highlights of this year's budget include:

- \$24.1M to continue construction of the West Shore Initiative, a collaboration between Camosun College, Royal Roads University and the University of Victoria. The new campus will accommodate 1,300 full-time students at full capacity and increase access to post-secondary education on the West Shore and in other communities on southern Vancouver Island.
- More than \$4.3M in research revenue—a 53 per cent increase since 2019/20—that showcases the growth of our dynamic research enterprise.
- \$735K for ongoing hiring of the Emerging Indigenous Scholars Circle, creating opportunities to support Indigenous doctoral graduates in the early career stages.
- \$1.6M to fund salary and wage increases for bargaining and excluded members in line with government's [2022 Shared Recovery Mandate](#).
- \$300,000 for strategic projects and innovative initiatives.

I would like to express my sincere appreciation to all of you — our faculty and staff — for contributions to the development of the 2024/25 operating and capital plan and for continued support of one another, our students and this institution over the past year. Your commitment to our vision and values is our greatest strength.

Sincerely,

Philip Steenkamp, PhD
President and Vice-Chancellor

1.0 Executive Summary

Royal Roads University's (the University, RRU) approach to operating and capital planning is designed to align financial operating and capital resources with the University's vision and values. In doing so, the planning process can meet changing institutional needs and remain responsive to new opportunities and challenges. In keeping with its commitment to financial stability and sustainability, the 2024/25 operating and capital budget is taking a risk-based financial management approach including consideration of key economic and environmental factors.

Post-secondary institutions (PSIs) have navigated an era of unprecedented volatility over the past decade, and the coming decade is expected to bring further challenges at an accelerating pace, requiring an increased focus on operational adaptability and financial resilience.

From a financial lens, changes in enrolment over the past few years have contributed to a substantial shift in the makeup of general operating revenues, with core government grants contributing a smaller proportion of total university funds. Consequently, PSIs are becoming increasingly more reliant on tuition, fees and ancillary revenues to fill funding gaps.

Considering the relative importance that tuition and fees have contributed to university revenues in recent years, managing and planning for the impacts of disruptions has been an ongoing challenge. From an international perspective, while concerns over challenges in travel and entry restrictions in Canada did not materialize in lower enrolments at the start of the pandemic, many Canadian institutions started observing declines in 2022. Inflation, global political and economic realities combined with recent federal and provincial changes in the student visa process are having a chilling effect on international student enrolment, the full impact of which is still to be seen. Rapidly changing economic and labour market conditions across Canada, combined with demographic changes in BC's population have contributed to declines in domestic enrolment.

In response to ongoing enrolment challenges and inflationary pressures, the University has exercised caution over discretionary spending with the goal of achieving a balanced budget in year three of this three-year plan. While the prior year was marked with high inflation, exceptionally tight labor markets and global supply shocks, it is anticipated that the University will continue to face slow economic growth through 2024/25 until economic conditions stabilize.

Within this context, the 2024/25 budget for the University is presented in this operating and capital plan. The purpose of this plan is to support the vision and values laid out in [Learning for Life: 2045 and beyond](#), balancing long-term financial sustainability and responsible resource allocation to meet the University's strategic mission.

2.0 2023/24 Forecast

Global factors continue to influence university revenue and expenditure trends in new and uncertain ways. While the last two years saw an end to a decade of ultra-low interest rates and the emergence of inflationary pressures, 2024 is starting to show signs of stabilization. Higher interest rates and tighter global conditions experienced throughout the last two years are helping to bring inflation toward the Bank of Canada's long-run two percent target. However, the full impact of these influences will not be felt for several years and, for the foreseeable future, low enrolment and financial challenges remain predominant risk factors.

Enrolment

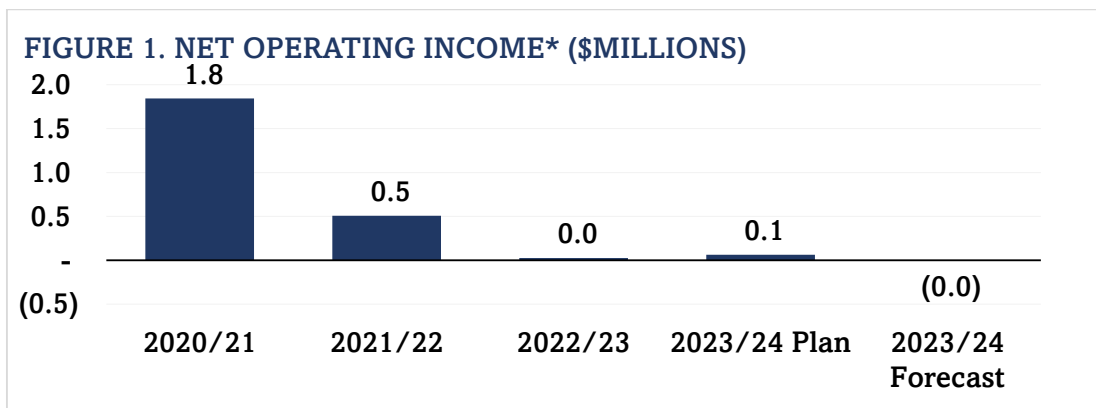
In 2022/23 RRU experienced a decline of 390 full-time equivalent (FTE) students from the year prior, a reduction of 13.3%. In 2023/24, the University is forecasting a decline in enrolment of 335 new and continuing student FTEs over the prior year, a further reduction of 13.2%, including 291 fewer domestic enrolments. The overall financial impact for 2023/24 is forecast to be a \$4.3M (11%) decline in tuition and student fee revenue. Considering the significant contribution of tuition and fees to overall revenues, the University is focusing on increasing enrolment through the Strategic Enrolment Management Steering Group.

Cost Management

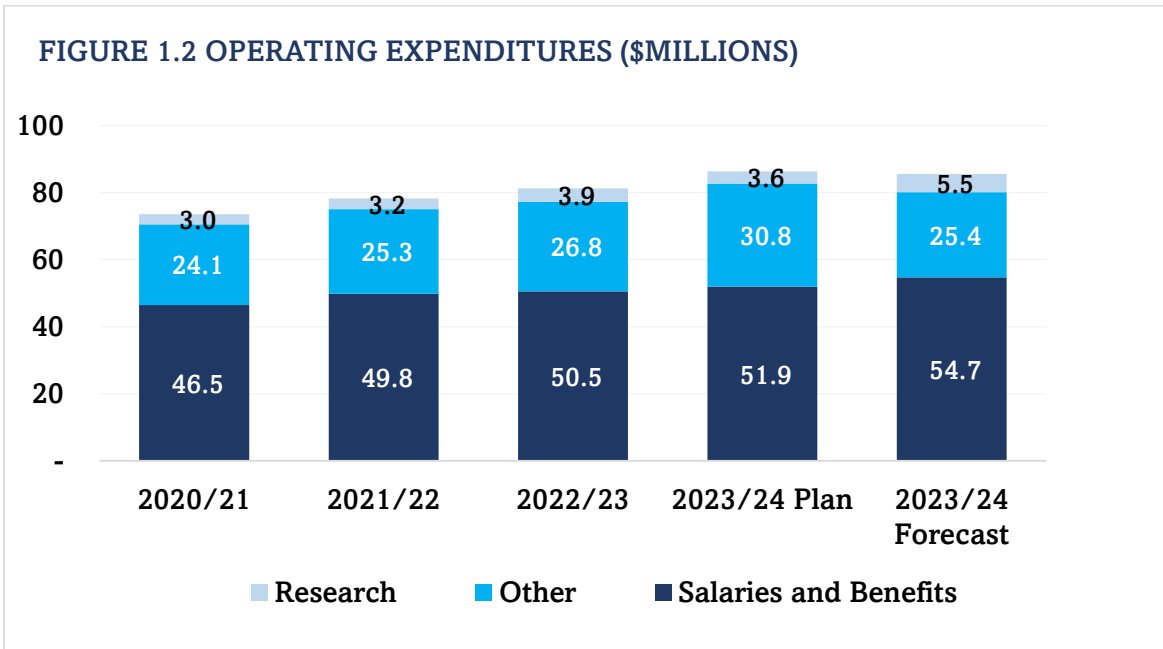
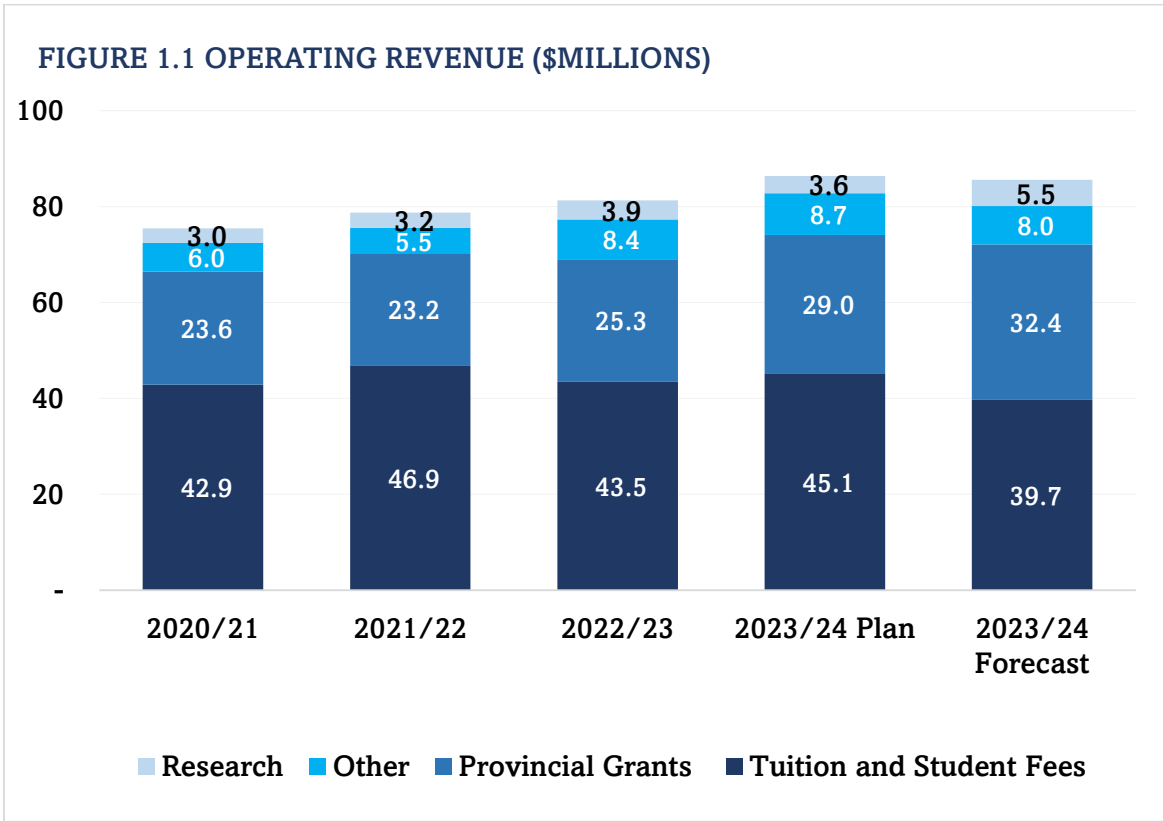
The total Consumer Price Index (CPI) rose 6.8% in 2022 and 3.9% in 2023. The effect of inflation on the price of goods and services continues to influence every aspect of the University's academic and operational activities.

2023/24 continues to be a challenging year with many post-secondary institutions across the province experiencing record low enrolment. The University reacted quickly to the compounding impacts of enrolment declines and rising costs over recent years by implementing cost management measures, ensuring that the University continues to meet student experience and program delivery requirements.

The overall impact of a second year of declining enrolment is a forecasted shortfall of \$7.6M in 2023/24 that will be fully offset through accumulated surplus reserves. Included in the shortfall is a \$3.3M extraordinary accounting adjustment related to a write-down of IT project costs (Figures 1 to 1.2).



*2023/24 Forecast includes capital adjustment and offset from accumulated surplus (Figure 1 and Figure 1.2)



3.0 Budget 2024/25

3.1 Budget Plan

\$88.7M Operating: Instruction and Administration

\$4.3M Research: Restricted funding for research activities

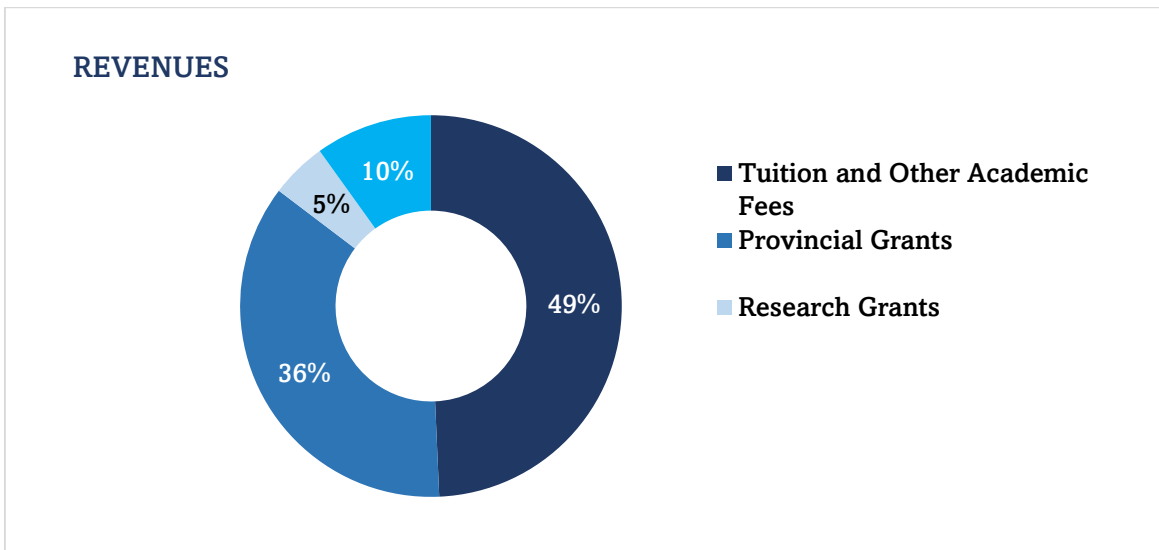
\$28.9M Capital: Construction and IT Projects

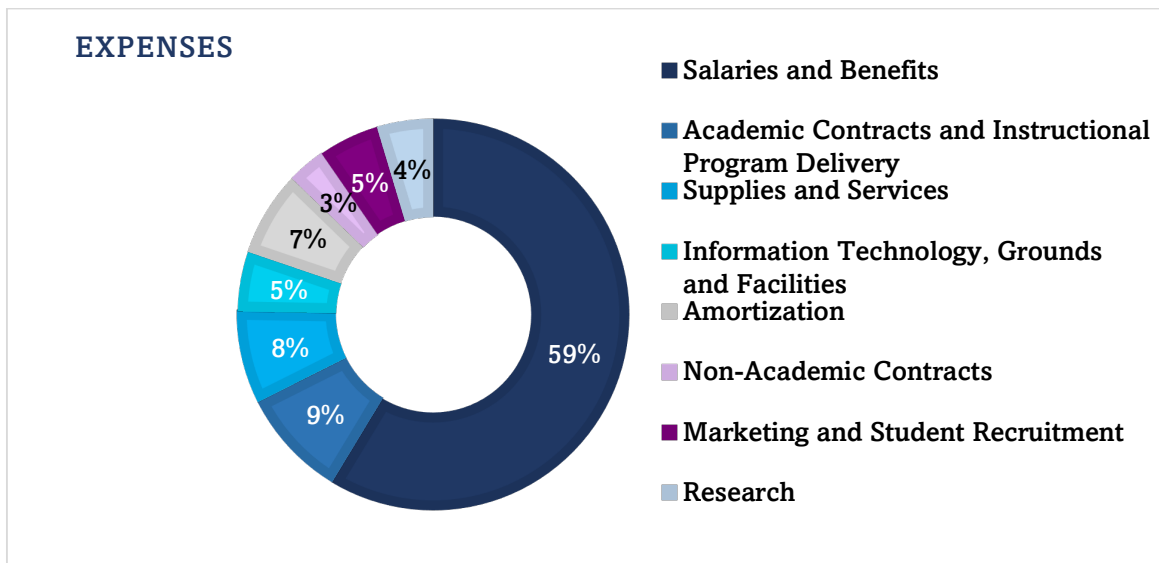
Risk-Based Financial Management Approach

Over the last three years, the University has adjusted its budget approach to address the ongoing economic challenges and uncertainty as the long-term impacts of the pandemic and other social, political, and macro-economic pressures continue to unfold. The budget plan for 2024/25 focuses on key strategic investments while balancing long-term financial sustainability and responsible resource allocation to meet the University's strategic vision.

This budget plan includes moderate assumptions for revenue growth and a continuation of cost management measures and actions with a goal of returning to a balanced budget in year three of the budget plan.

FIGURE 2. 2024/25 OPERATING BUDGET





3.2 2024/25 Operating Plan

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

The operating budget covers the operations of the University and includes tuition and academic fees, provincial funding, and research grants as key revenue drivers (Table 1). The target for the next three years of the operating budget is to continue to prioritize strategic investment to support enrolment growth while ensuring that adequate resources are allocated to maintain critical levels for both academic and campus operations. The aim of the University's budget approach is to balance institutional priorities with fiscal containment, projecting a return to a balanced budget in year three of the plan.

TABLE 1. OPERATING AND RESTRICTED PLAN 2024/25 (\$THOUSANDS)

	2022/23	2023/24	2023/24	2024/25			2025/26	2026/27	2024/25 FISCAL Y.	
	ACTUALS	BUDGET	FORECAST	PLAN	OPERATIONAL	RESEARCH	PLAN	PLAN	2023/24	2024/25 FORECAST
REVENUES										
Tuition Fees and Other Academic Fees	43,538	45,085	39,700	44,030	44,030		48,653	51,512	4,330	11%
Provincial Grants	25,325	29,006	32,406	32,162	32,162		32,980	33,815	(244)	(1%)
Other Revenues	12,387	12,300	13,433	13,105	8,844	4,262	13,390	13,563	(327)	(2%)
Total Revenues	81,250	86,392	85,539	89,297	85,036	4,262	95,023	98,890	3,758	4%
EXPENSES										
Labour	61,570	63,477	66,742	66,959	63,876	3,083	68,806	70,418	217	0%
Non-Labour	19,653	22,115	23,139	25,982	24,803	1,179	27,180	27,926	2,843	12%
Total Expenses	81,223	85,592	89,880	92,941	88,679	4,262	95,986	98,345	3,060	3%
Surplus (Shortfall) before Capital adjustment	27	800	(4,341)	(3,643)	(3,643)	-	(964)	545	698	16%
Capital Adjustment		(736)	(3,259)							
Surplus (Shortfall) before offset	27	64	(7,600)	(3,643)	(3,643)	-	(964)	545	(698)	(9%)
Offset from Accumulated Surplus			7,600	3,643	3,643		964			
Surplus (Shortfall) after offset	27	64	-	-	-	-	-	545	-	-

Highlights

Revenues

Operating revenues are budgeted at \$89.3M, including \$4.3M in restricted revenues to support research, an increase of \$3.8M (4%) over the 2023/24 forecast. Key operating revenue assumptions include:

- Enrolment projection of 2,391 student FTEs;
- Tuition increases of 2% and 4% for new domestic and international students, respectively;
- Increase in compensation funding related to the provincial 2022 Shared Recovery Mandate;
- Increase in ancillary revenue from fee increases and higher enrolment (i.e. rentals, accommodation and bookstore and retail sales); and
- Increase in other revenue generating activities (i.e., donations, installment fees and parking).

Expenditures

Operating expenditures are budgeted at \$92.9M, including \$4.3M in restricted expenses for research in line with prior year expenditures.

Key operating expenditure assumptions include:

- Consideration of inflationary pressures;
- Continuation of targeted cost management strategies;
- Reallocation of budget to ensure university core functions remain supported;
- 3.0% general wage increase per government's [2022 Shared Recovery Mandate](#).

In 2024/25, the University is projecting an operating shortfall of \$3.6M which will be offset through a transfer from accumulated surplus reserves. The 2024/25 projected revenue is in line with modest student FTE growth projections and a continued focus on cost management. The impacts of the 2023/24 forecast and next year's budget on the University's financial sustainability are presented in Appendix 2.

3.3 Operating Plan Assumptions

Enrolment

KEY PERFORMANCE INDICATORS - ENROLMENT					
	2020/21	2021/22	2022/23	2023/24	2024/25
	ACTUAL	ACTUAL	ACTUAL	FORECAST	PLAN
Student FTEs - Credit Programs	2,832	2,931	2,541	2,206	2,391
Program/Student Mix for Graduate/Undergraduate	72/28	75/25	80/20	81/19	81/19
Program/Student Mix for Domestic/International	72/28	74/26	74/26	72/28	70/30
Credit Programs - Revenue from Domestic Students (\$millions)	\$27.2	\$29.3	\$25.9	\$22.5	\$24.4
Credit Programs - Revenue from International Students (\$millions)	\$11.9	\$12.3	\$11.9	\$11.4	\$13.8
Non-Credit Programs - Tuition Revenues (\$millions)	\$2.3	\$3.4	\$3.8	\$4.2	\$3.7

Credit Programs

2024/25 tuition revenue from credit programs at \$38.2M is 13% higher than the 2023/24 forecast. A target of 2,391 FTEs in 2024/25 assumes higher growth in new student enrolments compared to 2023/24. Revenues are also subject to proposed 2% domestic and 4% international tuition rate increases.

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

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

FIGURE 3.1 STUDENT FTE TREND DOMESTIC/INTERNATIONAL

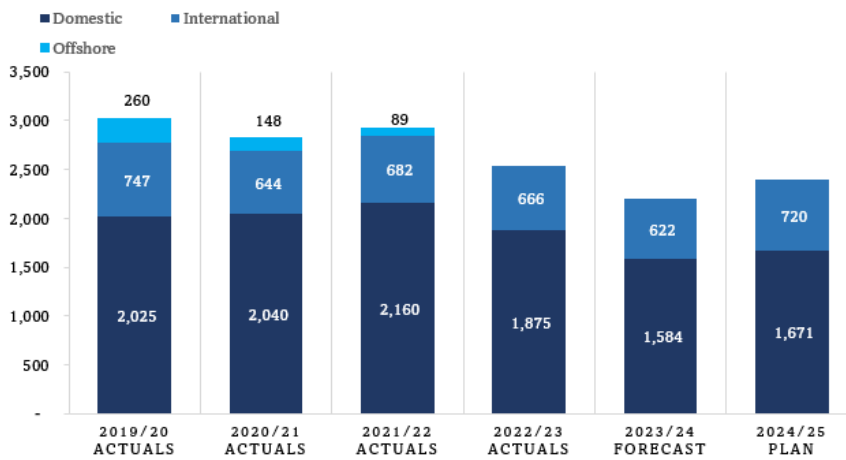


FIGURE 3.2 STUDENT FTE TREND UNDERGRADUATE/GRADUATE

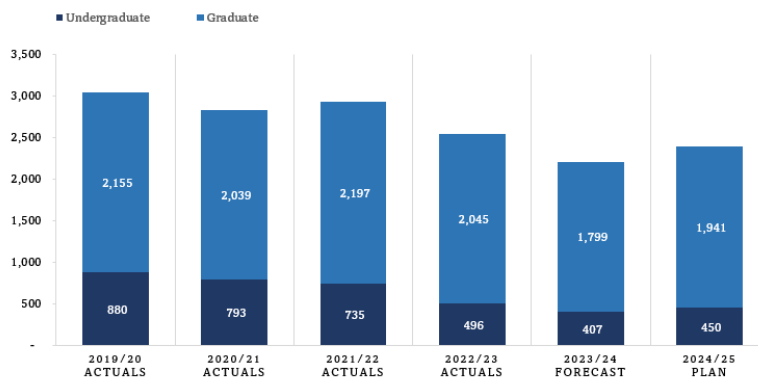


FIGURE 3.3 TUITION REVENUE DOMESTIC/INTERNATIONAL (\$MILLIONS)

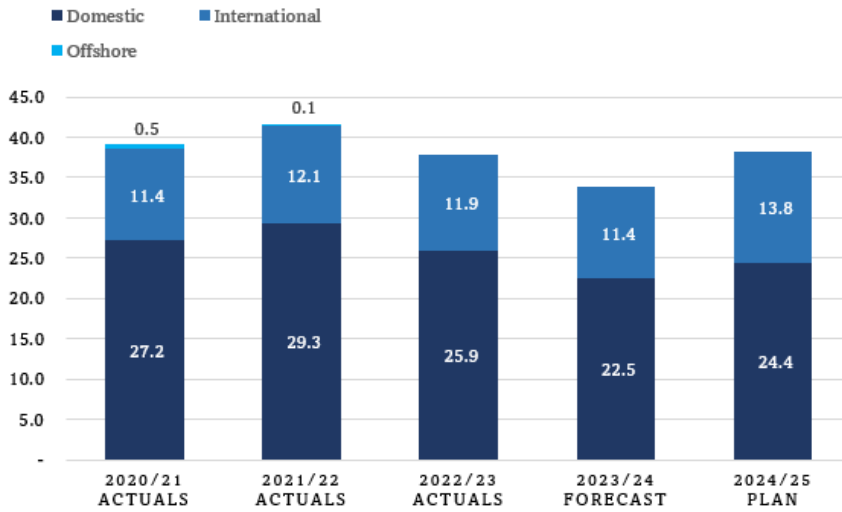
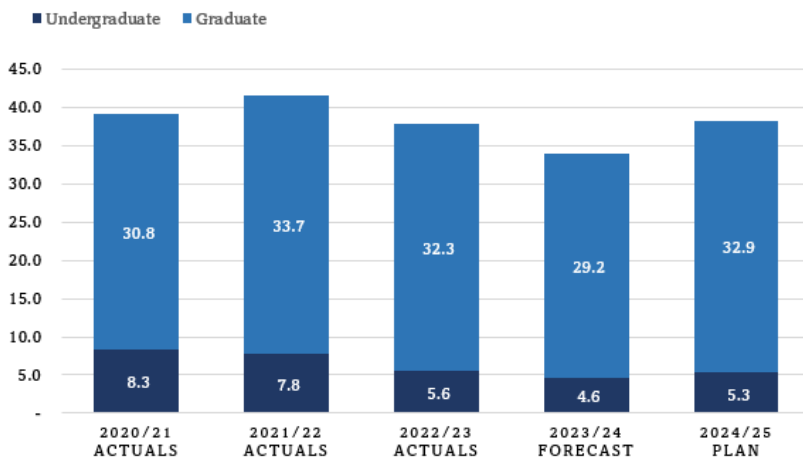


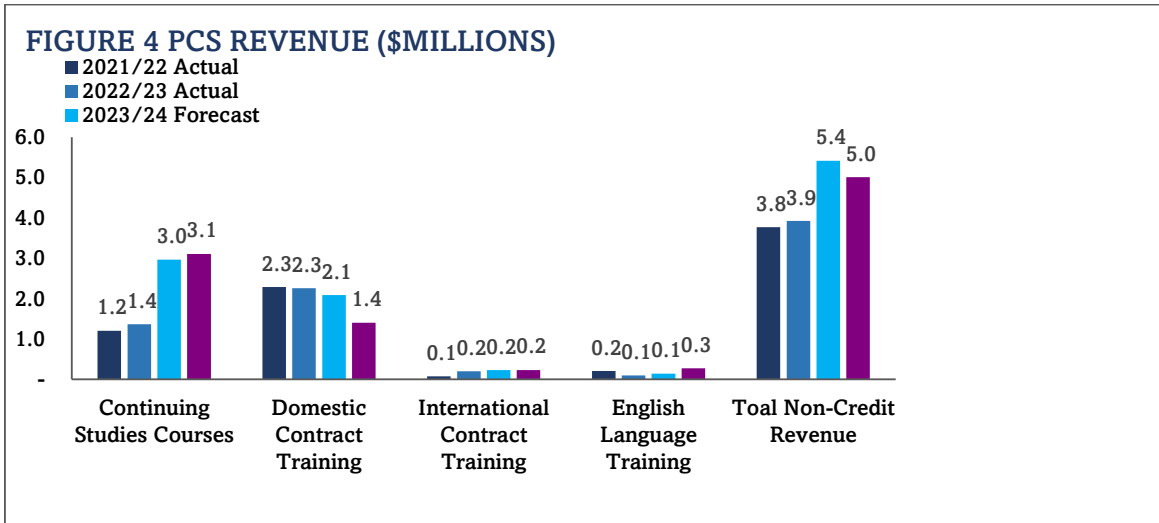
FIGURE 3.4 TUITION REVENUE UNDERGRADUATE/GRADUATE (\$MILLIONS)



Non-Credit Programs

Revenue from non-credit programs offered through Professional and Continuing Studies (PCS) is lower compared to 2023/24 largely due to the conclusion of a 4-year contract with the Toronto Metropolitan University (formerly Ryerson University) as shown in the drop in Domestic Contract Training in Figure 4.

The revenue in PCS courses in the current year reflects the Province’s Stronger B.C. Future Skills Program which will continue into 2024/25. All other revenues are assumed to remain relatively flat, in line with assumptions and trends observed in the University’s credit programs (Figure 4).



Other Revenue

Other revenue budgeted at \$13.1M is a marginal decrease of \$0.3M (2%) over the current year forecast and includes an increase in deferred amortization revenue related to provincially funded completed capital projects, increases in ancillary services due to higher enrolment (i.e., accommodation) and higher parking fees. The increase in other revenue for 2024/25 is offset by a decrease in research grants of \$1.0M and lower investment revenues due to lower investment balances.

Expenditures

Workforce and Compensation

Salaries and benefits in the 2024/25 plan remain relatively constant to the 2023/24 forecast and are driven primarily by the B.C. government’s Shared Recovery Mandate, offset by a decrease in research-funded FTEs.

As the University continues to observe higher employee to student FTE ratios due to lower enrolments, a continued focus on position management will reflect a workforce that is better positioned to adapt to future enrolment trends. Contracted services are set to increase by \$0.7M (8%) in line with a projected increase in enrolment (Table 2).

TABLE 2 WORKFORCE ANALYSIS (\$ MILLIONS)

	VARIANCE TO				
	2022/23 ACTUALS	2023/24 FORECAST	2024/25 PLAN	2023/24 FORECAST	%
Salaries	43.3	47.1	45.3	(1.8)	(4%)
Benefits	9.1	9.9	11.3	1.3	13%
	52.4	57.1	56.6	(0.5)	(1%)
CONTRACTED SERVICES					
Academic	6.4	5.6	6.5	0.8	15%
Non-academic	2.7	4.0	3.9	(0.1)	(3%)
	9.1	9.7	10.4	0.7	8%
Total Labour	61.6	66.7	67.0	0.2	0%

Workforce Positions

For 2024/25, the University anticipates no changes to the current workforce plan (Table 3).

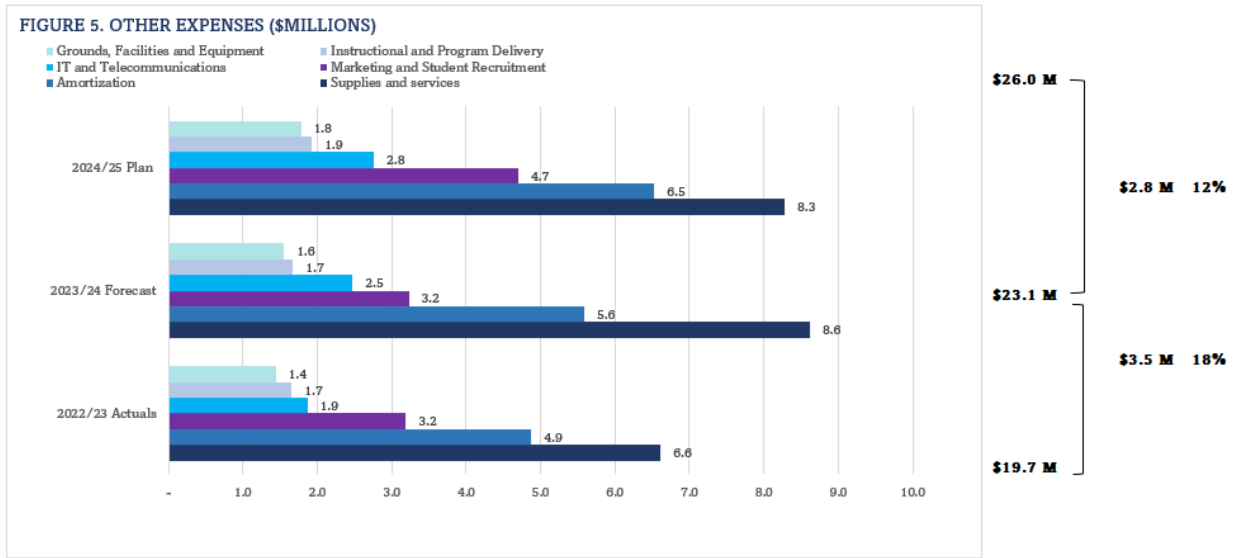
TABLE 3 WORKFORCE ANALYSIS

	2023/24		2024/25 PLAN		VARIANCE	
	POSITIONS	FTEs	POSITIONS	FTEs	POSITIONS	FTEs
Full-time	484	484	484	484	-	-
Part-time	21	14	21	14	-	-
Total Workforce	505	498	505	498	-	-

Non-Labour Expenses

All other expenses will rise to \$26.0M in the 2024/25 budget plan. This is an increase of \$2.8M (12%) over the current year forecast before an extraordinary expense adjustment (see Section 2.0). This includes \$25.7M in regular operating expenses and \$0.3M for innovation projects (Figure 5).

Costs driven by student FTEs (e.g., instructional and program delivery expenses) are forecast to increase along with the increase in enrolment. Technology and amortization costs are expected to rise, driven by higher software licensing fees, an increasing number of licenses required for cloud-based software, and amortization of technology-related capital assets.



4.0 RRU 2024/25 Capital Plan

The University's capital investment program for 2024/25 is valued at \$28.9M, including \$4.7M for the Colwood campus and \$24.1M to support completion of the first building at the new Langford campus (Table 4). The annual Routine Capital grant will support investments on the Colwood campus. In 2024/25, the University will mitigate its operating pressures by pausing initiatives and asset renewal that would normally be funded by RRU operating or accumulated surpluses.

Table 4: RRU Capital Plan 2024/25

	Forecast 2023-24	Plan 2024-25	Change from Forecast	
			\$	%
Colwood Campus				
Major Capital				
New Construction		100	100	
Building Repurpose and Upgrade	276	400	124	45%
Major Capital Total	276	500	224	81%
Minor Capital				
Campus Horizontal Infrastructure	986	447	(539)	(55%)
Other Deferred Maintenance	1,074	1,317	243	23%
Academic Delivery & Supporting Space Reconfigurations	1,476	875	(601)	(41%)
Asset Lifecycle Renewal	562		(562)	(100%)
Other Initiatives < \$501K	335	135	(200)	(60%)
Minor Capital Total	4,433	2,774	(1,659)	(37%)
Technology				
Student Information System Implementation	487		(487)	(100%)
Financial Systems Enhancements and HR Enhancement	27		(27)	(100%)
Network Infrastructure & Technology Asset Purchases	1,477	1,455	(22)	(1%)
Systems Implementation Initiatives	200		(200)	(100%)
Technology Total	2,191	1,455	(736)	(34%)
Colwood Campus Total	6,900	4,729	(2,171)	(31%)
Westshore Campus				
Phase I Development	47,625	24,146	(23,479)	(49%)
Westshore Campus Total	47,625	24,146	(23,479)	(49%)
Grand Total	54,525	28,875	(25,650)	(47%)

CAMPUS LAND, FACILITIES AND BUILDING RESILIENCE

During the course of 2023/24, RRU engaged consultants to prepare a design concept and associated class C capital cost estimate for proposed housing initiatives on both the Colwood and Langford campuses. Associated stakeholder engagement processes were also initiated. This work will continue in 2024/25 to ensure that RRU is 'shovel-ready' when funding becomes available.

Other Deferred Maintenance: Within the annual Routine Capital program, the multi-year project to install meters (gas, electric and water) in buildings on the Colwood campus is progressing. The installation of electrical meters finished in 2023/24 and installation of mechanical meters is prioritized for 2024/25. In subsequent years, an

upgraded direct digital control system and building management system will be installed. This will be similar to the system in the new Langford building and in line with management's commitment to prioritize initiatives to meet climate action goals.

Space Reconfiguration and Optimization: In response to the evolving nature of campus activities, the impact of hybrid learning and flexible work arrangements and in alignment with organizational changes, a series of minor renovation investments are envisioned for 2024/25.

Japanese Gardens: Funded through donor contributions, construction of a teahouse began in 2023/24 and project completion is targeted in August 2024. Other projects aligned with the overarching revitalization vision for the gardens will be developed in 2024/25.

Langford Phase 1 Development: Construction of the first building on the Langford campus is on track for completion by April 1, 2025. Careful monitoring of the drawdown of funds dedicated to the construction project continues. Management is monitoring key risks including the impact of persistent inflation/escalation and construction labour shortages.

FURNITURE, FIXTURES AND EQUIPMENT

The lifecycles of furniture, other equipment and vehicles in 2024/25 will be extended to mitigate the pressure on the University's budget.

TECHNOLOGY INVESTMENT

Core Business Systems: In light of a continuing move to cloud-based software the University is reviewing its technology investments. Priority upgrades to core business systems were transitioned to operating resources in 2023/24 to reflect the move to cloud-based software. RRU is writing-down capital work-in-progress to reflect changes in IT services from on-premises to cloud based service delivery.

Network Infrastructure and Technology Asset Purchases: The University will continue to invest in priority upgrades and renewal of network infrastructure and technology assets in 2024/25 including security system upgrades and completion of upgrades to the campus phone system.

Appendix 1 – Statement of Operations

Table 2 - Three Year Balanced Budget Plan

	2022/23 ACTUALS	2023/24 FORECAST	2024/25 PLAN	2024/25 OPERATIONAL	2024/25 RESTRICTED	2025/26 PLAN	2026/27 PLAN	2024/25 PLAN V. 2024 FORECAST	
Tuition Fees and Other Academic Fees	43,538	39,700	44,030	44,030		48,653	51,512	4,330	11%
Provincial Grants	25,325	32,406	32,162	32,162		32,980	33,815	(244)	(1%)
Research Grants	3,939	5,461	4,262		4,262	4,262	4,262	(1,199)	(22%)
Amortization of Deferred Capital Contributions	3,160	3,420	3,935	3,935		3,935	3,935	516	15%
Ancillary Revenues	2,247	2,347	2,428	2,428		2,622	2,701	81	3%
Investment Revenue	876	386	328	328		246	271	(58)	(15%)
Other Revenue	2,165	1,820	2,152	2,152		2,325	2,394	332	18%
TOTAL REVENUES	81,250	85,539	89,297	85,036	4,262	95,023	98,890	3,758	4%
Salaries & Benefits	52,440	57,083	56,568	54,501	2,067	57,659	58,772	(515)	1%
Contracted Services - Non Academic	2,731	4,042	3,939	2,923	1,016	4,018	4,098	(103)	3%
Contracted Services - Academic	6,398	5,617	6,452	6,452		7,129	7,548	835	(15%)
Instructional & Program Delivery	1,659	1,675	1,928	1,862	67	2,174	2,347	254	(15%)
IT and Telecommunications	1,867	2,476	2,761	2,761		3,116	3,178	285	(12%)
Marketing	1,840	1,497	1,765	1,765		1,800	1,836	268	(18%)
Student Recruitment	1,352	1,731	2,936	2,936		3,297	3,566	1,205	(70%)
Supplies and Services	6,616	8,619	8,280	7,168	1,112	8,446	8,615	(338)	4%
Grounds, Facilities and Equipment	1,443	1,554	1,780	1,780		1,816	1,852	226	(15%)
Amortization	4,877	5,588	6,531	6,531		6,531	6,531	943	(17%)
TOTAL EXPENSES	81,223	89,880	92,941	88,679	4,262	95,986	98,345	3,060	(3%)
Surplus (Shortfall) before Capital adjustment	27	(4,341)	(3,643)	(3,643)	-	(964)	545	698	(16%)
Capital Adjustment		(3,259)							
Surplus (Shortfall) before offset	27	(7,600)	(3,643)	(3,643)	-	(964)	545	3,957	(52%)
Offset from Accumulated Surplus		7,600	3,643	3,643		964		(3,957)	(52%)
Surplus (Shortfall) after offset	27	-	-	-	-	-	545	-	

Appendix 2 – Financial Sustainability

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

Looking Forward

The University's efforts to address its current enrolment challenges and prioritize investments including pausing internally funded capital projects, will have positive impacts on financial sustainability measures.

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

Table 6. Financial Sustainability KPIs and Trend Information

	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Forecast	2024/25 Plan
Net Operating Income (\$ Thousands)	\$743	\$506	\$27	\$(7,600)	\$(3,643)
Net Operating/Loss Ratio	2.4%	0.8%	0.2%	(8.9%)	(4.1%)
Primary Reserve Ratio	286	153	98	84	74
Return on Net Assets (3 year average)	3.5%	2.6%	2.6%	(4.3%)	(7.4%)
Total cost per Student FTE	\$26,040	\$26,704	\$ 31,846	\$ 40,743	\$ 38,871
Contribution Margin	35%	37%	33%	23%	23%

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

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

³ Return on Net Assets: Calculated by dividing the Change in Net Assets for the year by the Net Assets at the beginning of

the year. Because this ratio can be volatile year over year, it is averaged over a three-year period to give a smoother picture.

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

Appendix 3

Financial Risk Assessment

The following analysis looks at 2024/25 budget assumptions, new challenges emerging, and potential strategies to help prepare the University for alternate scenarios.

What Happened in 2023/24?

2023/24 Forecast

In 2023/24, the University experienced a decline in enrolment of 13.2% from prior year (Table 7) which translates into a forecasted \$4.3M tuition decline in tuition and student fee revenue. The revenues for tuition and academic fees were primarily impacted by shortfalls in credit program revenue from domestic and international students. In response, the University implemented cost management strategies through managed staffing and controls over discretionary spending.

Looking Forward to 2024/25

2024/25 Plan to 2023/24 Forecast

Strategies to increase enrolment by 8.4% in 2024/25 are being prioritized, in line with the University's balanced budget approach, along with a continuation of cost management strategies to ensure the University returns to a balanced budget.

TABLE 7. STUDENT ENROLMENT FORECAST AND PLAN

	2022/23 ACTUAL	2023/24 FORECAST	2024/25 PLAN	VARIANCE 2024/25 PLAN TO FORECAST		VARIANCE 2023/24 FORECAST TO 2022/23 ACTUALS	
				FTEs	%	FTEs	%
				FTEs			
Total Domestic FTEs	1,875	1,584	1,671	87	5.5%	(291)	(15.5%)
Total International FTEs	666	622	720	98	15.7%	(44)	(6.6%)
Total FTEs	2,541	2,206	2,391	185	8.4%	(335)	(13.2%)

Risk Analysis

Several risks could potentially impact the operating results for 2024/25 as follows:

New Student Enrolment

- Continued economic pressures, including lack of affordable housing and inflationary pressures dampens student enrolment.
- Labour market shortages contribute to potential graduate students remaining in the workforce reducing enrolment.
- Continued delays in issuing student visas by Immigration, Refugees and Citizenship Canada (IRCC) and the chilling effect globally of Canada's announcement to reduce student visas reduces enrolment.

- Sponsoring organizations' ability to fund employees' higher education diminishes in the wake of high inflationary costs and a strong labour market reducing enrolment.

Continuing Students

- Increase in study leaves and reduced course loads due to financial and economic factors results in students taking longer to complete programs and reduced annual revenue.

IT Capital and Operational Cost Escalation

- Exceptionally tight labour markets and global supply shocks continue to impact operating costs at rates higher than anticipated resulting in higher operating costs.
- Global shortages of computer chips is leading to significantly higher cost increases in all information systems areas including servers, storage, and professional services
- Increased reliance on cloud computing resources is driving higher operating costs
- Increased amortization costs resulting from the University's 2019 information system upgrade

Financial Impact Sensitivity Analysis

The operating budget risk analysis prepared for 2024/25 (Table 8) shows two scenarios with the first scenario resulting in a reduction of \$4.7M in net operating income and the second scenario showing a reduction of \$9.3M in net operating income.

Following this analysis, Table 9 shows potential cost management measures ranging from \$0.8M to \$1.6M to offset the net income reductions. Table 10 provides mitigation strategies to reduce the potential revenue reductions.

TABLE 8. SCENARIOS AND NET INCOME REDUCTIONS

Dollars in Millions	Category of Enrolment	Scenario 1	Scenario 1 \$ impact	Scenario 2	Scenario 2 \$ impact
Credit Programs	New students	Student intakes are 25% below plan	\$3.7M	Student intakes are 50% below plan	\$7.4M
Credit Programs	Continuing students	Additional 5% added for attrition, study leaves and reduced course loads (compared to historical 10% to 15%)	\$0.4M	Additional 10% added for attrition, study leaves and reduced course loads (compared to historical 10% to 15%)	\$0.9M
Operating Costs	N/A	Additional 2% increase in operating costs (5% compared to 3% budgeted)	\$0.6M	Additional 5% increase in operating costs (8% compared to 3% budgeted)	\$1.0M
Total			\$4.7M		\$9.3M

Table 9. Cost Management Measures

Category of Expenditure	Cost Management Measure	Maximum Potential Savings
Non-labour expenditures (other than instructional and program delivery and marketing)	<ul style="list-style-type: none"> ■ Reductions to professional development, travel, consulting, university-hosted events, meetings, and awards throughout the year in addition to the reductions already captured in budget 	\$0.3M to \$0.6M
Reduction in consulting, contracted and other services	<ul style="list-style-type: none"> ■ Reductions in non-academic consulting services for non-capital projects 	\$0.3M to \$0.7M
Instructional and program delivery	<ul style="list-style-type: none"> ■ Reductions to program events 	\$0.2M to \$0.3M
Potential Savings		\$0.8M to \$1.6M

Table 10. Mitigation Strategies

Category	Management Measure
Lower than anticipated new and continuing enrolments in credit programs	<ul style="list-style-type: none"> ■ Launch new programs in response to demands of the labour market ■ Enhance enrolments through the Alumni Lifelong Learning Program ■ Development of a new strategic enrolment management plan ■ Focus on marketing, recruitment, enrolment services and admissions ■ Exploration of provincial, national, and trans-national partnership opportunities
Operating cost escalation	<ul style="list-style-type: none"> ■ Continue to identify and take advantage of group purchase programs (i.e., BCNET) and ensure the community is informed of and utilizing programs for purchasing needs ■ Continue staff management strategies ■ Prioritize analysis and identification of low-cost margin programs and activities and make informed business decisions taking account of both economic and qualitative factors ■ Continuously update decision makers on financial performance by providing forecasts and expenditure reports monthly

Appendix 4 – Tuition Rates and Mandatory Ancillary Fees

Consistent with the provincial government tuition limit policy, tuition rates for domestic undergraduate and graduate and mandatory academic ancillary fees propose a 2% increase as reflected in the tables. International student tuition rates are not mandated under BC’s policy on tuition limits. The 2024/25 international tuition rates for undergraduate and graduate programs propose a 4% increase. Proposed tuition rates for both domestic and international students would be effective September 1, 2024.

GRADUATE PROGRAMS

B – BLENDED
 OC – ON-CAMPUS
 OL – ONLINE

¹=OC starting 2020/21
²=Completion of Graduation
³=Courses charged at rate/program MATM Blended or On Campus

Program Name	Delivery Model	Program Duration	2023/24 PROGRAM FEE		2024/25 PROGRAM FEE	
			Domestic	Int ¹	Domestic	Int ¹
DOC Business Administration	B	4 years	\$ 89,464	\$ 89,464	\$ 89,464	\$ 89,464
DOC Social Sciences	B	4 years	89,464	89,464	89,464	89,464
MBA Executive Management	B	18 or 31 months	47,118	56,387	48,061	58,643
MA Interdisciplinary Studies	B	2 years	31,293	39,936	31,919	41,533
MA Global Leadership	B/OC	13 or 24 months	29,821	38,405	30,418	39,942
MA Environmental Education and Communication	B	2 years	28,793	37,336	29,369	38,830
Master of Global Management	B/OC	12 to 19 months	28,403	36,931	28,971	38,408
MA Tourism Management	OC	18 months or 2 years	27,970	36,481	28,530	37,941
MA Tourism Management	B	19 months or 2 years	27,970	36,481	28,530	37,941
MA / MSc Environment and Management	B	2 years	27,938	36,447	28,496	37,905
MA Climate Action Leadership	B	2 years	27,364	35,851	27,911	37,285
MA Conflict Analysis and Management	B	2 years	27,364	35,851	27,911	37,285
MA Disaster and Emergency Management	B	2 years	27,364	35,851	27,911	37,285
MA Executive and Organizational Coaching	B	2 years	35,661	44,476	36,375	46,255
MA Human Security and Peacebuilding	B	2 years	27,364	35,851	27,911	37,285
MA Intercultural and International Communication	B/OC	18 or 22 months	27,364	35,851	27,911	37,285
MA Justice Studies	B	2 years	27,364	35,851	27,911	37,285
MA Leadership	B	2 years	27,364	35,851	27,911	37,285
MA Leadership with a Specialization in Health	B	2 years	27,364	35,851	27,911	37,285
MA Leadership - Executive Leadership Specialization	B	2 years	27,364	35,851	27,911	37,285
MA Learning and Technology	B/OL	2 years	27,364	35,851	27,911	37,285
MA Professional Communication	B	2 years	27,364	35,851	27,911	37,285
MA Educational Leadership and Management	B	2 years	26,812	35,277	27,348	36,688
MA Higher Education Administration and Leadership	B	2 years	26,812	35,277	27,348	36,688
MA / MSc Environmental Practice ² Per Credit Rate	OL	3 -3+ years	861	1,142	878	1,187

UNDERGRADUATE PROGRAMS

Program Name	Delivery Model	Program Duration	2023/24 PROGRAM FEE		2024/25 PROGRAM FEE	
			Domestic	Int'l	Domestic	Int'l
BA Interdisciplinary Studies	B	2-3 years ²	\$ 19,473	\$ 45,890	\$ 19,862	\$ 47,726
BA Professional Communication	B/OC	12-24 months ²	18,542	45,890	18,913	47,726
BCom Entrepreneurial Management	B/OC	12-24 months ²	18,542	45,890	18,913	47,726
BA Justice Studies	B/OC	12 months on-campus or 2 years blended ²	17,579	45,890	17,930	47,726
BSc Environmental Science	OC	1 year ²	15,890	45,890	16,208	47,726
BA / BSc Environmental Practice * Per credit Rate	OL	2.5+ years ²	305	765	311	795
BBA Sustainability and International Business	OC	Year 3 & 4	21,107	45,890	21,530	47,726
BA Global Tourism Management	OC	Year 3 & 4	18,542	45,890	18,913	47,726
BA International Hotel Management	OC	Year 3 & 4	18,542	45,890	18,913	47,726

² Completion of graduation

UNDERGRADUATE PROGRAMS - PATHWAY

Program Name	Delivery Model	Program Duration	2023/24 PROGRAM FEE		2024/25 PROGRAM FEE	
			Domestic	Int'l	Domestic	Int'l
BA Global Tourism Management	OC	Year 1	\$ -	\$ 25,428	\$ -	\$ 26,445
BA Global Tourism Management	OC	Year 2	-	22,945	-	23,863
BA International Hotel Management	OC	Year 1	-	25,428	-	26,445
BA International Hotel Management	OC	Year 2	-	22,945	-	23,863
BA Professional Communication	OC	Year 2	-	22,945	-	23,863
BBA Sustainability and International Business	OC	Year 1	-	25,428	-	26,445
BBA Sustainability and International Business	OC	Year 2	-	22,945	-	23,863

GRADUATE DIPLOMA PROGRAMS

Program Name	Delivery Model	Program Duration	2023/24 PROGRAM FEE		2024/25 PROGRAM FEE	
			Domestic	Int'l	Domestic	Int'l
Environmental Education and Communication	B	1 year	\$ 17,157	\$ 21,538	\$ 17,500	\$ 22,400
Interdisciplinary Studies	B	Individualized	15,641	19,963	15,954	20,761
Project Management & Organizational Leadership	B	8 months	15,381	19,693	15,689	20,480
Higher Education Administration and Leadership	B	1 year	14,927	19,220	15,225	19,989
Learning and Technology	B/OL	1 year	14,927	19,220	15,225	19,989
Technology-Enhanced Learning and Design	OL	1 year	14,927	19,220	15,225	19,989
Global Leadership	B	9 months	14,905	19,198	15,203	19,965
Educational Leadership and Management	B	1 year	14,602	18,882	14,894	19,638
Conflict Analysis and Management	B	1 year	13,779	18,027	14,055	18,748
Disaster and Emergency Management	B	1 year	13,779	18,027	14,055	18,748
Human Security and Peacebuilding	B	1 year	13,779	18,027	14,055	18,748
Justice Studies	B	1 year	13,779	18,027	14,055	18,748
Climate Action Leadership	B	1 year	13,956	18,284	14,235	19,015
Leadership	B	1 year	13,682	17,925	13,956	18,642

GRADUATE CERTIFICATE PROGRAMS

Program Name	Delivery Model	Program Duration	2023/24 PROGRAM FEE		2024/25 PROGRAM FEE	
			Domestic	Int'l	Domestic	Int'l
Tourism Management	B	3-18 months	Footnote 3		\$ 792	\$ 1,054
Executive Coaching	B	6 months	\$ 10,716	\$ 12,992	\$ 10,930	\$ 13,511
Financial Analysis	OL	6 months	7,650	9,750	7,803	10,140
Financing Social Impact	OL	6 months	7,650	9,750	7,803	10,140
Indigenous Economic Development	OL	3 months	7,650	9,750	7,803	10,140
Global Leadership	B	5 months	9,937	12,181	10,135	12,669
Asia Pacific Trade and Investment	B	3-6 months	8,313	10,493	8,479	10,913
International Business and Innovation	B	3-6 months	8,313	10,493	8,479	10,913
Management and Leadership	B	6 months	8,313	10,493	8,479	10,913
Management Consulting	B	3-6 months	8,313	10,493	8,479	10,913
Personal and Professional Leadership Development	B	3-6 months	8,313	10,493	8,479	10,913
Advanced Coaching Practices	B	6 months	8,118	10,291	8,281	10,702
Change Management	B	6 months	8,118	10,291	8,281	10,702
Corporate Social Innovation	B	6 months	8,118	10,291	8,281	10,702
Organization Design and Development	B	6 months	8,118	10,291	8,281	10,702
Workplace Innovation	OL	6 months	8,118	10,291	8,281	10,702
Interdisciplinary Studies	B	Individualized	7,815	9,976	7,971	10,375
Business Development in International Education	OL	7 months	7,285	9,424	7,430	9,801
Systems Leadership in Higher Education	OL	7 months	7,285	9,424	7,430	9,801
Instructional Design	OL	7 months	7,231	9,368	7,375	9,743
Strategic Enrolment Management	B	7 months	7,312	9,621	7,458	10,006
Leadership	B	3 months	7,068	9,199	7,210	9,567
Professional Communication Management	B	6 months	7,068	9,199	7,210	9,567
Project Management	B	6 months	7,068	9,199	7,210	9,567
Science and Policy of Climate change	B	6 months	7,068	9,199	7,210	9,567
Strategic Global Communication	B	3 months	7,068	9,199	7,210	9,567
Strategic Human Resources Management	B	6 months	7,068	9,199	7,210	9,567
Regenerative Sustainable Community Development	B	6 months	7,068	9,199	7,210	9,567
Values-Based Leadership	B	6 months	7,068	9,199	7,210	9,567
Transforming Child Protection to Wellbeing	B	9 months	7,069	9,199	7,210	9,567
Managing Climate Risk and Resilience	OL	9 months	7,500	9,375	7,500	9,375
Environmental Education and Communication	B	5 months	6,938	9,064	7,077	9,427

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

Mandatory Academic Ancillary Fees

Proposed Fees - Effective September 1, 2024

	2023/24	2024/25
Application Fees		
For-credit Program Application Fee	134.01	136.69
General Studies Courses	31.53	32.16
Graduate Fees		
Student Services Fee	301.81	307.85
Learning Support Services Fee (per year)	280.28	285.89
Undergraduate Fees		
Student Services Fee	231.99	236.63
Learning Support Services Fee (per year)	280.28	285.89
Graduate Certificate Fees		
Student Services Fee	135.14	137.84
Learning Support Services Fee (per year)	280.28	285.89

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 26, 2024

AGENDA ITEM: Royal Roads University Foundation – 2024/25 Budget

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

PURPOSE: For Decision

Synopsis:

The 2024/25 budget for the Royal Roads University (University, RRU) Foundation is presented for review and approval by the Board of Governors.

The Finance and Audit Committee reviewed the draft 2024/25 RRU Foundation budget at their March 14, 2024 meeting. The Committee did not have any questions.

Key considerations noted at the committee meeting include: 1) \$102K for year one of the six-year advancement campaign, 2) \$46K expenses to recognize donor contributions, 3) University contributes \$846K to fund Advancement operations; and 4) \$1.5M donation revenue to the University

Attachment 1 provides the detailed briefing note presented to the committee at their March 14, 2024 meeting.

Recommendation:

In alignment with the recommendation from management and the Finance and Audit Committee, it is recommended that the Board of Governors approves the 2024/25 budget for the RRU Foundation.

MOTION:

That the Board of Governors approves the 2024/25 budget for the Royal Roads University Foundation.

Attachment:

1. Briefing note to the Finance and Audit Committee including attachments (March 14, 2024)

FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



MEETING:	March 14, 2024
AGENDA ITEM:	Royal Roads University Foundation – 2024/25 Budget
SPONSOR:	Philip Twyford, Vice-President, Finance and Operations
PURPOSE:	For Decision

Synopsis

The 2024/25 budget for the Royal Roads University (University, RRU) Foundation is presented for review and approval by the Board of Governors.

Background

Management presents the plan and budget to the Board of Governors annually for consideration and approval. The Board of Governors is responsible for the budget of the Foundation as an integral part of the University. In accordance with the Canadian Public Sector Accounting Standards the Foundation is consolidated into the University's Financial Statements in accordance with RRU's accounting principles.

The Foundation is registered under the Income Tax Act as a Public Foundation and is the primary vehicle for fundraising for the University. The University's power to hold and manage investments is enshrined in the University Act (1996, Section 57).

The Foundation is required to generate returns on donated funds to help fund disbursements in alignment with the Foundation's Constitution to support the activities of Royal Roads University.

RRU provides annual grants to the Foundation to support fundraising activities. The Foundation provides funds, both raised from donors and from investment returns, to the University to support student awards, research, and other activities approved by the Board.

Key Considerations

The University expects to launch a large, multi-year fundraising campaign in 2024/25. This year's budget (Appendix A) reflects an increase in operating costs related to planned and on-going fundraising campaigns.

2024/25 fundraising budget increases include:

- \$102K Fundraising Campaign
- \$40K Donor Wall
- \$6K Donor Plaques
- \$51K Labour (staffing changes and salary increases)
- \$19K Travel

Grants to RRU are expected to be higher to fund capital and research initiatives, as well as on-going student awards.

Recommendation

Management recommends that the committee endorse the 2024/25 budget as presented in Appendix A for the Royal Roads University Foundation.

Motion

That the Finance and Audit Committee recommends that the Board of Governors approves the 2024/25 budget for the Royal Roads University Foundation.

Attachments - n/a

APPENDIX A

ROYAL ROADS UNIVERSITY FOUNDATION
Statement of Operations
 Period ended March 31, 2024

	Budget	Budget	Forecast	Budget	Actual
	31-Mar-25	Mar 31, 2024		Mar 31, 2023	
Revenue					
Net contributions recognized in the period	\$ 1,561,000	\$ 1,611,000	3,146,830	\$ 450,000	2,829,069
Interest & Investment Income - operations	94,000	94,000	94,000	3,500	100,519
Grants from Royal Roads University	845,800	579,000	579,000	361,500	461,059
	<u>2,500,800</u>	<u>2,284,000</u>	<u>3,819,830</u>	<u>815,000</u>	<u>3,390,647</u>
Expenses					
Grants to Royal Roads University	\$ 1,500,000	\$ 1,550,000	3,085,830	\$ 475,000	2,769,803
Life Insurance	61,000	61,000	61,000	55,000	60,531
Fundraising	939,800	673,000	673,000	285,000	560,313
	<u>2,500,800</u>	<u>2,284,000</u>	<u>3,819,830</u>	<u>815,000</u>	<u>3,390,647</u>
Operating deficit before endowed contributions	-	-	-	-	-
Endowed contributions	350,000	160,000	300,304	175,000	131,896
Annual surplus	350,000	160,000	300,304	175,000	131,896
Accumulated endowments, beginning of year	6,205,001	5,904,697	5,904,697	5,772,801	5,772,801
Accumulated endowments, end of period	\$ 6,555,001	\$ 6,064,697	6,205,001	\$ 5,947,801	5,904,697



Office of the Vice-President Academic and Provost
Report to the Board of Governors
 26 March 2024

GENERAL

- The following programs are in progress (or completed) their five-year reviews:
 - MA in Higher Education Leadership
 - BA in Professional Communication
 - MA in Leadership
 - MA in Tourism Management
 - Master's in Business Administration
 - MA in Learning and Technology
- Admissions continues to monitor changes in international student enrolment conditions recently announced by Immigration, Refugees and Citizenship Canada and work is underway to identify ways in which the university might best respond
- The Registrar's Office presented 196 students for approval to graduate at the January 31st Academic Council meeting
- President's Forum on Academic Freedom, Freedom of Expression and Institutional Autonomy was held on January 11, 2024
- VPA & Provost attended CUFA BC Conference on University Governance – January 18-19, 2024
- Provost's Forum on Generative AI was held on March 12, 2024

LEARNING AND TEACHING

- PCS welcomes 50+ new students to the Graduate Certificate in Executive Coaching (online) and the Graduate Certificate in Management and Leadership (blended) starting January 2024
- PCS has officially launched our first offering of the new **Global Workforce Skills** certificate program through the Global Learning and Language Centre. We welcomed **13 students from 7 different countries** (Mexico, Venezuela, Turkey, Ecuador, Nigeria, Jamaica, India). The students are already skilled professionals from varied backgrounds (computer science, engineering, pharmaceutical engineering, real estate surveying and valuation, chartered accountant, natural resource management) and will be boosting their competence in the following 11 courses over 3 terms: Interpersonal Skills for the Workplace, Change Management Competencies, Working Across Cultures, Business Writing, Professional Presentation Skills, Customer Service Skills, Global Business Essentials, Career Development and Digital Literacy Skills, Career and Learning Portfolio - Foundation, Development, Completion (3 courses). Students will be studying with us for a full year (many moving on to the Graduate Diploma in Project Management and Organizational Leadership in 2025). Another cohort will join this group in the April term and another in September's term
- PCS was selected by the BC Public Service to deliver the Leading Together program which will bring together up to 180 senior leaders in BC Government for a two-day workshop in June 2024
- PCS Custom Learning programs are in full swing with deliveries in January for clients including: Legislative Assembly of BC, South Island Division of Family Practice, BC Hydro, and business development activities are in place as we work on proposals for Island Health, BC Hydro, Community Living BC, BA Robinson, Coast Guard
- As part of the Ministry of Post-Secondary Education and Future Skills (PSFS) call for proposals for micro-credentials, PCS has submitted 4 proposals:
 - Stackable Micro-credential Initiative - AI in the Workplace 2024
 - Stackable Micro-credential Initiative - Sport Leadership 2024
 - Stackable Micro-credential Initiative - ECE Leadership 2024
 - Shareable Micro-Credential Initiative - Changemaking for Good 2024
- After a nationwide search, PCS has been selected to receive the **2024 UPCEA Excellence in Advancing Student Success Award** for the Professional Project Administrator program. UPCEA (The Online and Professional Education Association) recognizes an institution that has implemented a successful strategic initiative, project,

or service that has resulted in significantly advancing the success of adult and/or non-traditional student audiences

- CTET has developed a draft statement of principle for generative AI and guidelines for students, instructors, and academic leaders, which has been presented to Academic Council
- Indigenous Education is meeting with Butch Dick and Mary Anne Thomas to explore metaphor of canoe protocol to frame the Indigenous Education Plan
- Indigenous Education is continuing development of a concept for land-based curriculum for a two-year, for-credit program for Indigenous students
- Library is redefining reference support for students to capitalize on capabilities of staff in support of Librarians
- Registrar's Office has shared a proposal for term-based academic scheduling with the academic leadership team. Discussions will continue over the coming weeks
- Registrar's Office (Records management) has created an outreach plan and initiated communications with managers, following on highly successful pilot projects with selected units

RESEARCH

- A total of ~\$6.5 million in deferred revenue has been secured for the full fiscal year in approved projects. This includes ~\$2 million for the Cascade Institute and \$1.5 million for Dr. Robin Cox.
- New projects with funding starting this fiscal year since September 2023:
 - Hodson, Jaigris – sub award from University of British Columbia for the NFREF funded Health Communicator Mobilization project \$2,500
 - Newell, Rob – Infrastructure funding from Canada Foundation for Innovation for the CRC \$75,000
 - Axe, Jo – funding from Victoria Foundation \$20,000
 - MacArthur, Julie – sub award from University of Alberta for the SSHRC funded Energy Democracy project \$30,817
 - Kajzer-Mitchell, Ingrid – SSHRC Partnership Engage grant for the Climate Action and SMEs project \$24,656
 - Homer-Dixon, Tad – sub award from University of Victoria for the CFREF funded ACET project \$337,549
 - Homer-Dixon, Tad – additional funding from the Winslow Foundation \$97,357
 - Homer-Dixon, Tad – additional funding from the VK Rasmussen Foundation \$50,016
 - Homer-Dixon, Tad – additional funding from the Ivey Foundation \$150,000
 - Homer-Dixon, Tad – funding from Grantham Foundation \$175,000
 - Homer-Dixon, Tad – funding from the ReThink Foundation \$407,769
 - Homer-Dixon, Tad – funding from the Founders' Pledge \$500,000 US
- Two Canada Research Chair positions are under discussion with the departures of Dr. George Veletsianos and Dr. Ash Prasad
- 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 the Spring of 2024
- The Manager of EDI in Research is collaborating with the Office of Human Rights and EDI to launch a Gender Diversity Survey, which is part of a larger gender audit of the university by TransFocus Consulting. The survey launched January 15th and closed February 5th. Also underway as a partnership between the two offices is an intercultural capacity building pilot project
- The results of an EDI review of our internal grants conducted last year is nearing implementation; a memo is scheduled to be sent to the Research Advisory Committee (RAC) next month informing them of the suggested upcoming actions and requesting approval where needed
- 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

- Calls for proposals have gone out to faculty and staff for the Allan Cahoon Global Advancement and Diversity Fund (GAD); the Buttedahl and Skene Learning and Teaching Innovation Fund (BSF); the Research and Professional Development Pool Fund (RPD); and the SSHRC Institutional Grant (SIG). Deadline for applications is February 15, 2024

COMMUNITY ENGAGEMENT

- 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
- At the December 15th and January 11th Health Research BC Community of Practice meetings, Research Ethics Reviewer Liton Furukawa led a discussion on research with children and adolescents, based on her postdoctoral research in Taiwan
- PCS is pleased to support the recent launch of the Alumni Advantage Lifelong Learning program that provides RRU alumni with 50% discount on non-credit courses and programs
- PCS is also exploring opportunities for collaboration with Advancement office and the opportunity to provide lifelong learning courses/programs with Berwick Retirement Communities
- In collaboration with two First Nations communities, submissions for the Post-Secondary Partnership Program call for proposal have been submitted. The Kitselas First Nation (KFN) in Northern BC and the Naut'sa mawt Tribal Council (NmTC) - a non-profit organization serving 10 Coast Salish Member Nations located on Vancouver Island and the BC Coast – have each submitted proposals to partner with Royal Roads University on the delivery of the Professional Project Administrator program
- In collaboration with Blueberry River First Nations, a submission to the Ministry of Post-Secondary Education and Future Skills (PSFS) call for proposals for micro-credentials has been submitted. The First Nations Guardians Micro-Credential is an initiative of Blueberry River First Nations (BRFN), a self-governing Treaty 8 Nation occupying a traditional territory extending over 3.8 million hectares in northeastern British Columbia, in partnership with Royal Roads University. The micro-credential will provide learners with the knowledge, skills, and confidence to work in the growing number of Guardians projects around BC (https://www.canada.ca/en/environment-climate-change/services/environmental-funding/indigenous-guardians/map.html#year_5)
- Student Services (Experiential Learning) held a very successful Employer Connect: From Jobs to Careers event on February 29
- Indigenous Education is leading conversations around education-centred Indigenous community engagement and the necessary resources to support stable, coordinated engagement
- Global Recruitment and Partnerships (GRP) composed and delivered their quarterly partnership and language school newsletters.
[Partner newsletter](#) (550 recipients)
[Language school newsletter](#) (50 recipients)

PEOPLE AND PLACE

- Iman Kassam, MA Professional Communications student, has been selected as one of 20 national Finalists in the Social Sciences and Humanities Research Council (SSHRC)'s 2024 Storytellers Challenge. SSHRC's [Storytellers Challenge](#) asks post-secondary students to show Canadians, in up to three minutes or 300 words, how social sciences and humanities research is affecting our lives, our world and our future for the better. Each finalist has been successful in showcasing through their submission the relevance and impact of SSHRC-funded research taking place at their respective postsecondary institutions. A jury of Communications experts selected 20 finalists from almost 200 eligible applications from institutions across Canada to move forward in the Challenge. Iman's research is titled "[Shifting Trust: Understanding how Generation Z Canadians determine trust and credibility.](#)" In addition to receiving \$3,000 and research communications training

offered by SSHRC, finalists are invited to further compete at the Storytellers Showcase for recognition as a Top 5 Winner, which comes with great prestige, oftentimes media attention, and an additional \$1,000

- PCS's Dr. Zoe MacLeod was invited to present at the BCcampus Micro-credential Toolkit webinar series in early February. This webinar focused on designing micro-credentials and discussed using competency frameworks, existing content, and assessing knowledge, skills, and attributes in micro-credential design
- Tabitha Rutherford, normally the Internal Research Grants Coordinator (IRGC) and who was filling in as an Acting Research Development Coordinator (RDC) while Vanessa Rogers has been filling in as Acting Manager, EDI in Research while Gwen Hill is seconded to the Tri Agencies (SSHRC and NSERC), has left her position to pursue full time post-secondary studies. Nav Tamber, who has been filling in as the Acting IRGC will now serve in that role permanently
- Sherry Richards joined the OVPA on January 8, 2024 as Academic Planning and Quality Assurance Manager, reporting to the AVP, Integrated Academic Planning & Strategic Initiatives
- Indigenous Education recruitments for Manager, Indigenous Student Support and Coordinator, Indigenous Education are complete
- Librarian recruitment closed and selection committee has been set



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

26 March 2024

GENERAL

- Key risks for the University are student enrolment, expenditure management, and technology infrastructure. 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, 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.
- Work continues on the West Shore Initiative to address increased costs associated with the bankruptcy of the structured wood provider.
- RRU Climate Risk Assessment (CRA) has been initiated. The CRA will consider how climate hazards could impact on- and off-campus assets, services, people, and strategic objectives. Running from January to December 2024, key deliverables include a gap analysis, tailored risk assessment framework, an engagement plan and report, and a resilience roadmap that includes prioritized recommendations to inform adaptation and resilience planning.
- Climate Action Plan Annual Report and Climate Change Accountability Report are in progress and will be shared with the Board of Governors at their June meeting.

LEARNING AND TEACHING

- The existing Student Information System (SIS) IT work is proceeding with competing priorities, target upgrade in production moved to early fiscal 2024/25.
- The Student Management Admissions Response Transformation (SMART) project is in progress. The first RFP was unsuccessful; the RFP was revised and resubmitted to market in February for a wider vendor response.

COMMUNITY ENGAGEMENT

Climate Action Week

- In December 2023, RRU organized [Climate Week](#), an inaugural series of free conversations and events featuring inspiring thought-leaders, activists, artists and change agents – including RRU faculty and current/former students from both the Masters of Climate Action Leadership and the Indigenous Environmental Leadership Pathways programs.
- The event sought to amplify diverse perspectives while challenging and inspiring people to look at climate solutions in a new way. The online and in-person events attracted more than 800 registrants and culminated in a community-based art project developed in partnership with the Township of Esquimalt and UVic's Department of Education.

Langford Campus

- Deliveries of mass timber (posts, beams and floor panels) to the site are complete; wall panels will begin arriving in March. Mass timber installation work began in January and is expected to continue through to July.
- Comprehensive analysis of project budget and funding sources is being refined to ensure alignment with cash flow projections and government funding. Development of mitigation strategies and value analysis work continues.
- 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.



Pump hook-up in new mech room – February 2024



Site looking north (from level 3) – February 2024

PEOPLE AND PLACE

- The University welcomed Rebecca Lumley in January as the Associate Vice-President of Human Resources.
- Assembly of the teahouse on the campus for the Japanese Gardens is progressing with completion by September 2024.
- 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. The new decision-making agreement with the Songhees will be formalized in an upcoming ceremony.
- Upgrades to the campus security system are nearing completion; new access control functionality will be implemented in early 2024/25.
- World Wildlife Federation has selected Royal Roads University as one of the recipients of their [Go Wild grant](#). The grant program supports educational institutions to offer activities connected to nature, ecology and climate action to their faculty, staff and students. RRU received WWF funding of \$2,000 for ongoing support of its "Healthy Planet Club" to support stewardship and education on campus.
- Tsunami Preparedness Week is April 14-20; collaboration work is underway with the City of Colwood.



Office of the Vice-President Communications and Advancement

Report to the Board of Governors

26 March 2024

ADVANCEMENT

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

- Total *funds* raised to-date (pledge commitments and outright gifts): \$4,906,500.63
- Total *cash* raised to-date (pledge payments and outright gifts): \$2,914,512.90

Advancement Activities

- **Leading With Courage Campaign:** With the campaign feasibility study successfully completed the Advancement team is moving to set up campaign infrastructure. As such, RRU has engaged WILL Creative to develop a visual identity for the university's upcoming \$50M-target, 6-year campaign, along with a final designed version of the case for support document and presentation deck. This work is expected to be completed by May 2024 and is critical to the campaign's success, distinguishing it from others in market. Recruitment for a Campaign Cabinet, led by President Philip Steenkamp, is underway as is the 1:1 cultivation of a growing number of major gift prospects.
- **Gift Announcements:** The advancement team and Cascade Institute are preparing for a series of major gift announcements this spring, the first being in April. This announcement will celebrate the launch of Cascade Institute's Ultradeep Geothermal Research project made possible as a result of funding via three donors (Rethink Charity, Grantham Foundation, Founders Pledge). This announcement and others that will follow will help to position the university nationally in the major gift landscape.
- **Planned Giving Program:** Planning is underway to relaunch RRU's annual 'Legacy Luncheon' in May (which is 'Leave a Legacy' month). The event serves to reconnect the university with prospects and thank current planned giving donors. Take away materials, that outline how to leave a planned gift with RRU, will be given to those attending.
- **Vision in Bloom Appeal 2024:** Planning is underway for this year's Vision in Bloom appeal, set to raise funds again for RRU's Japanese Gardens and the Farm at RRU. The appeal is scheduled to reach ~ 20,000 mailboxes from May - July.
- **Annual Report:** We are excited to report that work is underway to publish the RRU Foundation's inaugural annual report for FY2023-24. The report will include fiscal financial reporting, donor impact stories and the university's FY24 donor list. This will be mailed to all RRU donors and prospects together with fund reports (for fund contacts) in June.

Fundraising Operations Activities

- **Raiser's Edge NXT Migration:** Work continues to migrate Raiser's Edge (RRU Foundation's CRM) to NXT; project set for completion by late March. This project represents a *critically significant* upgrade to our database platform, which will enable more dynamic reporting and strategic analysis in support of our *Leading with Courage* campaign and beyond.
- **Fund Transfers:** Year-end fund transfers are underway, with philanthropic funding supporting the university's strategic priorities including student awards, research, capital projects and more.

COMMUNITY ENGAGEMENT

Alumni Relations Activities

- **Lifelong Learning Pilot Launched:** RRU's newest Alumni Advantage benefit launched on January 18 to great success. Lifelong Learning is a three-year pilot offering RRU alumni an exclusive 50% tuition discount on non-credit courses through RRU's Professional and Continuing Studies. As of Feb 22, there have been 18 course registrations, filling otherwise vacant seats, from 12 excited alumni. Promotion of this benefit continues.

- **Alumni Events:** In collaboration with RRU's recruitment team and the President's Office, several in-person alumni events took place this winter engaging hundreds of alumni in Victoria (Feb 22), Calgary (Feb 6) and Edmonton (Feb 7).
- **Alumni Homecoming Weekend:** May 3-5 will see RRU's first ever contemporary Alumni Homecoming Weekend. The weekend features TEDxRRU, guest speaker and award-winning author John Vaillant (*Fire Weather*), a Changemaker salon and more. Tickets went on sale March 5.
- **Alumni Changemaker Awards Program:** Planning is underway to reimagine our alumni awards and launch the RRU Alumni Changemaker Achievement Awards. The new awards program will be announced in during the May alumni weekend and awarded the following year. The awards will recognize alumni aligning with RRU's vision and values, realizing positive and significant change in the world.
- **RRU Alumni Newsletter Launched:** RRU's new quarterly alumni newsletter launched in February, streamlining alumni communications and providing news on RRU engagement opportunities and alumni achievements around the globe. Subsequent newsletters will be sent out each quarter.

Marketing

- **Top of Mind Research:** The Marketing team is undertaking Top-of-mind (TOM) awareness and brand perception research. Engaging both national and key recruitment markets, the team will seek to better understand awareness and perception of Royal Roads University as well as public attitudes towards post-secondary education, key drivers in decision making, motivations and barriers to post-secondary education. A subset of hyper-local research will focus on the West Shore.
- **Brand Advertising for 2024/25:** The team has also refreshed its very successful "Boldly Different" advertising campaign, first released in 2021. Content has been updated and selling points revised, our commitment to "Changemaking" throughout our messaging. This campaign will be in market in early April, with a sustained presence throughout the year in key markets (BC, AB, ON).
- **Brand Repertoire Ads for 2024/25:** In 2023/24 the marketing team focused on program specific advertising, featuring key programs that drive the largest revenue for RRU. To strengthen this approach and draw in a larger number of programs, the team will be looking at brand repertoire ads – ads based on a program theme (ie; leadership) as opposed to a single program. Results from the 2023/24 program ads will be presented at the next board meeting.
- **Digital Strategies:** Marketing efforts this year will be supported through the launch of a new influencer strategy. Close to 70% of RRU prospects join the university through word of mouth. To leverage this proof point, the team will be working with a digital firm to build an international cohort of brand ambassadors, strategically positioned in key markets with a goal to raise reputation and profile for the university and drive prospects to the website.

Communications

- **Integrated Storytelling:** The communications, marketing, alumni relations and advancement teams have developed a process to integrate and streamline storytelling. Focusing our efforts on key themes – Transformational leadership and changemaking; Innovation and futureproofing; Climate action; Equity, diversity and inclusion; Indigeneity and reconciliation; and profile building and campus life – the teams have created an editorial calendar and weekly process to develop and pitch stories to media.
- **Website Improvements:** In mid-January, the communications team launched an e-commerce style Program Search enabling web users to search programs by academic theme, academic credential, delivery mode and start date. Early results show web users are more engaged in the search process, click into program pages more often, and exit their search less frequently. The communications team is analyzing data and gathering feedback to inform continuous improvement. Recommendations will be shared with internal stakeholders at the end of March.
- **Changemakers Speakers Series:** On April 25, RRU is thrilled to welcome internationally acclaimed author, John Vaillant who will speak about his most recent book, *Fire Weather: The Making of A Beast*. *Fire Weather* was nominated for the National Book Award, and the Hilary Weston Writers Trust Price for Non-Fiction. In 2023 it won Britain's Baillie Gifford Prize for Non-Fiction. All board members are invited to join us on the evening of April 25 at the Victoria Conference Centre.

Campus Services and Events

- **Event Pricing Structure:** The Campus Services team has done a comprehensive comparative review of venue fees for campus spaces. As a result, venue pricing has been increased for some events, or better aligned with the market. Wedding sales have been strong for this coming fiscal with over 40 confirmed and sales for 2025 are also showing a strong start.

PEOPLE AND PLACE

Campus Services and Events

- **The Farm:** The Farm at RRU continues to thrive. The team is currently working with Daniel Hoffman Hayes, an urban food farmer from Ontario to develop a business plan for this venture over the next 1,3 and 5 years, considering governance, staffing, produce distribution, community engagement and more. Supported by the \$200K TD grant, 16,000 square feet of market garden space has been laid out. These beds will be planted in the next 6 weeks. In March the Indigenous Medicine Garden, a new 10,000 square foot garden at the Farm, will be planted out. Plans are underway to construct the poly culture orchard this fall.



PROGRAM AND RESEARCH COUNCIL MINUTES

MEETING OF MONDAY SEPTEMBER 11, 2024

9:00 AM ZOOM

Voting Members: Philip Steenkamp (Chair), Veronica Thompson (Vice-chair), Paul Born, Gwen Campden, Nelson Chan, Monique Gray Smith, Catherine Holt, Piet Langstraat, David Porter, Brenda Schoepp, Harish Kumar Tiwari

Non-voting Members: Brigitte Harris, William Holmes

Guests: Moira McDonald

Regrets: Sue Gee, Rob Mittelman, Philip Twyford

Administration: Drew Duncan, Ashley Richards, Sherry Richards (recording secretary), Donna van Akker

1. CALL TO ORDER, ACKNOWLEDGEMENT OF THE LANDS, APPROVAL OF THE AGENDA STEENKAMP

The Chair acknowledged that Royal Roads University is located on the traditional lands of the Lekwungen-speaking Peoples, the Songhees and Esquimalt Nations.

Acknowledgement was also expressed for the important event happening tomorrow at Sneq'wa e'lun where Elders will gather to witness the signing of a new framework with the Songhees Nation as treaty negotiations which have been ongoing for more than 25 years move towards conclusion. This offers the opportunity for PRC to think about how our programming might evolve over time in consultation with the Songhees and other Nations, our neighbours and partners.

The Chair welcomed Harish Kumar Tiwari, the newly elected student representative to the Board of Governors and PRC and thanked him for giving his time to support this work given his busy student schedule. Harish is enrolled in the Master of Global Management program.

A welcome was also extended to Paul Born, newly appointed external member to the PRC. Paul is the Co-Founder, and for 20 years was the CEO/Co CEO, of Tamarack Institute, a leading authority on the ideas and practice of community engagement, collective impact and community innovation. He is the past CEO and the Founder of Vibrant Communities, now active in over 500 municipalities with campaigns to end poverty, deepen community, build youth futures and tackle climate change. Paul received the Order of Canada in 2019, is a senior fellow at Ashoka and also an author, motivational speaker, social innovator, and large-scale community change facilitator. Paul is a proud graduate of RRU and added that he implemented many ideas and learnings from his time in the MA Leadership and Training program in establishing the Tamarac Institute.

The Chair also welcomed Sherry Richards as the new committee secretary and thanked Donna van Akker for her past support.

M/S Schoepp/Porter

CARRIED

2. APPROVAL OF THE MINUTES OF PREVIOUS PRC MEETING FROM SEPTEMBER 14, 2023 STEENKAMP

M/S Gray Smith/Porter

CARRIED

3. BUSINESS/INFORMATION ARISING**I. Recent Board approvals****STEENKAMP**

No new updates.

II. Status of degree approvals**THOMPSON**

V Thompson provided context for new members advising on the role of the DQAB as the provincial body which oversees the approval of new degree programs. No new updates.

4. STANDING ITEMS FROM PRC ANNUAL PLAN**I. Review of Post-Secondary/Workplace Trends****THOMPSON**

V Thompson reported on post-secondary and workplace trends remarking that the VUCA context for post-secondary institutions continues with even greater volatility, uncertainty, complexity, and ambiguity. She touched on five key trends:

a) public perception of higher education

- ongoing debate over value of higher education and concerns that it is too expensive leading to greater amounts of student debt

b) enrolment and demographics

- expected enrolment stabilization and post-pandemic rebound has not occurred and instead enrolments have been volatile and inconsistent
- evidence suggests we will hit a global peak in population in 2055 with China peaking now and Canada's population expecting to peak later in 2080; expecting 30% increase in BC of 18-21-year-olds between 2021-2035 which bodes well for RRU with the addition of the West Shore campus
- RRU looking at ways to align existing programs with changing labour market demands, is expediting program reviews and introducing new micro-credentials; we remain cautious about challenges and potential for changes to demographics over time

c) international student regulations

- Substantive IRCC and PFSF changes have occurred in the past four-five months
- effective December 1, 2023 institutions must validate all letters of acceptance within ten days of receiving IRCC notification
- financial requirements for international students to obtain a study permit were raised from \$10,000 to over \$20,000 effective January 1, 2024
- changes to the number of hours international students may work have been extended to April 30, 2024 and students who start their program before September 1, 2024 and have up to 50% of their program online are eligible for work permits
- in January IRCC announced an immediate cap on international student permit applications to stabilize new growth over two years; the cap is expected to result in a 35% decrease in international study permits and led to a pause in processing of undergraduate applications
- every study permit application requires a letter of affirmation and an attestation letter from the province to confirm that a seat is available in an institution's allocation
- other changes to post graduate work permits include three-year work permits for graduates of master's degree programs (rather than linked to the length of their program) and the limitation of work permits to spouses of international students in master's and doctoral programs
- BC has received an allocation of 83000 attestation letters with 53% allotted to public institutions and 43% to private institutions; BC's attestation letter system launched on March 4, 2024
- master's and doctoral programs are exempt from cap

d) sustainable business models

- institutions looking at cost saving measures, revenue generating opportunities, rightsizing, and mergers
- careful thinking about numbers of programs and enrolment strategies
- Ontario institutions facing significant budget shortfalls and starting to see these announcements from BC institutions also
- In BC, we benefit from government commitment; most significantly, we receive funding to cover general wage increases which is not the case in other provinces.
- RRU response includes program changes (new programs and combining of programs), development of a new SEM plan, academic reorganization that will create efficiencies in program delivery and offerings; looking at new revenue streams; evaluating high demand programming; partnerships and new offerings such as a summer Changemaker program on campus

e) artificial intelligence

- a significant issue and trend that has rapidly expanded beyond ChatGPT
- shift in thinking around pedagogical approaches and how institutions integrate AI into their operations
- examples of institutions embracing AI include Arizona State, Albany University and Western
- HESA established an AI Observatory and hosts regular roundtable discussions for institutions to share research and news around AI with others in higher ed community
- RRU's taskforce has developed guidelines that focus on empowering students to learn effective and ethical use of AI consistent with principles of the LTRM, an evolving space that will require us to continually review and respond; community forum scheduled for tomorrow to introduce guidelines and generate further conversation

Member questions/comments:

- **Does RRU receive the same per student funding as other BC institutions?** Historically RRU has had the lowest proportion of funding from all institutions in BC. RRU has had a high-cost model right from the start and there has been no significant increase in operating funding from the province since before 2010. A structural deficit has developed at every institution, and the revenue gap has been filled by international students, but that strategy has hit limitations. While most RRU students as graduate students are exempt from the IRCC cap, the bigger issue is the message this policy sends globally that Canada is closed to international students. There has been a 43% drop in interest in Canada from international students since the announcements of recent changes. (Ken Steele)
- **Affordability an issue of concern across all aspects of society.** RRU looking at pricing and affordability of both undergraduate and graduate programs. Alumni Advantage program recently announced which offers an exclusive 50% discount on tuition for non-credit courses through PCS for RRU alumni. Competition and content increasingly available freely elsewhere so we must communicate value effectively. There is an adverse effect on equity as attestation letters can't be reissued leading us to be more cautious about who we extend attestation letters, with priority given to those students who are most likely to get IRCC approval. RRU looking at offshore programming in Dubai where students from Africa can readily get visas and other sector by sector customized strategies. Songhees partnership will also guide us here. More stackable, smaller and flexible programs that can be ladderred into other learning opportunities are also being considered.
- **What's the justification for 43% of attestation letters going to private institutions in BC?** When split announced, a core principle for the ministry was to ensure public institutions remained whole so the allocation for each institution was based on last year's approved number of study permits with a 20% bump and 50% increase over that. There is a provincial 30% cap on international undergraduate students at public institutions with enrolment at most in the 20-25% range. This does not apply to master's programs and that is a loophole that needs to be dealt with though it is worrisome that could invite another blunt instrument.

- **RRU Financial Aid office receiving inquiries with increasingly higher requests/needs for funding.**

II. Academic Strategic Plan (update)

THOMPSON

V Thompson offered an update on various activities within the Academic Strategic Plan (2022-2025) highlighting progress made under the five Is:

Interdisciplinarity

- Creation of new AVP, Integrated Academic Planning & Strategic Initiatives role and small data team looking at academic data analysis, data informed processes and 3-year rolling SEM plan with enrolment targets in development
- New programs in development, expediting program reviews leading to renewal of programs and renewed research themes
- Common Foundations curriculum on track for launch in 2025

Indigeneity

- Indigenous Education Plan in development, as well as land-based bridging program; concept presentations will be brought forward
- Indigenous Scholars in Residence, Emerging Scholars Circle and work on foundation modules moving ahead
- Proceeding with recruitment of next two emerging Indigenous scholars and new members will be joining Indigenous Education Team shortly as well to fill vacant Manager and Coordinator roles

Integration

- Undergraduate strategy in development with phased approach to launch September 2025; reevaluating existing undergraduate programming and building out holistically for students in next phase
- Moving ahead with recruitment for Dean of Graduate Studies & Research
- Academic Planning and Quality Assurance Manager supporting program reviews and development processes looking at ways to reduce administrative bureaucracy and more seamless workflows
- Term-based modeling complete and decision due on way forward
- Launch of Destiny 1, My Creds, RRU.Go (online application system) and RFP issued for renewal of CRM

Innovation

- Multiple micro-credentials funded and four new submissions with ministry pending review
- Living Labs integrated into courses in Environmental Management program
- Multiple community learning partnerships established for BBA
- Small innovation fund and process established in VPA's Office for next fiscal

Inclusivity

- Intercultural capacity assessment and workshops for faculty and associate faculty in progress

Member questions/comments:

- **What are the emerging pedagogies and how does RRU intend to address them?** The data from prospect surveys suggests that students are looking for different things now than they were pre-pandemic. Conversations around AI affordances already underway and we will be holding another Provost forum on future directions for RRU in April. Looking at ways to harness innovations in our own courses and signature pedagogy. Thinking about how we can continue to enhance our education technology. This could be a potential differentiator for RRU incorporating more innovative pedagogical models with an increased focus on skills and competencies for the workplace. PRC can inform us as to what this looks like both in terms of programming and delivery, as well as defining what makes it leading edge. Requires follow through with communications and marketing strategy, as well as thinking around how we can leverage alumni network more effectively and intentionally.

III. PRC Terms of Reference**STEENKAMP**

Members received a copy of the current Terms of reference which outline responsibilities for PRC around academic programs, administrative structure, research, academic support services, policy and Indigenous programming and research. No changes were discussed for the current year.

No member questions/comments.

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

A draft annual plan was included in the meeting package with standing items for each meeting agenda. The Chair shared plans to provide an update on the Five-year Strategic Rolling Plan at the May/June meeting, to discuss undergraduate strategy with PRC in September/October and advisory council structure at the November/December meeting. The Chair invited members to offer additional ideas for inclusion on the agenda over the coming year and committed to looking at a different approach and structure to PRC meetings to expand opportunities for further discussion and obtain input from members on broad strategic issues.

Member questions/comments:

- **Request for more financial and demographic information to be shared at the program level.** Work being done to look at contribution analysis by program that will be reflected in SEM plan.
- **Culture absent from list of priorities for discussion yet can help us to understand who our target students are and the influence our associations may have on programs and research at the university.** Invite In, Venture Out goal speaks to culture and RRU commitment to community engagement.
- **How are students involved in consultation regarding learner needs and program development?** Expertise and willingness present within PRC membership to assist with consultation design.
- **How can PRC members be strong advocates, contribute to culture of council and leverage talents of members?**
- **Students looking for connection to workforce. Suggest co-op and internship opportunities be put at end of program so employers can have option of keeping students on following completion of their work experience.** This is the case currently for master's programs.
- **Experiential learning opportunities so meaningful to students** and applicability/relevancy of learning comes up often at alumni events. Suggest looking at ways to highlight more of these examples.
- **Concern expressed about viability of course based program completion options for MGM given timing of courses.** Points to criticality of move to term-based system.

5. REPORT FROM ACADEMIC COUNCIL**THOMPSON**

V Thompson reported that there have been three Academic Council (AC) meetings since the PRC last met in September 2023 where AC approved almost 770 graduands in total. Several new members have joined Academic Council including a newly elected staff member and two new student representatives. There was a recommendation at the December 2023 meeting to grant Professor Emeritus status to Dr. Michael Young. Two new programs were approved at the January 2024 meeting and have come forward for PRC approval on today's agenda.

6. NEW BUSINESS

I. Combining BA in Global Tourism Management (BAGTM) and BA in International Hotel Management (BAIHM) under a new degree BA in Hospitality and Tourism Management (BAHTM). MCDONALD

Motion: To approve combining the BA in Global Tourism Management and the BA in International Hotel Management under a new degree BA in Hospitality and Tourism Management.

M McDonald attended the meeting to share background and context for the program proposal included in the meeting materials.

Member questions/comments:

- Support and affirmation expressed for new program that integrates tourism and hospitality.

M/S Porter/Schoepp

CARRIED

II. Indigenous Environmental Leadership Pathways (IELP) program HARRIS

Motion: To approve the Indigenous Environmental Pathways program.

B Harris spoke to the background and context for the program proposal included in the meeting materials.

Member questions/comments:

- **Why has this been designed as a fully online program?** To reduce costs and increase access for students in their communities albeit if there was interest in an on-campus program or residency, we could consider that for the future. The Indigenous Education Team is working on land-based learning curriculum which will be presented to the Board in May.
- **Has existing work on Climate Action competency [framework](#) been integrated into program?** This work will be reviewed.
- **Enrolment** has been estimated at 20 students with intentional design to keep numbers small to ensure students get the learning support they need. Given the significant interest in environmental programs, there may be opportunities to expand program. No plans to offer full-time equivalent of program currently.

M/S Langstraat/Porter

CARRIED

7. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR STEENKAMP

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

- post-secondary institutions facing a radical revisioning and RRU taking proactive, multi-pronged approach to meet challenges of current environment
- working to enhance business intelligence and to develop business development team in PCS
- need to build capacity on an ongoing basis and dynamic mechanism for gathering this kind of input to guide our way forward, ensuring our vision, mission and mandate are all aligned
- transformational reorganization will allow us to be more responsive to changing demand and to reduce administrative burden for faculty to focus on teaching
- website revamped and we are tracking KPIs; iterations from launch to address problems
- process enhancements realized in admissions albeit our timelines still longer than many competitors thus we continue to look for ways to simplify and automate where we can
- working on strategy to guide digital transformation across program delivery and student experience
- participating in 2-day workshop in Santa Clara to discuss potential of AI in post-secondary space

- rethinking our approach to recruitment - developing better analytical capacity, developing strategies for specific sectors and for in-market representatives in key domestic markets
- on international front, pursuing new partnerships to offshore some of our risk – two initiatives in Singapore including a MOU to deliver MAIIC program to South Asian markets and in Dubai, business programming for central Asia and Africa
- relationship with Navitas in Australia who have offered to share market analysis data with RRU
- testing effectiveness of targeted program marketing
- SEM work requiring review of entire portfolio of programs – intentional about which programs to discontinue, review and expand to stay relevant
- ensuring program reviews are regular, dynamic and data driven
- program pricing and delivery modes are under review
- building out programming, new space and pathways into current programs for growing population on West Shore

Member questions/comments:

- Recognition that this moment offers all kinds of opportunities particularly for RRU who is nimble in comparison to many other institutions
- Support for proactive strategy, philosophy, and hard work in identifying multiple ideas/opportunities
- Partnership opportunity with Mount Royal College in Calgary, an exclusively undergraduate university interested in building pathways to graduate programming; would support domestic enrolment strategy
- Additional ideas/opportunities welcomed from PRC

8. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST

THOMPSON

The Vice-President Academic and Provost provided a report in the meeting materials and highlighted the following:

- Several program reviews underway with reports now coming back; MBA reviewers on campus this week
- Academic reorganization moving ahead to create flexibility and allow movement across credit/non-credit programs with 3 new faculties – Graduate Research/Interdisciplinary Studies/Professional & Continuing Studies; combining seven schools into three under Faculty of Interdisciplinary Studies – Climate & Environment, Culture & Society, Leadership & Management; new School meetings completed with emphasis on relationship building; careful role review underway as well as allocation of programs to new Schools; Program Head role review informed by survey to identify most meaningful responsibilities and administrative pieces that could go elsewhere; considering centralization of some administrative tasks; preparing to post Dean roles; 3-6 month implementation by July with deliberate check ins for feedback along the way
- Reevaluation of advisory council structure to look at ways councils might support multiple Schools, high level strategy and disciplines within new academic structure

No member questions/comments.

9. MEETING ADJOURNED

11:48 AM

Motion to adjourn Thompson

NEXT SCHEDULED MEETING – THURSDAY, MAY 30, 2024

PROGRAM AND RESEARCH COUNCIL



Annual Plan 2024-2025

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

*drawn from the PRC Terms of Reference