

## 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)

June 20, 2024 08:30 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Chan	08:30 AM-08:34 AM	
2. Approval of the Agenda	Chan	08:34 AM-08:35 AM	
MOTION: That the agenda be approved as distributed.			
3. <a href="#">Approval of the Minutes</a>	Chan	08:35 AM-08:36 AM	4
MOTION: That the minutes of the open session of the 26 March 2024 Board of Governors meeting be approved as distributed.			
4. Report from the President	Steenkamp	08:36 AM-08:51 AM	
For information			
SPECIAL BUSINESS			
5. <a href="#">Climate Action Plan - Annual Report</a>	Twyford	08:51 AM-09:04 AM	9
For information			
REPORTS FROM COMMITTEES			
6. Program and Research Council	Steenkamp	09:04 AM-09:12 AM	

6.1	Report from Chair For information	Steenkamp		
6.2	New Program Approvals from Academic Council For information	Thompson		
7.	Finance and Audit Committee	Holmes	09:12 AM-09:22 AM	51
7.1	Report from the Committee Chair For information	Holmes		
7.2	<a href="#">Information and Data Management and Security Policy</a> MOTION: That the Board of Governors: 1. approve the Information and Data Management and Security Policy; 2. rescind the Information Security Policy (2004); and 3. rescind the Confidentiality Policy (2006).	Holmes/Twyford		51
8.	Governance and Nominating Committee	Saunders	09:22 AM-09:40 AM	72
8.1	Report from the Committee Chair For information	Saunders		
8.2	<a href="#">Health &amp; Safety Policy Review</a> MOTION: That the Board of Governors approve the Health and Safety Policy.	Lumley		72
8.3	<a href="#">Safe Disclosure Policy Review</a> MOTION: That the Board of Governors approve the Safe Disclosure Policy.	Lumley		79
8.4	<a href="#">Sexual Violence and Misconduct Policy Review</a> MOTION: That the Board of Governors approve the updated Sexual Violence and Misconduct Policy.	Lumley		91

## VP PORTFOLIO REPORTS

9.	<a href="#">Report from the Vice-President, Academic and Provost</a> For information	Thompson	09:40 AM-09:46 AM	100
10.	<a href="#">Report from the Vice-President Finance and Operations</a> For information	Twyford	09:46 AM-09:52 AM	103
11.	<a href="#">Report from the Vice-President, Communications and Advancement</a> For information	Gee	09:52 AM-09:58 AM	105

## CONSENT AGENDA

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

12.	Consent - Approval Items None	Chan	09:58 AM-09:59 AM	
13.	Consent - Information Items For Information	Chan	09:59 AM-10:00 AM	108

- |      |   |     |
|------|---|-----|
| 13.1 | <a href="#"><u>Draft PRC minutes of the 30 May 2024 meeting of the Program and Research Council</u></a> | 108 |
| 14.  | Adjournment of Open Session   |     |

**DRAFT**

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

**26 March 2024  
Sequoia Building, Centre for Dialogue**

<b>PRESENT</b>	
<b>Board:</b> Nelson Chan, Board Chair & Chancellor Philip Steenkamp, President & Vice-Chancellor Gwen Campden William Holmes Catherine Holt Harish Kumar Tiwari Geoff Pearce Dave Saunders	<b>Administration:</b> Susan Gee Philip Twyford Veronica Thompson Drew Duncan Ashley Richards (recording)
<b>Regrets</b>	
Christina Benty Monique Gray Smith	

**1. Call to Order and Welcome – 10:50 a.m.**

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

The chair noted that the Open session of the board of governors meeting is being livestreamed and reminded governors that they are subject to the RRU Code of Conduct and Conflict of Interest Guidelines and the CABRO Candidate Profile and Declaration. He called upon the governors to declare any conflicts of interest, real or perceived, that they may have. None were declared.

The chair shared that he spoke with the interim minister and now new minister for Post-Secondary and Future Skills, Ministers Bailey and Beare, where he showcased the amazing work of RRU. The chair thanked Kevin Brewster for his contributions to the board and RRU community, as he recently concluded his time on the board.

**2. Approval of the Agenda**

The chair asked members if there was anything on the Consent Agenda that they felt should be moved into the regular agenda. There being nothing, the question was called, and the motion **carried**.

MOTION (Holt/Saunders)

*That the agenda be approved as distributed.*

CARRIED

**3. Approval of the Minutes**

MOTION (Pearce/Campden)

*That the minutes of the Open session of the 11 December 2023 Board of Governors meeting be approved as distributed.*

CARRIED

#### 4. Report from the President

President Steenkamp provided an update to members on the following:

- **2024-25 Budget:** The approval of the budget will be discussed later in the meeting.
- **Market Analysis:** Work is being done to better understand the market, labour force analysis, and what students need so that RRU can adapt to better serve students.
- **Revamped Website:** The team has followed user-testing and KPIs with web improvements.
- **Process Improvements:** Management is constantly looking at improvements in administrative processes, and is developing a Strategic Enrolment Management Plan that will lay out an ambitious set of goals and strategies.
- **Recruitment and Partnerships:** Management is focusing on sector strategies, enhancing RRU's connection to the armed forces, and working closely with the public sector in British Columbia, Nova Scotia, and reaching out to Ontario. They have held a number of meetings with alumni and other officials and are meeting with colleagues from other post-secondary institutions (PSIs) to develop stronger partnerships and pathways. Internationally, they are looking to establish new deep partnerships with Beifang International Education Group and Concord College of Sino-Canada, among others.
- **Conferences:** President Steenkamp attended the Canada-in-Asia Conference in Singapore, which was a good forum to connect with ambassadors and trade commissions, as well as the Asia-Pacific Association for International Education (APAIE) Conference in Australia to connect with potential partners.
- **Ministry of Post-Secondary and Future Skills:** President Steenkamp met with Minister Beare along with the other Research Universities and Colleges of British Columbia presidents.

It is a challenging time for PSIs throughout the world, given the impacts of the pandemic, rising geopolitical tensions, as well as a cost and affordability crisis. RRU is uniquely well-adapted and suited to responding to new challenges.

#### REPORTS FROM COMMITTEES

#### 5. Report from the Program and Research Council

##### 5.1 Report from the Chair

The council met on March 11, 2024. PRC welcomed student-elected member of the board, Harish Kumar Tiwari, and new external member, Paul Born, to the council. PRC members: received a review of PSI/workplace trends; an update on the Academic Strategic Plan and the progress made on goals and actions; reviewed the PRC terms of reference (proposing no new changes); and discussed the PRC annual priorities. RRU will be reviewing the undergraduate curriculum and developing a new undergraduate strategy, which will be brought to PRC. The council chair noted that he needs to rethink the approach to advisory councils and would like PRC input on how to create a contemporary structure with direct input from those in the

industry about RRU programming. Members received an update on the Academic Council and recommend the combining of two Bachelor of Arts (BA) programs.

PRC will meet next on May 30, 2024.

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

### **5.2.1 Approval of the Bachelor of Arts in Hospitality and Tourism Management (BAHTM)**

A proposal for combining the current Bachelor of Arts in Global Tourism Management (BAGTM) and BA in International Hotel Management (BAIHM) into the newly named BA in Hospitality and Tourism Management (BAHTM) is included in the meeting materials. V. Thompson shared that this change is in response to what they are hearing from the labour market, what employers are looking for, and what students want. The change embraces goals and strategies within the Academic Strategic Plan as well.

A member queried why the change is to a BA rather than a Bachelor of Commerce, and it was clarified that the program is focused more on what the work is rather than entrepreneurship and provides pathways for colleges to send certificate and diploma students to RRU to finish a BA.

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

#### MOTION (Campden/Holmes)

*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.*

**CARRIED**

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

### **6.1 Report from the Committee Chair**

The committee met on March 14, 2024 and discussed the 2023–24 year-to-date operating results and forecast. The focus continues to be on enrolment growth, cost management strategies, and identifying new revenue opportunities and partnerships. The committee also reviewed their terms of reference and has not suggested amendments.

FAC next meets on June 7, 2024.

### **6.2 2024/25 Operating and Capital Plan**

The 2024/25 Operating and Capital Plan was canvassed with the committee on March 14 and with the board earlier in this meeting, where the board approved it as presented. Philip Twyford, Vice-President Finance and Operations provided the following budget context: enrolment has declined; labour market, global political and economic realities, and visa challenges have contributed to the declining environment; the new visa process has cooled international enrolment across the country; RRU has delayed hiring and deferred equipment replacement, repairs, and maintenance; spending reductions are across RRU; and focus on growing enrolment and revenue. Due to declining enrolment, RRU will be recording a \$4.3M

shortfall, and this will be offset by a transfer from accumulated surplus. The 2024/25 budget assumptions and budget summary were presented as well.

### **6.3 RRU Foundation 2024/25 Budget**

Materials relating to the RRU Foundation 2024/25 budget were included in the meeting package, covering Advancement highlights and donation revenue to RRU.

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

MOTION (Pearce/Holt)

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

CARRIED

## **7. Report from the Governance and Nominating Committee**

### **7.1 Report from the Committee Chair**

The committee met on March 15, 2024, where members discussed the annual board retreat, the President's annual goals, and other matters.

GNC next meets on June 7, 2024.

## **VP PORTFOLIO REPORTS**

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

Further to her report, V. Thompson shared that her portfolio has been engaging in important conversations via President and Provost forums across RRU. She highlighted the funding proposals for four micro-credential programs that have been submitted to the Ministry, and noted that RRU has also submitted a micro-credential in partnership with the Blueberry River First Nation. V. Thompson also highlighted several awards from the report, showcasing the exemplary work being done by students, staff, and faculty at RRU.

The board chair complimented the excellent awards, programs, and research and expressed interest in having the draft statement on generative AI shared with the board. He asked about the Global Workforce Skills program, and V. Thompson explained that it resides within the Global Learning and Language Centre and is focused on international students, giving students Canadian and local knowledge of workforce skills within this context. It has been paired with the Graduate Diploma in Project Management and Organizational Leadership, so it is a pathway and a combination of both credit and non-credit programming.

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

P. Twyford spoke to the following from his report: actions related to the Climate Action Plan (CAP); continued work on enhancing the Student Information System; community engagement; work continuing on the West Shore Initiative in terms of the build itself and work with the partner institutions; Rebecca Lumley is the new Associate Vice-President Human Resources;

work is continuing on the Japanese tea house, with an opening expected for September 2024; and the updating of the campus security systems.

It was commented that there should be broader input into RRU's CAP than just the RRU community itself, given the campus is on federal lands and has connections to the local Indigenous communities. It was shared that the CAP is a comprehensive multi-party plan and that discussions have been held with the Songhees Nation, Esquimalt Nation, the cities of Langford and Colwood, Ministry personnel, as well as faculty and staff, with input being captured from different avenues. Another member emphasized that this is a good reminder that, while students and revenue are a primary focus, there are important issues such as climate that still need focused attention.

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

S. Gee shared that Advancement surpassed its goals this year, which bodes well for the forthcoming multi-year campaign. The team will leverage the media to showcase that RRU is a major gifts operation. The Vision in Bloom campaign will run again this year, and lots of work is being done in the planned-giving space. Marketing is in the middle of finishing quotations to start national top-of-mind research to raise awareness about RRU. RRU will move back into national brand-advertising with a refresh of the Boldly Different campaign. As RRU moves into the Strategic Enrolment Management Plan, the rest of the program space marketing will be in alignment with that plan. A new piece of marketing will include utilizing influencers, working with alumni who are good RRU ambassadors. The first Alumni Homecoming will be held in May, which will kick off with a TEDx and include the announcement of a new alumni award program. A Changemaker Speakers Series will be held on April 25, featuring John Vaillant.

While a homecoming is held for ex-cadets each year, this is the first contemporary homecoming for students of RRU. The board chair noted that he attended a concert by the Victoria Symphony at RRU and commended the partnership with RRU. It was shared that the Indigenous Medicine Garden will be planted soon, and the anticipated harvest for The Farm later this year is 10–15,000 lbs of food. The board chair thanked all the volunteers.

#### **CONSENT AGENDA**

##### **PRO-FORMA MOTION**

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

#### **11. Consent Agenda - Approval items:**

None.

#### **12. Consent Agenda - Information items:**

12.1 Draft PRC minutes of the 11 March 2024 meeting of the Program and Research Council

12.2 PRC Annual Plan 2024/25

#### **13. Adjournment of Open Session**

The meeting adjourned at 11:45 a.m.



## BOARD OF GOVERNORS BRIEFING NOTE



**MEETING:** June 20, 2024

**AGENDA ITEM:** Climate Action Plan – Annual Report

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

**PURPOSE:** For Decision

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### Synopsis:

Royal Roads University has completed its third year of implementation of the [Climate Action Plan 2022 - 2027](#). This report provides an update on the plan's implementation, along with the University's greenhouse gas (GHG) performance for 2023.

The Finance and Audit Committee received the annual Climate Action Plan report (Attachment 1) at their June 11, 2024 meeting. Management reported the following:

- RRU reduced its operational emissions by 30% in 2023 over 2022 (720 tC02e in 2023; 1,022 tC02e in 2022).
- Primarily achieved by switching from conventional methane gas to Renewable Natural Gas.
- In 2024, RRU anticipates meeting and exceeding its 2025 and 2030 GHG reduction targets through the purchase of 100% RNG.

There were no questions or discussion of the Committee.

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### Recommendation:

That the Board of Governors receives this report for information.

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### Attachment:

1. Briefing note to the Finance and Audit Committee including attachments for the annual Climate Action Plan report (June 11, 2024)

## ATTACHMENT 1

## FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



**MEETING:** June 11, 2024

**AGENDA ITEM:** Climate Action Plan – annual report

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

**PURPOSE:** For Information

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### Synopsis

Royal Roads University (RRU; University) has completed its third year of implementation of the [Climate Action Plan 2022 - 2027](#). This report provides an update on the plan's implementation, along with the University's greenhouse gas (GHG) performance for 2023.

### Background

- RRU's *Climate Action Plan* (CAP) identifies the University's commitments to play a leading role climate change action. The CAP aligns with the work of the Province of BC, particularly *CleanBC* and the *BC Climate Adaptation and Preparedness Strategy*.
- The *Climate Action Plan Annual Report* provides an update on the implementation of RRU's climate leadership activities in 2023/24 (see Attachment 1). The report provides highlights over the last year and outlines, by goal area, progress, next steps and opportunities. The report also makes recommendations for the year ahead and provides an *at-a-glance* summary of progress on actions.
- This report reflects RRU's university-wide effort towards climate action leadership. In keeping with a whole-of-university approach to climate action, accountabilities and responsibilities for CAP implementation are distributed across all university portfolios and departments.

### Key Considerations

Through the CAP, RRU has met its operational GHG reduction target, is developing new information on its scope 3 emissions, and is undertaking its first climate risk assessment as part of its journey to become more climate ready. Advancing climate change education, research, capacity building and broader engagement continues to be forefront in our institutional commitments and activities.

#### Operational GHG emissions

- GHG reduction targets: 2025 = -65%, 2030 = -80%; 2050 = net zero
- In 2023, RRU reduced its operational emissions by 30% from the previous year (720 tCO<sub>2</sub>e in 2023, compared to 1,022 tCO<sub>2</sub>e in 2022). This dramatic reduction was achieved primarily by switching from conventional methane gas<sup>1</sup> to Renewable Natural Gas (also known as RNG or

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<sup>1</sup> Methane gas is also known as "natural gas." RRU's source for this fuel is FortisBC, which supplies gas that is 95% methane. Methane has a global warming potential 28 times stronger than CO<sub>2</sub>. Research shows that using the term "natural gas" implies a

biomethane). Overall, RRU has achieved a 51% reduction from the 2010 baseline. The *2023 Climate Change Accountability Report* (Attachment 2) provides further details on RRU's operational GHG emissions and reduction efforts.

- In 2024, RRU anticipates meeting and exceeding its 2025 and 2030 GHG reduction targets through the purchase of 100% RNG.
- While RNG provides an interim opportunity for the University to reach its GHG reduction targets, significant infrastructure and funding challenges remain in the University's journey to decarbonize the campus. Infrastructure costs to upgrade and electrify the campus have been estimated to be in the magnitude of \$25M - \$50M. With minimal incentive funding and support from provincial and federal grants, a lack of funding remains a critical barrier to switching to electric and renewable options.

A second challenge to infrastructure upgrades is the ongoing land negotiations with Songhees and Esquimalt Nations. Until this process is complete, the University does not have certainty on building and infrastructure ownership, complicating the pursuit of funding for significant upgrades and retrofits.

### Scope 3 emissions<sup>2</sup>

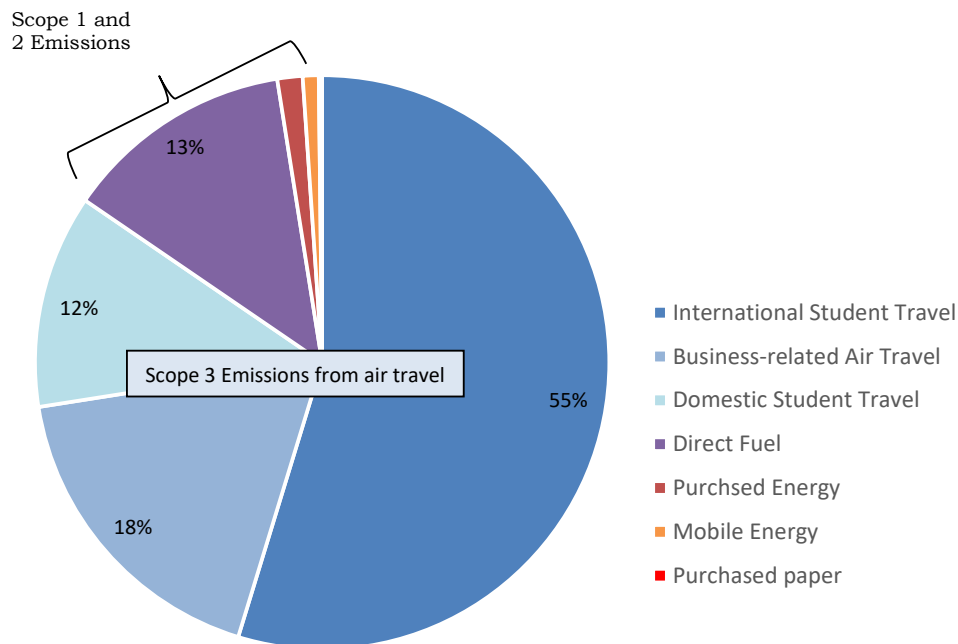
- When the Climate Action Plan was established, scope 3 emissions were unknown. However, in line with science-based targets and the UN Race to Zero, RRU set a GHG reduction target of 50% reduction by 2030, and net zero by 2050.
- Preliminary 2019 baselines have been established for the following scope 3 categories: business air travel, domestic and international student air travel, and waste. Approximately 85% of RRU's GHG emissions are attributable to air travel. See Figure 1 below.
- Baseline development is in progress or planned for: purchased goods and services, investments, and commuting. Once these figures are established, it is anticipated that RRU's GHG emission footprint associated with extended "value chain" activities will increase significantly.
- More work is needed to refine tracking, monitoring and reporting of scope 3 emissions, alongside a program to manage and reduce these emissions. Scope 3 emissions is a sector-wide issue and interest, and RRU will be working closely with other sector partners to refine its approach.
- Given that 55% of emissions are coming from International student travel, and 18% from business travel, significantly changes to RRU's teaching and business model will be needed to achieve its 2030 target.

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clean source of energy and an undeservedly positive public perception ([Yale](#), 2022). In recognition of these factors, RRU has changed its terminology.

<sup>2</sup> Scope 3 emissions are indirect emissions that are created by of an institution's activities both up and downstream in its value chain. These include emissions related to commuting, business travel, waste, purchased goods and services, investments, etc.

**Figure 1.** RRU Emission (tCO<sub>2</sub>e) for 2019: Business and student travel compared to operational emissions



Additional highlights from RRU's Climate Action leadership in 2023/24 include:

- **Climate Risk:** In early 2024, RRU embarked on its first Climate Risk Assessment (CRA). The CRA is a critical precursor to future adaptation efforts by the University. The assessment will consider how a diverse set of climate hazards could impact on- and off-campus assets, services, people, and strategic objectives; and it will provide a prioritized list of risks to inform action planning.
- **Biodiversity and ecosystem health:** Related to the above, RRU is increasing its attention to drought, the state of plant, animal and creek health on campus, and is looking at ways to gather information on biodiversity, tree and plant health to inform our response.
- **Advancing climate change education, research, capacity building:** Through expanded and new educational offerings and partnerships, research investments and academic initiatives, RRU is continuing to expand its impact and relevance in climate change capacity building.
- **Engagement in climate change awareness and action** was very active this year, from the Changemaker Speaker series to RRU's inaugural Climate Week, to grassroots stewardship initiatives, and the growth of The Farm at RRU.

### Fit to Vision and Strategic Direction

The *Climate Action Plan* is directly aligned with Royal Roads' vision of *Inspiring people with the courage to transform the world*. Each of RRU's four strategic goals connect with – and are supported by – the initiatives identified in the *Climate Action Plan*. Additionally, the University's commitments to equity, diversity, and inclusion; decolonization and reconciliation; and the UN Sustainable Development Goals are inseparable from our climate action commitments.

### Lens of Reconciliation

Indigenous ways of knowing, being, and doing are critical to transformative change and climate action. This sentiment is woven through the *Climate Action Plan's* guiding values and principles,

goals, outcomes, and actions. Consultation, co-creation and reciprocal knowledge sharing with Indigenous rights holders need to be embedded in RRU's processes and plans.

### Implications

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

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

*Human Resources:* Hiring, training and professional development, climate change courses, staff engagement and integration of climate action competencies into future role profiles are being explored with Human Resources department, faculty and Professional Continuing Studies.

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

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

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

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

*Climate Action:* Yes

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

### Risk Assessment

<b>Risk</b>	<b>RRU Mitigating Actions</b>
<b>No new funding and resources</b> to activate the Climate Action Plan and deliver on the commitments.	Through the distributed leadership model, accountabilities and responsibilities have been identified across different portfolio areas, allowing for climate action functions to be integrated across departments and programs. The CAP was also developed to be adaptive to changing contexts and challenges. In the face of existing constraints, the RRU Executive Team will review CAP priority actions and update/refresh the KPIs to provide clarity of direction for which actions and outcomes are most critical. Strategic partnership

Risk	RRU Mitigating Actions
	development will also mitigate this risk. Sharing resources and best practices will improve efficiency, build momentum, and help accelerate the pace of change. RRU will prioritize and intentionally pursue partnerships, building on its existing network and exploring new ones.
<b>Operational GHGs and costs associated with Renewable Natural Gas increase</b>	RRU staff will monitor provincial/federal science and subsequent methodology changes for calculating RNG. RRU will continue to explore opportunities to transition infrastructure for campus electrification and renewables.
<b>Increasing climate and sustainability-related regulatory, legal and reporting requirements</b> (e.g., Provincial climate risk and adaptation requirements, and the Canadian Sustainability Disclosure Standard, etc.)	RRU will continue to monitor changing requirements and standards and the implications this has to operational requirements. The existing cross-university Climate Leadership Committee provides opportunity to ensure a coordinated approach for changing requirements. The development of scope 3 emissions tracking/reporting will support RRU's reporting capabilities in the future. Additionally, the Climate Risk Assessment will help to assess and prioritize material climate risks and identify ways these risks can be managed and integrated within future planning and the Enterprise Risk Management framework.
<b>Competitive Disadvantage:</b> With an ever-growing trend towards climate-related integration within professional associations and the labour market, universities that do not meet educational expectations on this aspect will lag behind their competitors in both recruitment, reputation and learner satisfaction.	RRU will continue to fund, support and recruit leading faculty and researchers to ensure climate is integrated into its educational and research mandate. Ongoing focus on partnerships and engagement are critical to building a resilient community that can navigate coming challenges and collaborate on solutions

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### Recommendation

It is recommended that the Finance and Audit Committee receive this briefing and associated reports for information.

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### Attachments

1. Attachment 1: *Climate Action Plan Annual Report 2023 - 24*
2. Attachment 2: *2023 Climate Change Accountability Report*





**Royal Roads**  
UNIVERSITY

# CLIMATE ACTION PLAN

**Annual Report  
2023-2024**



## Land Acknowledgement

The campus is located on the traditional Lands of the Lekwungen-speaking Peoples, the Songhees and Esquimalt Nations. With gratitude, we live, work and learn here where the past, present and future of Indigenous and non-Indigenous students, faculty and staff come together.

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

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





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## Introduction

This is the third annual report for Royal Roads University's [Climate Action Plan 2022-2027](#). In this report, we reflect on the successes and progress made over the last year (April 2023 to March 2024) to activating the Climate Action Plan goals. This report provides highlights, followed by an overview of progress, opportunities and next steps by each goal area. Key recommendations are identified on page 15, followed by an appendix of at-a-glance progress by action and accountability.

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

## RRU Climate Action Highlights of 2023/24

### Increasing Education, Skills and Competencies for Canada's Climate Transition

#### New climate courses and programs

In addition to the large and continually expanding [suite of course and programs](#) focused on climate, sustainability and environment, RRU established several new training opportunities for climate professionals in 2023/24. New [climate-focused courses and micro-credentials offered through PCS](#) provide opportunities for rapid upskilling for working professionals. A new partnership with the [Climate Risk Institute \(CRI\)](#) – a non-profit organization that delivers services and training around climate risk assessment, adaptation planning and adaptation policy – enabled RRU to pair its expertise in online course delivery with CRI's network of adaptation, climate risk, and resilience experts. RRU's [Climate Adaptation Fundamentals Micro-credential](#), the [Infrastructure and Climate Resilience Planning Micro-credential Program](#), and the [Truth and Reconciliation at Work micro-credential](#) are leading examples of new programming available.

#### Climate Action Competency Framework (CACF V2)

Building on previous work this updated framework, is designed to support workforce upskilling for climate action. Produced and hosted by the [Resilience by Design Lab](#), the [CACF V2](#) includes adaptation and mitigation competencies and an interactive tool. This project was funded by Resilience by Design Lab and the Climate Action Secretariat, BC Ministry of Environment and Climate Change Strategy (\$414,000). Moving forward, the Resilience by Design Lab is continuing to partner with CRI and national professional associations to produce profession-specific climate competencies (project valued at approximately \$400,000).

#### Canadian Climate Adaptation Digital Portal

Resilience by Design Lab is partnering with the Climate Risk Institute to develop [CanAdapt](#), an interactive portal that will provide a *one-stop-shop* approach to finding and understanding what climate action related educational and training opportunities are available across Canada. The project will start with a BC-focused prototype that will include RRU courses and courses from other BC post-secondary institutions – an extension of the partnerships and relationships developed with these institutions through the Resilience By Design's Adaptation Learning Network project (project valuation: \$1.3 million). CanAdapt will amplify and simplify public and private sector involvement in climate-informed workforce development, connects climate-action related education and training "suppliers" with the needs of consumers.

## Upskilling for Canada's Climate Transition

A sustainable future needs a climate-ready workforce that can demonstrate leadership in relation to a broad range of complex climate issues. In 2023, the [Resilience by Design Lab](#) in collaboration with [Academy for Sustainable Innovation](#), released the [Upskilling for Canada's Climate Transition](#) report. Funded by Government of Canada's Future Skills Program, the report outlines findings and recommendations on how short-duration training can better upskill, reskill, and ultimately equip workers with the necessary competencies to lead Canada's transition to low-carbon, climate-resilient, and socially inclusive society. This year-long applied research project aligns with initiatives that have expanded RRU offerings, through new rapid upskilling climate-focused courses and micro-credentials (see above).

## Engaging Youth in Climate Resilience

### Youth programming for reconciliation and climate action

A partnership project between Royal Roads University and [Howl Experience](#) was established in 2023/24, thanks to \$1.5 million in funding from the Canada Service Corps service placement funding stream. The [Building Youth Resilience Through Community Connections](#) initiative enables more young people to have unique field-study experiences which combine natural sciences curriculum, Indigenous Knowledge, and on-the-land learning with opportunities for both community building and resume building. Howl offers experiential learning program that engages Indigenous and marginalized non-Indigenous youth. RRU's Resilience by Design Lab helped Howl expand their programming and formalize their curriculum. A *Land-based Community Leadership for ReconciliAction* micro credential was created that blended land-based learning with what it is to know a place according to the people of that place.

### Youth Designing Climate Resilience

The [Youth Designing Climate Resilience \(YDCR\) project](#), funded by SSHRC, has been extended into 2024 in order to include a follow up project with School District 48 to work with students and educators from the Q'aLaTKu7em Community School in Fort Currie on a Phase 2 of their community climate resilience project. The YDCR project began in 2020 and was designed to involve researchers, students, and educators from BC and Puerto Rico in building climate resilience using design thinking to generate and implement student-led resilience projects. The reports on both projects will be posted on the Resilience by Design website in summer 2024 (\$347,052).

## Community Engagement

### Climate Week

In December 2023, RRU organized and hosted [Climate Week](#), an inaugural series of free conversations and events featuring inspiring thought-leaders, activists, artists and change agents to challenge society to look at climate solutions in a new way. Climate Week focused on amplifying diverse perspectives on topics such as decolonizing climate action, leadership, relational accountability, social movements, and art as inspiration for much-needed social change.

Four online speaker series events and three in-person engagement sessions made up the calendar of events. The week culminated in a community-based art project developed in partnership with the Township of Esquimalt and UVic's Department of Education. Attendees co-created a climate canvas mosaic which will ultimately be hung at RRU Campus. Two of the week's sessions included students in the MA in Climate Action Leadership program (a virtual poster presentation of their work and a two-day Climate Action Leadership Accelerator Workshop). Climate Week attracted more than 800 registrants and created inspiring week of connection-building, and a jumping off point to explore climate action as a cultural, relational and equity challenge.

### Changemaker Speaker Series

RRU's [Changemaker Speaker Series](#) offers students, professionals, alumni and concerned citizens the opportunity to hear from thought leaders and inspired experts as they explore humanity's most complex and pressing challenges. The four public engagements this past year were well received, solution oriented and highly impactful. In May, Dr. Thomas Homer-Dixon gave us *Hope in the Polycrisis*; in September, The Honourable Jody Wilson-Raybould spoke to a packed audience about *True Reconciliation*; in November, Dr. Andrea Davis unpacked critical imperatives in her talk called, *To Be in Relation: Indigenous, Black and Other Solidarities*; and in April, John Vaillant addressed the interrelated issues of *Fire and Oil: Rising to the Challenge of a More Flammable World*.

### The Farm at Royal Roads

This past year, [The Farm at Royal Roads](#) grew more than 3,000 lbs of produce (doubling its production). We also established a [Community Fridge on campus](#), welcomed more than 100 volunteers, hosted seven events, and planted the Market Garden and Indigenous Medicine Garden. Organizations involved with and benefitting from *The Farm* last year included [Our Place Society](#), [Iyé Creative](#), and [the Victoria Community Fridge](#). Additionally, the Toronto Dominion Bank donated \$196,000 to RRU's *A Vision in Bloom* program which works through *The Farm* to tackle food insecurity, preserve cultural heritage and improve biodiversity. It's been a big year of growth and learning. There are plans to expand the existing polyculture orchard and continue integrating Farm projects within RRU's Living Lab model, decolonizing curricula, practice and connecting more people to the land.

## University Engagement

### Campus Stewardship sessions

Since Earth Day in April, members of the Climate Action and Sustainability, Human Resources, and Grounds and Gardens teams have worked together to host a variety of campus stewardship sessions. RRU participants attended lunch-hour sessions to learn about native plants and ecosystems, remove invasive plants, (such as Scotch Broom and English Ivy), pick up trash at the Esquimalt Lagoon shore and volunteer at RRU's Giving Garden.

### Resilience and Reconnection Circle

Recognizing the mental and emotional impacts that climate change, political polarization and biodiversity loss are having on the university community, Associate Professor Hilary Leighton and the Climate Action & Sustainability Team initiated a monthly *Resiliency & Reconnection Circle* for staff and faculty. These gatherings have been occurring monthly since October 2023. During these one-hour facilitated discussions, participants build connections with others as they acknowledge and process their emotions in ways that build courage, acceptance, and inner strength.

### Events, Webinars and Informal Learning

A variety of events and activities have continued to foster a culture of engagement in climate and sustainability on campus. Events included the annual Go by Bike Week booth and challenge, Earth Week events such as an invasive plant removal session, a library display, a Giving Garden tour and a lagoon shore cleanup, the Career Learning Development's [Career Innovation Project](#) which is focused specifically on climate jobs, as well as knowledge-sharing webinars throughout the year showcasing faculty and researcher work and a new [Get involved in climate action and sustainability](#) webpage.

## Greenhouse Gas Emission Reductions

Through the *Climate Action Plan* and the UN Race to Zero campaign pledge, RRU has committed to tracking and reducing emissions from both upstream and downstream of the organization's core activities. RRU's [climate leadership commitments](#) and targets include:

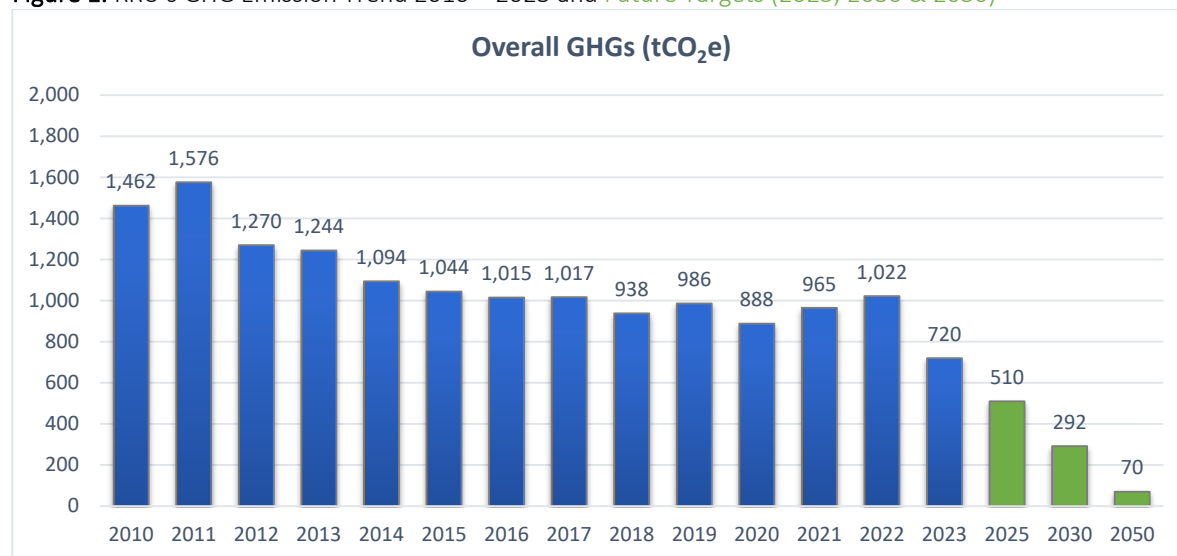
- Reducing emissions as quickly as possible – 65% by 2025, 80% by 2030, and net-zero by 2050.
- Ensuring future buildings no longer rely on fossil fuels as the primary energy source.
- Extending institutional responsibility and leadership to reduce scope 3 emissions<sup>1</sup> to 50% by 2030 (from 2019 levels), and to offset the remainder.
- Piloting innovative solutions for climate mitigation and adaptation.

In keeping with these commitments, RRU is also part of the UN [Race to Zero](#), a global initiative rallying non-state actors to halve global emissions by 2030. Targets must cover all GHG emissions including scope 3 where they are material to total emissions and where data availability allows them to be measured sufficiently.

### Scope 1 and 2 emissions

In 2023, Royal Roads University's GHG emissions totalled 720 tCO<sub>2</sub>e, representing a 49% reduction from our 2010 baseline. This GHG reduction has been achieved mostly through RRU's switching from conventional methane gas<sup>2</sup> to Renewable Natural Gas (known as RNG or biomethane). Through this program, the university designated 100 per cent of its fuel as RNG, thereby reducing offsetable GHG emissions associated with direct fuel consumption. RRU's GHG trend is outlined in Figure 1<sup>3</sup>. In 2024, RRU expects to meet and exceed both its 2025 and its 2030 reduction targets through use of RNG.

**Figure 1.** RRU's GHG Emission Trend 2010 – 2023 and **Future Targets (2025, 2030 & 2050)**



<sup>1</sup> Scope 3 emissions are indirect emissions that are created as a consequence of an institution's activities both up and downstream in its value chain. These include emissions related to commuting, business travel, waste, purchased goods and services, investments, etc.

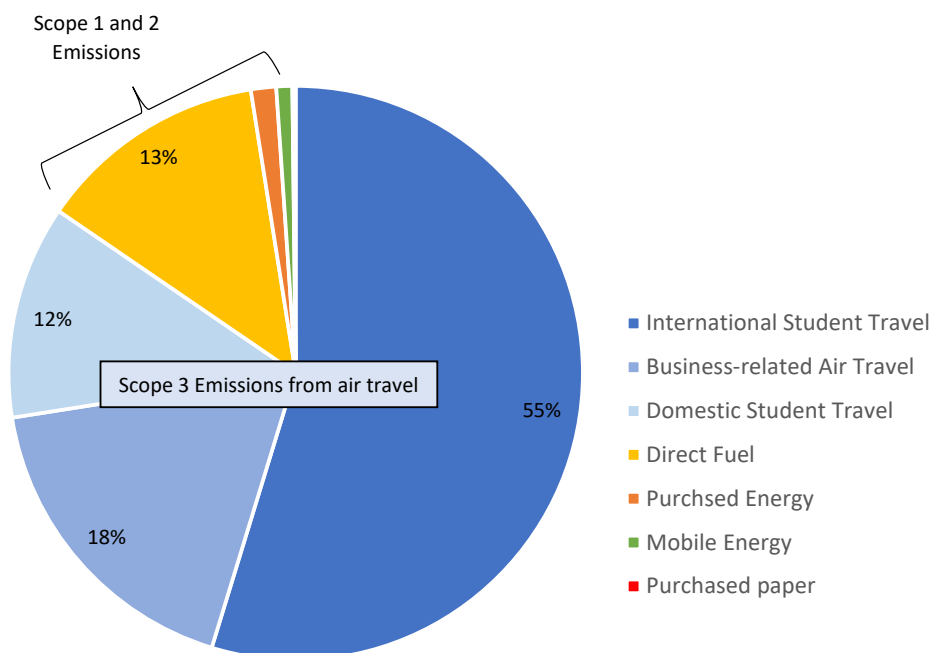
<sup>2</sup> Methane gas is also known as "natural gas." RRU's source for this fuel is FortisBC, which supplies gas that is 95% methane ([FortisBC](#)). Methane has a global warming potential 28 times stronger than CO<sub>2</sub> ([BC Ministry of Environment and Climate Change, 2023](#)). Studies have shown that using the terminology of "natural gas" implies a clean source of energy and an undeservedly positive public perception ([Yale, 2022](#)). In recognition of these factors, RRU has changed its terminology.

<sup>3</sup> Note that annual totals have been updated as per 2023 province-wide emission factor adjustments.

## Understanding Scope 3 emissions

In 2023, faculty members helped RRU develop preliminary baselines for most of RRU's material Scope 3 emissions (including business and student air travel, investments, waste and purchased goods and services). Some of this work is still in progress. Using 2019 baseline data, 85% of RRU's GHG emissions are attributable to air travel. Figure 2 shows the air travel for RRU business and domestic and international student travel compared to operational emissions for 2019. Note that this graph does not include the baseline totals for other scope 3 categories such as goods & services, waste, investments, and commuting.

**Figure 2.** RRU Emission (tCO<sub>2</sub>e) for 2019: Business and student travel compared to operational emissions



Based on a survey of the RRU community and other post-secondary staff working on business air travel emission reductions, an air travel recommendations report was put forward and a draft decision-making tool was designed. Work to further the recommendations and implement a strategy will require academic and executive support. Some air travel tracking is now being logged through a booking service provider (Direct Travel) and will provide an initial data set for determining RRU's air travel footprint.

Next steps for scope 3 work, include establishing a baseline for commuting, developing processes for tracking the material emissions the university wants to reduce, and determining the practice and policy shifts that will contribute to a comprehensive decarbonization strategy.

## Zero Carbon Design

**Westshore campus - Zero Carbon Building Design Standard:** Our new Westshore facility has a number of innovative elements to ensure sustainability and a lower environmental footprint. These features include carbon-capture concrete reducing carbon by over 40% compared to traditional concrete, the use of sustainable BC timber to reduce shipping costs, photovoltaic panels on the roof reducing external energy by up to 15%, low water devices, large windows to increase light and reduce heating (they are Low-e glass so help with cooling too).

The Rose Garden cottage renovation was completed in 2023. Providing a new home to RRU's [Cascade Institute](#), this is the first campus project to meet [Zero Carbon Building \(ZCB\) Design Standards™](#).

### Improving Energy & Water Management on Campus

In 2023, RRU secured BC Hydro funding in support of the launch of an energy management program. Within this framework, development of a *Strategic Energy Management Plan* (SEMP) was prioritized as a first step. This plan will chart the course for energy considerations that will help RRU's meet its Net-Zero goals by 2050. With a focus on metering, monitoring and auditing, RRU will be in position to decrease energy consumption, increase electrification and transition to renewable energy sources. Improved energy management will put the university on track to decarbonization. Additionally, through this program, RRU will seek to improve water quality and quantity on campus by conducting a systematic review of both incoming water to the campus and water use on campus.

### Fleet electrification

RRU has reduced fleet associated GHGs by 34% since 2010; and with the purchase of five hybrids so far, is on track to its goal of electrifying all regular-use vehicles by 2028. In 2023/24, RRU reached its goal of installing 24 electric vehicle charging ports by 2025. By providing [EV charging stations on campus](#), we're helping reduce GHG emissions and aligning with provincial, federal, and global initiatives, such as standards for [low-carbon fuel](#) (Province of BC) and [zero-emission vehicles](#) (federal government).

## Climate Risk and Adaptation

### Climate Risk Assessment

The impacts of climate change are already being experienced and will intensify over the coming decades. In 2023, RRU initiated its first Climate Risk Assessment (CRA) process. The assessment will consider how a diverse set of climate hazards could impact university on- and off-campus assets, services, people, and strategic objectives, and provide a prioritized list of risks to inform action planning. The CRA builds on existing data and frameworks within the region by considering climate impacts not only to the local campuses, but also offsite locations and the broader global context.

Supported by a team of experts, this one-year assessment process will be RRU's first formal step into assessing climate risks. Key deliverables include a gap analysis, tailored risk assessment framework, an engagement plan and report, a risk matrix and a resilience roadmap. The project team will seek to engage key interest holders, including the university community, Indigenous rights holders and local partners. Engagement during the CRA will also include learning and capacity building opportunities with students, faculty and staff.

## Progress, Opportunities and Next Steps by Climate Action Goal and Priority Area

The following is an outline of RRU's progress on the Climate Action Plan by goal and priority area during the 2023/24 reporting year. Each priority area section also outlines opportunities and next steps. This outline, alongside the Status Summary Report (Appendix 1) supports the university's commitment to transparency and accountability for its climate action performance.

### RRU Climate Action Plan – three goals and five strategic priority areas

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

## Goal 1 - Lead and Enable

### PRIORITY AREA 1: GOVERNANCE AND LEADERSHIP

#### Progress

- **Distributed leadership:** The Climate Leadership Committee (CLC), and three Climate Advisory Working Groups continue to guide and support a distributed and shared leadership network across the university. The CLC's quarterly meetings review progress and provide strategic advice related to climate action across the university. The working group for *Mitigation & Adaptation* met monthly while those for *Education & Research*, and for *Collaboration, Engagement & Outreach* met less often but are anticipated to pick back up again in the coming year.
- **Multi-stakeholder initiatives:** In 2023, Ashoka U reaffirmed RRU's status as a Changemaker Campus, a distinction held since 2017. RRU is one of just seven institutions in Canada bearing this title.
- **Climate Resilience:** RRU kicked off its first Climate Risk Assessment in January of 2024 (see pg. 7 for details). This project is an important step in a future adaptation and resilience plan for the university.



- **Transparency & accountability:** Alongside the *Climate Change Accountability Report*, this annual report supports the fulfilment of the transparency and accountability commitments the university established as part of its climate action leadership approach. The need to adjust key performance indicators for the *Climate Action Plan* was identified last year. To date, these adjustments have only been discussed with the Mitigation & Adaptation Advisory Working Group.

### Opportunities and Next Steps

- **Integration:** Greater and continued integration of climate action into decision making through increased awareness and inclusion within policy and process updates.
- **Indigenous collaboration:** The Indigenous Engagement position (currently vacant) will be moving to the Indigenous Leadership team and hiring for this position will commence this fiscal.
- **Climate Action Hub:** In the coming year, it will be important to determine the feasibility and forward path for the proposed Climate Action Hub or if alternative frameworks should be established.

## PRIORITY AREA 2: ADMINISTRATION

### Progress

- **Delegation and resourcing:** Work is underway to incorporate climate action competencies into the employee competency framework underpinning all job profiles and recruitment materials (completion expected in late 2024).
- **Innovative funding:** RRU's Advancement Office and the Climate Action Office worked together to put forward funding requests. While ultimately unsuccessful, new opportunities will be pursued in the coming year.
- **Understanding scope 3 emissions:** Over 2023/24, RRU faculty established preliminary baselines for waste, business travel, domestic and international student travel (see p. 6 for more details)
- **Purchasing, procurement & investment:** A draft purchasing policy was completed and sent forward for review. Once approved, this policy will lay the foundation for being able to integrate climate and sustainability considerations into future purchasing decisions.
- **Decarbonization Pathways:** In 2023/24, RRU began development of its *Decarbonization Pathways* report to provide an overview and roadmap for decarbonization efforts across all scopes of emissions. It is anticipated that this document will be updated regularly as more detailed work is developed and implemented by respective leads within the university.
- **Paper Reductions:** Continued digitization for leave and attendance has contributed to RRU's continued and dramatic reduction of paper use since the pandemic.

### Opportunities and Next Steps

- **Decision making and implementation:** Efforts to integrate climate action into decision making through policy, process updates and integration with other strategic plans will continue (e.g., consideration in all briefing notes, sustainable procurement policy and guidance, responsible investing, etc.).
- **Every job is a climate job:** The goal is to add climate action competencies into RRU's Professional Development Program for the 2025 cycle. In support of this, climate action is woven into HR's health and wellbeing strategy (including making tools and resources available to staff and leaders on climate action). Climate onboarding, education and training for employees is one facet of this that will require further development.
- **Scope 3 emissions management and reductions:** Scope 3 baseline development will be completed to round out a full picture of RRU's scope 3 emissions. Remaining categories include investments, purchased goods and services, and commuting.

## PRIORITY AREA 3: CAMPUS OPERATIONS

### Progress

- **Buildings and energy:** An energy management program and *Strategic Energy Management Plan* was initiated in 2023/24, building on previous energy audits. This work will be the precursor to a future Building Operations program. In the past year, RRU designated its direct fuel (methane gas from Fortis) as 100% “Renewable Natural Gas.” This interim step reduced RRU’s total GHG emissions (see p. 5 for more on this shift).
- **Fleet electrification and EV charging:** Fleet transition continued with the replacement of retired vehicles with hybrids and electrics. While the transition to a fully electric fleet is well underway, asset renewal will be paused in 2024/25 due to funding constraints (see p. 7 for more on EV charging).
- **Paper:** Since the pandemic, paper procurement consistently makes up less than one per cent of RRU’s GHG emissions. RRU’s standard procurement practice is to select low carbon sugar cane paper for all standard paper orders. This, coupled with a continued shift towards online course delivery and increased electronic processes in RRU’s finance, program and administrative areas, have resulted in significant paper savings.
- **Risk and Adaptation:** In addition to the Climate Risk Assessment, the university participated in a pilot test of the province’s Climate Readiness Tool. This tool helped RRU to self-assess, report and monitor progress on building climate adaptation capacity and to identify focus areas to enhance organizational maturity for climate readiness.

### Opportunities and Next Steps

- **Energy management and continued decarbonization:** Continued cross-departmental efforts are needed to determine accountabilities and prioritize decarbonization across all scopes. Key for scope 1 and 2 emissions will be a focus on decreasing energy consumption, increasing electrification and exploring renewable energy. The Operations and Resilience team will continue to focus on lighting upgrades and energy efficiency improvements. Funding for future infrastructure upgrades is a constraint and discussions are planned with BC Hydro to identify grant opportunities.
- **Water Management:** A water audit and irrigation audit are being planned to inform and improve management.
- **Waste Management:** Ongoing optimization of waste and compost collection services to support a zero-waste campus while also maintaining “bear safe” practices.
- **Scope 3 Management:** Once scope 3 baselines are established, an ongoing tracking, management and reduction program will be established. Throughout this work, RRU will align our approaches with best practices within the higher education sector.

## Goal 2 - Build Knowledge and Capacity

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

#### Progress

##### Education

- **More climate and sustainability courses and programs:** In addition to increasing the number of [sustainability and climate-related courses and programs](#), Professional and Continuing Studies expanded the *Climate Action Micro-credential Program*, offered in partnership with Climate Risk Institute, and developed a new *Climate Resilience Planning Micro-credential Program*.
- **Inaugural successes:** Last year RRU celebrated the graduation of the first cohorts of the Graduate Diploma and Master of Arts in *Climate Action Leadership*, as well as the Certificate in *Indigenous Environmental Leadership* (delivered in partnership with ECO-Canada).
- **Climate action capacity building and upskilling:** Initiatives through the Resilience By Design Lab included the development of the *CanAdapt* portal, an interactive, one-stop-shop to climate action related educational and training opportunities across Canada. The project will start with a BC-focused prototype that will include RRU courses and courses from other BC post-secondary institutions. This \$1.3 million project is an extension of the partnerships and relationships developed through the Resilience By Design's Adaptation Learning Network project.
- **K-12 Connections:** Dr. Robin Cox provided a keynote to teachers focused on the importance of integrating climate change into curriculum and adopting a systems lens approach. This was followed up with a half day workshop with teachers from the Association of Independent School in BC focused on integrating a multi-solving lens into climate change and climate action focused projects.

##### Living Labs

- **The Farm at RRU:** This project is proceeding well with successful fundraising through the RRU Foundation, community partnerships, a variety of Living Lab projects and the planting of the Indigenous Medicine Garden with support of local Nations. Coordination with campus operations continues to be a priority to support drainage and irrigation.

##### Research

- **Active Research:** During 2023/24, RRU led 211 active, funded research projects under the research theme *Sustainable Communities, Livelihoods and the Environment*.
- **Canada Research Chairs (CRCs):** RRU's four CRCs are engaged in work that is interrelated with issues surrounding climate and the environment. These include Dr. Jaigris Hodson on Digital Communication for the Public Interest, Dr. Julie MacArthur on Reimagining Capitalism, Dr. Robert Newell on Climate Change, Biodiversity and Sustainability, and Dr. Tracy Smith-Carrier on Advancing the UN Sustainable Development Goals.
- **Cascade Institute:** The [Cascade Institute at RRU received \\$9.6 million for energy transition research](#). The joint initiative funded by the Canada First Research Excellence Fund (CFREF) will see significant investment into "Accelerating Community Energy Transformation (ACET)" research, helping to scale up energy system innovation to the national and global level.

#### Opportunities and Next Steps

- **Climate action capacity building and upskilling:** With approximately \$400,000 from Natural Resources Canada, the Resilience By Design Lab is partnering with the Climate Risk Institute to produce profession-

specific, climate-informed competency frameworks. National professional associations (Engineers, Accountants, Planners, Landscape Architects) will be engaged on this two-year project commencing April 2024.

- **Geothermal research program:** [Cascade Institute and Ultra-deep Geothermal](#) research will advance in the coming year thanks to donations totaling over \$3 million from three vital philanthropic funders—Grantham Foundation for the Protection of the Environment, Founders Pledge’s Climate Change Fund and Rethink Charity Foundation’s RC Forward Climate Change Fund donor. This first-of-its-kind-in-Canada ultradeep geothermal research program massively upscales development efforts in geothermal power and supports national commitments to achieve net-zero emissions by 2050.
- **MITACS project:** Dr. Robin Cox secured a new MITACS postdoctoral fellowship. Dr. Michelle Hamilton Page, a graduate of RRU, will work with Dr. Cox to explore intersectional and collaborative leadership approaches to climate action. In partnership with the Ontario College of Art and Design University, this project informs the design of an Augmented and Virtual reality system to increase engagement in climate action.
- **Climate, Complexity and Relational Accountability:** An upcoming learning opportunity taught and facilitated by Dr. Vanessa Andreotti, Dr. Sharon Stein, and Giovanna Andreotti will allow RRU staff and faculty to deepen their understanding of the historical and ongoing harms underlying the climate emergency while also increasing their resilience and accountability. Through a collaboration between the Office of Equity, Diversity and Inclusion (EDI) and the Climate Action and Sustainability Team, RRU was able to secure this opportunity for a deeper dive in the spaces of climate complexity, EDI and decolonization.
- **Academic Integration:** as RRU moves forward with its academic re-organization, there will be more opportunities to integrate related commitments made within the Climate Action Plan.
  - Some initial work was completed to consider the design of the Climate Action Hub, however, this initiative stalled due to financial and capacity constraints.
  - Climate onboarding and training and the development of curricular integration opportunities is currently on hold pending the identification of a faculty lead and broader capacity.

## Goal 3 - Collaborate for Solutions

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

#### Progress

##### Community Engagement

- Through collaborative efforts across the university, several campus engagement efforts took place in the past year including Earth Week 2023, Go by Bike Week, monthly stewardship sessions and Giving Garden Tours (find more detail about these in the related highlights above).
- In December 2023, RRU hosted [Climate Week](#). See more on this above on p. 3.
- RRU provides ongoing partnership support and engagement with the Esquimalt Lagoon Stewardship Initiative, a regional group focused on the health and future of the lagoon.
- RRU's engagement with broader sector initiatives (i.e., through Universities Canada Net Zero Initiative, the University Air Travel Community of Practice, the UN Race to Zero, the Association for the Advancement of Sustainability in Higher Education, and the BC Climate Risk Community of Practice) continue to be a focus of climate action and sustainability collaborations.
- The Farm at RRU boasted a successful year in terms of crops produced, funding procured, and partnerships established (see more on p. 4).

##### University Engagement

- Staff and faculty engagement with climate and sustainability is supported by a variety of volunteering and learning opportunities including campus stewardship sessions, helping at the farm, cleanups, and other related climate activities (more about engagement on p. 4).
- Human Resources offers all staff members two free courses annually (with six climate-related options currently available).
- Monthly Resilience and Reconnection Circles to process climate emotions and forge greater connections are organized by the Climate and Sustainability Office and facilitated by Dr. Hilary Leighton.
- [The Cascade Institute](#) at RRU hosted Lunch and Learn sessions to share more about the research they are working on (namely, the Polycrisis and Ultradeep Geothermal).
- Student culture: In addition to students being able to participate in a variety of climate and sustainability events and learning opportunities, Student Services offers regular climate grief counselling and eco-anxiety circles.

##### Communications & Marketing

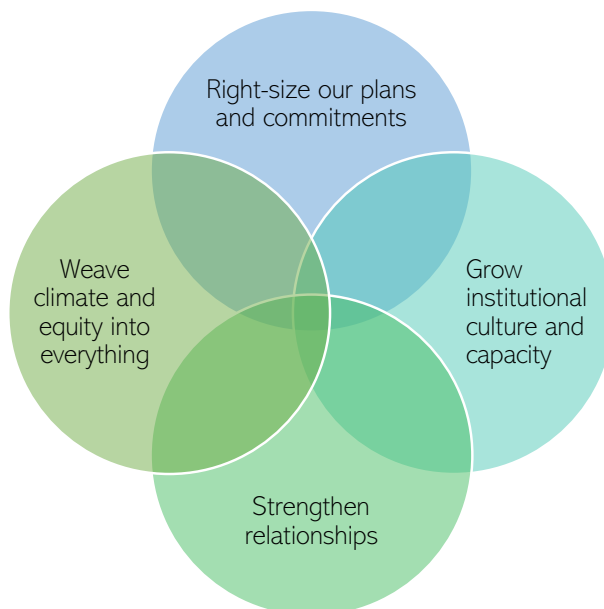
- Ongoing support of existing climate and sustainability webpages and help to develop a new webpage to promote and house Climate Week events, "Get Involved" and showcase stories.
- In 2023/24, RRU created about 200 climate-related social media posts which yielded approximately 200,000 impressions.
- Five climate-related videos were produced, including two with President Steenkamp.
- Thirty-one climate-related news stories were published; climate is a key theme in RRU storytelling and is one of RRU's five editorial pillars.
- Communications support was provided for a variety of climate and sustainability-related activities and events such as Climate Week, Earth Day/Week, and the Healthy Planet Club. *The Farm at RRU* and *The Cascade Institute* were supported through promotional events, announcements and stories about these key university initiatives with strong ties to broader climate resilience.
- RRU continues to focus on climate awareness and action when choosing speakers for its signature events such as the *Changemaker Speakers Series*. During the reporting year, talks by Dr. Thomas Homer-Dixon, The

Honourable Jody Wilson-Raybould, Dr. Andrea A. Davis, and John Valliant inspired both thought and action on critical issues of our time (see p. 4).

### Opportunities and Next Steps

- **Internal engagement:** In addition to regularizing stewardship sessions through a Healthy Planet Club, the Climate Action and Sustainability team and Human Resources are in early talks about the feasibility of expanding engagement opportunities such as a volunteering program for employees and students (which is also being considered in conjunction with the Health and Wellness strategy).
- **Communications:** A three-year integrated communications and marketing plan has been developed and identifies five areas of focus for editorial content - one of which is climate action and the UN's Sustainable Development Goals. This will mean that a greater level of focus is placed on developing stories about learning, teaching, research on this topic. The coming year will see continued climate-related storytelling and communications with regular support from Communications team members.
- **Fundraising:** A multi-year fundraising campaign will be initiated by the Advancement team; climate action is identified as one of the key focus areas for this campaign. This will include the pursuit of funding to bring in more speakers and offer more engagement opportunities.
- **Partnerships:** Strategic climate-focused partnership engagement and development is a growth area of the university and something that dedicated leads in the university will help to foster.
- **Indigenous engagement:** Establishing models of collaboration is underway through engagement with Indigenous leaders and their communities; and a broader RRU Indigenous Engagement Plan is under development. Ways of working for potential climate action collaboration be arrived at in consultation with Indigenous leaders and communities. Specific conversations regarding climate action have not yet begun with Indigenous communities as conversations on the West Shore Campus continue.
- **External engagement:** Continued efforts will be made to establish/maintain connections and partnerships with community and other universities. Opportunities for collaboration and outreach exist within the context of the climate risk assessment, broader regional planning for climate mitigation and adaptation, and general events, engagements, and communities of practice.

## Key Recommendations



***Weave climate and equity into everything:*** RRU can foster an ongoing culture and practice to incorporate a climate and equity “lens” into decision making, institutional plans, policies, practices and academic work. Within this, it is not just *what* we do, but *how* we do it. Accepting that inherent inequities, colonial legacies and justice implications are at the root of the climate and nature emergency means that we cannot separate our climate efforts from our ongoing work and learning in support of human rights, EDI, and decolonization.

***Strengthen relationships:*** As we navigate a complex, uncertain and challenging future, strong relationships and responsible decisions are paramount. Collaboration with Indigenous rightsholders, and community, sector and government partners is needed. Acknowledging truths, sharing knowledge and practices and ongoing dialogue will improve efficiency, build momentum, and accelerate change. Connections within RRU are critical as well. Continued work to strengthen our relationships will set us up for success in the times ahead.


***Growing institutional capacity and culture:*** Despite resource and fiscal constraints, RRU can foster a culture of empowerment and teamwork on climate and other topics that are important to its people. This is a way to build social infrastructure and resilience to the challenges and unforeseen impacts ahead. Culture starts with students, staff and faculty but extends to ever-widening circles around us (alumni, local partners, Indigenous Nations, global connections etc.). Capacity-building can be supported by professional development opportunities, workshops, networks-building and other workshops. The new People and Culture department is a key partner in this work, alongside academic experts. Additionally, the Climate Risk Assessment will provide an opportunity to increase capacity and engagement in supporting an integrated, climate-ready organization.

***Right-sizing our plans and commitments:*** As a small organization with strong values and big ambitions, RRU will need to identify key priorities for the next phase of the CAP, focusing on our strengths and directing our energy where it matters most. RRU is a university that consistently punches above its weight. We are a convenor, bridge-builder and catalyst for changemakers. In a time of immense change, we can elevate our role in challenging the status quo and creating opportunities to transform systems for a more livable future.





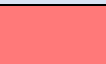



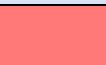

## Appendix 1. Climate Action Plan Status Summary Report, Year Three (2023/24)

As a companion to the *Climate Action Plan Annual Report*, this summary provides an at-a-glance view of the status of each action (described in the [Climate Action Plan Goals, Outcomes & Actions](#) document).

### Status Legend:

Completed 	Active/on track	Active, but needs help	At risk/off track or Delayed	Not started yet
Vice President Finance and Operations - VPFO Vice President Academic and Provost – VPA Vice President Communications and Advancement – VPCA Climate Action & Sustainability Team – CAST			Director – Dir. Information Technology team – IT <i>position is vacant – (v)</i> <i>not yet established – (n/est.)</i>	

### Priority Area 1: Leadership & Governance

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



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

## Priority Area 2: Administration

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

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

### Priority Area 3: Operations

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

## Priority Area 4: Education, Knowledge and Research

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

## Priority Area 5: Collaboration, Engagement and Outreach

Action Overview	Accountability	Responsibility	Status
<b>1. Indigenous Relationships</b>			

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



ATTACHMENT 2: Climate Action Plan



# 2023 PSO CLIMATE CHANGE ACCOUNTABILITY REPORT

Royal Roads University

May 2024

**LIFE.CHANGING**

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## CLIMATE CHANGE ACCOUNTABILITY REPORT OVERVIEW

### Declaration Statement

This Public Sector Organization (PSO) Climate Change Accountability Report for the period January 1, 2023, to December 31, 2023, summarizes our greenhouse gas (GHG) emissions profile, the total offsets to reach net-zero emissions, the actions we have taken in 2023 to minimize our GHG emissions, and our plans to continue reducing emissions in 2024 and beyond. By June 30, 2024, our final 2023 *Climate Change Accountability Report* will be posted to our website at [www.royalroads.ca/about/plans-reports](http://www.royalroads.ca/about/plans-reports).

### Overview

Climate action and sustainability are core to the mandate and values of Royal Roads University (RRU). The university undertakes projects to reduce GHG emissions in accordance with the BC *Climate Change Accountability Act*, the Carbon Neutral Government Regulation and our own climate commitments and reduction targets. This report lays out RRU's 2023 GHG emissions, examines trends and details actions undertaken and plans for continued mitigation, adaptation and sustainability initiatives.

As outlined in Table 1, Royal Roads produced emissions totalling 961 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) which included 240 tonnes of biogenic emissions (tBioCO<sub>2</sub>) resulting from RRU's use of renewable natural gas (RNG or biomethane). Of RRU's total emissions, 720 tCO<sub>2</sub>e require offsets in accordance with provincial reporting guidelines. Biogenic emissions are not included in offset totals since they would be released naturally during decomposition. RRU's total offset amount has seen a 30 per cent decrease compared to 2022 (1,022 tCO<sub>2</sub>e) due mostly to RRU's designation of biomethane as its direct fuel source for select buildings midway through 2023 onward. Since 2010, RRU has reduced its overall GHG emissions by 51 per cent (RRU's 2010 baseline is 1,462 tCO<sub>2</sub>e<sup>1</sup>).

### 2023 Emissions and Offset Summary

Table 1: Royal Roads University 2023 GHG Emissions and Offsets Summary	
<b>GHG emissions for the period January 1 - December 31, 2023</b>	
Total BioCO <sub>2</sub>	240
Total Emissions (tCO <sub>2</sub> e)	961
Total Offsets (tCO <sub>2</sub> e)	720
<b>Adjustments to Offset Required GHG Emissions Reported in Prior Years<sup>2</sup></b>	
Total Offsets Adjustment (tCO <sub>2</sub> e)	0
<b>Grand Total Offsets for the 2022 Reporting Year</b>	
Grand Total Offsets (tCO <sub>2</sub> e) to be Retired for 2023 Reporting Year	720
Offset Investment (\$25 per tCO <sub>2</sub> e)	\$18,000

<sup>1</sup> Adjusted from 1,501 tCO<sub>2</sub>e due to emission factor updates by the province.


<sup>2</sup> Emissions reported in previous years are updated as a result of new information becoming available, errors discovered in previously entered data, or consumption adjustments made by energy providers.



Retirement of Offsets

In accordance with the requirements of the *Climate Change Accountability Act* and Carbon Neutral Government Regulation, Royal Roads University (**the Organization**) is responsible for arranging for the retirement of the offsets obligation reported above for the 2023 calendar year, together with any adjustments reported for past calendar years (if applicable). The Organization hereby agrees that, in exchange for the Ministry of Environment and Climate Change Strategy (**the Ministry**) ensuring that these offsets are retired on the Organization’s behalf, the Organization will pay within 30 days, the associated invoice to be issued by the Ministry in an amount equal to \$25 per tonne of offsets retired on its behalf plus GST.

Executive Sign-Off:

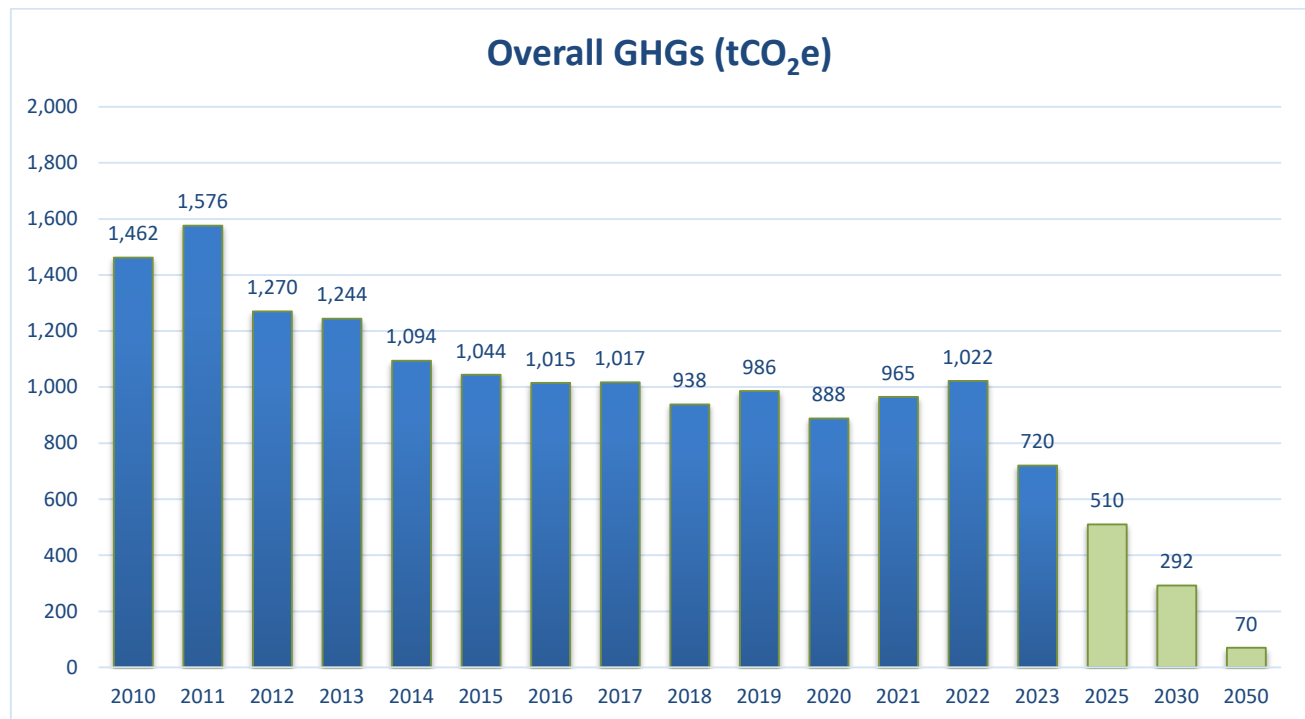
	
April 30, 2024	
Signature	Date
Philip Twyford, CPA, MBA, C.Dir	Vice President Finance & Operations Royal Roads University
Name	Title



## 2023 GREENHOUSE GAS EMISSIONS PROFILE

In 2023, Royal Roads University's GHG emissions totalled 720 tCO<sub>2</sub>e, which is half of our 2010 baseline. This GHG reduction has been achieved mostly through RRU's switching from methane gas<sup>3</sup> purchased from Fortis BC to renewable natural gas (also known as RNG or biomethane). Through this program, the university designated 100 per cent of its fuel as a biomethane<sup>4</sup> blend and thereby reduced offsetable GHG emissions associated with direct fuel consumption. RRU's GHG trend is outlined in Figure 1<sup>5</sup>.

**Figure 1: RRU's GHG Emission Trend 2010 – 2023 and Future Targets (2025, 2030 & 2050)**



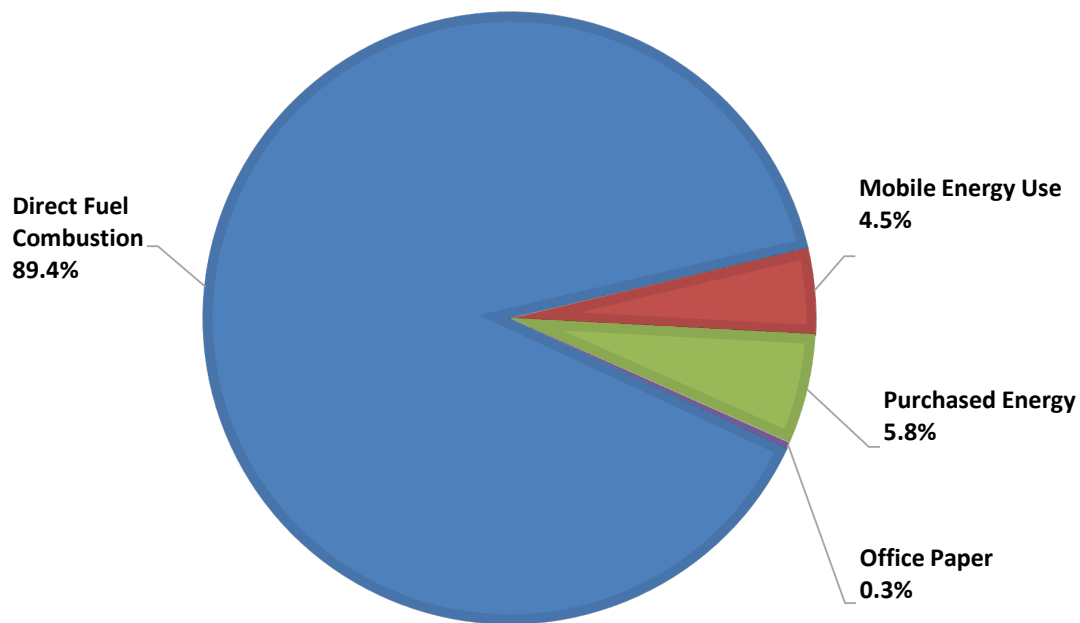
### Emissions by Source

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

<sup>3</sup> Methane gas is also known as “natural gas.” RRU’s source for this fuel is FortisBC, which supplies gas that is 95% methane ([FortisBC](#)). Methane has a global warming potential 28 times stronger than CO<sub>2</sub> ([BC Ministry of Environment and Climate Change](#), 2023). Studies have shown that using the terminology of “natural gas” implies a clean source of energy and an undeservedly positive public perception ([Yale](#), 2022). In recognition of these factors, RRU has changed its terminology.

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

<sup>5</sup> Note that annual totals have been updated as per 2023 province-wide emission factor adjustments.

**Figure 2: Per Cent Total GHG Emissions by Source (tCO<sub>2</sub>e), 2023**

As the diagram above illustrates, direct fuel combustion is RRU's most significant and material climate impact for operational emissions. Over the last three to four years, office paper has dramatically declined and now comprises less than one per cent of RRU's total inventory. Mobile energy use (primarily from fleet) has also declined as a greater proportion of RRU's fleet shifts to electric/hybrid.

### Scope 3 Emissions

Through the [Climate Action Plan 2022 – 2027](#) and as a signatory to the UN Race to Zero, RRU has committed to measure, track and reduce scope 3 emissions (emissions that are considered as part of the up- and downstream of the university's value chain). While BC's Carbon Neutral program does not require the university to report or offset emissions associated with scope 3, RRU has been undertaking work in 2022 and 2023 to determine preliminary baselines of scope 3 emissions that are significant sources of the university's climate impact. These include business air travel, student air travel (both domestic and international), purchased goods and services, investments, waste and commuting. Once baselines are established, the university will have a clearer picture to inform better decision-making, build internal capacity and drive change in this important area.



## STATIONARY SOURCES FUEL AND ENERGY FOR BUILDINGS

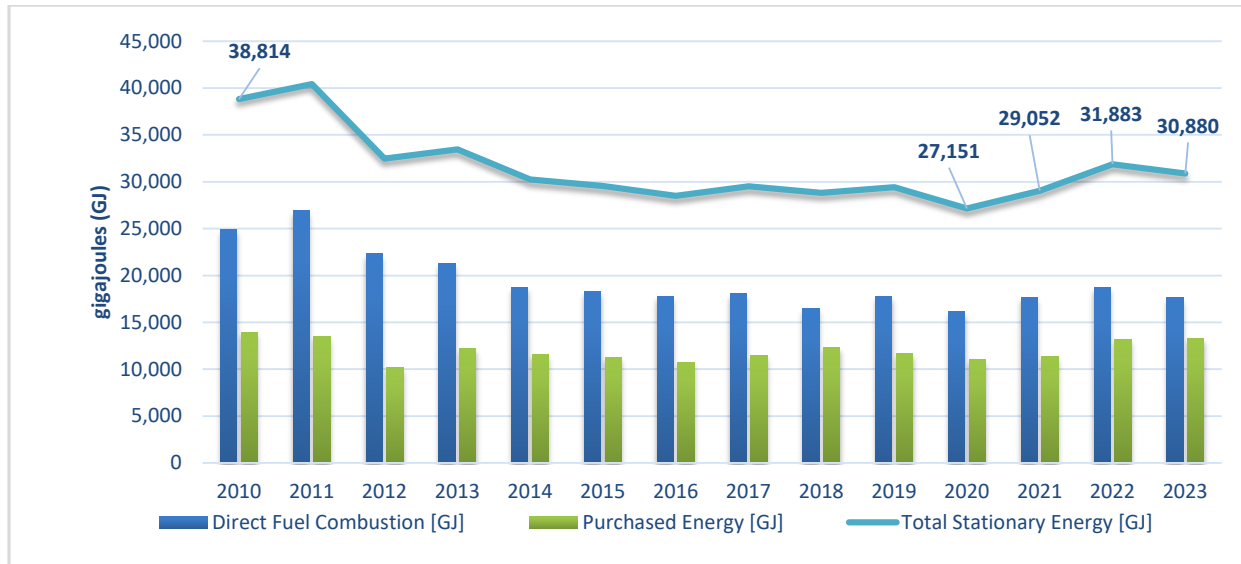
Royal Roads has 26 buildings on the Colwood campus with a total area of 44,916 m<sup>2</sup>. This includes a unique mix of buildings including seven with Federal Heritage Designations and 11 constructed prior to the Second World War. The largest source of GHG emissions at RRU is from stationary sources (buildings). Stationary use at RRU is primarily from heating buildings with methane gas but also from purchased energy for electricity. In 2023, eight buildings that were powered by gas accounted for 89.4 per cent of RRU's total emissions (644 tCO<sub>2</sub>e), while electricity accounted for 5.8 per cent of our total emissions (42 tCO<sub>2</sub>e).

In the summer of 2023, Royal Roads opted into FortisBC's Renewable Natural Gas (RNG) program. RNG is biomethane that has been captured from decomposing organic waste from landfills and wastewater facilities. Through this program, the university uses existing gas infrastructure and pays a premium to designate a portion of its methane consumption as biomethane. In 2023, RRU purchased/designated 100 per cent biomethane for direct fuel for a portion of the year, the equivalent of 26 percent of RRU's total gas combustion (239 tBioCO<sub>2</sub>e). By 2024, RRU will use 100 per cent biomethane. As noted earlier, biogenic GHGs do not require offsets under the provincial program. Cumulatively, and including the biogenic emissions, the GHGs produced by building energy make up 96 per cent of RRU's total GHGs in 2023 (925 of the 961 tCO<sub>2</sub>e).

Purchasing biomethane is an interim step in achieving RRU's GHG reduction goals. In the future, RRU will be undertaking a holistic decarbonization strategy that will include increasing energy efficiency, reducing energy consumption, and transitioning to low carbon and renewable energy systems.

### Building Energy Consumption Trends

Building energy consumption data (measured in Gigajoules or GJs) provides a reliable means of tracking energy usage trends and reductions. Energy consumption is independent of GHGs which can vary due to emission factors and fuel types. Purchased energy (electricity) consumption has remained relatively consistent over time with a 4.5 per cent reduction since 2010. Direct fuel consumption has been reduced by 29 per cent since 2010; however, consumption rates have been relatively static over the last 9 years. RRU's stationary energy trends are illustrated in Figure 3 below.

**Figure 3: Stationary Energy Use (GJs), 2010 – 2023**

Direct fuel consumption (methane and biomethane gas from FortisBC) has remained in the 16,000 to 18,000 GJ range since 2014 but in 2023, RRU did see a slight decrease. Conversely, there was a slight increase in the consumption of purchased energy (electricity from BC Hydro). Contributing factors to these trends included the milder weather during an El Niño year, an increasing reliance on electricity for buildings now powered by heat pumps and, to a minor degree, the charging of electric/hybrid fleet and public vehicles. With increased metering, monitoring and energy management, RRU hopes to advance its understanding of such consumption shifts and anomalies.

As a notable success in 2023, four RRU buildings (Residences 3, 10, 27 and 28) had their first full year operating on new electric heat pumps, reducing overall methane gas consumption by about 820 GJ (or 41 tCO<sub>2</sub>e) annually.

### Plans to reduce building energy consumption

Through the work of RRU's new energy management program, analysis of campus energy use will consider heating and cooling loads. Campus and building-level utility metering provide greater capacity to monitor and analyze energy consumption and trends. This will allow us to make data-informed decisions and recommendations that support the university's decarbonization efforts.

In addition to RRU's GHG targets, energy-related targets include achieving a 33% reduction in energy usage by 2030 (in kWh/m<sup>2</sup>/year vs. 2018 levels), saving 200,000 kWh in electricity annually, and reducing gas consumption by 3,250 GJ per year. Ongoing building assessments and energy audits will identify opportunities to increase energy efficiency, lower consumption and build resiliency. In parallel with building assessments, through the university's capital prioritization matrix, strategic end-of-life equipment upgrades will be identified such that renewal investments lead to efficient, low-carbon alternatives as well as research and feasibility studies into alternative and renewable energy solution. This phase supports RRU's transition to zero emissions by increasing electrification and decreasing fossil fuel use in equipment, buildings and energy systems.



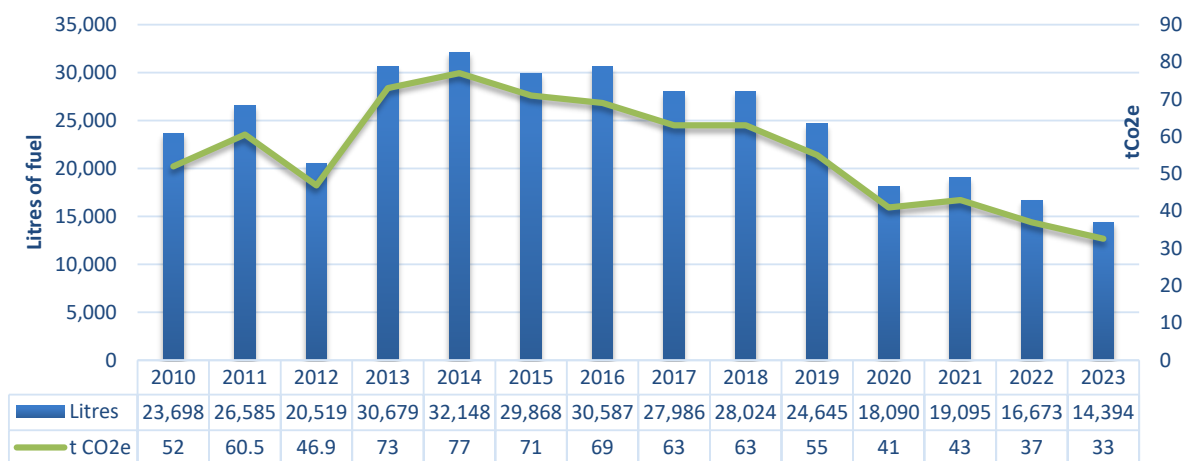
## MOBILE SOURCES FLEET ENERGY USE

In 2023, the RRU fleet produced 32.6 tCO<sub>2</sub>e (mobile fuel combustion). This accounted for 4.5 per cent of the university's total GHG emissions. Since 2010, RRU has reduced fleet associated GHGs by 36.5 per cent – a difference of almost 20 tonnes of annual emissions (Figure 4). Continued fleet management and electrification have all led to lower fleet emissions this year. Through the installation of 12 new public EV chargers on campus (see page 12 for details), RRU was able to repurpose older chargers to our fleet charging area. RRU is on track to its goal of electrifying all regular-use vehicles by 2028.

Currently, the university has a mixed fleet that includes:

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

**Figure 4: Mobile Energy Use, 2010-2023**

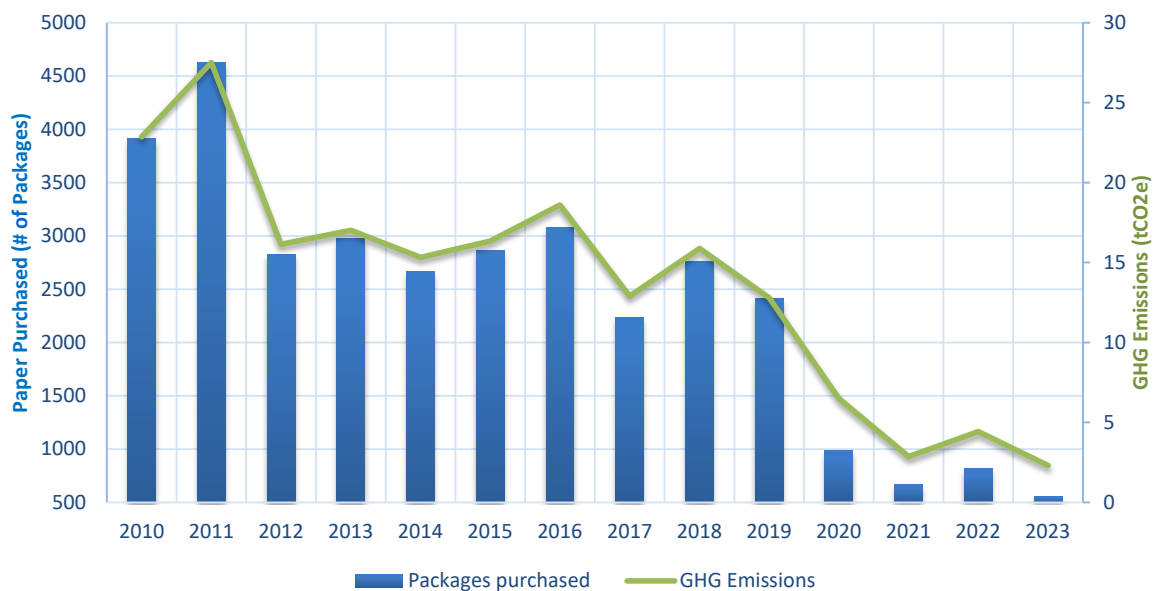




## PAPER CONSUMPTION

In 2023, emissions associated with office paper accounted for 2.3 tCO<sub>2</sub>e or less than 1 per cent of the university's total GHG emissions. RRU's standard procurement practice is to select sugar cane paper for all 8 ½" x 11" paper orders which is considered a low- emissions paper. This, coupled with a continued shift towards online course delivery and increased electronic processes in RRU's finance and administrative areas, have resulted in significant paper savings. Since the pandemic, paper procurement consistently makes up less than 1 per cent of RRU's GHG emissions. See Figure 5 below for an overview of the consumption and emissions trend for purchased paper.

**Figure 5: Paper Purchased and Associated GHG Emissions, 2010-2023**





# CLIMATE RISK MANAGEMENT



## Climate Risk Assessment

In 2023, RRU developed a scope of work for a Climate Risk Assessment (CRA). The university prioritized a participatory assessment that aims to involve multiple interest holders to identify vulnerabilities beyond infrastructural and operational realms. The assessment will consider how a diverse set of climate hazards could impact university on- and off-campus assets, services, people, and strategic objectives, and provide a prioritized list of risks to inform action planning. The CRA builds on existing data and frameworks within the region by considering climate impacts not only to the local campuses, but also offsite locations and the broader global context.

Supported by a team of experts, this one-year assessment process will be RRU's first formal step into assessing climate risks. Key deliverables include a gap analysis, tailored risk assessment framework, an engagement plan and report, a risk matrix and a resilience roadmap. The project team will seek to engage key interest holders, including the university community, Indigenous rights holders and local partners. Engagement during the CRA will also include learning and capacity building opportunities with students, faculty and staff.

## Piloting Climate Readiness Tool

RRU participated in the pilot test of the province's Climate Readiness Tool, an assessment tool designed to help public sector organizations self-assess, report and monitor progress on building climate adaptation capacity. By using the tool, RRU can identify its gaps and priorities, and identify focus areas to enhance organizational maturity for climate readiness.

### What's next?

In the coming years, RRU will continue developing climate resilience by addressing the gaps and opportunities identified through the risk assessment and provincial climate readiness tool. Existing commitments also include:

- **Follow up on Climate Risk Assessment:** implementing and recommendations from the Climate Risk Assessment and resilience roadmap.
- **Adaptation Plan:** developing a Climate Adaptation Plan to integrate climate risk and resilience into RRU's Enterprise Risk Management (ERM) Framework and university governance, administration, operations, business development and service delivery models
- **Integrating Disaster Risk Reduction:** integrating disaster risk reduction and climate adaptation considerations within emergency plans and business continuity plans
- **Manage for Risks:** assessing, monitoring, reporting on and managing institutional climate risks within the ERM Framework
- **Infrastructure Readiness:** ensuring new buildings and major renovations integrate climate risk and adaptation considerations

## OTHER CLIMATE & SUSTAINABILITY INITIATIVES

### PROGRAMS & OUTREACH

#### Climate Education & Training

In addition to the large and continually expanding [suite of course and programs](#) focused on climate, sustainability and environment, new training opportunities were established for climate professionals. RRU's [Climate Adaptation Fundamentals Micro-credential](#) program, which includes courses offered in partnership with the Climate Risk Institute, is one leading example.

#### The Farm at Royal Roads

In 2023, [The Farm at Royal Roads](#) doubled its crop production and provided community partners with more than 3,000 pounds of produce. Organizations involved with and benefitting from *The Farm* last year included [Our Place Society](#), [Iyé Creative](#), [the Victoria Community Fridge](#) and [RRU's community fridge](#). Additionally, the Toronto Dominion Bank donated \$196,000 to RRU's *A Vision in Bloom* program which works through *The Farm* to tackle food insecurity, preserve cultural heritage and improve biodiversity.

#### Stewardship sessions

Since Earth Day in April, members of the Climate Action and Sustainability, Grounds and Gardens, and Human Resources teams worked together to host campus stewardship sessions. RRU participants attended lunch-hour sessions to learn about native plants and ecosystems, remove invasive plants, (such as Scotch Broom and English Ivy), pick up trash at the Esquimalt Lagoon shore and volunteer at RRU's Giving Garden.

#### Resilience and Reconnection Circle

In recognition of the mental and emotional impacts that climate change, political polarization and biodiversity loss are having on the university community, Associate Professor, Hilary Leighton, and the Climate Action & Sustainability Team invited interested staff and faculty to a monthly Resiliency & Reconnection Circle. During these one-hour facilitated discussions, participants build connections with others as they acknowledge and process their emotions in ways that build courage, acceptance, and inner strength.

### CAMPUS OPERATIONS

#### Smart Chargers added

In 2023, ten new smart EV charging stations were added to public lots and in 2024, two were added to the parking area at the Rose Garden Cottage. This brings the campus total to 24 chargers and meets our 2025 target ahead of schedule. The new smart chargers communicate with a publicly accessible EV charging network and allow RRU to track consumption data and plan for future expansions.

#### Rose Garden cottage completed

The Rose Garden cottage renovation was completed in 2023. Providing a new home to RRU's [Cascade Institute](#), this is the first campus project to meet [Zero Carbon Building \(ZCB\) Design Standards™](#).

#### Scope 3 reductions and the Race to Zero

RRU committed to reducing GHGs across all emission scopes and is a signatory to [Race to Zero group for post-secondary institutions](#). In 2023, faculty members furthered this goal by establishing preliminary baselines for most of RRU's material Scope 3 emissions (including business and student air travel, investments, waste and purchased goods and services). Next steps include establishing a baseline for commuting, developing processes for tracking all material emissions, and determining practice and policy leadership that will contribute to a comprehensive decarbonization strategy.

#### R22 Phase out & Roof Upgrades

RRU prioritized phasing out Freon (or R22 ozone-depleting hydrochlorofluorocarbon refrigerant). In 2023, we replaced this equipment with chlorine-free refrigerants (R410A) that do not contribute to ozone depletions and have an added benefit of improving efficiency. RRU used this opportunity to upgrade associated roof envelopes and enhance building performance.



## SUCCESS STORIES

### Improving Energy & Water Management on Campus

In 2023, RRU secured BC Hydro funding in support of the launch of an energy management program. Within this framework, development of a *Strategic Energy Management Plan* (SEMP) was prioritized as a first step. This plan will chart the course for energy considerations that will help RRU's meet its Net-Zero goals by 2050. With a focus on metering, monitoring and auditing, RRU will be in position to decrease energy consumption, increase electrification and transition to renewable energy sources. Improved energy management will put the university on track to decarbonization. Additionally, through this program, RRU will seek to improve water quality and quantity on campus. This involves a systematic review of both incoming water to the campus and water use on campus.

### Climate 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 to challenge society to look at climate solutions in a new way. Climate Week topics focused on amplifying diverse perspectives on topics such as decolonizing climate action, leadership, relational accountability, social movements, and art as inspiration for much-needed social change.

Four online speaker series events and three in-person engagement sessions made up the calendar of events. The week culminated in a community-based art project developed in partnership with the Township of Esquimalt and UVic's Department of Education. Attendees co-created a climate canvas mosaic which will ultimately be hung at RRU Campus. Two of the week's sessions included students in the MA in Climate Action Leadership program (a virtual poster presentation of their work and a two-day Climate Action Leadership Accelerator Workshop). Climate Week attracted more than 800 registrants and created inspiring week of connection-building, and a jumping off point to explore climate action as a cultural, relational and equity challenge.





## CLIMATE AND SUSTAINABILITY INITIATIVES PLANNED FOR 2024 AND BEYOND

In the coming year, RRU will embark on the following climate action and sustainability initiatives:

### PROGRAMS & OUTREACH

#### Stewardship club

In 2024, RRU will establish a stewardship program called RRU's Healthy Planet Club. Through support from the WWF Go Wild Grants program, regular opportunities to learn about restoration and biodiversity conservation will be offered. The stewardship program is an extension of RRU's experiential learning approach and will increase awareness among participants of our local ecosystem, its history, biodiversity and what it needs to thrive. Beyond providing educational opportunities, RRU's Healthy Planet Club will increase agency and action through hands-on initiatives to regenerate natural spaces by removing invasive species.

#### The Farm at Royal Roads grows

In the coming years, [The Farm at Royal Roads](#) will add new beds for growing food and culturally relevant plants. Plans include adding an Indigenous Medicine Garden, a Market Garden, and restoring and expanding the existing polyculture orchard. With a significant [donation from TD Bank](#), strengthened partnerships with community organizations and the continued dedication of staff and volunteers, The Farm is poised to build upon their prior successes. Key to this is the integral role these projects have within RRU's Living Lab model and their potential for decolonizing curricula.

#### Employee development & competencies

To build capacity and resilience within RRU. Work has begun to integrate climate considerations and skills into professional development opportunities, new employee onboarding and the competency framework for supporting career growth.

#### Applied Learning

In 2024, work will continue on the development and support of a cross-departmental roster of student research projects, applied learning and volunteer

opportunities that focus on varied climate-related and sustainability topics.

#### Climate Education & Training

Initiatives that are expected to ramp up or get rolling in the coming year include:

- The [Career Innovation Project](#) which creates work-integrated learning opportunities for engaging students, faculty and staff in conversations with industry about climate action opportunities and challenges. With support from the Government of Canada, this project is being led by RRU's Career Learning and Development office in partnership with the Business and Higher Education Roundtable.
- RRU will build on the memorandum of understanding that was signed with the University of the Philippines Los Baños to design and deliver a [Climate Action Leadership Program](#) for professionals working in postsecondary education in the Philippines.
- A new Infrastructure and Climate Resilience Planning Micro-credential Program will be offered through RRU's Professional and Continuing Studies.

### CAMPUS OPERATIONS

#### Strategic Energy Management (SEMP)

The SEMP establishes an energy baseline and goals to reduce overall campus energy use and support emission reduction targets set out by the Climate Action Plan. The plan supports ongoing capital and operational projects including the completion of a project to install building-level electrical and mechanical (gas and water) meters.

#### Water management

RRU has established a water use intensity (WUI) target of 20% reduction from 2010 levels by 2030. We aim to achieve our goals through ongoing energy audits (which include water conservation measures), an irrigation audit, water efficiency/audit programs and installing water sub-metering for many buildings around campus.

## BOARD OF GOVERNORS BRIEFING NOTE



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<b>MEETING:</b>	June 20, 2024
<b>AGENDA ITEM:</b>	Information and Data Management and Security Policy
<b>SPONSOR:</b>	Philip Twyford, Vice-President, Finance and Operations
<b>PURPOSE:</b>	For Information

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### Synopsis:

This briefing note recommends approval of a new information and data management and security policy.

The Finance and Audit Committee reviewed and endorsed the submission at their June 11, 2024 meeting. Management reported that the new, overarching policy will govern all the University's information and data management, not just IT. Additional work is being undertaken to enhance the IT suite of policies. The policy management report included in the meeting package identifies the number of university policies that are overdue for review.

Attachment 1 provides the briefing note and attachments as presented to the Finance and Audit Committee at their June 11, 2024 meeting.

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### Recommendation:

In alignment with the endorsement from management and the Finance and Audit Committee, it is recommended that the Board of Governors approves the Information and Data Management and Security Policy and rescinds the Information Security Policy and Confidentiality Policy.

### Motion:

*That the Board of Governors:*

1. *approve the Information and Data Management and Security Policy;*
  2. *rescind the Information Security Policy (2004); and*
  3. *rescind the Confidentiality Policy (2006).*
- 

### Attachment:

1. Briefing note to the Finance and Audit Committee including attachments (June 11, 2024)

## FINANCE AND AUDIT COMMITTEE BRIEFING NOTE




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**MEETING:** June 11, 2024

**AGENDA ITEM:** Information and Data Management and Security Policy

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

**PURPOSE:** For Approval

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### Synopsis

This briefing note recommends approval of a new information and data management and security policy.

### Fit to Vision and Strategic Direction

Goal 4: Vibrant and sustainable

### Background

In alignment with the University's policy review project, management reviewed the Information Security Policy (2004). It was determined that this policy be restructured into a new, overarching governance policy: Information and Data Management and Security. Additionally, it was determined that relevant components of the Confidentiality Policy (2006) could be incorporated into this new policy.

### Key Considerations

The new Information and Data Management and Security Policy is provided in Attachment 1. The original 2004 Information Security Policy and 2006 Confidentiality Policy are included as Attachments 2 and 3, respectively. Attachments 4 and 5 are two IT policies that support this new governance policy. Appendix A provides an overview of the Information and Data Management and Security Document Suite.

1. This new policy expands beyond information and data related to the IT network. It includes all forms of information and data, regardless of its form or storage medium.
2. Legislative and BC government requirements in addition to the most recent direction from the Centre for Internet Security (CIS) Controls (2023, v.8) and the ISO 27001:2022 Security Control Framework are addressed.
3. Input from relevant representatives across all Executive portfolios was invited.
4. Relevant information from the 2004 Information Security Policy and 2006 Confidentiality Policy were included in the new policy.

### Implications

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

**Risk Assessment**

Risk	Mitigation
<p>The Information Security policy is outdated and no longer meets governmental requirements or university needs which may result in breaches that have an impact/accentuate other organizational risks (e.g., human resources, reputational, financial).</p> <p>A policy was required that provided direction for the management and security of all types of information and data for the University.</p>	<p>A detailed review was performed to develop a new governance policy to be relevant both governmentally and for the University.</p>
<p>No clear roles and responsibilities identified.</p>	<p>The policy has been updated to provide clarity on roles and responsibilities.</p>

**Recommendation**

Management recommends approval of the new governance policy *Information and Data Management and Security* and rescission of the *Information Security Policy* (2004) and the *Confidentiality Policy* (2006).

**Motion**

That the Finance and Audit Committee recommends that the Board of Governors:

1. approve the *Information and Data Management and Security Policy*;
2. rescind the *Information Security Policy* (2004); and
3. rescind the *Confidentiality Policy* (2006).

**Appendix A – Information and Data Management and Security Document Suite****Attachments**

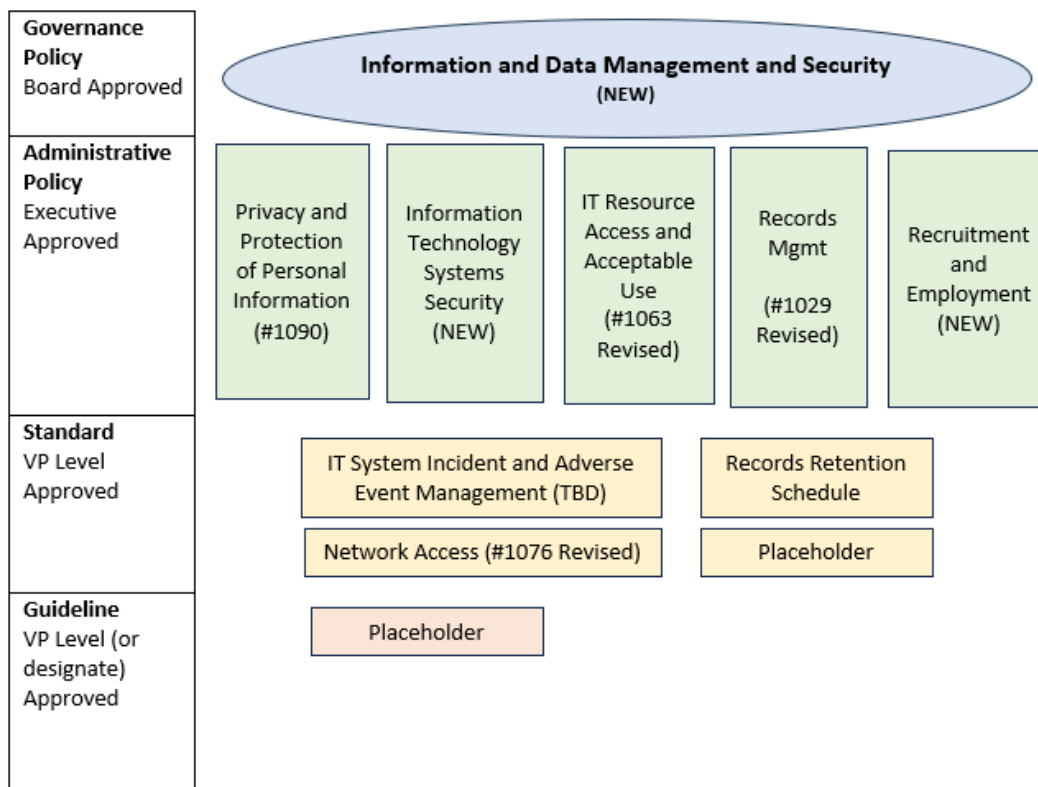
1. Information and Data Management and Security Policy – new
2. Information Security Policy (2004) – for rescission
3. Confidentiality Policy (2006) – for rescission
4. Information Technology (IT) System Security – for reference
5. IT Resource Access and Acceptable Use – for reference

## APPENDIX A

### Information and Data Management and Security Document Suite – Stage One

The following diagram sets out the first stage for the information and data management and security document suite (policies, standards, guidelines) for Royal Roads University. Additional documents will be added, and this diagram updated, as required. The document suite for the first stage:

- reflects the Center for Internet Security (CIS) controls (2023) and the ISO27001 (2022) Standard recommended controls for information and data management and security which “preserves confidentiality, integrity, and availability of information” and data;
- depicts major documents across the University’s divisions to strengthen the bond between academic and administrative responsibilities; and
- is modeled based on the BC Government, and various universities and external organizations’ approach to information and data management and security.



# Policy

<b>Title</b>	<b>Information and Data Management and Security</b>		
<b>Classification</b>	Board	<b>Oversight Responsibility</b>	Office of the President
<b>Category</b>	Governance	<b>Responsible Office</b>	Office of the Vice President, Finance and Operations
<b>Approval</b>	Board of Governors	<b>Effective Date</b>	TBC
		<b>Document No.</b>	TBC

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

The most up-to-date versions of the University's policies are posted on the policy and procedure website. If you have printed this policy, please check the website to ensure you have the current version.

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

## 1.0 POLICY STATEMENT

The Board of Governors (Board) of Royal Roads University (University) is committed to upholding its duties, obligations, and responsibilities for the **management** and **security of information and data** in its control and/or custody, regardless of its **form** and **storage medium**. In fulfillment of this commitment, the Board requires the adoption and implementation of robust direction that meets or exceeds applicable federal and provincial legislation, and industry standards to support and safeguard information and data throughout the University.

## 2.0 SCOPE AND COMPLIANCE

This policy extends to **members of the University community**.

Non-compliance with this policy may result in disciplinary action, up to and including termination of employment, contract, or other relationship with the University. Any disciplinary action is taken in consideration of the applicable laws, legislation, collective agreement, or contract.

## 3.0 POLICY TERMS

To ensure the Board and the University meet its duties, obligations, and responsibilities, direction provided to the University community includes, but is not limited to, the following elements:

- 3.1 **Classification**  
Information and data are classified and managed in accordance with the sensitivity levels established for the University.
- 3.2 **Collection, Use and Disclosure**  
The collection, use, and disclosure of information and/or data must relate directly to an individual's role and responsibilities, necessary for the overall effective operation of the University, including the provision of academic programs.
- 3.3 **Supports and Safeguards**  
The University is required to establish and implement appropriate staffing, programs, systems, mechanisms, processes, infrastructure, and training to support and safeguard information and



data's confidentiality, integrity, and availability throughout the University as part of effective operations and to provide for business continuity in the event of adverse situations.

#### 3.4 **Review Period**

Policies related to information and data management and security, including this policy, are reviewed at least once every three (3) years.

### 4.0 **AUTHORITIES, ROLES AND RESPONSIBILITIES**

#### 4.1 **Board of Governors**

The Board is responsible for the governance of information and data in the University's control and/or custody and requires the President to oversee the implementation and monitoring of relevant policy direction for managing and securing that information and data throughout its lifecycle.

#### 4.2 **President**

The President is responsible for ensuring that the Executive adopts and implements relevant policies, procedures, and/or standards in compliance with the direction provided in this policy.

#### 4.3 **Vice-President, Finance and Operations**

The Vice-President, Finance and Operations is responsible for strategic management and regular reporting to the Executive and the Board on the overall activities related to the management and security of information and data.

### 5.0 **DEFINITIONS**

For the purposes of this policy:

**Data** means raw facts and statistics that, on their own, do not have any specific meaning, but may be collected and organized to provide information that has a logical meaning.

**Form** means the manner in which the information and/or data is created, e.g., written, audio, visual.

**Information** means:

- a) **Business information** – information, including confidential information, that is generated or collected for the operations of the University including, but not limited to: financial information, human resource information, technical plans, forecasts, reports, legal opinions, and budgets;
- b) **Personal information** - information, including an identifying number or symbol assigned to an individual, collected and/or recorded in any format about an identifiable individual, other than contact information (e.g., name, title, business phone/email), that is within the control or custody of the University, and includes all information that the University collects and uses about identifiable members of its employees, students, and other individuals.

**Management** means the people, programs, mechanisms, processes, technologies, and systems within the University for the purposes of collection, use, storage, dissemination, retention, and disposal of personal and business information.

**Members of the University Community** means members of the Board of Governors, employees, students, contractors, volunteers, guests, visitors and others who access and/or participate in University academic, administrative, and research activities and operations undertaken on behalf of the University on or off-campus.



**Security** means guarding the safety of information and data against misuse, theft, inadvertent release, or other threats and protecting confidentiality and privacy while maintaining the integrity of that information and data.

**Storage medium** means the manner in which information and data are retained and managed including paper, hard-drive, Cloud, flash drive, electronic system, recording, or other media.

## 6.0 INTERPRETATION

Questions of interpretation or application of this policy or its procedures are referred to the Vice President, Finance and Operations for resolution.

## 7.0 RELATED DOCUMENTS

Royal Roads University Documents and Information

- Information Technology (IT) System Security (policy #xxxx)
- IT Resources' Access and Acceptable Use (policy #1063)
- Privacy and Protection of Personal Information (policy #1090)
- Records Management (policy #1029)
- Network Access (standard #xxxx)

Legislation and Other Information

- *An Act to Promote the Efficiency and Adaptability of the Canadian Economy by Regulating Certain Activities that Discourage Reliance on Electronic Means of Carrying out Commercial Activities, and to Amend the Canadian Radio-television and Telecommunications Commission Act, the Competition Act, the Personal Information Protection and Electronic Documents Act and the Telecommunications Act, (CASL), SC 2010, c 23*
- BC Core Policy & Procedures Manual, Chapter 12: Information Management and Information Technology Management
- Center for Internet Security Controls (2023), v.8
- *Freedom of Information and Protection of Privacy Act*, RSBC 1966, c.165 (FIPPA) and applicable regulations
- ISO 270001:2022 – Security Control Framework and Annex A

## Review, Revision and Approval History

<u>Date</u> YYYY-Mmm-DD	<u>Activity</u>
YYYY-Mmm-DD	Next Review – (Post-implementation review – one year from date of initial approval); at least once every three (3) years thereafter

<b>Title</b>	<b>Information Security</b>		
<b>Classification</b>	Board	<b>Oversight &amp; Responsibility</b>	Office of the VP Academic
<b>Category</b>	Information Management & Technology	<b>Effective Date</b>	2004 Sep 16
<b>Approval</b>	Board	<b>Policy No</b>	1016

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

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

## Board Policy Statement

Royal Roads University will take appropriate measures, with the cooperation of all computer network users, to ensure the integrity of the RRU networks and to mitigate the risks and losses associated with security threats to RRU networks and resources, in accordance with administrative policies, standards and procedures established by the President for the purpose of protecting information.

## Philosophy

Royal Roads University is critically dependent on its information, information systems and infrastructure. The appropriate use of technology at RRU is a strategic advantage. Loss, unavailability, unreliability and inappropriate disclosure of information constitute serious risk.

## President's Responsibilities

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

## Information, Action and Monitoring Requirements for the Board

The President will report annually on progress towards the policy objectives.

## Related Documents and Information

Related RRU policies

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

Related Other Sources

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

### Review and Revision History

Date	Action
2004-Sep-16	Approved by the Board – current published version
2021-Oct-06	Transfer to new template – no content change except updated related documents information
<b>Next Review</b>	
2007-Sep-16	For review

<b>Title</b>	<b>Confidentiality</b>		
<b>Classification</b>	Administrative	<b>Oversight &amp; Responsibility</b>	Office of the VP &CFO; Human Resources
<b>Category</b>	Information Management & Technology	<b>Effective Date</b>	2006 Jan 01
<b>Approval</b>	Executive	<b>Policy No</b>	1034

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

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## Statement

All confidential information heard, created or accumulated by contractors and employees of Royal Roads University must be used or reviewed on a strict need-to-know basis in the performance of contract or job functions, and must not be disclosed to anyone other than persons authorized to receive it, both during a contract or employment period and beyond it. Recorded information in all formats is covered by this policy.

Confidential information includes, among other examples: business plans; draft reports; research results; legal opinions; et cetera. It also includes the personal information of identifiable individuals. Personal information is covered by the provincial *Freedom of Information and Protection of Privacy Act (FOIPOP Act)* in addition to this policy.

Examples are: learner enrolment information; contact information of learners, prospective learners, contractors, employees, alumni, donors, visitors and other members of the public; photographs of all individuals; educational history of learners; birth dates of any individuals; personal opinions as expressed in learner essays and discussions; work history of contractors and employees; et cetera.

Personal information must be collected, recorded, corrected, accessed, altered, used, disclosed, retained and removed only in accordance with the *Act* and University guidelines, and must be maintained in a secure manner.

Contractors and employees who are uncertain whether information is confidential must check with their supervisors and any other appropriate authorities before using and disclosing it. Any suspected violation of the *Act* or this policy must be reported to appropriate University officials, including the Registrar if learner data is involved.

Individuals failing to comply with this policy may be subject to forms of disciplinary/other action up to, and including, dismissal / termination of employment. They may also be subject to legal action following their employment with the university.

Further information about the application of this policy may be obtained from the Director of Human Resources, information about learner data may be obtained from the Registrar, and information about the *FOIPOP Act* may be obtained from the FOI Officer.

## Related Documents and Information

Related RRU policies

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

Related Other Sources

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

## Review and Revision History

Date	Action
2006-Jan-01	Approved by Executive; current published version
2021-Oct-12	Transfer to new template – no content change
<b>Next Review</b>	
2009-Jan-01	For review

<b>Title</b>	<b>Information Technology (IT) System Security</b>		
<b>Classification</b>	Administrative	<b>Oversight Responsibility</b>	Office of the Vice President, Finance and Operations
<b>Category</b>	Information Management and Technology	<b>Responsible Office</b>	IT Services
<b>Approval</b>	Executive	<b>Effective Date</b>	TBC
		<b>Document No.</b>	TBC

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

## 1.0 POLICY STATEMENT

The development and implementation of robust organisational, people, physical, and technological controls to safeguard Royal Roads University's (University) information technology (IT) system is of paramount importance to ensure the confidentiality and integrity of personal and business **information** and **data** in the care or control of the University.

## 2.0 SCOPE AND COMPLIANCE

This policy provides the direction and support for IT system security controls in accordance with government and industry legislation, regulations, and standards, and the University's information and information technology policies and extends to **members of the University Community**.

Non-compliance with this policy may result in disciplinary action, up to and including termination of employment, contract, or other relationship with the University. Allegations of a breach and any disciplinary action are managed according to the University's established policies and procedures, applicable laws, legislation, collective agreement, or contract.

This policy and related policies, standards, and procedures (see Related Documents) form the foundation for the University's information, data, and IT security in support of the Governance policy, *Information and Data Management and Security*, and applicable statutory and regulatory obligations.

## 3.0 POLICY TERMS

### 3.1 Asset Management

The University maintains and monitors a valid, current inventory of known IT assets that connect to the network physically, virtually, remotely, and/or within the cloud environment in order to protect the IT system and its resources and to support the identification and remediation of unauthorized or unmanaged assets. The inventory is reviewed bi-annually.

### 3.2 IT System Access

- a. The University utilizes a role-based access model to grant **users** access to the IT systems, resources, and **devices**. This model enables users to access information, data, software,

hardware, and systems only as required for their role at the University, and only at the level required to perform their role.

- b. Only devices owned and managed by the University, and which conform to IT standards, are permitted to connect to the secured network. In rare and extenuating circumstances, personally owned devices may be granted permission to connect to the network in accordance with established processes. Non-conforming devices may be subject to removal by IT Services.

### 3.3 External Suppliers

IT Services is responsible for ensuring the appropriate security of external IT system suppliers and cloud services on behalf of the University. Agreements are required to set out security controls, service definitions and delivery levels to ensure maximum security for the University's IT systems, information, and data. Any electronic messaging services and information transfers between the University and external parties are protected in accordance with level of sensitivity and in compliance with applicable legislation and regulatory requirements. IT Services responsibility does not absolve external suppliers of their responsibility and accountability.

### 3.4 Network Security

Network **security** technical controls and processes are required to protect and maintain the integrity of the network infrastructure, information, data, and the overall IT system. This includes, but is not limited to:

- encryption;
- multi-factor authentication;
- credentials (e.g., passphrase, PINs);
- configuration;
- segregation of services and information systems (e.g., firewalls);
- system logs;
- backup and recovery processes developed, maintained, and reviewed regularly; and
- controls to protect log files/systems from unauthorized access, modification, and/or disposal.

### 3.5 Software and Hardware

- a. Only software and hardware authorized by IT Services are permitted to operate on the University's IT system. IT Services is permitted to remove from use any unauthorized software and hardware, or to grant an exception as long as such exception is for the purposes of the University's business. Any exception is documented and reviewed on a regular basis.
- b. An inventory of software and hardware installed on the IT system and throughout the life cycle is maintained, reviewed at least bi-annually, and updated as necessary.

### 3.6 IT Incident Response and Adverse Event Management

IT incident response and adverse event management plans must be in place and are required to:

- monitor, assess, track, and act on vulnerabilities;
- conduct periodic audits of the IT system;
- ensure business continuity and recovery;
- advise the Executive and the Board of Governors of adverse events and response;
- be communicated throughout the University;
- comply with applicable legislation, regulations, and University policies, standards, and procedures; and
- be reviewed, at least annually, and updated as necessary.

### 3.7 IT Security Program

The University is required to establish, maintain, and communicate an effective IT security program that promotes awareness of IT security measures through education, training, and processes.

## 4.0 AUTHORITIES, ROLES AND RESPONSIBILITIES

### 4.1 Vice President, Finance and Operations (VPFO)

The VPFO:

- a. ensures relevant policies, standards, procedures and other documents are in place to protect IT system security;
- b. receives and responds to reports regarding the current and future state of IT system security; and
- c. informs Executive of any significant issue or matter that affects, or may affect, IT system security.

### 4.2 Chief Information Officer (CIO)

The CIO:

- a. oversees the management and security of University IT systems to protect the integrity, confidentiality and reliable availability of all information and data that utilize IT resources, programs, and assets used for academic and administrative purposes;
- b. reports to the Vice President, Finance and Operations regarding issues and trends related to IT security systems that have or may enhance or compromise the University's information and/or data; and
- c. ensures appropriate practices are in place in compliance with mandated and standardized IT security directions and guidance.

### 4.3 Supervisors

Supervisors provide training and information to their staff to support compliance with the IT system security requirements.

### 4.4 Users

Users are responsible for adhering to the information and data management and security requirements and practices that safeguard the University's IT systems and its assets and to report non-compliance as set out in applicable University policies.

## 5.0 DEFINITIONS

For the purposes of this policy:

**Data** means raw facts and statistics that, on their own, do not have any specific meaning, but may be collected and organized to provide information that has a logical meaning.

**Devices** means University-issued end-user equipment such as laptops, smartphones, tablets, desktops, and workstations, and network equipment including servers, and non-computing devices programmed for applications and can transmit data over the internet or other networks, in virtual, remote, cloud-based, and/or physical environments.



**Information** means:

- a. **Business information** – information, including confidential information, that is generated or collected for the operations of the University including, but not limited to: financial information, human resource information, technical plans, forecasts, reports, legal opinions, and budgets;
- b. **Personal information** - information, including an identifying number or symbol assigned to an individual, collected and/or recorded in any format about an identifiable individual, other than contact information (e.g., name, title, business phone/email), that is within the control or custody of the University, and includes all information that the University collects and uses about identifiable members of its employees, students, and other individuals

**Members of the University Community** means members of the Board of Governors, employees, students, contractors, volunteers, guests, visitors and others who access and/or participate in University academic, administrative, and research activities and operations undertaken on behalf of the University on or off-campus.

**Security** means guarding the safety of information and data against misuse, theft, inadvertent release, or other threats and protecting confidentiality and privacy while maintaining the integrity of that information and data.

**Users** means members of the University community who access and/or use the University's IT resources and/or systems.

## 6.0 INTERPRETATION

Questions of interpretation or application of this policy or its procedures will be referred to the Vice-President, Finance and Operations for resolution.

## 7.0 RELATED DOCUMENTS

Royal Roads University Documents and Information

- Appendix A – Information and Data Management Security Document Suite
- IT Resources' Access and Acceptable Use (policy #1063)
- Information and Data Management and Security (policy #xxxx)
- Network Access (standard #xxxx)
- Privacy and Protection of Personal Information (policy #1090)
- Records Management (policy #1029)

Legislation and Other Information

- Canada's Anti-Spam Legislation (CASL), SC2010, c.23
- Center for Internet Security Controls (2023), v.8
- *Freedom of Information and Protection of Privacy Act*, RSBC 1966, c. 165 and applicable Regulations
- ISO 27001:2022 – Security Control Framework and Annex A

## Review, Revision and Approval History

<u>Date</u>	<u>Activity</u>
YYYY-Mmm-DD	Approved by Executive
YYYY-Mmm-DD	Next Review

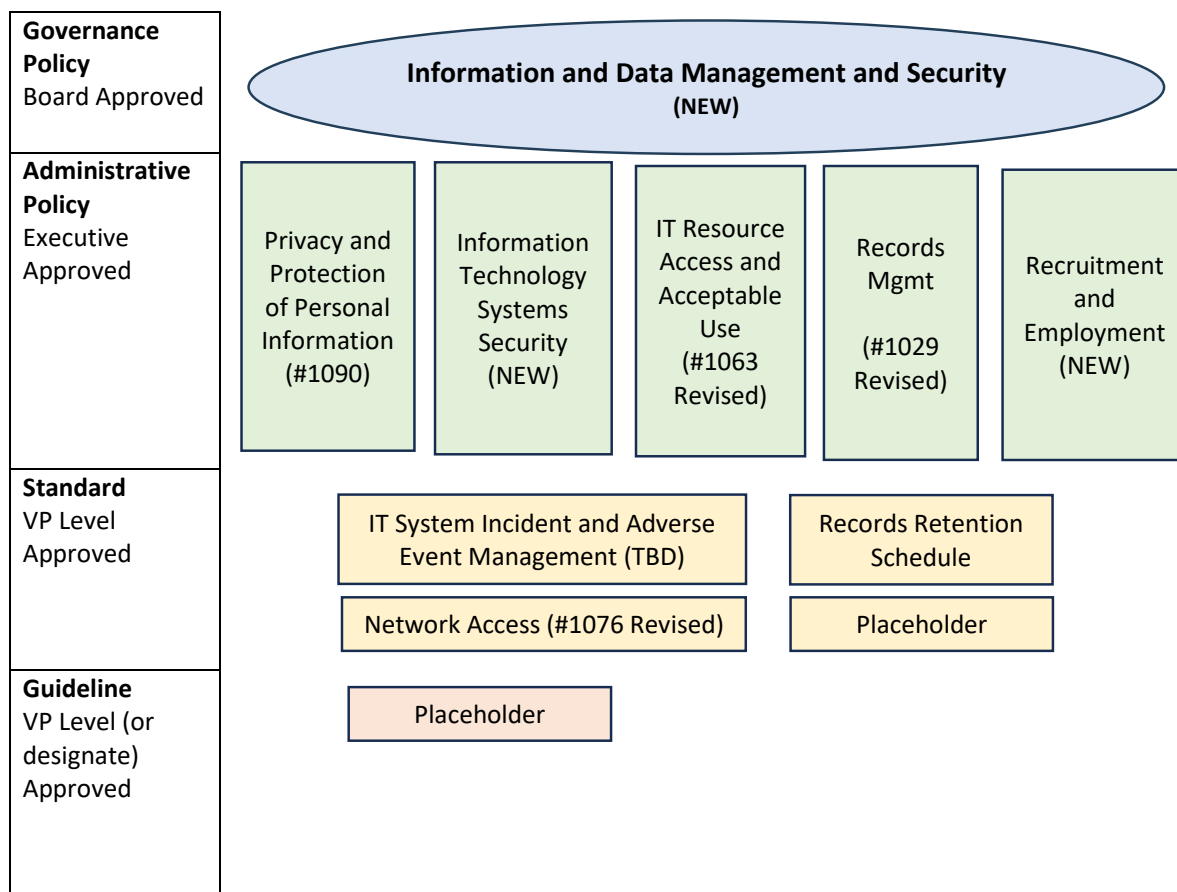
## APPENDIX A

## Information and Data Management and Security

### Document Suite – Stage One

The following diagram sets out the first stage for the information and data management and security document suite (policies, standards, guidelines) for Royal Roads University. Additional documents will be added, and this diagram updated, as required. The document suite for the first stage:

- reflects the Center for Internet Security (CIS) controls (2023) and the ISO27001 (2022) Standard recommended controls for information and data management and security which “preserves confidentiality, integrity, and availability of information” and data;
- depicts major documents across the University’s divisions to strengthen the bond between academic and administrative responsibilities; and
- is modeled based on the BC Government, and various universities and external organizations’ approach to information and data management and security.



<b>Title</b>	<b>IT Resource Access and Acceptable Use</b>		
<b>Classification</b>	Administrative	<b>Oversight Responsibility</b>	Office of the Vice President, Finance and Operations
<b>Category</b>	Information Management and Technology	<b>Responsible Office</b>	IT Services
<b>Approval</b>	Executive	<b>Effective Date</b>	<b>TBC</b>
		<b>Document No.</b>	1063

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

The most up-to-date versions of the University's policies are posted on the policy and procedure website. If you've printed this policy, please check the website to ensure you have the current version.

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

## 1.0 POLICY STATEMENT

Royal Roads University (University) provides access to **IT resources** for **members of the University Community** in fulfillment of the academic, research, and administrative mandates and goals of the University. The assignment of IT resources is based on a **user's** role and assigned responsibilities. The assignment structure, any changes, and any necessary revocation of IT resources follows a formal, documented process developed and implemented in consultation with IT, Human Resources, and relevant work units across the University.

## 2.0 SCOPE AND COMPLIANCE

This policy extends to members of the University community. Non-compliance with this policy may result in disciplinary action, up to and including termination of employment, contract, or other relationship with the University. Allegation of a breach and any disciplinary action are managed according to legislation, regulations and University policies, standards, procedures, collective agreements, or contracts.

This policy and related policies, standards, and procedures (see Related Documents) form the foundation of the University's information, data, and IT resource security in support of the Governance policy, *Information and Data Management and Security*, and applicable legislation and regulations.

## 3.0 POLICY TERMS

### 3.1 User Accounts and Resources

- a) Prior to establishment of a user account and issuance or use of IT resources, each user is required to provide written acknowledgement of agreement to comply with the University's requirements for the protection and security of information, data, and IT resources.
- b) Access privileges for each user account and IT resources are role-based and may change as a result of changes to a user's role ~~and~~ or responsibilities.

### 3.2 IT Resource Safeguards

IT resources are provided for the purpose of carrying out University business. IT Services has established safeguards that users are expected to follow to protect the IT resources, including:

- completing IT security training programs;

- using IT resources for their intended purposes;
- avoiding unacceptable use;
- signing out of and locking unattended equipment;
- not sharing passphrases/passwords;
- ensuring personal equipment complies with IT security requirements;
- maintaining security controls at all times whether on-site or off-site; and
- having only the minimum amount of confidential, business, and/or personal information communicated or contained on equipment and only which is necessary to carry out the user's position responsibilities.

### **3.4 Personal Use**

- a) Limited personal use of IT resources is acceptable provided the use:
  - does not interfere with University business or the user's job performance;
  - is not for personal or commercial business or financial gain;
  - does not breach any law, terms of employment, contract, collective agreement, or any applicable University policy or standard including unacceptable uses set out in Appendix A.
- b) Personally owned devices, including hubs, switches, routers, and wireless access points ("hot spots"), are required to connect to established remote networks and are not permitted to connect to the University's secured network.

### **3.5 Email Use**

- a) The University supports the use of email for business purposes and respects user privacy. However, email messages may be subject to monitoring, access, and disclosure (see s. 3.6). Where feasible, user consent is obtained prior to any action taken. In the event of an urgent or emergency matter for which user consent cannot be obtained, IT Services may proceed to address and resolve the matter with the approval of the Vice President, Finance and Operations.
- b) Mobile devices that access a University's email account are required to have appropriate security controls, including encryption and multi-factor authentication, in place as directed by IT Services.
- c) Email messages that create a business record that requires preservation are retained in accordance with the University's records retention schedule. Transitory emails are not retained, and users are required to remove such messages as soon as reasonably practical.
- d) Automatic forwarding of University email to a third-party system is not permitted, except by faculty and associate faculty members who also carry out duties for another Canadian public body provided that the:
  - email account is a public sector account within Canada;
  - email system is secure and meets the University standards;
  - user returns any University business records to the University; and
  - email does not contain confidential information pertaining to the University.
- e) Users are required to use their University email account to conduct University business. Use of and/or linking to external email accounts to conduct University business is not permitted. f) Users are required to contact IT Services prior to engaging in email marketing to ensure the proposed service meets the Canadian anti-spam legislation and the University's network and email requirements.

### 3.6 Monitoring and Reporting

- a) Use of IT resources, the content of emails, information access, and other forms of electronic communication are subject to audit, monitoring, blocking, and removal of access privileges, including automated screening for malicious email and emails that contain confidential data.
- b) If the integrity, safety, or security of an IT resource is at risk or compromised in an urgent or emergency matter, or there is a reasonable belief that a violation of an applicable policy has occurred, IT is permitted to investigate and seek resolution subject to applicable legislation, regulations and University policies, standards, procedures and contracts.

## 4.0 AUTHORITIES, ROLES AND RESPONSIBILITIES

### 4.1 Vice President, Finance and Operations (VPFO)

The VPFO:

- a) ensures relevant policies, standards, procedures or other relevant directions are in place to protect the integrity, confidentiality, and reliable availability of IT resources used for academic and administrative purposes; and
- b) acts on reported IT security issues, including informing the Executive, as appropriate.

### 4.2 Chief Information Officer (CIO)

The CIO:

- a) oversees the management and security of University IT resources;
- b) ensures appropriate acceptable use practices and procedures are in place and comply with mandated and standardized IT security directions and guidance; and
- c) reports to the VPFO regarding issues related to IT security systems that have compromised or may compromise the University's IT resources.

### 4.3 Users

Users are responsible for taking all reasonable steps to safeguard the University's IT resources in their care and control and to report non-compliance as set out in this policy and all applicable University's policies.

## 5.0 DEFINITIONS

For the purposes of this policy:

**IT resources** means services, devices, and facilities owned, leased, or provided by the University and used to store, process, or transmit electronic information and/or data in virtual, remote, cloud-based, and/or physical environments, and which includes, but is not limited to:

- computers and computer facilities;
- hardware and software;
- end-user mobile and portable devices such as laptops, smartphones, tablets, desktops, and workstations;
- electronic storage media such as CDs, USB memory sticks, and portable hard drives;
- communication gateways and network equipment, including servers, and non-computing devices programmed for applications and can transmit data over the internet or other networks;
- email systems; and
- telephones and other voice systems.

**Members of the University Community** means members of the Board of Governors, employees, students, contractors, volunteers, guests, visitors and others who access and/or participate in University

academic, administrative, and research activities and operations undertaken on behalf of the University on or off-campus.

**Users** means members of the University community who access and/or use the University's information technology resources and/or systems.

## 6.0 INTERPRETATION

Questions of interpretation or application of this policy or its procedures will be referred to the Vice President, Finance and Operations for resolution.

## 7.0 RELATED DOCUMENTS

Royal Roads University Documents and Information

- Appendix A –Unacceptable Uses of IT Resources
- Information and Data Management and Security (policy #xxxx)
- Information Technology (IT) System Security (policy #xxxx)
- Network Access (standard #xxxx)
- Privacy and Protection of Personal Information (policy #1090)
- Records Management (policy #1029)

Legislation and Other Information

- Canada's Anti-Spam Legislation (CASL), SC2010, c.23
- Center for Internet Security Controls (2023), v.8
- *Freedom of Information and Protection of Privacy Act*, RSBC 1966, c. 165 and applicable Regulations
- ISO 27001:2022 – Security Control Framework and Annex A

## Review, Revision and Approval History

<u>Date</u>	<u>Activity</u>
2014-Oct-01	Approved by Executive; initial implementation
2021-Oct-19	Transfer to new template; no content change
2024-Mmm-dd	Revised to update requirements
<hr/>	
2027-Mmm-dd	Next Review – 3 years (from date of last revision)

## APPENDIX A

### Unacceptable Uses of IT Resources

Users are to exercise good judgment in their use of IT resources and to use the resources for the University's business. There are some activities that interfere with or disrupt the business use. Unless explicitly authorized by a user's portfolio Vice-President (or designate) and the Vice President, Finance and Operations (or designate), certain activities are unacceptable uses of the University's IT resources and are not permitted. These include, but are not limited to the following:

- access, store, download, transfer, and/or send discriminatory, illegal, threatening, harassing, pornographic, objectionable, or discriminatory material;
- violate any applicable laws;
- allow an unauthorized user to access your assigned personal account;
- knowingly access or attempt to access another user's personal account;
- failure to exercise reasonable care in safeguarding personal accounts and devices;
- unauthorized access, use, or disclosure of the University's proprietary, business, or confidential information related to students, staff, vendors, or other third parties
- infringing on or attempting to circumvent copyright, trademarks, licensing, or other legal protection provided;
- use IT resources for unauthorized commercial or personal business;
- falsify or misrepresent your identity;
- knowingly introduce a worm, malware, or virus or perpetuate a scam;
- send and/or forward non-University commercial electronic messages or chain mails;
- access gambling sites;
- attempting to bypass or tamper with IT security provisions or exploit vulnerabilities; and
- damage, alter, and/or destroy IT resources, hardware, or software without authorization.

Users engaging in an unacceptable use are subject to disciplinary action according to the University's established policies and procedures, applicable laws, legislation, collective agreement, or contract.

## BOARD OF GOVERNORS BRIEFING NOTE



**MEETING:** June 20, 2024

**AGENDA ITEM:** Health and Safety – Policy Renewal

**SPONSOR:** Philip Steenkamp, President and Vice-Chancellor  
Philip Twyford, Vice-President, Finance and Operations

**PURPOSE:** For Decision

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### Synopsis:

This briefing note recommends approval of an updated *Health and Safety Policy*. The revised policy was reviewed at the June 7, 2024 meeting of the Governance and Nominating.

### Fit to Vision and Strategic Direction:

Goal 4: Vibrant and sustainable

### Background:

RRU's *Safety Policy* (new title: Health and Safety Policy) was originally developed and implemented in 2005. There is no record of subsequent review or revision to the policy since 2005. In alignment with the University's policy review project, management identified where revisions were required to the policy and what gaps needed to be addressed.

### Key Considerations:

The updated Health and Safety Policy is provided in Attachment 1. Given the significance of the update, a blacklined version of the recommended policy is not practical, but the original 2005 Safety Policy is included as Attachment 2.

#### 1. Legislative and regulatory requirements

The updated policy addresses legislative and regulatory requirements including the *Workers Compensation Act*, the *Occupational Health and Safety Regulation*, and CSA Group Standards.

#### 2. Consultation

Input from relevant representatives across all Executive portfolios was invited. The Joint Occupational Health and Safety Committee was also invited to review and provide feedback.

#### 3. Highlights of the updated policy

- a. Joint ownership between the President (Human Resources) and the Vice-President, Finance and Operations (Operations and Resilience).
- b. A section on Scope and Compliance (section 2) has been included.
- c. Policy terms have been clarified and affirm what the University is committed to (section 3).
- d. Roles and responsibilities (section 4) have been enhanced.



**Implications:**

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

**Risk Assessment:**

Risk	Mitigation
The current policy is outdated and no longer meets governmental requirements or university needs which may result in breaches that have an impact/accenuate other organizational risks (e.g., human resources, reputational, financial)	A detailed review was performed to revise the current policy to be relevant both governmentally and for the University.
No clear roles and responsibilities identified.	The policy has been updated to provide clarity on roles and responsibilities. A Health and Safety procedure (new) is under review; it includes a detailed section on roles and responsibilities.

**Recommendation:**

It is recommended that the Board of Governors review and approve the updated *Health and Safety Policy*.

**MOTION:**

*That the Board of Governors approve the Health and Safety Policy.*

**Attachments:**

1. Updated Health and Safety Policy
2. Safety Policy (2005)



# Policy

<b>Title</b>	<b>Health and Safety</b>		
<b>Classification</b>	Administrative	<b>Oversight Responsibility</b>	Office of the President; Vice-President, Finance and Operations
<b>Category</b>	Health, Safety and Environment	<b>Responsible Offices</b>	Human Resources; Operations and Resilience
<b>Approval</b>	Board	<b>Effective Date</b>	TBC
		<b>Document No.</b>	1030

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

The most up-to-date versions of the University's policies are posted on the policy and procedure website. If you have printed this policy, check the website to ensure you have the current version.

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

## 1.0 POLICY STATEMENT

Royal Roads University (the University) is committed to providing a healthy and safe environment for work and study through a university-wide health and safety program.

The University recognises that **risks** and/or **hazards** can compromise the health and safety of **members of the University Community** (University Community). Therefore, the University has an obligation to ensure the health and safety program complies with the legislative and regulatory requirements, including the *Workers Compensation Act*, the *Occupational Health and Safety Regulation*, and CSA Group Standards.

## 2.0 SCOPE AND COMPLIANCE

- 2.1 This policy extends to the University Community and all academic, administrative, and research activities and operations undertaken by the University. Non-compliance with this policy may result in disciplinary action, up to and including termination of employment, contract, or other relationship with the University. Allegation of a breach and any disciplinary action are managed according to the University's established policies and procedures, applicable laws, legislation, collective agreement, or contract.
- 2.2 Legislation imposes restrictions and constraints on the University that impact this policy. Further, administrative penalties (fines) may be imposed on the University for non-compliance as set out by the *Workers Compensation Act*, the *Occupational Health and Safety Regulation*, and other applicable regulations and directives.

## 3.0 POLICY TERMS

- 3.1 As part of the health and safety program, the University commits to:
  - a. protecting the health and safety of the University Community against unsafe conditions, behaviours and occupational hazards by identifying and mitigating the risks of accidents and injury;
  - b. developing and implementing effective health and safety programs appropriate to university operations, including university activities on campus and in off-campus settings; and

- c. integrating health and safety planning, implementation, auditing and reporting into core university activities including academic and operations planning.

3.2 The University will monitor best practices and government legislation and revise this policy as required. In any event, this policy will be reviewed at least once every three years.

#### **4.0 AUTHORITIES, ROLES AND RESPONSIBILITIES**

##### **4.1 Board of Governors**

The Board is responsible for ensuring the University:

- a. has a health and safety program;
- b. is compliant with this policy and relevant legislation; and
- c. submits an annual health and safety report.

##### **4.2 Executive**

- a. The President, as delegated by the Board, is responsible for the implementation and management of strategies that foster a healthy and safe environment.
- b. The President and Vice-Presidents are responsible for promoting a risk- and hazard-aware culture and supporting the integration of health and safety planning into all university decision-making activities.
- c. The Vice-President, Finance and Operations, as delegated by the President, leads the coordination of activities aimed at mitigating health and safety risk and/or hazards.

##### **4.3 Vice-President, Finance and Operations**

Administration of the health and safety program, policy and processes are delegated to the Vice-President, Finance and Operations, who will:

- a. coordinate health and safety activities required to implement this policy and associated processes;
- b. monitor and report on health and safety risks and controls through periodic review of program activities and trends to determine necessary mitigation;
- c. report annually to the Board of Governors on policy compliance; and
- d. provide guidance and advice to those involved in the operational management of health and safety.

##### **4.4 Responsible Offices**

- a. The Responsible Offices will jointly develop and manage the health and safety program.
- b. Leadership for the Joint Occupational Health and Safety Committee and compliance resides with Human Resources.
- c. Leadership for emergency preparedness and response planning for the University resides with Operations and Resilience.

##### **4.5 Managers and Supervisors**

Managers and supervisors are responsible for implementing health and safety activities and maintaining appropriate internal controls that support effective health and safety practices for the workers under their direct supervision. Specifically, managers and supervisors will:

- a. Know the WorkSafeBC requirements that apply to the work under their supervision and make sure those requirements are met.
- b. Ensure workers under their supervision are aware of all known hazards.
- c. Ensure workers under their supervision have the appropriate personal protective equipment, which is being used properly, regularly inspected, and maintained.

##### **4.6 Joint Occupational Health and Safety Committee**

- a. In compliance with WorkSafe BC requirements and the *Workers Compensation Act*, support the health and safety program through participation in the consultation, identification, investigation, and resolution of risks and/or hazards.
- b. Promote the implementation of health and safety programs and make recommendations on enhancements to improve effectiveness.

#### 4.7 Safety and Environment Officer

To achieve compliance with occupational health and safety regulations, the Safety and Environment Officer will:

- a. Develop, implement and administer health and safety policies and procedures in conformity with this policy and the health and safety program.
- b. Provide advice and support to assist others at the University with their duties under this policy and the health and safety program.
- c. Ensure contractor safety procedures are in compliance with applicable code and standards.

#### 4.8 University Community

- a. Health and safety is the responsibility of the University Community and others who participate in university activities.
- b. In accordance with the Health and Safety Procedures, University Community members are responsible for reporting any university-related accident, injury, **near miss**, hazardous working condition or practice within 24 hours of the incident occurring or being recognized.

## 5.0 DEFINITIONS

For the purposes of this policy:

**Hazard** means an existing situation, condition, or object that is, or may be, dangerous or compromise the health and/or safety of the University Community.

**Members of the University Community** means members of the Board of Governors, employees, students, contractors, volunteers, guests, visitors and others who access and/or participate in University academic, administrative, and research activities and operations undertaken on behalf of the University on or off-campus.

**Near miss** means an unplanned incident that did not result in injury, illness, or damage, but had the potential to do so.

**Risk** means the chance or reasonable possibility of injury, damage, or loss to individuals.

## 6.0 INTERPRETATION

Questions of interpretation or application of this policy or its procedures will be referred to the Vice-President Finance and Operations.

## 7.0 RELATED DOCUMENTS

Royal Roads University Documents and Information

- Health and Safety (procedure)
- Privacy and Protection of Information (policy)
- Safe Disclosure (policy)
- Standards of Conduct and Service for Employees and Contractors (policy and guidelines)

Applicable Legislation and Information

- [Workers Compensation Act, RSBC 1996, c.492](#)
- [Occupational Health and Safety Regulation](#), 14/209
- [Work Safe BC](#)

### Review, Revision and Approval History

Date	Action
2005-Nov-15	Approved by the Board
2021-Oct-12	Transfer to new template – no content change

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#### Next Review



# Policy

<b>Title</b>	<b>Safety</b>		
<b>Classification</b>	Board	<b>Oversight &amp; Responsibility</b>	Office of the VP & CFO
<b>Category</b>	Health, Safety & Environment	<b>Effective Date</b>	2005 Nov 15
<b>Approval</b>	Board	<b>Policy No</b>	1030

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

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

## Board Policy Statement

Royal Roads University will take appropriate measures to ensure the health and safety of staff, learners and visitors, and to mitigate the risks of accidents and injury in accordance with administrative policies, standards and procedures established by the President for the purpose of maintaining a safe environment.

## Philosophy

The safety of all members of the Royal Roads University community, as well as visitors to the campus, is of major concern. It is therefore in the interest of the University to adopt a proactive approach to protect the safety of all faculty, staff, learners and visitors against accidents and occupational hazards by identifying and mitigating the risks, and in doing so, to comply with all relevant statutes, regulations and standards of government agencies and other regulatory authorities representing occupational health and safety.

## President's Responsibilities

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

## Information, Action and Monitoring Requirements for the Board

The President will report annually on progress towards the policy objectives.

## Review and Revision History

Date	Action
2005-Nov-15	Approved by the Board – current published version
2021-Oct-12	Transfer to new template – no content change
<b>Next Review</b>	
2008-Nov-15	For review

## BOARD OF GOVERNORS BRIEFING NOTE



**MEETING:** June 20, 2024

**AGENDA ITEM:** Safe Disclosure – Policy Renewal

**SPONSOR:** Philip Steenkamp, President and Vice-Chancellor

**PURPOSE:** For Decision

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### Synopsis:

The Board of Governors is responsible to ensure the University has a policy for the safe disclosure of alleged improper activity. This briefing note recommends updates to the University's *Safe Disclosure Policy*. The revised policy was reviewed at the June 7, 2024 meeting of the Governance and Nominating Committee.

### Fit to Vision and Strategic Direction:

Goal 4: Vibrant and sustainable

### Background:

RRU's *Safe Disclosure* was originally developed and implemented in 2005 as the "Whistleblowing Policy". In 2020, the policy underwent significant revisions and the name changed to "Safe Disclosure". A one-year post-implementation review was performed on the policy in 2021. In alignment with the University's policy review project, management identified where revisions were required to the policy and what gaps needed to be addressed.

### Key Considerations:

The updated Safe Disclosure Policy is provided in Attachment 1. A black-lined version of the 2021 Safe Disclosure Policy is included as Attachment 2 showing where key revisions to the policy were made. There were several administrative (housekeeping) revisions made that are not reflected in the black-lined version.

#### 1. Legislative and regulatory requirements

The updated policy addresses legislative and regulatory requirements including the *Public Interest Disclosure Act*.

#### 2. Consultation

Input from relevant representatives across all Executive portfolios was invited.

#### 3. Key revisions to policy

- a. The oversight responsibility of the policy has transitioned to the President from the Vice-President, Finance and Operations in alignment with the new HR reporting structure.

- b. Section 5.4. "Generally, reports of alleged improper activity should be reported to the person's immediate supervisor or manager who must report the alleged improper activity to the Safe Disclosure Office."
- c. Section 5.5. "Where a person does not wish to disclose directly to their immediate supervisor or manager, the person may contact the Safe Disclosure Office."
- d. Section 6.2 a. "The President, as delegated by the Board, is responsible for executive oversight of this policy and leads the coordination of the university's Safe Disclosure program within the University's enterprise risk management framework."
- e. Section 6.3  
The President  
Administration of the Safe Disclosure Policy and processes are delegated to the President, whose responsibility is to:
  - a. coordinate safe disclosure activities and procedures;
  - b. identify and appoint members of the Safe Disclosure Office;
  - c. monitor and report on safe disclosure through periodic review of program activities and trends; and
  - d. regularly report to the Executive Committee and Board of Governors on safe disclosure activity at the University.

**Implications:**

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

**Risk Assessment:**

Risk	Mitigation
The current policy (2021) does not reflect the responsibilities of the President with the transition of HR to the Office of the President.	The policy has been revised to accurately reflect the responsibilities of the President. (Sections 6.2 a and 6.3)
The current policy (2021) does not include how the Safe Disclosure Office members are selected.	The policy has been revised to indicate how the Safe Disclosure Office members are selected (section 6.3 b)

**Recommendation:**

It is recommended that the Board of Governors review and approve the updated *Safe Disclosure Policy*.

**MOTION:**

*That the Board of Governors approve the Safe Disclosure Policy.*

**Attachments:**

1. Updated Safe Disclosure Policy
2. Comparison of the Safe Disclosure Policy between 2021 and 2024 (black-lined)





# Policy

<b>Title</b>	<b>Safe Disclosure</b>		
<b>Classification</b>	Administrative	<b>Oversight Responsibility</b>	Office of the President
<b>Category</b>	Governance and Legal	<b>Effective Date</b>	TBC
<b>Approval</b>	Board	<b>Policy No.</b>	1096

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

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

## 1.0 POLICY STATEMENT

The Board of Governors (Board) is committed to ensuring that Royal Roads University (University) adheres to the highest standards of ethical conduct and integrity. It is the responsibility of all **Members of the University Community** (University Community) to comply with applicable legal, legislative and regulatory requirements, and the University's policies, procedures and guidelines.

The University provides a mechanism for persons, acting in **Good Faith**, to make a **Safe Disclosure** of alleged **Improper Activity** and/or **Reprisal** within the University. Disclosures of alleged improper activity is taken seriously and managed in an objective and impartial manner. Moreover, the University provides protection from reprisal for persons who, in good faith, disclose alleged improper activity or participate in an investigation of alleged improper activity.

The purpose of this policy is to:

- identify a mechanism to raise serious concerns regarding alleged improper activity within the University where no other process exists under an **Alternate Policy**;
- enrich the University's commitment to accountability and transparency, its adherence to all applicable laws and university policies, and commitment to equity and inclusion;
- provide protection from reprisal to persons who, in good faith, make a safe disclosure; and
- promote public confidence in the administration of the University.

## 2.0 SCOPE

This policy applies to the University Community. The University expects that the University community will comply with this policy, including all requirements for disclosure. Failure to do so may constitute grounds for disciplinary action, up to and including termination of employment, appointment, contract or other relationship with the University.

## 3.0 LIMITATIONS

- 3.1 This policy shall not limit or amend the provisions of collective agreements entered into by the University and its employee groups.
- 3.2 This policy is not designed to question legitimate financial, administrative or business decisions taken by the University through its normal processes, nor should it be used to reconsider any

matters which have already been addressed under the appropriate policies, procedures, or collective agreements.

- 3.3 This policy is not intended to replace policies and procedures already in effect to deal with academic dishonesty, employee or student conduct, harassment, sexual violence or other related issues.

## **4.0 CONFIDENTIALITY**

Members of the University Community involved in the investigation of alleged improper activity must keep the details and results of the investigation confidential to safeguard and protect the rights of those involved in the allegations and preserve the legal validity of all evidence collected.

The University will protect the confidentiality of persons and events under investigation, except where disclosure is required by law. The details and particulars of any investigation will not be disclosed or discussed with any persons or parties other than those deemed necessary for investigation purposes, or as required by law.

## **5.0 POLICY TERMS**

- 5.1 In keeping with the University's commitment to accountability and transparency, the University will maintain an environment of safe disclosure for good faith reporting of improper activity.
- 5.2 Members of the University Community are often in the best position to observe improper activity because of their proximity to day-to-day university operations. The University relies on these persons to report improper activities in good faith so that the university can take prompt corrective action.
- 5.3 Concerns or allegations of alleged improper activity shall be reported within the applicable department/unit and addressed in accordance with the existing University policies, procedures and guidelines that govern the activity in question.
- 5.4 Generally, reports of alleged improper activity should be reported to the person's immediate supervisor or manager who must report the alleged improper activity to the Safe Disclosure Office.
- 5.5 Where a person does not wish to disclose directly to their immediate supervisor or manager, or an executive, the person may contact the Safe Disclosure Office.
- 5.6 The President must be advised of all reports of improper activity made under this policy unless the report is of misconduct on the part of the President, in which case the Chair of the Board of Governors must be advised of such a report.
- 5.7 Disclosures may be made anonymously, however, a decision to remain anonymous may impact the ability of the University to address the matter. The University cannot guarantee follow up or action on anonymous disclosures. To the greatest extent permitted by law and in the course of administrative fairness and equity, the privacy of persons involved in the disclosure process is protected.
- 5.8 Persons against whom allegations are made will maintain the rights, privileges and protections afforded to them through the Freedom of Information and Protection of Privacy Act (FOIPP) and other applicable legislation, university policies, and collective agreements in effect at the time of the alleged Improper Activity.

- 5.9 The University does not tolerate acts of reprisal against a person or persons who sought advice about an improper activity, made a safe disclosure, or participated in an investigation of a reported improper activity. reprisal is a serious contravention of this policy and persons found to have taken or participated in an act of reprisal are subject to disciplinary action up to and including termination of employment or contract.
- 5.10 Any person who knowingly makes an allegation of improper activity which is false, frivolous, vexatious or made in bad faith will be subject to disciplinary action, up to and including termination of employment or contract.

## 6.0 AUTHORITIES, ROLES, AND RESPONSIBILITIES

- 6.1 Board of Governors  
The Board of Governors is responsible to ensure the University has a policy for the Safe Disclosure of alleged improper activity and receives periodic reporting on activities under this policy.
- 6.2 Executive
- a. The President, as delegated by the Board, is responsible for executive oversight of this policy and leads the coordination of the University's safe disclosure program within the University's enterprise risk management framework.
  - b. The President and Vice-Presidents are accountable for promoting a culture of high standards of ethical conduct and integrity and supporting activities of safe disclosure regarding improper activity and/or reprisal.
- 6.3 President  
Administration of the Safe Disclosure Policy and processes are delegated to the President, whose responsibility is to:
- a. coordinate safe disclosure activities and procedures;
  - b. identify and appoint members of the Safe Disclosure Office;
  - c. monitor and report on safe disclosure through periodic review of program activities and trends; and
  - d. regularly report to the Executive Committee and Board of Governors on safe disclosure activity at the University.
- 6.4 Safe Disclosure Office  
The Safe Disclosure Office is responsible for the overall coordination of disclosures and preparing the reporting of findings for executive and board review.
- 6.5 Academic and administrative managers are responsible for establishing effective controls and procedures to prevent and detect improper activities; and to safeguard the University's assets and resources.

## 7.0 DEFINITIONS

For the purposes of this policy:

**Alternate Policy** means an existing university policy or agreement that addresses the suspected Improper Activity being reported.

**Good Faith** means an honestly intended action based on a reasonable belief and without ulterior motive.

**Improper Activity** means a wilful or deliberate act of commission or omission in the context of the university's activities that is or may be perceived as dishonest, unethical, irregular, a conflict of interest, abuse of public trust, unlawful, dangerous to any person or the environment, or adverse to the university's interests or reputation. Improper Activity includes, but is not limited to:

- failure to comply with university policy, procedure, regulatory or legal obligation;
- endangering health or safety;
- criminal activity;
- misuse of public funds or resources;
- improper conduct or unethical behaviour;
- theft, fraud, misappropriation of university assets, forgery, falsification or alteration of documents
- attempts to conceal an Improper Activity;
- personally accepting or seeking anything of material value from contractors, vendors or persons providing or seeking to provide goods or services to the university. For clarity, this shall not include free samples of teaching materials;
- knowingly authorizing, directing or counselling a person to commit or conceal an Improper Activity;
- obstructing a person from reporting an Improper Activity;
- knowingly making a malicious, frivolous, or vexatious disclosure;
- initiating or participating in an act of reprisal; and
- obstructing an investigation into a disclosure of Improper Activity or reprisal.

**Reprisal** means an act that has the intended or actual outcome to harass, discriminate, threaten, demote, discipline, suspend, dismiss, or otherwise adversely affect a person's employment, enrolment, working or learning environment, or denial of a benefit because the person made, or participated in an investigation of, a Safe Disclosure.

**Safe Disclosure** means a written or verbal submission of information reporting alleged Improper Activity and made in Good Faith in accordance with this policy and for which the university affords protection against reprisal.

**Members of the University Community** means members of the Board of Governors, employees, students, contractors, volunteers, guests, visitors and others who access and/or participate in University academic, administrative, and research activities and operations undertaken on behalf of the University on or off-campus.

## 8.0 INTERPRETATION

Questions of interpretation or application of this policy or its guidelines will be referred to the Office of the President.

## 9.0 RELATED DOCUMENTS

Royal Roads University Documents and Information

- Academic Integrity and Misconduct - Faculty and Staff Policy
- Bullying, Harassment, and Discrimination Policy
- Conflict of Interest in Research Policy
- Conflict of Interest Policy
- Corporate Social Responsibility Policy
- Sexual Violence and Misconduct Policy
- Standards of Conduct and Service for Employees and Contractors Policy

- Student Rights and Responsibilities Policy
- Privacy and Protection of Information Policy

Legislation and Information

- The [Royal Roads University Act](#)

### Review, Revision and Approval History

Date	Action
2020-Jun-25	Approved by the Board of Governors
2021-Nov-24	Reviewed by Governance and Nominating Committee
2021-Dec-14	Approved by Board of Governors

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#### Next Review



# Policy

<b>Title</b>	<b>Safe Disclosure</b>		
<b>Classification</b>	Administrative	<b>Oversight Responsibility</b>	Office of the President <del>Vice-President &amp; Chief Financial Officer</del>
<b>Category</b>	Governance and Legal	<b>Effective Date</b>	TBD
<b>Approval</b>	Board	<b>Policy No.</b>	1096

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

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- promote public confidence in the administration of the University.

## 2.0 SCOPE

This policy applies to the University Community. The University expects that the University community will comply with this policy, including all requirements for disclosure. Failure to do so may constitute grounds for disciplinary action, up to and including termination of employment, appointment, contract or other relationship with the University.

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matters which have already been addressed under the appropriate policies, procedures, or collective agreements.

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## 4.0 CONFIDENTIALITY

Members of the University Community involved in the investigation of [alleged](#) improper activity must keep the details and results of the investigation confidential to safeguard and protect the rights of those involved in the allegations and preserve the legal validity of all ~~evidente~~[evidence](#) collected.

The University will protect the confidentiality of persons and events under investigation, except where disclosure is required by law. The details and particulars of any investigation will not be disclosed or discussed with any persons or parties other than those deemed necessary for investigation purposes, or as required by law.

## 5.0 POLICY TERMS

- 5.1 In keeping with the University's commitment to accountability and transparency, the University will maintain an environment of safe disclosure for good faith reporting of improper activity.
- 5.2 Members of the University Community are often in the best position to observe improper activity because of their proximity to day-to-day university operations. The University relies on these persons to report improper activities in good faith so that the university can take prompt corrective action.
- 5.3 Concerns or allegations of alleged improper activity shall be reported within the applicable department/unit and addressed in accordance with the existing University policies, procedures and guidelines that govern the activity in question.
- 5.4 Generally, reports of alleged improper activity should be reported to the person's immediate supervisor or manager who must report the alleged improper activity to ~~an executive (Vice-President or the President as appropriate)~~[the Safe Disclosure Office](#).
- 5.5 Where a person does not wish to disclose directly to their immediate supervisor or manager, ~~or an executive~~, the person may contact the Safe Disclosure Office.
- 5.6 The President must be advised of all reports of improper activity made under this policy unless the report is of misconduct on the part of the President, in which case the Chair of the Board of Governors must be advised of such a report.
- 5.7 Disclosures may be made anonymously, however, a decision to remain anonymous may impact the ability of the University to address the matter. The University cannot guarantee follow up or action on anonymous disclosures. To the greatest extent permitted by law and in the course of administrative fairness and equity, the privacy of persons involved in the disclosure process is protected.
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- a. The President, as delegated by the Board, is responsible for executive oversight of this policy and leads the coordination of the University's safe disclosure program within the University's enterprise risk management framework.
  - b. The President and Vice-Presidents are accountable for promoting a culture of high standards of ethical conduct and integrity and supporting activities of safe disclosure regarding improper activity and/or reprisal.
- 6.3 The President ~~The Vice-President and Chief Financial Officer~~ Administration of the Safe Disclosure Policy and processes are delegated to the President, ~~leads the coordination of the university's whose responsibility is to:~~
- a. coordinate safe disclosure program within the university's enterprise risk management framework activities and procedures;
  - b. identify and appoint members of the Safe Disclosure Office;
  - c. monitor and report on safe disclosure through periodic review of program activities and trends; and
  - d. regularly report to the Executive Committee and Board of Governors on safe disclosure activity at the University.
- 6.4 Safe Disclosure Office  
The Safe Disclosure Office is responsible for the overall coordination of disclosures and preparing the reporting of findings for executive and board review.
- 6.45 Academic and administrative managers are responsible for establishing effective controls and procedures to prevent and detect improper activities; and to safeguard the University's assets and resources.

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- attempts to conceal an improper activity;
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**Safe Disclosure** means a written or verbal submission of information reporting alleged improper activity and made in good faith in accordance with this policy and for which the university affords protection against reprisal.

**Members of the University Community** means members of the Board of Governors, employees, students, contractors, volunteers, guests, visitors and others who access and/or participate in University academic, administrative, and research activities and operations undertaken on behalf of the University on or off-campus.

## 8.0 INTERPRETATION

Questions of interpretation or application of this policy or its guidelines will be referred to the Office of the ~~Vice President and Chief Financial Officer which provides oversight and responsibility for this policy.~~ President.

## 9.0 RELATED DOCUMENTS

Royal Roads University Documents and Information

- Academic Integrity and Misconduct - Faculty and Staff Policy
- Bullying, Harassment, and Discrimination Policy
- Conflict of Interest in Research Policy
- Conflict of Interest Policy
- Corporate Social Responsibility Policy
- Sexual Violence and Misconduct Policy
- Standards of Conduct and Service for Employees and Contractors Policy

- Student Rights and Responsibilities Policy
- Privacy and Protection of Information Policy

Legislation and Information

- The [Royal Roads University Act](#)

### Review, Revision and Approval History

Date	Action
2020-Jun-25	Approved by the Board of Governors
2021-Nov-24	Reviewed by Governance and Nominating Committee
2021-Dec-14	Approved by Board of Governors

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#### Next Review

## BOARD OF GOVERNORS BRIEFING NOTE



**MEETING:** June 20, 2024

**AGENDA ITEM:** Sexual Violence and Misconduct Policy Review

**SPONSOR:** Philip Steenkamp, President and Vice-Chancellor  
Veronica Thompson, Vice-President Academic and Provost

**PURPOSE:** For Decision

### Synopsis:

The Royal Roads Sexual Violence and Misconduct Policy extends to all members of the Royal Roads community, including, but not limited to, students, employees, faculty, visiting scholars, contractors, and volunteers. This policy review therefore consulted with a broad representation of this community, including students, employees, faculty, and contractors. The review process provided an opportunity to revise or improve current policy language. This review did not extend to the associated protocol or procedures. Feedback was gathered through face-to-face consultation sessions, asynchronous online platforms, and confidential email. There were three primary questions of inquiry:

- Is there anything about the policy that stands out as something to be changed?
- Is there anything missing from the policy?
- Is there anything about the policy that is critical to keep?

The revised policy was reviewed at the June 7, 2024 meeting of the Governance and Nominating Committee and is recommended to the board for approval.

### Schedule of Consultation Activities:

Date	Stakeholder Group	Activity
April 10	RRU Community	Communication from President Steenkamp about the review process and upcoming consultation opportunities
April 10 - 24	RRU Community	Feedback gathered through email: svm@royalroads.ca
April 10 - 24	All students	Asynchronous feedback gathered through padlet
April 10 - 24	All employees (faculty and staff) and associate faculty	Asynchronous feedback gathered through padlet
April 17	Royal Roads Student Association (RRUSA)	Consultation with RRUSA Executive

April 22	All employees (faculty and staff) and associate faculty	Face-to-face drop-in consultation
April 24	All students	Face-to-face drop-in consultation

**Background:**

British Columbia's Sexual Violence and Misconduct [Policy Act](#) (2016) requires post-secondary institutions in BC to have a Sexual Violence and Misconduct policy, and to review their policies every three years. The Ministry of Advanced Education Skills and Training has not prescribed how the review should take place; design of the review is up to the discretion of each postsecondary institution, except for requiring student involvement in the process.

Royal Roads Sexual Violence and Misconduct Policy was first approved by the Board of Governors on March 31, 2017. The first formal policy review was conducted in 2020. The second review, originally scheduled for 2023, was postponed at the request of The Ministry of Advanced Education Skills and Training because the Ministry was engaged in consultative work that had the potential to inform institutions' policy work. In the fall of 2024, the Ministry advised all post-secondary institutions to commence their policy review process.

The Royal Roads Prevention & Response to Sexual Violence and Misconduct Advisory Committee has the mandate to bring together a range of university community members to identify and recommend strategies to improve policies and processes in relation to sexual violence and misconduct awareness, prevention, and response. A sub-group of this committee developed and facilitated Royal Roads' policy review process in April 2024.

**Recommendations for Discussion:**

The consultation process received several recommendations from 5 respondents, which were reviewed by the sub-committee and integrated where appropriate. Here is a summary of the changes that were incorporated into the most recent draft:

- update to the new policy template and format;
- explicit acknowledgement that we will not tolerate sexual misconduct;
- expansion of community members definition; and
- identifiable hyper-links to the glossary, and to the procedures.

It is therefore the recommendation of the Prevention & Response to Sexual Violence and Misconduct Advisory Committee to endorse the policy including these recent revisions.

**Recommendation:**

It is recommended that the Board of Governors review and approve the revised policy.

**MOTION:**

*That the Board of Governors approve the updated Sexual Violence and Misconduct Policy.*

**Attachments:**

1. Sexual Violence and Misconduct policy DRAFT 2024May8 - New
2. Sexual Violence and Misconduct policy - Original



# Policy

<b>Title</b>	<b>Sexual Violence and Misconduct</b>		
<b>Classification</b>	Board	<b>Oversight Responsibility</b>	Office of the President; Office of the Vice-President, Academic and Provost
<b>Category</b>	Health, Safety & Environment	<b>Responsible Office</b>	Human Resources and Student Services
<b>Approval</b>	Board of Governors	<b>Effective Date</b>	2018 Oct 12
		<b>Document No.</b>	1073

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## 1.0 POLICY STATEMENT

Royal Roads University stands united against sexual violence and misconduct in the university community. All university community members are expected to treat one another with respect in learning environments and in all other interactions. Consistent with its vision to connect people, ideas, and experiences to change lives and the world, the university shares the social responsibility to inform and educate to prevent, and ultimately end, sexual violence.

## 2.0 SCOPE AND COMPLIANCE

- 2.1 This policy applies to all **Members of the University Community**. It also applies to behaviours or conduct occurring in both academic and non-academic settings and may be applied to behaviours or conduct occurring on campus, off campus or online if the rights of members of the university community to use and enjoy the university's learning, living, or working environments are adversely affected.
- 2.2 Retaliation of any kind, direct or indirect, against a survivor who discloses or reports **Sexual Violence and Misconduct**, against a respondent, or against anyone who participates in a University process addressing allegations of sexual violence and misconduct is prohibited.
- 2.3 Where an event impacts the university environment, the university reserves the right to enforce this policy regardless of whether any legal proceedings are undertaken in any other forum or by any other party. Allegation of a breach and any disciplinary action are managed according to the University's established policies and procedures, applicable laws, legislation, collective agreement, or contract.

### 3.0 POLICY TERMS

The following terms are intended to describe the university's commitment to prevent and respond to sexual violence and misconduct in our university community. The related procedures are described separately; links to procedures are in the Related Documents section of this policy.

- 3.1 Acts of sexual violence and misconduct are prohibited.
- 3.2 The university is committed to:
  - a. Creating an institutional culture that is characterized by respect and in which sexual violence and misconduct is not tolerated.
  - b. Supporting those who disclose that they have experienced sexual violence and/or misconduct, appreciating their right to dignity and compassion.
  - c. Assisting those who have experienced sexual violence and/or misconduct by providing information, choices, and support, such as provision of and/or referral to counselling and medical care, information about legal options, and appropriate academic and other accommodations.
  - d. Recognizing that individuals who disclose that they have experienced sexual violence and/or misconduct are the final decision-makers about their own best interests.<sup>1</sup>
  - e. Investigating reports of sexual violence and/or misconduct with the consent of the survivor. Survivors may consent to a university investigation without also making a report to the police. In cases where there are reasonable grounds for concern for safety, the University reserves the right to investigate without consent.
  - f. Engaging in appropriate procedures for investigation of reports that are in accordance with university practices, standards and applicable collective agreements, and that respect confidentiality, fairness, and due process. The university reserves the right to engage a third party to conduct investigations at its sole discretion.
  - g. Sanctioning individuals who have been found to have perpetrated sexual violence and/or misconduct. Sanctions may vary, dependent upon the results of the investigation, up to and including suspension, expulsion, or dismissal.
  - h. Attending to those members of the university community indirectly affected by an incident of sexual violence and/or misconduct.
  - i. Coordinating protocols and procedures for consistency, clarity, and support of those involved and sharing these publicly and actively within the university community.
  - j. Providing education and training to the campus community about responding to the disclosure of sexual violence and/or misconduct, empowering survivors, and bystanders to report incidents and support a culture of change with respect to eliminating sexual violence and misconduct.
  - k. Engaging in information, education, and prevention activities for the university community, with openness to partnerships with students, employees, and external organizations in a shared approach to preventing sexual violence and misconduct.

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<sup>1</sup> As required by law, if there are reasonable grounds for concern that the survivor or anyone else involved may be a danger to themselves or others, then the University is obligated to report the concern to appropriate authorities.

- l. Collecting and securing data to monitor the incidence of sexual violence and misconduct to sustain an institutional culture in which sexual violence and misconduct is not tolerated and to be transparent with our communities, respecting the confidentiality of those involved.
  - m. Monitoring and updating policies and procedures so that they remain effective and consistent with relevant legislation, other university policies and best practices.
- 3.3 The University will monitor best practices and relevant legislation and revise this policy as required. In any event, this policy will be reviewed at least once every three years.
- 3.4 These terms do not limit the powers of the President conferred by the *Royal Roads University Act* [RSBC 1996], nor do they preclude the University from publishing additional policies, procedures, and terms not described herein.

## 4.0 AUTHORITIES, ROLES AND RESPONSIBILITIES

- 4.1 Board of Governors  
The Board is responsible for ensuring the University:
  - a. has established and implemented a sexual violence and misconduct policy; and
  - b. is compliant with this policy and relevant legislation.
- 4.2 Executive
  - a. The President, as delegated by the Board, is responsible for:
    - i. implementing and managing strategies that prevent and respond to sexual violence and misconduct;
    - ii. ensuring that administrative protocols and procedures are in place to enact this policy; and
    - iii. reporting to the Board of Governors on the implementation and revisions of the university's sexual violence and misconduct policy.
  - b. The President and Vice-Presidents are responsible for promoting a sexual violence and misconduct-aware culture at the University.
- 4.3 The President and Vice-President, Academic and Provost Administration of the sexual violence and misconduct policy and processes are delegated to a shared responsibility between the President and Vice-President Academic and Provost who will:
  - a. coordinate activities required to implement this policy and associated processes; and
  - b. monitor and report on risks and controls through periodic review of program activities and trends to determine necessary mitigation.

## 5.0 DEFINITIONS

For the purposes of this policy:

**Members of the University Community** – members of the Board of Governors, students, employees, contractors, volunteers, guests, visitors, experiential learning hosts and community partners and others who participate in any activity, program or operation affiliated with the university.

**Sexual Violence and Misconduct** – any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature that is committed, threatened, or attempted against a person without the person's consent.

## 6.0 INTERPRETATION

Questions of interpretation or application of this policy or its procedures will be referred to the VP, Finance and Operations and the VP, Academic and Provost.

## 7.0 RELATED DOCUMENTS

Related Royal Roads University procedures

- [Sexual Violence or Misconduct – Student Survivors](#)
- [Sexual Violence or Misconduct – University Community Member Survivors \(Non-Student\)](#)

Glossary of terms

- [Glossary of terms - 2017](#)

Legislation and Other Information

- [Sexual Violence or Misconduct Policy Act](#)

### Review, Revision and Approval History

<u>Date</u>	<u>Activity</u>
2017-Mar-31	Approved by Board
2018-Oct-12	Revision; approved by Board
2020-Jun-25	No revision; approved by Board
2021-Oct-20	Transfer to new template – no content change
2023-Feb-08	Administrative revisions – no content change

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Next Review





# Policy

<b>Title</b>	<b>Sexual Violence and Misconduct</b>		
<b>Classification</b>	Board	<b>Oversight &amp; Responsibility</b>	Office of the Vice-President, Finance and Operations Office of the Vice-President, Academic and Provost
<b>Category</b>	Health, Safety & Environment	<b>Responsible Office</b>	Human Resources and Student Services
<b>Approval</b>	Board	<b>Effective Date</b>	2018 Oct 12
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## Board Policy Statement

Royal Roads University stands united against sexual violence in our university community. All university community members are expected to treat one another with respect in learning environments and in all other interactions. Consistent with our vision to connect people, ideas and experiences to change lives and the world, we share the social responsibility to inform and educate to prevent, and ultimately end, sexual violence.

This policy applies to all members of the university community, including, but not limited to, students, employees, faculty, visiting scholars, contractors, and volunteers. This policy applies to behaviours or conduct occurring in both academic and non-academic settings and may be applied to behaviours or conduct occurring on campus, off campus or online if the rights of members of the university community to use and enjoy the university's learning, living, or working environments are adversely affected. Where an event impacts the university environment, the university also reserves the right to enforce this policy regardless of whether any legal proceedings are undertaken in any other forum or by any other party.

## Philosophy

Royal Roads University is a scholarly community where all members have rights and responsibilities that exercised together foster an environment in which individual learning and development are maximized. Our Diversity Statement also affirms our commitment to acknowledge and respond to diverse perspectives. Sexual assault and sexual violence are criminal offences, and all forms of sexual violence and misconduct are unacceptable and will not be tolerated in our community which values and promotes a culture of safety and support.

## Guidelines

The following guidelines are intended to describe the university's commitment to prevent and respond to sexual violence in our university community. These guidelines do not limit the powers of the President conferred by the *Royal Roads University Act* [RSBC 1996], nor do they preclude the University from publishing additional policies, procedures, and guidelines not described herein. The university is committed to:

1.0 Creating an institutional culture that is characterized by respect and in which sexual violence is not tolerated.

2.0 Supporting those who disclose that they have experienced sexual violence, appreciating their right to dignity and compassion.

3.0 Assisting those who have experienced sexual violence by providing information, choices and support, such as provision of and/or referral to counselling and medical care, information about legal options, and appropriate academic and other accommodations.

4.0 Recognizing that individuals who disclose that they have experienced sexual violence are the final decision-makers about their own best interests.\*

5.0 Investigating reports of sexual violence with the consent of the survivor. Survivors may consent to a university investigation without also making a report to the police. In cases where there are reasonable grounds for concern for safety, the University reserves the right to conduct an investigation without consent.

6.0 Engaging in appropriate procedures for investigation of reports that are in accordance with university practices, standards and applicable collective agreements, and that respect confidentiality, fairness and due process. The university reserves the right to engage a third party to conduct investigations at its sole discretion.

7.0 Sanctioning individuals who have been found to have perpetrated sexual violence. Sanctions may vary, dependent upon the results of the investigation, up to and including suspension, expulsion or dismissal.

8.0 Attending to those members of the university community indirectly affected by an incident of sexual violence.

9.0 Coordinating protocols and procedures for consistency, clarity and support of those involved and sharing these publicly and actively within the university community.

10.0 Providing education and training to the campus community about responding to the disclosure of sexual violence, empowering survivors and bystanders to report incidents and support a culture of change with respect to eliminating sexual violence.

11.0 Engaging in information, education and prevention activities for the university community, with openness to partnerships with students, employees and external organizations in a shared approach to preventing sexual violence.

12.0 Collecting and securing data to monitor the incidence of sexual violence and responses to sustain an institutional culture in which sexual violence is not tolerated and to be transparent with our communities, respecting the confidentiality of those involved.

13.0 Monitoring and updating policies and protocols so that they remain effective and consistent with relevant legislation, other university policies and best practices.

*\* As required by law, if there are reasonable grounds for concern that the survivor or anyone else involved may be a danger to themselves or others, then the University is obligated to report the concern to appropriate authorities.*

## **President's Responsibilities**

The President will ensure that administrative protocols and procedures are in place to enact this policy.

## Information, Action and Monitoring Requirements for the Board

The President will report annually to the Board of Governors on the work of the university in support of this policy. The Board policy will be reviewed every three years after the first review date.

## Related Documents and Information

Related RRU procedures

- [Sexual Violence or Misconduct – Student Survivors](#)
- [Sexual Violence or Misconduct – University Community Member Survivors \(Non-Student\)](#)

## Review, Revision and Approval History

<u>Date</u>	<u>Activity</u>
2017-Mar-31	Approved by Board
2018-Oct-12	Revision; approved by Board
2020-Jun-25	No revision; approved by Board
2021-Oct-20	Transfer to new template – no content change
2023-Feb-08	Administrative revisions – no content change
<hr/>	
2023-Jun-25	Next Review



Office of the Vice-President Academic and Provost  
**Report to the Board of Governors**  
20 June 2024

## GENERAL

- Provost's Forum on Generative Artificial Intelligence was held on March 12, 2024, led by Ken Jeffries and Keith Webster. The session used open space facilitation to gather feedback, ideas, concerns and anxieties about advances in AI technology. CTET will compile the feedback and prepare a 'what we heard' report to relay back to the University community. CTET team members Donna Desbiens, Jason Keddie, Nadia Kulikova, Tami Saj, and Lauren Stedman contributed their facilitation skills, joined by Geo Takach, Deb Linehan, Russ Wilde, Ross Porter as faculty facilitators.
- Provost's Forum on Future Directions at RRU was held on May 8, 2024, hosted by Veronica Thompson. This session also used open space facilitation where ideas and feedback was gathered regarding program delivery and teaching innovation, demographic and labour market responsive programming, and collaboration, connection and relationality. Faculty members Deniz Ünsal, Deb Linehan, Robin Mueller, Niels Agger-Gupta, Kathy Bishop and Moira McDonald, along with AVPs Roberta Mason and Tamara Leary, and librarian Cassandra Larose facilitated the discussions online and in the Dogwood Auditorium.
- Provost attended the National Dialogue on International Students May 22-23; the event was organized by CBIE.
- Recruitments for the Dean, Interdisciplinary Studies and Dean, Graduate Studies and Research are underway.

## LEARNING AND TEACHING

- **Deb Linehan** was successful in accrediting the Future of Capitalism course. This course is offered to MGM and MAGL students. This is a global course involving prestigious universities such as Oxford, the National University of Singapore, and Seoul National University.
- Partnerships supported **Ken Christie** in applying for funding from Global Affairs Canada to build a stronger relationship with our Mexican partner, ITESO. Ken was a successful candidate to receive the funding and he is now coordinating with ITESO to teach a course to deepen our partnership.
- **Chase Remillard** and **Jaigris Hodson** were successful candidates to teach at our Italian partner, IULM, during their international summer week. These teaching assignments will enhance our partnership with IULM and attract their students to transfer to our programs.
- The call for Kelly Outstanding Teaching award nominations went out and closed on May 15, 2024.
- While PCS officially launched the first offering of the new **Global Workforce Skills** certificate program through the Global Learning and Language Centre with 13 students from 7 different countries (Mexico, Venezuela, Turkey, Ecuador, Nigeria, Jamaica, India), the IRCC changes and waiting for institutional student caps/attestation letters is causing registration delays. We do however expect 11-12 new students to start in April from Mexico, Colombia, Bolivia, Brazil, and Ghana (merging with our existing cohort).
- PCS Custom Learning programs are in full swing with deliveries in February and March for clients including: Legislative Assembly of BC, BC Hydro, WorkSafe BC, Nova Scotia Public Service Commission, Corporate Services for the Natural Resources Ministries, Ministry of Children and Families, BC Public Service Agency, City of Richmond, Capital Regional District and business development activities are in place as we work on proposals for Island Health, BC Hydro, Community Living BC, Ministry of Public Safety, Liquor and Cannabis Regulatory Branch, Northern Health, BC Assessment.

## RESEARCH

- **Ann-Kathrin McLean's** chapter: *Millennials, Transitional Memory, and The Future of Holocaust Remembrance* in, *The Future of Dark Tourism: Enlightening New Horizons*, will be published September 2024. Check out the link below to learn more about the book and inspiring contributions: <https://www.multilingual-matters.com/page/detail/?K=9781845418977>.
- **Bill Holmes** will be presenting at ASAC 2024 in Montreal: "Integral Hockey: A Social Purpose Venture" and "SeeShell Consulting."
- **Bill Holmes'** case "Motorcycle Offsetters: The road to financial stability and carbon offsetting for motorcycle enthusiasts" was published by Ivey Publishing.
- A total of ~\$6.75 million in deferred revenue was received for the 2023-24 fiscal year in approved projects:
  - School of Business \$300,000
  - Cascade Institute \$2,225,000
  - Communication and culture \$95,000
  - Education and Technology \$320,000
  - Environment and Sustainability \$360,000
  - Humanitarian Studies \$1,850,000
  - Interdisciplinary Studies \$400,000
  - Leadership Studies \$408,000
  - Research Services \$450,000
  - Student grants \$340,000
- PCS's Dr. **Zoe MacLeod**, along with Dr. **Rebecca Wilson-Mah** and Dr. **Jo Axe** have been invited to present at the Taylor Institute's Conference on Postsecondary Learning and Teaching based on their work with recent graduates Brian Duggan and David Gatchalian from the Master of Arts in Executive and Organizational Coaching program. Session title: Students as partners: Developing teaching cases from student EDIA research.
- **Kathleen Manion**, Professor in the School of Humanitarian Studies has been working with the WITS Programs Foundation to develop research projects with school children on equity, diversity and inclusion (with **Elizabeth Childs**, SET Professor). A proposal was submitted to the Island Health Community Wellness Fund.
- Dr. **Niels Agger-Gupta**, SoLS Professor and Dr. **Robin Mueller**, SET Associate Professor helped co-facilitate the book launch of Dr. **Shauneen Pete**, Chair, Emerging Indigenous Scholars, Dr. Fatima Pirbhai-Illich, University of Regina Faculty of Education, Language and Literacy Education and Fran Martin, Professor of Cultural Studies at the University of Melbourne, [Decolonizing Educational Relationships](#), (12 March 2024). The event took place *in person and online* with authors here, in Melbourne, Australia, and in Exeter, UK.

## COMMUNITY ENGAGEMENT

- On February 24, the Recreation Centre hosted the [Hatley Castle 8K](#) as part of the Island Series.
- On March 7, Student Engagement hosted a very successful *International Showcase* event, (specifically the Fashion and Talent Show components of this annual event). Members of RRU community and external community guests participated, including invited guests from [Lifetime Networks](#).
- On March 19, CLD hosted representatives from the [Government of Canada](#) for a student info session/recruitment event.
- **Rob Newell**, SES CRC, conducted two public workshops on visualization of reimagining the future of food, engaging participants from local government, NGOs, and academia, with **Leslie King**, Acting SES Director, actively involved.

## PEOPLE AND PLACE

- **Tasha Brooks**, Assistant Professor, School of Business was elected to [Cowichan Tribes Council](#). She is recognized as someone with great leadership potential, integrity, and vision. More details are available [in Crossroads](#).
- **Dr. Sean Irwin**, Associate Professor, School of Business is the recipient of the [CUFA BC 2024 Distinguished Academics Early in Career Award](#). Sean receives this award in recognition of his work on international and community development and his continuous efforts in improving the health, livelihoods, and wellbeing of some of the world's most disadvantaged communities.
- In the news: MATM student Wisdom Mawuli Parku: <https://www.royalroads.ca/news/setbacks-success-young-ghanaian-entrepreneur-leaves-major-mark>.
- **Dr. Rebecca Wilson-Mah** has been offered a seat on the Destination British Columbia Board.
- **Dr. Rick Kool**, **Dr. Marilyn Taylor**, and **Dr. Jean Slick** retired March 31, 2024.



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

20 June 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.
- Construction on the RRU Langford Campus, WestShore Initiative Phase 1, continues with wall panels and electrical and mechanical installation proceeding.
- RRU Climate Risk Assessment has been initiated and will consider how climate hazards could impact on- and off-campus assets, services, people, and strategic objectives. 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. See the [project website](#) for more details.
- *Climate Action Plan Annual Report* and *Climate Change Accountability Report* are completed and shared with the Board of Governors at this June meeting.

**LEARNING AND TEACHING**

- The existing Student Information System (SIS) IT work is proceeding with implementation expected in early fiscal 2024/25.
- The Student Management Admissions Response Transformation (SMART) project is in progress and bids are being evaluated.
- Climate-related training and professional development is being offered to RRU staff and faculty with Dr. Vanessa Andreotti and Dr. Sharon Stein on Climate, Complexity and Relational Accountability (May 2024).

**COMMUNITY ENGAGEMENT**

*Langford Campus*

- Delivery and installation of mass timber wall panels will be complete before the end of June.
- Construction is scheduled to be completed in March 2025.
- Comprehensive analysis of project budget and funding sources is being refined to ensure alignment with cash flow projections and funding. Value analysis work continues.
- Partner executive teams (Camosun, 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 second quarter.
- Plans to facilitate the transition from construction completion to operations in the new building are being developed in consultation with the construction team as well as RRU, academic partners and the City of Langford.
- Outreach to local Indigenous communities and leaders, the City of Langford, regional municipal officials and other relevant parties is ongoing.





*Installation of sump and drain rock – May 2024*



*Wall panel installations looking east – May 2024*

#### *Climate Action and Sustainability*

- Climate/Sustainability [“Get Involved” webpage](#) now live.
- [Earth Week](#) (April 22 – 26) events included: Esquimalt Lagoon Shoreline Clean up; discussion panel on jobs in sustainability and climate action; webinar on “Plastics vs Oceans and what you can do” with Ocean Legacy Foundation; Citizen Science iNaturalist training with CRD; and *Authentic Connection in Nature*.

#### **PEOPLE AND PLACE**

- Assembly of the teahouse on the Colwood campus for the Japanese Gardens is progressing with completion expected by the end of August 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 as part of the broader Treaty Settlement Process.
- Relationship building with the Songhees is positive; the new decision-making agreement with the Songhees has been formalized.
- Introduction to the new Chief and Council of the Esquimalt Nation is scheduled for June 10, 2024.
- Upgrades to the campus security system have been largely completed; new access control functionality will be implemented in early 2024/25.
- RRU’s “Healthy Planet Club” (supported, in part, by a World Wildlife Federation [Go Wild grant](#)) [has been hosting several staff, faculty and student engagement events including the removal of invasive Scotch broom, English Ivy, support for the Indigenous Medicine Garden, and educational activities.](#)





**Office of the Vice-President Communications and Advancement**  
**Report to the Board of Governors**  
 20 June 2024

## ADVANCEMENT

### Advancement - Revenue Report (2024/25 Goal: \$5M funds raised)

- **Gifts & Pledge Payments Received Fiscal Year-to-Date Total: \$5,768,996.80**

### Fundraising update

- **Leading with Courage Campaign:** our multi-year campaign has been launched with a floor level goal of \$50M over six years. A visual identity for the campaign has been finalized, and work is under way to complete design on our case for support deck and document, serving as the campaign's primary communication tools. Major gift conversations are underway, and the Advancement team is actively recruiting for its Campaign Cabinet.
- **Campaign Counsel:** The Advancement team has hired Cecelia Paolucci, Senior Advisor, KCI Philanthropy to support the team while our Manager, Major Gifts takes maternity leave. Cecilia will also assist with campaign planning and fundraising activity.
- **Vision in Bloom:** This annual appeal launched on May 27, 2024, and will be in market until July 31, raising funds for RRU's gardens and grounds. In its first two weeks the appeal raised just over \$12,000, a significant increase over last year's appeal launch.
- **Cascade Institute Funding Announcement:** On April 23, RRU and Cascade Institute announced donations totaling over \$3 million from three vital philanthropic funders—Grantham Foundation for the Protection of the Environment, Founders Pledge's Climate Change Fund and Rethink Charity Foundation's RC Forward Climate Change Fund donors. This funding is seeding a first-of-its-kind-in-Canada ultradeep geothermal (UDG) research program and massively upscales Canada's research and development efforts in geothermal power.

### Fundraising Operations Activities

- **NXT:** The VPCA Operations team, in collaboration with IT, successfully migrated its CRM from Raiser's Edge 7 to Raiser's Edge NXT, representing a *major* milestone and significant lift to the Advancement and Alumni Relations' primary technological and data platform supporting fundraising strategy. This new platform greatly increases the team's capacity for data-driven decision-making and major gift fundraising.

## COMMUNITY ENGAGEMENT

### Alumni Relations Activities

- **TEDxRRU & Inaugural Alumni Weekend:** RRU hosted its inaugural Alumni Weekend on May 3 – 4, with over 350 participants in attendance over the course of two days. The program included a TEDxRRU event on May 3, featuring industry leaders, innovators and changemakers from the RRU alumni community, who shared their "ideas worth spreading" on the theme of Changemaking. Programming on May 4 included a range of workshops and guided tours, a picnic lunch, a keynote presentation by John Vaillant and a Changemaker Salon, featuring RRU alumni thought leaders. A post-event survey was strongly positive, and planning is underway for next year's Alumni Weekend (first weekend of May 2025).
- **Lifelong Learning Pilot Project:** RRU's Lifelong Learning Pilot Program, which offers alumni an exclusive 50% discount on non-credit PCS courses, enters its sixth month. Over 40 alumni have registered and/or completed courses, with over \$14K in revenue generated. The team continues to assess and promote the program to the RRU alumni community.
- **Alumni Newsletter:** RRU's Alumni Relations team continues to grow its communications channels with RRU alumni through its new quarterly newsletter highlighting events, engagement opportunities and alumni accomplishments. The newsletter is sent to 20,377 alumni with an open rate of 44%!

- **Ex-cadet Engagement:**
  - **Military Heritage Committee Renewal:** On May 30: RRU celebrated the long-serving outgoing members of its Military Heritage Committee, the myriad projects achieved during their tenure and welcomed six new incoming members including Greg Matte, who will serve as the Committee's chair.
  - **Homecoming:** Planning is underway for this year's Ex-Cadet Homecoming, scheduled for September 13 – 15, where RRU welcomes alumni, ex-cadets, faculty and staff from Royal Roads Naval, Tri-Services and Military Colleges.
- **Alumni Changemaker Achievement Awards:** This fall, RRU plans to launch the reimagined Alumni Changemaker Achievement Awards, which aims to establish a comprehensive recognition program to honour the success of our alumni. Drawing on RRU's values, vision and strategic goals we will celebrate our alumni's achievements, build connections, and position RRU as Canada's university for changemakers.

## Marketing

- **New Media Agency:** The RFP process is complete and a new media agency has been chosen. Contract finalization is nearing completion and more information on this new group will be communicated soon.
- **Top of Mind Research:** The Marketing team is undertaking Top-of-mind (TOM) awareness and brand perception research in both national and key recruitment markets, as well as hyper-local research, focusing on the West Shore. The team will seek to better understand awareness and perception of Royal Roads University from both graduate and undergraduate level prospects and their influencers. Survey results are anticipated for mid/end of June (graduate) and mid-July (undergraduate).
- **Paid media:**
  - **Brand Advertising for 2024/25:** The team has refreshed its very successful "Boldly Different" advertising campaign, which is in-market.
  - **Undergraduate Ads for 2024/25:** Creative concepts are developed to support Phase 1 of in-market advertising to build awareness around the West Shore campus and RRU's plans to offer undergraduate programming. The campaign will focus primarily on Out-of-Home advertising (billboards, ferries, bus, etc.)
  - **Program marketing:**
    - **MGM** – webinar – conducted May 30 – 50 registered/15 attended
    - **MBA** – outreach campaign to grad cert alumni; drip camp. to 1200+ grads May 14, August 6
    - **BBA** – three new testimonials published on website, supported with social media content
    - **SET** – SEM webinar – scheduled for June 19 - marketing deploying eblast and social media

## Communications & Digital Experience

- **Focus on media:** the Communications team is strengthening its focus on media pitching. Recent highlights include a successful pitch to CBC to accompany BSc students on field research as well as earned media following the pitch of Emerging Indigenous Scholars profiles which were also re-shared widely across social media channels.
- **Social Ambassador Program:** The team will soon be launching a new social ambassador program. Working with a digital firm to build an international cohort of brand ambassadors. This work will raise RRU profile and activate peer-to-peer strategies to drive prospects to the website.
- **Website:** The Digital Experience team is working with ITS to redevelop the program pages on the RRU website; enhancements will include structural changes to streamline the user experience as well as content enhancements. The changes are driven by data and analytical insights into user behaviour.

## Recruitment

- On June 1, VPCA welcomed the RRU Recruitment team into the portfolio. Significant work is now underway to review staff work-flows and processes, fill vacant positions (including hiring a Director of Recruitment) and develop a short-term and three-year recruitment strategy. The recruitment strategy will be complete by the end of June 2024 with immediate activation of key initiatives. A full report for the board can be provided at the next meeting.

## PEOPLE AND PLACE

### Ceremonies and Events

- **Revenue generation:** The Campus Services team is leading with a strong slate of events this year including the deployment of 42 weddings, 23+ conferences and 3+ films. The summer tourism season is upon us with guided tours being offered as of May long weekend. Garden visitation and paid tour participation are trending up; we anticipate the busiest season on record and look forward to achieving our target of \$1.2M.
- **Convocation:** Teams from across the university have come together to support event planning, communications and marketing for Convocation on Friday, June 14, when nearly 750 graduates crossed the stage at the Royal Roads University's 54th Convocation ceremony. Due to the death of a close family member, Dr. Suzanne Simard was unable to attend to receive her Doctor of Laws, *honoris causa*, and we look forward to conferring her degree at a future Convocation.
- **NIPD:** Planning is well underway for the spectacular National Indigenous Peoples Day June 21 event which will include a performance by the Lekwungen traditional dancers and singers, traditional canoe landing protocol practice on the shore of the Esquimalt Lagoon led by Elder Clarence "Butch" Dick, entertainment on the field stage, traditional plant walks on Charlie's Trail with Cowichan Elder Kenneth Elliott, field games, a 30+ Indigenous vendors market, partner displays and other activities. As in previous years the university is expecting to host upwards of 7,000 participants, many of them elementary school students.



## PROGRAM AND RESEARCH COUNCIL MINUTES

MEETING OF THURSDAY MAY 30, 2024

9:00 AM ZOOM

<i>Voting Members:</i>	Philip Steenkamp (Chair), Veronica Thompson (Vice-chair), Paul Born, Gwen Campden, David Porter, Scott Stinson
<i>Non-voting Members:</i>	Brigitte Harris, Rob Mittelman
<i>Guests:</i>	Tamara Leary, Deb Zornes
<i>Regrets:</i>	Nelson Chan, Sue Gee, Harish Kumar Tiwari, Piet Langstraat, Geoff Pearce, Brenda Schoepp, Philip Twyford
<i>Administration:</i>	Drew Duncan, Ashley Richards, Sherry Richards (recording secretary)

### 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 and expressed gratitude for our partnership with the two Nations who are at a very pivotal moment in their treaty negotiations.

The Chair thanked outgoing members Catherine Holt and Monique Gray Smith who have joined the Finance and Audit Committee.

The Chair welcomed new members Geoff Pearce and Scott Stinson, as well as Tamara Leary AVP, Integrated Academic Planning and Strategic Initiatives.

#### **Scott Stinson**

- Scott served as the Superintendent for the Sooke School District (SD62) from 2018 until the end of 2023
- His career in public education spanned 37 years
- Prior to becoming the Superintendent, Scott was a teacher, District Curriculum Coordinator, Vice Principal, Principal, District Principal, and he also served as the Associate Superintendent for the Saanich School District
- His commitment to public education, as well as his experience from leading the district throughout the pandemic and at a time of unprecedented growth for the local community, will provide valuable insights for the Program and Research Council and RRU as we move forward with the West Shore Campus

#### **Geoff Pearce**

- Geoff is an OIC appointed member of the Board of Governors
- He joined the board in March of 2019
- Geoff has served on RRU's Governance and Nominating Committee (2019-2020) and on the Finance and Audit Committee (2020-2024)
- Geoff had a 30-year career in local BC government administration including roles as chief administrative officer for the District of Langford and establishing Whistler and Langford as new municipal organizations
- Following his retirement he consulted for 13 years, writing feasibility reports on commuter train service for the E&N railway from Langford to Victoria

*M/S Porter/Born Motion: To approve the agenda*

**CARRIED**

**2. APPROVAL OF THE MINUTES OF PREVIOUS PRC MEETING FROM MARCH 11, 2024**

**STEENKAMP**

*M/S Campden/Porter Motion: To approve the minutes from the March 11, 2024 meeting*

**CARRIED**

**3. BUSINESS/INFORMATION ARISING**

**I. Recent Board approvals**

**STEENKAMP**

Motion to combine the BA in Global Tourism Management and BA in International Hotel Management under a new degree BA in Hospitality and Tourism Management was approved at the March 26, 2024 Board of Governors meeting.

**II. Status of degree approvals**

**THOMPSON**

V Thompson advised that further to the Chair's update, we have received feedback from DQAB on the renaming of the two programs to the BA in Hospitality and Tourism Management and expect quick resolution on this name change.

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

**I. Research Strategy**

**ZORNES**

V Thompson introduced Deb Zornes, Director Research and Innovation, to provide an update on the university's Research Strategy. An annual research report was included in the meeting materials. Deb's presentation touched on the following highlights:

2023-24 activity

- Deferred revenue has grown to \$6.7M this year over \$5.2M last year
- Total number of proposals worked on close to average
- Higher number of faculty proposals submitted while slightly fewer student proposals submitted from the last two years
- Fewer grants provided but of higher value; we will be watching to see if this is a trend
- 110 new research projects were internally funded

knowledge mobilization

- Research outputs to be organized and reported out alphabetically by person rather than the traditional hierarchy of books, chapters, articles, presentations, etc. going forward
- Will allow for some additional types of knowledge mobilization

chairs

- Six Canada Research Chairs representing nearly 10% of faculty with two vacancies to be advertised soon – Jaigris Hodson (Digital Communication for the Public Interest), Julie MacArthur (Reimagining Capitalism), Rob Newell (Climate Change, Biodiversity and Sustainability), Tracy Smith Carrier (Advancing the UN Sustainable Development Goals)
- Michael Smith Early Career Scholar Award held by Cheryl Heykoop
- Asoka Chair held by Brian Belcher

equity, diversity and inclusion

- Key piece of what happens in terms of research and Research Office providing significant training
- Developed a set of open access resources for EDI in research development

strategic resource plan (2020-2025)

- Strategic research plan to be refreshed under new Dean of Graduate Studies and Research
- Updated research themes that align with the Academic Strategic Plan – 1) transformational learning, 2) climate action, wellbeing and the environment and 3) leadership, organizations and an equitable, inclusive society

- Finalized and launched data management strategy

research centres, institutes, labs

- Resilience by Design Lab led by Robin Cox
- Cascade Institute led by Tad Homer Dixon
- Policy to be refreshed under new Dean of Graduate Studies and Research

student research

- Huge bump in student research awards and funding last year
- Still finalizing for 2023-24, between \$400-600K average for RRU

compliance and reporting

- Ethics, financial/narrative/EDI reporting all flows through Office of Research
- June 30 deadline for federally funded research

research data management

- All universities now required to have a data management strategy; looking to pilot requirement of data management plan for internally funded projects in order to increase awareness, enable data collection, and build expertise; expected to be a requirement for external funding in coming years

research highlights

- Robin Cox - \$1.2M project focused on strengthening youth resilience with more than 200 placements for youth to build their skills in community development, resiliency and volunteerism; waiting to hear back on phase 2 of this project
- Cheryl Heykoop – new grant looking at adolescent and young adult cancer care transformations through immersive theatre
- Jaigris Hodson - mitigating the online harassment of research communicators

Member questions/comments:

- Great to see alignment between research plan and academic strategic plan
- **What are the financial benefits to the university and to the sustainability of the university?** It depends on the grant. The bulk of grants do not allow overhead on them but come with research support for administration that funds 3 of 6 staff positions in the Research Office. Others include an administrative component that frees up funds from the university's operating budget and were able to fund some of the salaries in Finance this year. A policy on the recovery of indirect costs of research and overhead was implemented last year directing these funds to the central budget for the university to use in the best way possible. CRC tier 2 positions come with \$100K towards faculty salaries. Request for financial benefits to be included in future reports.
- **Support for faculty in application process has proven to be very successful. Are there resources that can go to supporting students in this process?** The academic reorganization presents a tremendous opportunity with the merging of graduate studies and research and we will be looking at how we add capacity, cross-train and develop resources in addition to the workshops already provided to doctoral students.
- **What are the pros/cons of listing research outputs by name?** Change based on faculty feedback that current listing is hierarchal and doesn't support depth and breadth of partnerships and the recommendation to try a decolonized approach. Faculty are expected to be doing some research in any given year and this approach is meant to be celebratory in presenting a compilation of the work that's happened. **How does this change impact our ability to compare year to year trends?** No issues anticipated with reporting and will allow for more information to be given on other outputs. **Are there comparable post-secondary institutions of a similar size and research basis to measure ourselves against?** Data available to compare our success rate on grants, the number of CRC chairs relative to faculty, and research intensity but difficult to compare data on outputs. We actively encourage faculty to disseminate their knowledge in a way that is most meaningful to them which is different than at most institutions. At RRU we take a broader view of our impact and our engagement with community generally while at most traditional universities how you measure output and impact is largely by the

number of general citations. Our focus is on teaching and scholarship and research that supports the teaching enterprise, too.

## II. International Strategy

STEENKAMP

The Chair indicated that while we do have an International Strategy, it is difficult to keep it up to date, as the environment is changing so quickly. Both federal and provincial governments have made significant changes to regulations with more on the horizon and we are in a tactical phase responding to these changes as they occur. V Thompson offered an update on the changes that have occurred and where things are believed to be headed, acknowledging the work of the Global Recruitment and Partnership team in this space supporting RRU's response.

- Building on previous year's work which established partnership assessment criteria, a partnerships database, a program mapping tool, streamlined agreement processes and a review of partnerships.
- Currently, we have approximately 60 global institutional partners in over 20 countries at various stages of collaboration. We need to focus in strategically on well-aligned and active collaborative partners.
- 30 student exchange partners (inbound and outbound) in 17 countries with membership as well in UMAP which extends access to an additional 220 institutions approximately across 24 countries
- Student exchange agreements have been an important part of internationalization and international education in previous years. Secondary priority for RRU as shift in focus to generating partnerships and new market development amidst geopolitical tensions and policy changes.
- Multiple changes in policy, both provincially and nationally, have had an enormous impact on international students and international education.
- Dec 2023 – designated learning institutions are required to validate letters of acceptance within 10 business days of receipt of IRCC notification; the validation is intended to identify any fraudulent activity. After review of 190,000 letters, IRCC identified 20,000 as fraudulent
- Jan 2024 - IRCC raised minimal financial requirements to obtain a study permit from \$10,000 to \$20,635
- Waiver on number of hours per week limit that international students were allowed to work off campus expired April 30; will increase from 20 to 24 hours per week in September
- Allowance for online studies (up to 50% of program) to be counted as international education towards PGWP will expire by September.
- Additional 18-month work permit for PGWP holders not extended to those whose permits expired at the end of 2023.
- Jan 2024 – IRCC announced intake cap on international study permit applications representing a 35% reduction for the previous year; institutions required to submit attestation letters from province; indications that caps may now continue beyond 2 years
- IRCC processing of study permit applications paused from January to March resulting in 15-week backlog for undergraduate students
- Expecting introduction of recognized institution framework (formerly trusted institution framework) in the fall allowing for more expeditious processing for included institutions; likely to be tiered and criteria not fully established yet; IRCC will be seeking input and feedback on criteria
- 2025 attestation allocation for each province expected in the fall
- Changes to the criteria for Provincial nominee programs (PNP), where specifically identified programs may get expedited eligibility, have also been announced for implementation in 2025.
- The provincial ministry will be expecting institutions to have international strategy plans, the details are not yet established.
- All of these changes are impacting the well-earned reputation of Canada as an open and welcoming destination for international students, which geopolitical tensions have further exacerbated; RRU

focusing on recruitment and partnership development in places where there are new market opportunities e.g. Latin America, China

- Global Affairs Canada expected to release a new national international education strategy later this year, with a focus on agents and agent networks

Member questions/comments:

- The Chair added that the environment is completely unpredictable at the moment, and is contributing to financial stress at many institutions across the country. Structural deficits have been building over time, which international student tuitions have normally mitigated. Combined with softness in domestic enrolment, we are facing some significant challenges. Increasing competition from private operators who are really in the business for immigration. RRU is looking at offshore partnership opportunities, including transnational education opportunities where students from Africa, Central Asia and India can easily get study permits. Considering partnerships with organizations who have extensive international networks and pathway programming. Current context requires us to think about what is the product we are offering? Is it still competitive? What about pricing? Do we have the networks to reach other markets? Are our processes responsive? If not, what do we do about that? Advice and input from PRC members wanted on development of a new dynamic strategy and where you think the opportunities may be.
- **Do we have a sense of the financial risk to the institution?** Yes, we are tracking, including enrolments through the Critical Enrolment Team daily. International enrolments are down notwithstanding the fact that most of our students are at the master's level and excluded from the cap.
- **Is there a move to reimburse attestation letters?** Institutions are increasing their deposit rates to help qualify students and get a stronger commitment. Some provinces looking at ways to return attestation letters. Most provinces planning to meet in summer to redistribute as necessary albeit concern now that many will go unissued. Discussions underway regarding processes for data sharing.
- Previously thought recognized institution framework would replace cap but now sounds like may be in addition to. Not sure where RRU will end up in tiered framework as student housing will be part of criteria.
- Opportunities out there but headwinds strong. RRU needs to partner with those with reach that will help us to diversify internationally as we focus on domestic enrollment. Confident in medium- and long-term strategies while short term is the big challenge and requires our focus.

## 5. REPORT FROM ACADEMIC COUNCIL

**THOMPSON**

V Thompson reported that there has been one Academic Council (AC) meeting since the PRC last met in March 2024 where AC approved 380 graduands. A change was unanimously approved to require an approved research proposal for students to move to full doctoral candidacy status which aligns with practices at other institutions and provides more clarity for students. T Leary will be leading a comprehensive program review based on criteria and metrics brought to AC for discussion. AI guidelines for teaching, learning and research were approved by AC and included in the meeting materials for PRC review.

Member questions/comments:

- The Chair will be attending an event with university Presidents across North America in Santa Clara next week to discuss the application of AI in post-secondary. Discussions underway with Minister about a provincial platform to share resources and build capacity in this space.

## 6. NEW BUSINESS

### I. SEM Plan Update

**LEARY**



V Thompson introduced Tamara Leary, AVP Integrated Academic Planning and Strategic Initiatives, to offer an overview of RRU's first Strategic Enrolment Management Plan which is in the final stages of development. The plan has been designed with flexibility in mind with the expectation that we will be iterating and adjusting as we go, while also acknowledging patience is in allowing the implementation cycle to play out. Highlights include:

- The successful implementation of this inaugural SEM plan will require continued transparency and consultation with the campus community for formative evaluation.
- 3-year plan aligned with the university's vision, values and commitments and informed by its current plans, models and identified priorities; building on work that has already been done to date
- Purpose – 1) Provide informed guidance on the recruitment and retention of students for optimal enrolment. 2) Inform the development of new and existing academic programming to support optimal student enrolment. 3) Provide strategy and accountability for the university's enrolment management. 4) Support the university's strategic commitments and goals.
- The value propositions that inform the SEM plan include flexible admission; fostering inclusive, accessible and engaging learning communities for students; applied and authentic, caring and community based, and transformational (LTRM); and quality academic programming.
- 5 overarching goals supported by strategies and tactics: 1) Student enrolment and retention (8% growth over next 2 years), 2) Academic programming, 3) Indigeneity, 4) EDI, and 5) SEM (implementation)
- Both a strategic document and tactical advice for operations
- Next steps include final consultation/review with Academic Leadership Team, Senior Executive Team, AC, BoG and presentation to RRU community

Member questions/comments:

- Support and affirmation expressed for value of work being done in this area
- **How does the Westshore campus factor into this plan?** Commitment to increase both undergraduate and graduate enrolment. With the Westshore campus, RRU is embarking more intentionally in undergraduate space and will need to have an undergraduate recruitment strategy as well as a plan to engage with community. These discussions are underway, and Tamara is leading a working group to develop an undergraduate strategy. Westshore campus will allow us to expand offerings more generally, build better pathways and respond to community needs.

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

STEENKAMP

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

- In addition to earlier comments regarding International Strategy, he has just returned from a trip to Mexico to gather market and business intelligence information.
- Will structure next meeting to allow for a more interactive session and opportunity to gather input from PRC members. Request for members to reach out in the meantime if they have advice, counsel or market intelligence they feel could be useful to us during this critical time.

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

THOMPSON

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

- Recruitment for Dean of Interdisciplinary Studies and Dean of Graduate Studies and Research positions in progress which signals implementation of academic reorganization now underway.
- Moving to 3 new faculties – Graduate Studies and Research, Interdisciplinary Studies, and Professional and Continuing Studies, and combining seven schools into three under Faculty of Interdisciplinary

Studies – Climate & Environment, Culture & Society, Leadership & Management. This will allow for more flexibility and movement across programs for both students and faculty and across non-credit to credit space

- Recruitment for second group of Emerging Indigenous Scholars now underway as well
- As an example of research impact, CRC chair Tracy Smith Carrier organized and hosted a conference on basic income guarantee for academics, policy makers and community leaders in Ottawa

No member questions/comments.

**9. MEETING ADJOURNED**

**11:20 AM**

*Motion to adjourn Steenkamp*

**NEXT SCHEDULED MEETING – THURSDAY, SEPTEMBER 12, 2024**