

Board of Governors - Open Session



Board:

Nelson Chan, Board Chair and Chancellor
Philip Steenkamp, President and Vice Chancellor
Christina Benty
Gwen Campden
Bree Claude
Monique Gray Smith
William Holmes
Catherine Holt
Jeffrey Nicholls
Dave Saunders
Lori Wanamaker

Executive:

Susan Gee
Alex Kortum
Rebecca Lumley
Veronica Thompson

Guest:

Rebecca Sharma

Administration:

Drew Duncan
Ashley Richards (recording)

March 27, 2025 09:05 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Chan	09:05 AM-09:08 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Chan	09:08 AM-09:09 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 10 December 2024 Board of Governors meeting be approved as distributed.	Chan	09:09 AM-09:10 AM	4
4. Report from the President For information	Steenkamp	09:10 AM-09:25 AM	
SPECIAL BUSINESS			
5. Alumni Survey For information	Gee/Sharma	09:25 AM-09:40 AM	

REPORTS FROM COMMITTEES

6.	Program and Research Council	Steenkamp	09:40 AM-09:50 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	Holt	09:50 AM-10:12 AM	11
7.1	Report from the Committee Chair For information	Holt		
7.2	2025/26 Operating and Capital Plan For information	Holt/Kortum		11
7.3	RRU Foundation 2025/26 Budget MOTION: That the Board of Governors approves the 2025/26 budget for the Royal Roads University Foundation.	Holt/Kortum		18
8.	Governance and Nominating Committee	Benty	10:12 AM-10:19 AM	22
8.1	Report from the Committee Chair For information	Benty		
8.2	Chancellor's Community Impact Award - Policy Review MOTION: That the Board of Governors approve the revised Chancellor's Community Impact Award policy as presented in Attachment 1.	Benty		22

EXECUTIVE TEAM REPORTS

9.	Report from the Vice-President Academic and Provost For information	Thompson	10:19 AM-10:25 AM	30
10.	Report from the Interim Vice-President Finance and Information Technology For information	Kortum	10:25 AM-10:31 AM	34
11.	Report from the Vice-President External Relations For information	Gee	10:31 AM-10:37 AM	35
12.	Report from the Executive Officer & Associate Vice-President, People and Culture For information	Lumley	10:37 AM-10:43 AM	37

CONSENT AGENDA

Chan

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

13.	Consent - Approval Items	Chan	10:43 AM-10:44 AM	
	None			

14.	Consent - Information Items For Information	Chan	10:44 AM-10:45 AM	39
14.1	<u>Draft PRC minutes of the 6 March 2025 meeting of the Program and Research Council</u>			39
14.2	<u>PRC Annual Plan 2025/26</u>			44
15.	Adjournment of Open Session			



Board of Governors MINUTES OF THE OPEN SESSION

10 December 2024
Sequoia Building, Boardroom 411 / Zoom

PRESENT	
Board: Nelson Chan, Board Chair & Chancellor Philip Steenkamp, President & Vice-Chancellor Christina Benty Gwen Campden Bree Claude Monique Gray Smith William Holmes Catherine Holt Jeffrey Nicholls Geoff Pearce Dave Saunders	Administration: Susan Gee Rebecca Lumley Alex Kortum Veronica Thompson Drew Duncan Ashley Richards (recording) Guest: Tamara Leary Erin Limacher

1. **Call to Order and Welcome – 8:31 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. He reminded governors 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 board chair thanked outgoing board member Geoff Pearce for his contributions to RRU over the past six years and welcomed new student-elected member to the board, Bree Claude to her first board meeting. He reflected on convocation which celebrated graduates and recognized two honorary doctorate (HD) recipients, Dr. Suzanne Simard and Anthony von Mandl, and thanked all who were involved. He also thanked CIBC for their recent generous donation to establish scholarships for Indigenous students, and shared information from a recent call with Minister Kang, who has returned to the Post-Secondary and Future Skills (PSFS) portfolio.

In keeping with Governor Gray Smith's encouragement to always begin with gratitude, President Steenkamp presented a video highlighting RRU's achievements over the past several years.

D. Saunders joined the meeting at 8:39 a.m.

2. **Approval of the Agenda**

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

MOTION (Pearce/Campden)

That the agenda be approved as distributed.

CARRIED

3. Approval of the Minutes

MOTION (Nicholls/Pearce)

That the minutes of the open session of the 11 October 2024 Board of Governors meeting be approved as distributed.

CARRIED

4. Report from the President

President Steenkamp provided an update to members on the following:

- **Elder Burt Charles:** President Steenkamp acknowledged the passing of Elder Burt Charles, a valued member of the Heron Peoples Circle and an RRU honorary doctorate recipient. He expressed condolences to Elder Burt's family and community.
- **Outgoing and New Members:** President Steenkamp thanked Governor Pearce for his service and welcomed B. Claude to her first meeting.
- **RRU 3-Year Action Plan, 2024-2027 (3YAP):** Remains a key focus and tracks 50 different actions to drive enrolment, increase revenue, and ensure focus on Indigenization and climate action priorities. A status update and milestones will be reported out for the first year, and related key performance indicators (KPIs) have been revised for board review and approval.
- **RRU Langford Campus:** Construction is currently on schedule and on track. Active recruitment and marketing are underway, and recruitment activities will be held at local high schools.
- **Advancement:** President Steenkamp noted the following donations and activities:
 - **\$100,000:** Received a gift from CIBC over three years for entrance awards to benefit Indigenous students entering RRU leadership and management programs;
 - **\$25,000:** Received a gift from Strandlund Investments Ltd and presented by Hali Noble and Rafer Strandlund, the children of former board chair and chancellor, Wayne Strandlund, to create a welcome figure at the new RRU campus. A log has been donated and guidance will be sought from the Heron People Circle regarding who could carve it;
 - **\$100,000:** Received a gift from ex-cadet George Currie in support the Currie Award in Honour of the Royal Canadian Naval College Class of 1947;
 - **\$30,000:** Received a grant from Island Coastal Economic Trust in support of the community-informed strategic planning process for the Salt Spring Island campus, with additional grants to come;
 - Work is underway to complete the Advancement campaign cabinet; and
 - \$17M has been raised throughout 2024 due to the exceptional work of the Advancement team.
- **Government Relations:** RRU's executive team met with Minister Kang and new deputy minister, Trevor Hughes and the PSFS team on Nov. 27 and presented on RRU's challenges, the 3YAP, and discussed how the Ministry and RRU can help one another. The six Research Universities and Colleges of British Columbia Presidents all met with PSFS as well.

- **Engagement Activities:**
 - **Convocation:** Events included a talk by HD recipient, Dr. Suzanne Simard; a student honours and awards reception; four convocation ceremonies; an Indigenous graduation celebration ceremony; as well as an HD recipient dinner.
 - **Alumni Engagement:** President Steenkamp provided update on the Lifelong Learning Pilot Project, the Alumni Newsletter, the Alumni Changemaker Awards, the bi-annual Alumni Survey, and the 2nd annual Alumni Weekend, which is scheduled to commence May 3, with registration set to open in early January.
 - **Climate Action:** A risk assessment workshop was held on Nov. 6 and Climate Week ran Nov. 18-22, which included a mural unveiling in the Centre for Dialogue.
 - **Indigenous Relations:** The Heron Peoples Circle breakfasts continue and the Dec. 6 meeting included a prayer ceremony for Elder Burt Charles. There is an upcoming West Shore Campus Indigenous Advisory Group meeting between the presidents and the institutional Indigenous Education Leadership teams. While the land negotiations with the Songhees Nation and government paused during the election cycle, RRU has continued to meet with both the Songhees Nation and the Esquimalt Nation, discussing opportunities for partnership and collaboration.
- **Internal Meetings:** RRU's Celebrating U event was held on Nov. 27, recognizing 59 long service honorees and eight Changemaker Award recipients.

President Steenkamp concluded by sharing about attending the 2024 BC Cancer Summit, where Dr. Cheryl Heykoop, associate professor and program head for RRU's Master of Arts in Leadership, presented an immersive experience providing insight into the experience of young adults and adolescents in cancer care. He provided best wishes to all for the new year, and thanked board members for their collective effort. Members expressed appreciation for the achievements reel, and expressed congratulations to the recipients of the Changemaker Awards.

SPECIAL BUSINESS

5. Marketing and Communications Update

Susan Gee, Vice-President External Relations invited Erin Limacher, Associate Vice-President, Communications and Marketing to speak to this item. E. Limacher walked members through an overview on the social media ambassador program and using influencers to generate authentic social media content using their own social media platforms. The program takes a gamification approach to engagement, where ambassadors sign up with SPITCHE and are issued campaigns to act as ambassadors and receive points for successful completion, which they can redeem for rewards. The program currently has 69 ambassadors. In only six weeks since the launch of the program, social media engagement is up 4.7%, shares are up 59%, comments are up 67%, and video views are up 75% compared to the same time last year. Work will continue to engage with the alumni community, identify undergraduate ambassadors, target engagement in key countries, launch masterclasses and promote the program to new students during residencies and welcomes.

A member queried how the team tracks ongoing and developing stories, and suggested potentially capturing international exchanges while they are happening. S. Gee shared that the students need to reach out to them in the first instance to make them aware, and that this can be done through the Story Exchange portal on the website, or by reaching out to a member of the Communications team directly. In the new year, her team will discuss reinvigorating the

connection with faculty on this as well. E. Limacher shared that they are aiming for around 250 ambassadors at the height of the program to ensure it is manageable, able to be monitored, and that posts are in keeping with RRU's brand standards. It was suggested to loop faculty into being ambassadors as well, to provide content on what the instructors are like and on the work they are doing. The team is using a differentiated social media. In terms of balancing authenticity and curated content within brand standards, it was shared that while there is a bit of curation, there is not a desire to limit peoples authentic voices and experiences. The board chair encouraged updates going forward with a scale or metric to provide awareness of positive or negative impacts. Regarding a query as to how RRU compares to others, it was shared that RRU is doing extremely well and engagement of 4.7% (regular industry standard engagement is 1.5%). RRU's work consciously ensures that content and challenges are generated through a lens anchored to RRU's values, visions, and goals. Governor Gray Smith invited the team to consider changing campaign participation language to 'invitation' rather than 'challenge,' to better align with RRU's unique approach.

E. Limacher left the meeting at 9:42 a.m.

REPORTS FROM COMMITTEES

6. Report from the Program and Research Council

6.1 Report from the Chair

The council met on November 21, 2024. Key highlights include usual standing items from the PRC Annual Plan and usual PRC agenda items, such as: a discussion on the role and structure of advisory councils; a review of post-secondary and workplace trends; and a report from Academic Council. Details of items discussed are included in the PRC minutes. In terms of new business, members reviewed the updated board KPIs that were reframed and aligned with the 3YAP, and also received a presentation on the undergraduate programming suite for the West Shore campus, the details of which will be presented below. It was clarified that there were originally seven councils associated with the schools and that the academic reorganization provides an opportunity to review and rethink the structure. A member queried if AI comes up in these discussions related to programming, and it was clarified that it does and that the advisory structure could pull on people who are experts in their fields who can advise RRU on trends.

PRC will meet next on March 6, 2025.

6.2 New Program Approvals from Academic Council

Academic Council approved five new programs: three undergraduate certificates in business and sustainability, applied environmental sciences, and social sciences; a graduate certificate in decolonizing educational systems; and a graduate diploma in project and supply chain management.

6.3 West Shore Academic Programming

Veronica Thompson, Vice-President Academic and Provost, introduced Tamara Leary, Associate Vice-President, Integrated Academic Planning and Strategic Initiatives, who provided a presentation on the West Shore academic programming. The programming developed out of a reassessment of the common foundations originally proposed. The undergraduate programming

still honours the principles of common foundations, challenge-based learning, and shared courses across programs, but is more responsive to what students are looking for in educational experiences. Overall, the program curriculum is intentionally designed to cultivate students' competencies and skills to prepare them for current challenges and a changing sociocultural and economic landscape. Each program offers students the option of completing an undergraduate certificate credential in Business and Sustainability, in Applied Environmental Sciences, or in Social Sciences. The successful completion of each undergraduate certificate offers a pathway to a second-year program with the credential of undergraduate diplomat. Together, the undergraduate certificate and diploma can lead to the completion of a full 4-year bachelor's degree. The next piece will be the development of diplomas to bring through internal governance processes.

Members appreciated the flexible structure of this approach, where students obtain a credential regardless of whether they can attend one year or the entire full four years of a degree. Government officials are excited about this approach as well. In the first year, the enrolment model and funding is for 65 students from the government. Thought is being given to offering a digital transformation certification. The title for the certificate in Social Sciences might be tweaked to potentially align with the K12 concept of global citizenship. Students have an opportunity to work with businesses in the local communities or other organizations, and will receive support from staff through Student Services. On taking courses across the certificates, the Social Sciences program requires specific courses in its first year for transferability purposes, but the intention is to increase electives. Members were informed that the term 'challenge-based' is used in the pedagogical sense in that courses are structured so that students can identify a problem or challenge that exists and consider how one might approach solving it from different perspectives. The programs are intended to be in-person, though a flexibility option offering online learning might come at a later point.

The meeting adjourned the Open session for a brief break at 10:01 a.m. and reconvened at 10:07 a.m.

7. Report from the Finance and Audit Committee

7.1 Report from the Committee Chair

The committee met on November 28, 2024, and key topics of presentation and discussion include: the West Shore campus (classes are scheduled to commence September 2025); the Capital Investment Plan (targeting a spend of \$3.85M by March 2025 on deferred maintenance requirements for the Colwood campus); the 2024/25 year-to-date results and forecast (no change to the bottom line from September); Enterprise Risk Management (the top three risks continue to be enrolment, financial sustainability, and technology, and the Salt Spring Island initiative has been added as a key risk category); and the external audit plan (no surprises).

FAC next meets on March 13, 2025.

7.2 Investments Policy - Annual Review

Alex Kortum, Interim Vice-President Finance and Information Technology reminded members that the Investment Governance Guideline and Strategic Investment Portfolio Plans are reviewed and approved by the board annually. Revisions to the policy include housekeeping to provide clarity, consistency in language and modernization in presentation; updating of investment targets and mixes; and a new account set up under the RRU Foundation for the Salt Spring Island endowment.

Todd Vaughan of TD Wealth Management Group is RRU's external investment manager and is noted as having provided high-quality service to the University and Foundation over the last several years. A. Kortum provided an update on the performance returns for RRU and the RRU Foundation for 2024.

Governor Nicholls noted that there are a few capitalization inconsistencies within the policy that should be reviewed before posting the final version of the policy to the website.

The questions were called, and the motions **carried**.

MOTIONS (Chan/Holmes)

1. That the Board of Governors approves the Investment Policy, Investment Governance Guidelines, and Strategic Investment Portfolio Plans be accepted as presented in Attachments 1, 3 and 5.

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

CARRIED

7.3 Fundraising and Philanthropic Gift Acceptance Policy

Susan Gee, Vice-President External Relations, presented this item for approval, noting that this policy is foundational to fundraising and gift acceptance. The policy will help RRU to filter gifts, categorize them, and ensure gifts meet criteria for acceptance to help mitigate reputational risk. KCI Philanthropy conducted an environmental scan and benchmarking to inform the development of this policy, and the policy was reviewed by a working group with stakeholders from across campus, and feedback provided was incorporated in the policy as appropriate.

Board members highlighted the Salt Spring Island property gift as a good example of how to actively manage a gift. A member recommended under 4.2(a), changing language from "gifts totalling \$1,000,000 or greater" to "gifts valued at..."; and under 5.0 DEFINITIONS: Gift disposal where the example says "a specific program or faculty no longer exists...", to remove that entirely to give more flexibility given the academic reorganization and upcoming program optimization exercise.

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

MOTIONS (Campden/Holmes)

That the Board of Governors approves the Fundraising and Philanthropic Gift Acceptance Policy.

CARRIED

8. Report from the Governance and Nominating Committee

8.1 Report from the Committee Chair

The committee met on November 29, 2024, and discussed items such as board KPIs, the Board Self-Assessment, and the 2025 board annual retreat.

GNC next meets on March 13, 2025.

EXECUTIVE TEAM REPORTS

Given that reports from members of the executive team are included in materials, and there were no questions or comments from the floor, the board chair offered comments relevant to the items below.

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

The board chair recognized students in the Bachelor of Business Administration program, noting their work on a project for the Capital Regional District related to philanthropic work, and thanked RRU for its partnership with community-based organizations.

10. Report from the Interim Vice-President, Finance and Information Technology

The board chair highlighted the report's reference to a July 2025 public opening date for the RRU Langford campus, and noted again the Minister's interest in attending the opening.

11. Report from the Vice-President, External Relations

The board chair offered his congratulations to the team on the Advancement campaign results for the year. The postal strike delayed the release of the Alumni Appeal, which occurs via mail, but outreach has been made had via email with alumni who typically give at this time of year.

12. Report from the Executive Officer & Associate Vice-President, People and Culture

The board chair referenced the Celebrate U recognition event and offered congratulations to all honorees, noting that there were quite a few employees who have had long service to RRU, which speaks to the engagement and commitment of the organization.

CONSENT AGENDA

PRO-FORMA MOTION

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

13. Consent Agenda - Approval items:

None.

14. Consent Agenda - Information items:

- 14.1 Draft PRC minutes of the 21 November 2024 meeting of the Program and Research Council

15. Adjournment of Open Session

The meeting adjourned at 10:30 a.m.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 27, 2025

AGENDA ITEM: 2025/26 Operating and Capital Plan

SPONSOR: Alex Kortum, Interim Vice-President, Finance and Information Technology

PURPOSE: For Information

Synopsis:

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

Recommendation:

That the Board of Governors receive the University's 2025/26 Operating and Capital Plan.

Attachment:

1. 2025/26 Operating and Capital Plan Key Highlights

RRU Budget 2025/26

Summary Highlights

*Board of Governors
March 27, 2025*

ATTACHMENT 1





Budget Overview

- The draft 2025/26 budget projects a **\$1.2M deficit**, with a goal to **reduce the shortfall by half** in 2026/27, and balance in 2027/28
- Key conditions for success:
 - **Stable enrolment**
 - Measured **expense growth** aligned with revenue
 - Continued **government support** for Langford Campus
- Extensive analysis and consultation have informed the draft budget

Revenue Highlights

- **Revenue growth of 11%**, primarily provincial and research grants
- Provincial grants: 41% of total revenue
- **Tuition revenue up 1.3%**, driven by a 2% domestic tuition increase
- **Ancillary revenue growth remains stable**



Expense Highlights

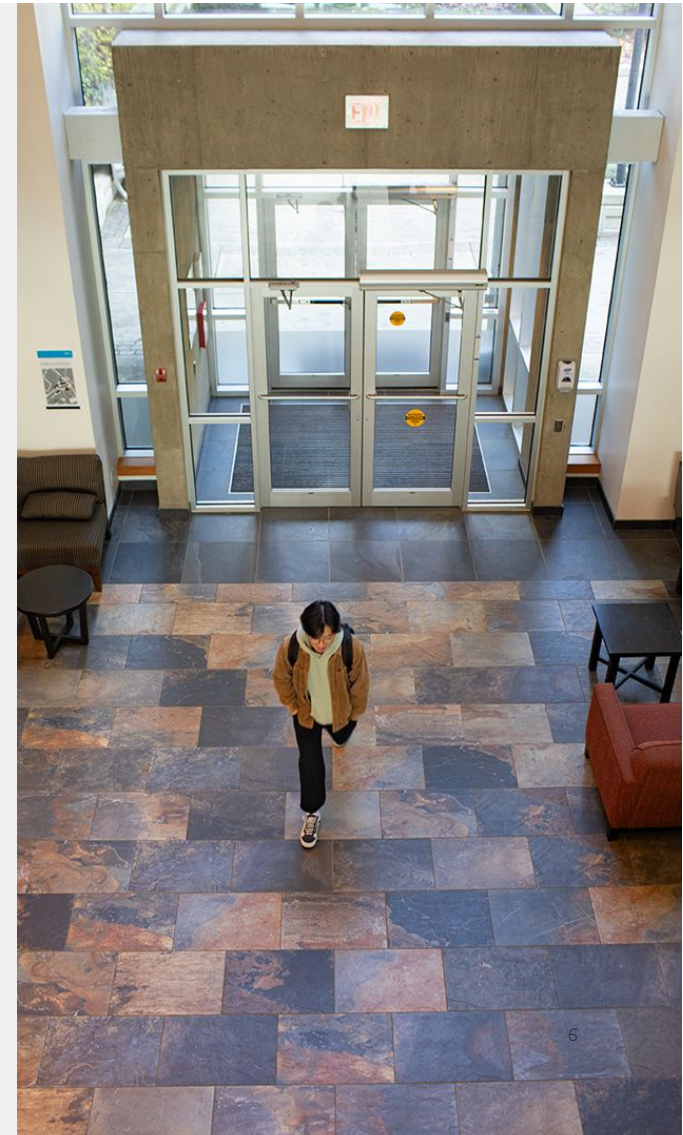
- Expenses up 8.9%, driven by inflation, IMIT complexity, and salary costs.
- Examples of operating cost pressures:
 - Security at Colwood: +18.8%
 - Heating (gas & oil): +36.2%
 - Cloud/software licensing: +17.0%
- Salaries & benefits: 61.4% of total expenses
- Amortization increases due to Langford Campus, but with **no bottom-line impact**
- Investments in students awards & scholarships, **up 22% to \$2.3M**



Budget Risk and Mitigation

Enrolment decline risk

- Activating targeted domestic recruitment, tracking funnel performance in real time
- Conducting international student market analysis
- Revenue diversification: Transnational programs, ancillary revenue, government advocacy





Thank you

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 27, 2025

AGENDA ITEM: RRU Foundation 2025/26 Budget

SPONSOR: Alex Kortum, Interim Vice-President, Finance and Information Technology

PURPOSE: For Decision

Synopsis:

Presentation of the Royal Roads University RRU Foundation 2025/26 Budget to the Board of Governors for their review and approval.

The Finance and Audit Committee reviewed the materials related to this and discussed at their March 13, 2025 meeting.

Recommendation:

In alignment with the recommendation from management and the Finance and Audit Committee, it is recommended that the Board of Governors approves the 2025/26 budget for the RRU Foundation.

MOTION:

That the Board of Governors approves the 2025/26 budget for the Royal Roads University Foundation.

Attachment:

1. March 13, 2025 briefing note and attachments to the Finance and Audit Committee on the RRU Foundation 2025/26 Budget

FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



MEETING: March 13, 2025

AGENDA ITEM: Royal Roads University Foundation – 2025/26 Budget

SPONSOR: Alex Kortum, Interim Vice-President Finance and Information Technology

PURPOSE: For Approval

Synopsis

The 2025/26 budget for the Royal Roads University (University, RRU) Foundation is presented for review and approval by the Board of Governors.

Background

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

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

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

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

Key Considerations

Forecast 2024/25

Higher than budgeted net-contributions recognized in 2024/25 are largely a reflection of an increase in Cascade related contributions that were received by the foundation and transferred to Royal Roads University (RRU). Overall contributions recognized increased by \$0.6M compared to 2023/24 internal transfers between the university and the foundation are accounted for.

In 2024/25, the University launched a large, multi-year fundraising campaign which saw an increase to the advancement budget of \$102K for the campaign and another \$46K for a donor wall and plaques. Lower expenditures in fundraising are primarily due to the capital fundraising campaign coming in under budget and donor wall project being capitalized.

An increase in endowed contributions is due to a donation of land and facilities on Salt Spring Island which was accompanied by a \$4.6M endowment fund. The interest revenue from the endowment fund is restricted to offset the operating costs of the property.

Budget 2025/26

Overall grants to RRU are lower, largely to a decrease in donor funded projects reflective of the completion of the Japanese Garden project in the current year.

This year's operating budget (Appendix A) reflects the following key adjustments from the current year forecast:

- \$262k increase in students awards and bursaries from higher donations and accumulated investment funds
- \$553 decrease in grants and donor funded projects
- \$67K decrease in investment revenue due to lower interest rate assumptions.
- \$33k increase in advancement operations including additional funding for contracted services, marketing and supplies

Recommendation

Management recommends that the committee endorse the 2025/26 budget as presented in Appendix A for the Royal Roads University Foundation.

MOTION

That the Finance and Audit Committee recommends that the Board of Governors approves the 2025/26 budget for the Royal Roads University Foundation.

Attachments - n/a

APPENDIX A
ROYAL ROADS UNIVERSITY FOUNDATION
Statement of Operations
Budget 25/26 and 24/25 Forecast

	Budget	Budget	Forecast	Budget	Actual
	31-Mar-26	Mar 31, 2025		Mar 31, 2024	
Revenue					
Net contributions recognized in the period	\$ 2,541,000	\$ 1,561,000	2,752,245	\$ 1,611,000	3,170,316
Other revenue					
Interest & Investment Income - operations	94,000	94,000	159,600	94,000	6,835
Grants from Royal Roads University (note 4a)	758,300	845,800	651,082	579,000	569,679
	<u>3,393,300</u>	<u>2,500,800</u>	<u>3,562,927</u>	<u>2,284,000</u>	<u>3,746,830</u>
Expenses					
Grants to Royal Roads University (note 4b)	\$ 2,480,000	\$ 1,500,000	2,691,245	\$ 1,550,000	3,069,005
Life Insurance	61,000	61,000	61,000	61,000	61,312
Fundraising	852,300	939,800	810,682	673,000	616,513
	<u>3,393,300</u>	<u>2,500,800</u>	<u>3,562,927</u>	<u>2,284,000</u>	<u>3,746,830</u>
Operating deficit before endowed contributions	-	-	-	-	-
Endowed contributions	350,000	350,000	4,760,000	160,000	321,322
Annual surplus	350,000	350,000	4,760,000	160,000	321,322
Accumulated endowments, beginning of year	10,986,019	6,226,019	6,226,019	5,904,697	5,904,697
Accumulated endowments, end of period	\$ 11,336,019	\$ 6,576,019	10,986,019	\$ 6,064,697	6,226,019

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 27, 2025

AGENDA ITEM: Chancellor's Community Impact Award – Policy Review

SPONSOR: Philip Steenkamp, President and Vice-Chancellor

PURPOSE: For Decision

Synopsis:

The Chancellor's Community Impact Award policy affirms the Board's commitment to recognize community members' contribution to the university and establishes criteria for the award. The policy is coming forward as part of its regular review cycle and a clean version is included in the meeting materials (Attachment 1). The policy was reviewed by the Advisory Committee on Honours and Awards (ACHA) at its meeting of March 7, 2025, and Governance and Nominating Committee at its meeting of March 13, 2025. The only changes noted include an update to the date on the policy, as well as the inclusion of leadership in the philosophy section of the policy, as demonstrated in the tracked changes version of the policy (Attachment 2).

Background:

The Chancellor's Community Impact Award policy was last reviewed by ACHA and GNC, and amendments approved by the board, in March 2022. Changes to the policy at that time were substantive in nature and some of the key changes are summarized below:

- Changed the name of the award from the "Chancellor's Community Recognition Award" to the "Chancellor's Community Impact Award."
- Language included in the "Nominations" section to describe not only why the nominee is deserving of the award, but also outline what impact they have had.
- The "Criteria," "Eligibility" and "Nominations" sections were updated to match those same sections in the Honorary Doctorate policy in language, tone, and style.
- A "Contact" section was added.
- Relevance to the university's values of caring, creative, and courage, were emphasized.
- The "Principles" listed under the "Philosophy" and "Criteria" sections of the document were replaced with the six critical commitments as articulated in RRU's Vision document.
- A few minor editorial tweaks.

Fit to Vision and Strategic Direction:

The policy is in alignment with [RRU's vision, values and goals](#).

Risk Assessment:

There is no foreseeable risk to the university; and ensuring that the policy is up to date allows RRU to ensure it is recognizing individuals or organizations who are in close alignment with RRU's vision, goals and commitments.

Recommendation:

That the Board of Governors reviews and approves the policy.

MOTION:

That the Board of Governors approve the updated Chancellor's Community Impact Award policy as presented in Attachment 1.

Attachments:

1. Updated Chancellor's Community Impact Award Policy – March 2025 - Clean Version
2. Chancellor's Community Impact Award Policy – TRACKED CHANGES VERSION

Title	Chancellor's Community Impact Award		
Classification	Board	Oversight & Responsibility	Office of the President
Category	External Relations & Communication	Effective Date	2025 Mar 27
Approval	Board	Policy No	1067

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

The Board will approve nominations for the Chancellor's Community Impact Award.

PHILOSOPHY

The Board values the University's connection to its community and believes that it is appropriate to recognize the contribution of individuals or organizations who have demonstrated leadership in addressing local social, environmental or economic challenges to their communities by the awarding of the Chancellor's Community Impact Award.

Award recipients exemplify one of more of RRU's six critical commitments:

1. Build on strengths in applied and professional programming, inter- and transdisciplinarity and innovative delivery.
2. Grow our innovative and entrepreneurial culture and respond quickly to changes in the workplace and society.
3. Enhance the inclusion and engagement of people of diverse backgrounds and ideas in all aspects of university life.
4. Implement the recommendations of the Truth and Reconciliation Commission and honour the UN Declaration on the Rights of Indigenous Peoples.
5. Advance sustainability in all our academic programs and operations, with a focus on the UN Sustainable Development Goals.
6. Promote research and education to tackle the climate crisis, rapid advances in technology and interconnected social, economic and political challenges.

These six commitments are reflected in RRU's current vision, [Learning for Life: 2045 and Beyond](#), and can be shifted as the vision evolves.

PRESIDENT'S RESPONSIBILITIES

The President will develop administrative procedures for handling nominations and to facilitate the Board's decisions with respect to nominations.

Based on Board-approved criteria, the President, working with a Board committee, will bring forward recommended candidates for Board review and approval.

The Board may approve Chancellor's Community Impact Award recipients, whose names shall be added to a pool from which the President and Chancellor may select. Normally two, up to three, Chancellor's Community Impact Awards will be presented each year.

CRITERIA

1. Recipients will have made demonstrable contributions to their communities reflecting one or more of the university's critical commitments:
 - Build on strengths in applied and professional programming, inter- and transdisciplinarity and innovative delivery;
 - Grow our innovative and entrepreneurial culture and respond quickly to changes in the workplace and society; enhance the inclusion and engagement of people of diverse backgrounds and ideas in all aspects of university life;
 - Implement the recommendations of the Truth and Reconciliation Commission and honour the UN Declaration on the Rights of Indigenous Peoples;
 - Advance sustainability in all our academic programs and operations, with a focus on the UN Sustainable Development Goals; and
 - Promote research and education to tackle the climate crisis, rapid advances in technology and interconnected social, economic and political challenges.
2. Nominees' achievements should celebrate the university values -- caring, creative and courageous -- and serve as an inspiration and role model to our students, graduates and our community.
3. Individuals nominated should reflect the diversity of society, including women, Indigenous people, racialized group members and visible minorities, people with disabilities, people who identify as LGBTQ2S+ and others.

ELIGIBILITY

1. Canadians and non-Canadians are eligible to be nominated.
2. Both individual or community organizations/groups are eligible.
3. Active members of faculty and staff at Royal Roads University are eligible for the award if they might be involved with external community groups of merit.
4. Normally, an active politician should not be nominated for the award.
5. Current members of the Board of Governors or their family members are not eligible.
6. Only in exceptional circumstances will an award be awarded *in absentia*.
7. Posthumous awards will not be awarded.
8. People who have already received community impact or recognition awards from other institutions will be considered.

NOMINATIONS

The Board of Governors at its discretion will consider meritorious nominations from any source: programs or faculty, students, staff, alumni, Governors, or members of the general public. However, nominators should not be members of the nominee's family.

Nominators must keep the nomination confidential, including with the potential nominee, members of the Royal Roads community and the public. Once approved by the Board of Governors, nominations will be held active for a period of three years. A candidate may be re-nominated or resubmitted for approval.

There are no nomination deadlines, rather nominations may be submitted at any time.

To submit a nomination, fill out the Chancellor's Community Impact Award Nomination Form and follow the submission instructions.

Nominations should be made in writing to the President and should include:

- The current name, address, telephone number and email address of the candidate;
- any available background information on the nominee, such as their position or resume if available;
- a description of why the nominee is deserving of the award, such as their contributions to the community and what impact it has had; and
- any supporting information that may be helpful, such as newspaper articles.

CONTACT

To submit a nomination or to ask questions, contact the [secretary](#) to the Board of Governors.

The Board secretary will communicate with the nominators. Staff will undertake due diligence by thoroughly screening nominations.

Successful candidates will be informed in writing by the President of the decision to schedule the award.

While not every nominee will be awarded a Chancellor's Community Impact Award, all submitted applications will also be considered for other RRU awards.

REVIEW AND REVISION HISTORY

Date	Action
2015-Jun-22	Approved by the Board
2017-Mar-31	Revised; current published version
2021-Oct-19	Transfer to new template; no content change
2022-03-17	Revised
2025-03-27	Revised
Next Review	
2028-Mar-30	For review



Policy

ATTACHMENT 2

Title	Chancellor's Community Impact Award		
Classification	Board	Oversight & Responsibility	Office of the President
Category	External Relations & Communication	Effective Date	2022 Mar 17 <u>2025 Mar 27</u>
Approval	Board	Policy No	1067

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

The Board will approve nominations for the Chancellor's Community Impact Award.

PHILOSOPHY

The Board values the University's connection to its community and believes that it is appropriate to recognize the contribution of individuals or organizations who have demonstrated leadership in addressing local social, environmental or economic challenges to their communities by the awarding of the Chancellor's Community Impact Award.

Award recipients exemplify one of more of RRU's six critical commitments:

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Next Review	
20238-Mar-340	For review



Office of the Vice-President Academic and Provost
Report to the Board of Governors
 27 March 2025

GENERAL

- Office of the VPAP and Research Office hosted Climate Action Workshop on February 24, 2025.
- Postsecondary Learning Continuities Meeting hosted by PSFS - February 24, 2025.
- RRU Open House – March 1, 2025.
- Western VPAs and VPRIs Annual Conference – March 5-6, 2025.
- The dean recruitments for the Faculty of Interdisciplinary Studies and the Faculty of Graduate Studies and Research have been concluded.

LEARNING AND TEACHING

- First cohort of the Indigenous Environmental Leadership Certificate began in January with a revised IELP Orientation Course (IELOR). One new course (IELP210 Writing for Environmental Leaders) and one previously taught IELP course (IELP200 Leadership) off the full 10 course undergraduate Certificate. Current IELP instructors are joined by 3 new Associate Faculty to deliver the IELP program throughout the coming year.
- MGM Program is conducting a mission/vision refresh. Faculty and staff determined priorities to explore:
 - 1) the impact of AI on learning outcomes and our own practice
 - 2) reframing/examining what it means to develop a global mindset as a key outcome of the program given current geopolitical shifts
 - 3) tightening up course outcomes along our scaffolded quarterly learning objectives.
- Redesign planning of the MA-Leadership Program and the Health Specialization, following the 5-Year Program Review, continues. the Executive Leadership specialization is exploring the possibility of developing a MA in Executive Leadership.
- Robin Mueller led a CTET [Pedagogical Values session](#) focused on Structured Controversy.
- Elizabeth Childs and Kathleen Manion continue to build a new micro credentials program in Early Child Education Leadership (funded by the Ministry of Post-Secondary Education and Future Skills). They now have three draft courses and four more in production.
- **Experiential learning activities** for STHM undergrads this month include:
 - **IHMN 435 Field Study** (Whistler, January 14-17), 16 BA IHM and GTM Y4 students with the course instructor M. McDonald
 - **Third Annual Student Sustainability Summit** (VIU Nanaimo, Jan 23-24) in collaboration with Camosun College and VIU includes 23 BA IHM and GTM students joining 65 undergraduates from Camosun, VIU and North Island College in Nanaimo with Keynote Speaker joining from [IMPACT conference](#). Faculty lead M. McDonald and A. McLean (part of IHMN 416 Value Co-Creation and Experiences Marketing)
- MGM is launching the Future of Capitalism (FoC) 2025 series course on January 17. This offering is a collaboration between Deb Linehan (MGM Program Head), Julie MacArthur (CRC and Core Faculty, School of Business) and Wanda Krause (Faculty, School of Leadership). This is our second full year leveraging the international FoC curriculum coordinated by IESE and Shizenkan Universities. RRU represents the only Canadian University in the group. The final registration represents four students from each of the DBA, DSocSci, MGM, MAGL, and MEM programs. The students will present their final learning reflections May 1.
- BBA launched their project with Shift Technologies Jan 7th at the Redbrick offices in downtown Victoria. Dan Barton, who is the project lead from Shift is a BCom Alum. The project is focused on marketing their new carbon meter browser.
- January delivery of PCS Custom Learning programs include B.A. Robinson, BC Hydro, Worksafe BC, Community Living BC, Legislative Assembly of BC, South Island Division of Family Practice.

- PCS recently partnered with the Urban Development Institute to co-deliver a Real Estate Development Micro-Credential. The Black Press picked up the story and published it in all their local publications, including [Vancouver Island Free Daily](#), Peninsula News Review, Oak Bay News, Saanich News, Sooke News Mirror, Goldstream Gazette, and Victoria News. The estimated total reach is 31.7K views.
- GPBD delivered Pre-Departure Orientation for outbound students who leave for the Spring term and sent out the necessary mandatory documents including outbound exchange applications for BAIHM students in preparation for their exchange at Salzburg University of Applied Sciences.
- GPBD renewed/amended exchange agreements with BCIT, Georgian College is exploring pathways for New Brunswick Community College and Holland College.
- GPBD hosted Vancouver Film School to nurture the relationship and discuss expanding the transfer agreement and including BBA.
- GPBD engaged inbound exchange students to gather feedback on RRU's programs, highlighting testimonials and positive experiences with RRU's learning style and campus.
- GPBD created and sent email campaigns (to promote Summer and Winter Leadership Academy program, along with UMAP scholarships and partner discounts) to 179 UMAP members from Taiwan, Brunei, Colombia, Mexico, Thailand, Vietnam, and Macau, and Chile. These countries are targeted because they are either exempt from visitor visas or generally have fewer visa restrictions for entry into Canada.

RESEARCH

- New projects since January:
 - Vakhshoori, Vali – Mitacs post doctoral award (under Rob Newell) \$120,000
 - Krusekopf, Charles with Kucharski, Jeff – Global Affairs Canada \$173,032
 - Bird, Geoff – Real Estate Foundation of BC, and other various donors \$16,574
- **R Wilson-Mah** is a co-applicant for a SSHRC partnership grant '*Advancing transdisciplinary experiential learning for climate change adaptation and disaster risk reduction: A Pan-Canadian partnership for student research training and mentorship*' submitted by Dr. Julie Drolet, University of Calgary.
- **Brian White** and Rob Newell have applied for Graduate student Research Open House funding for November 2025 in the new Goldstream Langford campus. This open House will be open to all Masters' level theses and Major Research Projects dealing with southern Vancouver Island topics.
- Jaigris Hodson (has been invited to be part of an invite only working group on the future of social media in Bochum Germany at the Centre for Advanced Internet Studies in May.
- New policy paper published: Dring, C., Newell, R., & Hemphill, M. (2025). Planning for uncertain food futures policy brief: Revelstoke, BC. Transdisciplinary Research on Integrated Approaches to Sustainability (TRIAS) lab, Royal Roads University. <http://doi.org/10.13140/RG.2.2.16634.81601>
- **Conference presentation delivered:** Newell, R. (2025, January 23-25). Planning for sustainable and just food systems in an uncertain future. The Seventeenth International Conference on Climate Change: Impacts & Responses. Hybrid: Online and Miami, Florida. <https://vimeo.com/1045839313>

COMMUNITY ENGAGEMENT

- In January, **Danica Straith** and **Zoe MacLeod** met with the CEO, Songhees Development Corporation at Songhees Nation to explore opportunities for joint and custom programming as well as explore potential projects for students.
- **Zoe MacLeod** is exploring opportunities for collaboration with Deloitte University in Toronto and with [Nunavut Sivuniksavut \(NS\)](#) in Ottawa. NS is a unique post-secondary program designed to empower Inuit
- RRU hosted the West Shore Chamber of Commerce Board Retreat on January 17.
- **Danica Straith** met with Colwood to respond to their Director of Community Plannings desire to connect RRU Challenge based learning with more departments across the city. RRU Is listed in their strategic plan to "Advance [their] Climate Action Plan through completion of its priority actions, including regional collaborations with Songhees Nation, Xwsepsum Nation, West Shore Communities, CRD Communities, Royal Roads University, Department of National Defense." Next step is a meeting with the managers of all

their departments in mid February. Danica is inviting relevant RRU reps to join (e.g. Maria Bremner). Other ideas welcome.

- **Danica Straith** met with leadership from Tsartlip Group of Companies and the Indigenous Prosperity Center to co-design a BBA project for Spring 2025 focused on labour market research and workforce development. Project is waiting for review by Chief and Council.
- SES in collaboration with STHM hosted the **Explore West Shore Innovative Research at the RRU Open House** - an exciting showcase of MA research projects from the Environmental Management and Tourism Management programs, featuring highlights like a virtual reality tour of the Millstream Creek project. This event celebrated local research initiatives and provided a unique opportunity to engage with groundbreaking ideas developed at RRU.
- **Learn more at: [West Shore Research Open House – Royal Roads University](#).** Featured Dr. **Brian White** (Core Faculty, School of Tourism and Hospitality Management), Dr. **Robert Newell** (CRC, School of Environment and Sustainability), and fellow community members.
- **Jasmine Dionne**; Invitation sent out to Loreisa Lepine of Songhees Nation to discuss involvement in a SSHRC Insight grant on regenerative sustainability with regards to Songhees access to Culturally Modified Trees amongst the lands that campus rests on.
- **Kathleen Manion** has been working with the Village Initiative in the Westshore to launch a conference, partly hosted on campus in November 2025 on children's wellbeing.
- Session held February 12 with Genome BC with approximately 25 faculty in attendance to discuss funding opportunities.
- **Leslie King** participated as a mentor for emerging environmental scientists at Eco Impact in Calgary, February 12-13, 2025.
- **Marnie Jull** co-facilitated the Northeast NeuroArts (Jan 22-23), hosted by Stella Adler and Straz Centers for Performing Arts, to engage researchers, artists, and arts administrators to advance the research and practice of art and healing in contexts of deep-rooted conflict
- **Songhees Development Corporation + Indigenous Prosperity Centre:** Danica Straith, Tasha Brooks and Lee Sentes have been working with the Songhees Development Corporation, the Indigenous Prosperity Centre and researchers from UVIC to identify how the BBA Students might feed pro bono support into a collaborative (IPC, UVIC, RRU) Labour Market Study for the Songhees Nation. See our proposed contributions [here](#)). BBA students, under Tasha Brooks' instruction, are positioning to provide pro bono market research and community engagement to inform the Songhees Development Corporation's strategic planning. The proposal was submitted on February 7 and is now under review with Chief and Council. If successful, the project will start March 10.
- **West Shore Chamber of Commerce Board Retreat** hosted at RRU on February 10. Danica Straith hosted the Board and participated as an executive board member. The Board and Executive Director expressed a keen interest in collaborating with RRU more closely to advance strategic priorities, specifically as it relates to community learning partnerships, student engagement in the Chamber, and WISH.
- **RRU FoM Faculty and Climate Action leadership met with Colwood City Managers at City Hall to deepen community learning partnerships work.** Danica S. gave a presentation followed by a group discussion. Rob M., Todd T., Maria and Beverly from Climate Action were in attendance. Next Step is to conduct a similar such meeting with Mayor and Council for the purpose of further socializing the CLP model and deepening relationships across City Hall.
- **Cascadia Seaweed:** Danica and Lee Sentes connected with Erin Bremner from Cascadia Seaweed to develop a BBA project for June 2025. The students will support Cascadia Seaweed target the sale of residual biomass from their seaweed production by understanding the current ways that farms surrounding Port Alberni acquire animal feed. They will conduct primary and secondary research, engage farmers in the Port Alberni region, and develop a website with the ways in which the client might target their new market.
- **Robin Mueller** and colleagues **Wanda Krause, Amy Zidulka, and Erin Dixon** were interviewed for an RRU news article: <https://www.royalroads.ca/news/faculty-promote-talking-toward-understanding-international-conflict>

PEOPLE AND PLACE

- New Emerging Indigenous Scholar **Chaw-win-is Ogilvie** began her role as a core faculty member in the School of Education and Technology in late December 2024.
- The MGM team is welcoming **Kana Ozaki Travers** as a new Program Associate. Kana has over a decade of experience in International Student education in a variety of support roles. She started on January 13.
- **Yanmin Xu**, Program Coordinator, will be shifting her role to support the BBA program following the move of Katrina Wassman to Senior Administrative Manager in FOM.
- The MGM team is welcoming **Janeka Bains** as a new Program Associate.
- **Christine Webster** successfully defended her PhD dissertation “Leadership Models Embedded in Ceremony” on January 10, 2025.
- **Dr. Kenneth Christie** completed two thirty-minute interviews on the Israel-Palestine conflict and the Russian-Ukraine conflict in the first 2 weeks of December on CFA 1070, Victoria, BC.
- Dr. **Kenneth Christie** nominated by RRU for CUFA BC Paz Buttedahl Career Achievement Award.
- Dr. **Ann-Kathrin McLean** nominated by RRU for CUFA BC Early In Career Award.



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

27 March 2025

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, West Shore Initiative Phase 1, continues with interior mechanical, electrical and finishing work progressing on schedule.

LEARNING AND TEACHING

- The Student Information System (SIS) and financial system (ERP) future state planning is proceeding with a draft strategy expected in Q4 2024/25.
- The Student Management Admissions Response Transformation (SMART) project is in progress with target deployment in early 2025/26 (Q1).

COMMUNITY ENGAGEMENT

Langford Campus

- June 2025 continues to be the target for the building occupancy permit with a July 2025 public opening date in preparation of classes beginning September 2025.
- The estimated completion cost is at \$89.5M compared to a revised capital project budget of \$89.9M (government funding commitment has increased by \$5M).
- Partner executive teams (Camosun, RRU, UVic) are finalizing the Collaboration Agreement; in parallel, RRU is advancing the license agreement documentation that will be signed off by all parties in the new building.
- Plans are being refined to enable a fully coordinated commissioning of the building and transition to operations in keeping with the July 2025 public opening date.



L5 Peatt Road wing boarding progress



Room 213 flooring complete – quality control in place

PEOPLE AND PLACE

- Management is focused on deployment of approximately \$3.4M of the \$3.8M annual Routine Capital and Carbon Neutral Capital grant funds. Unspent 2024/25 grant monies will be carried forward to 2025/26. Project work is focused on addressing deferred maintenance priorities, including horizontal infrastructure such as roads on campus.
- Liaison and relationship building efforts with the Songhees and Esquimalt Nations and the Ministries of Post-Secondary Education and Future Skills and Indigenous Relations and Reconciliation are continuing. Initiatives of shared interest with each Nation will be considered and prioritized as discussions continue.



Office of the Vice-President External Relations
Report to the Board of Governors
 27 March 2025

ADVANCEMENT

Revenue Goal, 2024/25: \$5,000,000

Funds Raised Fiscal Year-to-Date Total: \$12,687,144

Leading with Courage Campaign. Recruitment for the campaign cabinet nears completion with 4 cabinet members confirmed and several active conversations underway. Our goal is to confirm 8 cabinet members by April. Inaugural cabinet meeting is scheduled in spring 2025. The campaign has raised just over \$18M against its \$50M goal.

Annual Giving Program. This year's annual giving program (donors who give < \$25K) set a fund target of \$425K (20% increase from FY2023-24). To-date the team has realized \$532,000.

Advancement Trip to Taiwan and China. The Advancement and Alumni Relations Office collaborated with Global Partnerships to realize a successful 10-day trip to Taiwan and China. Through these efforts we confirmed a new cabinet member (Jui Mei Chang) and \$250,000 in alumni pledges in support of the *Leading with Courage* campaign.

Donor Recognition Display. Cornerstone & Design Ltd is developing a new donor wall display, to be located in the lobby of the Dogwood Building, completed June 2025 and updated annually.

COMMUNITY ENGAGEMENT

Alumni Relations Update

Lifelong Learning Pilot Project. Now in its second pilot year, the alumni benefit program has seen over 65 alumni registered and/or completed courses, and over \$28,000 in revenue generated.

Alumni Newsletter. The [Winter 2025 Alumni Newsletter](#), highlighting alumni events, accomplishments and engagements, was sent in January to 20,978 alumni, and saw an average open rate of 45%.

Alumni Changemaker Achievement Awards. In its inaugural year, RRU received 28 nominations for its Alumni Changemaker Achievement Awards across four categories. Awards will be presented at the annual Alumni Weekend, May 2 and 3.

2nd Annual Alumni Weekend. Registration is now open for the Annual Alumni Weekend. We kick off on Friday, May 2, with an energizing TEDxRRU event and continue through Saturday, May 3, with a keynote speaker (How to Thrive in the Brave New World of Artificial Intelligence) by Dan Riskin, a renowned evolutionary biologist, award-winning television presenter, and bestselling author. The afternoon includes workshops, culminating in an awards reception celebrating our inaugural recipients.

Alumni Events. This quarter, the Alumni Relations teams collaborated with the Recruitment team to host 4 alumni engagement events: Vancouver (Feb 5), Toronto (Mar 18), Ottawa (Mar 20), Victoria (Mar 25). Alumni were encouraged to bring friends and family, generating new prospective student leads.

FRONT OF FUNNEL ENROLMENT SUPPORT

Media Output – Traditional and Social

- 97 media interactions (pitches, requests and coverage) for January and February 2025, a 30% increase year over year.
- Successfully transitioned the president's social media presence from Twitter to LinkedIn, strong early results, including high impressions and significant connection growth.
- Launched RRU's presence on BlueSky, strategically building connections with government, media and higher education networks for strong reputation beyond Twitter.
- 100 influencers secured within the first 6 months of the program. Our goal is to secure 200 ambassadors in fiscal 2025/26. Initial results show an increase in engagement on RRU content and a rise in user-generated content such as video, stories and academically focused Google reviews.

Brand marketing campaign. New whole funnel campaign, *Ready for More*, will be in market mid-April. The campaign will be targeted to key geographical areas, including out-of-home, airports (YYJ, YVR, YYZ, YYC), Globe & Mail, New York Times, Connected TV, YouTube, Netflix, Meta, LinkedIn, and Reddit. Our paid media includes always-on media with search marketing (Google ads) and program traffic retargeting (Meta) to drive web traffic down the funnel. Additional program marketing support will continue through the year.

Undergraduate marketing. Phase 2 of our undergrad campaign is in market through April, focused on out-of-home advertising (transit shelters, digital billboards, bus, in-school posters, cinema digital posters, mall posters) in the West Shore area and main thoroughfares. This includes marketing for recruitment events, through digital media placements (Meta, Snapchat) and local media (Black Press, Island Social Trends).

Top 5 program marketing. A strategic digital marketing campaign was launched for the top 5 enrollment programs by application volume. The primary objectives are to enhance RRU brand awareness, increase engagement and optimize conversions. The campaign is demonstrating strong results generating \$10.8M impressions. Continued support on faculty-led events, webinar series, with graphic and copy development. Digital marketing Campaign: In-Market: 3 Feb-15 March | Programs: MBA, MAL, MBA, MAIS and MADEM.

Recruitment. Our new Director of Student Recruitment, Chelsea Ousey, began on January 13, 2025. Chelsea is a graduate of our Master of Arts Higher Education Administration and Leadership program. The recruitment team is focused on lead generation in the domestic graduate space developing strategies for: Military and First Responders, Public Sector, Health Care, Education, Tourism, Climate and Sustainability, Communication and Journalism.

Recruitment output:

- 20 domestic events and 14 school visits since January.
- 39 training sessions for international agents who visited 11 countries since January, including Nigeria, Philippines, Sri Lanka, India, China, Mexico, Peru, U.S., Bangladesh, Iran, Brazil.
- West Shore Recruitment (Dec–June, application deadline: June 2, 2025):
 - 4 alumni events, 12 fairs, 1 Open House, 3 school visits to RRU, 19 confirmed secondary school visits, with 3 more pending, and 6 webinars.

REVENUE GENERATION

3-Year Ancillary Revenue Plan. Working with Operations & Resilience and Finance, a new 3-year ancillary revenue plan has been developed with projected increased revenue of \$850,000 by 2027/28. The Events & Ceremonies team is focused on securing high-end weddings and positioning Hatley Park as a key visitor destination.

Weddings. Enhanced advertising efforts are underway including Rocky Mountain Bride, West Coast Weddings, Boulevard Vancouver and Folio YVR. As well, Hatley Park will host the Champagne and Cake Wedding Show (April 27, 2025). For this season, 32 contracted weddings are secured with continued inquiries for fall 2025. Sales for 2026: 8 confirmed, 6 dates tentatively held, and high volume of inquiries.

Events and tours. Marketing underway to better position Hatley Park as a must-see destination is supported by a new partnership with Victoria Visitor Map and a focus on growing our social presence on Instagram and Pinterest. This year, the team will expand tourist services with a satellite campus store and food offerings within the castle and a strategic shift to expand tours.

Filming. The team hosted the Victoria Film Commissioner in early March. A large-scale film will take place at Hatley Castle from March 24 – April 9.

Tea ceremonies. The team is working in collaboration with the Urasenke Tankokai Victoria Association to offer seasonal tea demonstrations to the public for a nominal fee.

The Campus Store. Increasing revenue for the Campus Store is a top priority. Strategic planning is underway to enhance retail visibility at Hatley Castle, a pop-up at the rec fitness center and delivering an improved online store experience. A rethink of store design and inventory is also underway.

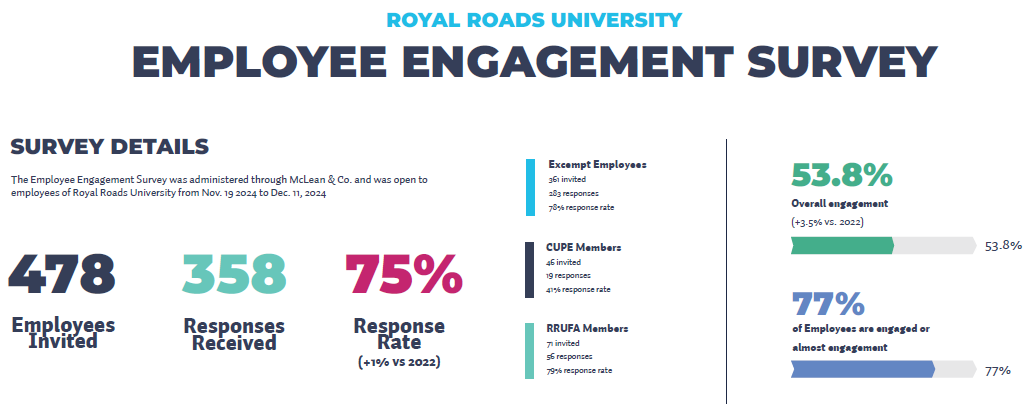


Executive Officer & Associate Vice-President, People and Culture
Report to the Board of Governors
 27 March 2025

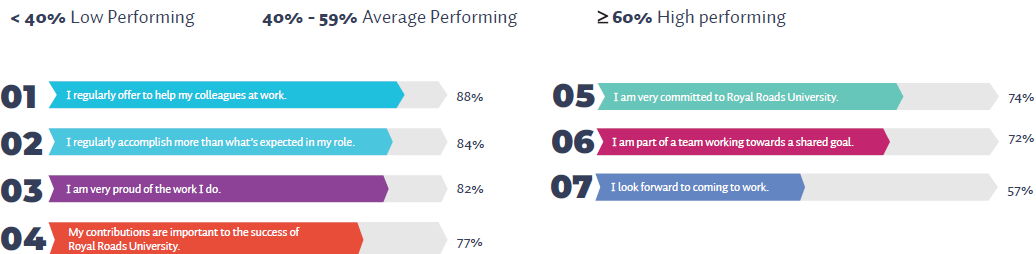
PEOPLE AND CULTURE

Employee Engagement Survey 2024 – Results are in!

Open from November 19 to December 11, 2024 and had a 75% response rate and our overall engagement went up 3.5% !



ENGAGEMENT MEASURE QUESTION SCORES



Highlights

- We heard from 78% of our exempt employees, 79% of our RRUFA members, and 41% of our CUPE members
- Highlights: Engagement score increased by 3.5% to 53.8%
- 77% of employees categorized as engaged or almost engaged
- We saw improvements in nearly all areas compared to our last survey
- Our results rollout:
- Executive leadership: results overview February 5
- Senior leadership: results shared: February 11 with an overview on February 18
- Unit leaders: unit results shared on February 28
- Managers: overall results shared: February 20 with scorecards shared on March 5
- All employees: overall results shared on February 28, and an overview scheduled March 18
- We've since met with 8 leaders to provide overviews, analysis and support on their team results

Next steps:

- *Moving Your Voice Forward* campaign to be launched in the coming week to tie engagement initiatives to continuous improvements.
- We will continue offering sessions with manager to share resources and support in analyzing their results.
- Surveys: new hire survey, exit survey being launched through McLean & Co., replacing surveys administered through Survey Monkey. Result: data aligned with our engagement survey allows us quick at-a-glance metrics and dashboards to report up/out on.
- Pulse Survey is being launched as a new initiative to remain responsive to our workforce in between the bi-annual full Employee Engagement Survey. Three questions in length, the survey will take less than 1 minute, while giving us the ability to act on employee comments in a timely manner.

Bargaining 2025

- No mandate from the province to date.

Compensation

- The People and Culture team is currently developing a performance-based compensation framework for the April 1 annual increases for excluded staff. As the provincial wage mandate has not yet been announced, we will wait to communicate specific details to staff until further information is available.

Learning and Development

- The Working Mind sessions being offered to employees and managers (employee one was February 18). The Working Mind is a facilitated session that aims to improve mental health awareness and understanding, break down stigma, strengthen communication skills and improve resilience.

Health, Safety and Wellbeing

- Across the board OH&S training for all staff under development. People and Culture held one session for Ops & Resilience supervisors regarding the new Return to Work legislation.
- NAOSH week in May – JOHSC planning events for staff and faculty.

Payroll

- End of year vacation reconciliation (fiscal) for all excluded employees underway for March 31, 2025.

Employee /Labour Relations

- No grievances for CUPE or RRUFA to date.

Legal

- The new RRU PIDA (Public Interest and Disclosure Act) process (confidential email and phone number) has been in place since December 1, 2024. For more information please visit the [People and Culture webpage](#) where you will find information and videos to help employees understand how PIDA provides a process for investigating and addressing allegations of serious or systemic wrongdoing. It also makes sure that employees who speak up about wrongdoing, are protected from reprisal, and remain confidential.



PROGRAM AND RESEARCH (PRC) COUNCIL MINUTES

MEETING OF THURSDAY MAR 6, 2025

9:00 AM ZOOM

<i>Voting Members:</i>	Philip Steenkamp (Chair), Veronica Thompson (Vice-chair), Bree Claude, Geoff Pearce, David Porter, Scott Stinson
<i>Non-voting Members:</i>	Robert Mittelman
<i>Regrets:</i>	Paul Born, Gwen Campden, Nelson Chan, Brigitte Harris, Stephen Huddart, Lorelei Parker
<i>Guests:</i>	Tamara Leary
<i>Non-Members:</i>	Bill Holmes
<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, Philip Steenkamp, 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 the ability to live, work and learn on these lands.

The Chair welcomed **Bree Claude**, the newly elected student representative to the BoG. B. Claude is the vice-president of customer experience and community partnerships at Cvida, Alberta's second-largest housing management organization, and a student in the Doctor of Social Sciences program.

The Chair also acknowledged incoming committee members **Lorelei Parker** and **Stephen Huddart** who will be officially appointed as external members to PRC at the next BoG meeting on March 27. L. Higgins is an Indigenous relations consultant, strategist, cultural mediator, and RRU MBA alumna. She has worked for the City of Calgary for the past 11 years and is currently the team lead in the Indigenous Relations Office, Government Relations. S. Huddart is the Director of Regenerative Economy with the Victoria Forum, a broad-reaching initiative to develop solutions to the global challenges of our times, and the former CEO of the McConnell Foundation.

Finally, the Chair thanked **Geoff Pearce** for his participation and contributions to the Board and various committees over the last six years. G. Pearce's term concludes March 12.

M/S Claude/Pearce Motion: To approve the agenda CARRIED

2. APPROVAL OF THE MINUTES OF PREVIOUS PRC MEETING FROM NOVEMBER 21, 2024 STEENKAMP

M/S Porter/Pearce Motion: To approve the minutes from the November 21, 2024 meeting CARRIED

3. BUSINESS/INFORMATION ARISING

I. Recent Board approvals STEENKAMP

- None

II. Status of degree approvals THOMPSON

Veronica Thompson, Vice-President Academic and Provost, advised that the three new undergraduate certificates and Graduate Diploma in Project and Supply Chain Management have completed DQAB's 30-day peer review process. The feedback from colleagues in the sector was positive and we are moving ahead with implementation. She and her counterparts from other member universities are working with the Executive

Director of the Research Universities' Council of British Columbia to advocate for streamlining of the ministry's degree authorization processes to allow for quicker approval of new programming, particularly for institutions who have years of experience and a positive track record.

4. STANDING ITEMS FROM PRC ANNUAL PLAN

I. Academic Strategic Plan (update)

THOMPSON

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

Interdisciplinarity

- Academic Program Optimization review of Masters programs, report delivered with recommendations for enrolment optimization
- Development and implementation of data informed enrolment target process and monitoring
- Approval of new programming including:
 - Graduate Diploma in Project and Supply Chain Management in quick response to IRCC changes impacting international students
 - 3 Undergraduate Certificates in Business and Sustainability, Applied Environmental Management, and Social Sciences
- Developing term-based model to facilitate shared electives – 3 terms for undergraduate programs and 4 terms for graduate programs

Indigeneity

- Expanded Emerging Indigenous Scholars Circle – currently 4 scholars plus Chair
- Recruitment for Indigenous Cultural Liaison position in process
- Commitment to regularize Indigenous Education Coordinator and Manager Indigenous Student Support positions
- Work toward a minimum increase of 10% in Indigenous student enrolment by 2027

Integration

- Undergraduate strategy drafted
- Dean Graduate Studies and Research recruitment in final stage
- Streamlining program development and reviews
- APOC Report completed and recommendations under consideration
- In depth assessment of enrolment trends across all programming completed
- Shared learning, teaching and research resource hubs (e.g. CTET leading a community of practice on Generative AI)
- Recalibration of SEM Framework and enhanced communication across the enrolment funnel
- Renewal of CRM underway – targeting spring implementation of Slate
- Adjustments to Admissions processes for efficiency

Innovation

- New suite of undergraduate programs for high school graduates
- Development of new micro-credentials (e.g. ECE Leadership)
- Ongoing curricular reforms in response to 5-year program reviews
- Land-based curriculum development in progress and in partnership with UVic and Camosun
- West Shore Innovation Hub preparing for launch with \$700,000 in secured funding
- Provost's Innovation Fund to launch Q1 2025-26

Inclusivity

- Accessibility assessment in progress in collaboration with Human Rights and Accessibility; looking at processes, policies, program development work, and learning platform
- Recent hires from underrepresented groups (work to continue in this area)

Additional questions/comments:

- Encouragement to develop smaller, faster, grad cert like modular components that link together to create a professional master's program aligned with the needs of the workplace. Consider taking a network view and allow students to weave their program together across discipline areas.
- School of Education and Technology is moving in this direction.
- Confirmation that work under Inclusivity is aligned with *Accessible BC Act*.

II. PRC Terms of Reference

STEENKAMP

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

No member questions/comments.

III. Establish PRC Strategic Priorities for the coming year (PRC Annual Plan)

STEENKAMP

A draft annual plan was included in the meeting package with standing items for each meeting agenda. The Chair requested one amendment to the Sep/Oct meeting items to reflect the renaming of the Office of Equity, Diversity, and Inclusion to Human Rights and Accessibility. The Chair also invited members to offer additional ideas for inclusion on the agenda over the coming year and suggested undergraduate programming be discussed at the next meeting.

Additional questions/comments:

- *When/how does PRC review the offerings and up-take of non-credit programming?* V. Thompson noted that that RRU is working on the integration of credit and non-credit programming and processes and have added dates to the Academic Council meeting calendar to ensure that is not a barrier to being able to offer responsive programming. Also, Professional and Continuing Studies will be repositioned as a faculty within the academic reorganization to further support integration across credit and non-credit programming. The annual update on the Academic Strategic Plan includes non-credit programming.
- Suggestion to note inclusion of non-credit programming under Academic Strategic Plan (update) on annual plan.

5. REPORT FROM ACADEMIC COUNCIL

THOMPSON

V. Thompson noted the 127 and 178 graduands that were approved at the December and January Academic Council meetings since PRC last met. The report also includes information that is captured in the Academic Strategic Plan update and about activities within Indigenous Education.

Additional questions/comments:

- *What is the Guaranteed Admissions Policy?* Under the new Guaranteed Admission Policy, RRU will provide a clear pathway for students to transfer from a recognized partner institution, after completing either a specified credential or number of credits and meeting outlined criteria, with the assurance of a guaranteed seat in the designated RRU program.

6. NEW BUSINESS

I. Strategic Enrolment Management (SEM) Plan

THOMPSON/LEARY

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The Chair and Vice-chair highlighted the importance of this work, particularly given the current environment and collapsing enrolments across the sector. Tamara Leary, Associate Vice-President, Integrated Academic Planning and Strategic Initiatives led the consultations and preparation of the university's first comprehensive SEM plan, which was included in the meeting package. She provided an overview highlighting the institution wide responsibility for SEM, the foundations on which the plan was built, and key priorities areas including student recruitment and retention, academic programming and Indigenization. Council members were asked for their feedback and advice in response to the following questions: 1) From a sectoral perspective, what advice would you give us to support our enrolment management? 2) What barriers are you aware of that RRU can address? 3) In this current economic and geopolitical environment, how can RRU best position its academic programming to address the challenges, both now and into the future? Members participated in an engaged discussion, and shared insights and comment on topics related to affordability, awards, student experience, labour market demands and program offerings, RRU's value proposition, modular programming, the K-12 market and post-secondary engagement, and the impact of the RRU Langford Campus. Members were reminded that the SEM Plan is an iterative process, and it was encouraged that they continue to share their ongoing feedback and ideas.

7. 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:

- The Ministry of Education and Future Skills has issued another call for micro-credentials that RRU will respond to. Up to 50% of funding may be used to reduce tuition for students to accepted programs.
- There has also been a call for dual credit programming which RRU will consider for next year.
- BC Council on Admissions & Transfer has published a [BC Transfer Students: Profile and Performance Report](#) that RRU is reviewing.
- Recently attended CredX, a symposium on micro-credentials, badges, and recognition, where various updates and perspectives on micro-credentials were shared.

Additional questions/comments:

- PRC member David Porter shared his [report](#) from CredX.

8. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

STEENKAMP

The President and Vice-Chancellor offered the following updates in addition to his earlier comments:

- The Langford campus is on track to open in September; invites will be sent out to PRC members for the official opening.
- The campus in United Arab Emirates will officially open April 28 and approximately 100 students are already on campus for orientation. MBA and BBA programs will be delivered first, followed by offerings of MATM and BHTM. RRU is reaching students who are otherwise unable to access our programs. Initial signs are positive with strong demand and a sharp focus on quality assurance.
- A recent trip to Southeast Asia included site visits, meetings with alumni, partner institutions, and potential new partners interested in pathways for undergraduate students.
- The Cascade Institute has published a paper titled [Defending Canada's Democracy: A strategic framework](#).

No member questions/comments.

9. MEETING ADJOURNED

11:10 AM

Motion to adjourn Steenkamp

NEXT SCHEDULED MEETING – THURSDAY, MAY 29, 2025

DRAFT

PROGRAM AND RESEARCH COUNCIL



Annual Plan 2025-2026

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

*drawn from the PRC Terms of Reference