

Board of Governors - Open Session



Lori Wanamaker, Board Chair and Chancellor
Philip Steenkamp, President and Vice Chancellor
Christina Benty
Gwen Campden
Curtis Clarke
Bree Claude
Catherine Holt
Eva Malisius
Jeffrey Nicholls
Richa Sharma-Raisinghani
Jody Thomas

Executive:
Susan Gee
Alex Kortum
Rebecca Lumley
Veronica Thompson

Administration:
Ashley Richards (recording)

October 02, 2025 09:00 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Holt	09:00 AM-09:04 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Holt	09:04 AM-09:05 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 30 June 2025 Board of Governors meeting be approved as distributed.	Holt	09:05 AM-09:06 AM	4
4. Report from the President For information	Steenkamp	09:06 AM-09:26 AM	
SPECIAL BUSINESS			
5. Spotlight on the University - RRU Langford Campus For information	Gee	09:26 AM-09:41 AM	
REPORTS FROM COMMITTEES			
6. Program and Research Council	Steenkamp	09:41 AM-09:49 AM	

6.1	Report from Chair	Steenkamp		
	For information			
6.2	New Program Approvals from Academic Council	Thompson		
	For information			
7.	Finance and Audit Committee	Holt	09:49 AM-09:59 AM	9
7.1	Report from the Committee Chair	Holt		
	For information			
7.2	Greenhouse Gas Emissions & Climate Action Update	Kortum		9
	For information			
8.	Governance and Nominating Committee	Benty	09:59 AM-10:14 AM	32
8.1	Report from the Committee Chair	Benty		
	For information			
8.2	Role Profiles	Benty		32
	MOTION: That the Board of Governors approves the revisions to the Governor role profile and the Chair of the Board of Governors and Chancellor role profile as presented.			

EXECUTIVE TEAM REPORTS

9.	Report from the Vice-President Academic and Provost	Thompson	10:14 AM-10:20 AM	42
	For information			
10.	Report from the Vice-President Finance and Operations	Kortum	10:20 AM-10:26 AM	45
	For information			
11.	Report from the Vice-President External Relations	Gee	10:26 AM-10:32 AM	46
	For information			
12.	Report from the Executive Officer & Associate Vice-President, People and Culture	Lumley	10:32 AM-10:38 AM	49
	For information			

CONSENT AGENDA

Holt

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

13.	Consent - Approval Items	Holt	10:38 AM-10:39 AM	
	None			
14.	Consent - Information Items	Holt	10:39 AM-10:40 AM	52
	For Information			
14.1	Draft PRC minutes of the 15 September 2025 meeting of the Program and Research Council			52

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| 14.2 | <u>Prevention and Response to Sexual
Violence and Misconduct Advisory
Committee Report 2024-2025</u> | 58 |
| 15. | Adjournment of Open Session | |

DRAFT

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

**30 June 2025
Sequoia Building, Boardroom 411 / Zoom**

PRESENT	
Board: Nelson Chan, Board Chair & Chancellor Philip Steenkamp, President & Vice-Chancellor Catherine Holt Eva Malisius Jeffrey Nicholls Dave Saunders Lori Wanamaker	Administration: Susan Gee Rebecca Lumley Alex Kortum Veronica Thompson Ashley Richards (recording) Guest: Cheryl Heykoop Deborah Zornes
REGRETS	
Christina Benty Gwen Campden Bree Claude Jody Thomas	

1. Call to Order and Welcome – 8:31 a.m.

The board chair welcomed members and acknowledged that Royal Roads University's (RRU) campus is located on the traditional Lands of the Lekwungen-speaking Peoples, the Songhees and Esquimalt Nations. Members were reminded that the Open session of the meeting is livestreamed and 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 acknowledged the contributions of outgoing board member David Saunders and welcomed the faculty-elected member, Eva Malisius, to her first meeting. The board chair reflected on recent RRU events and on his time as board chair and chancellor overall. Members thanked him for his dedication to the institution.

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 (Wanamaker/Saunders)

That the agenda be approved as distributed.

CARRIED

DRAFT**3. Approval of the Minutes**MOTION (Holt/Nicholls)

That the minutes of the open session of the 27 March 2025 Board of Governors meeting be approved as distributed.

CARRIED

4. Report from the President

President Steenkamp provided an update to members on the following:

- **Recent Events:** the RRU Langford: John Horgan Campus naming event; the inaugural Leading with Courage campaign cabinet meeting; and a visit on campus with the Japanese teahouse donors, Ira and Matthias Hoeffcker.
- **Government Relations:** meetings with provincial and federal deputy ministers.
- **Internal Activities:** a townhall on the RRU campuses (John Horgan campus, Salt Spring Island campus and RRU Ras Al Khaimah (RRU RAK) transnational education campus); speakers for Asian Heritage month, and National Accessibility week; and a successful National Indigenous Peoples Day event at the Colwood campus.
- **Engagement Events/Meetings:** with the Provost Club of Oak Bay; RRU alumni (Alumni Weekend and Vancouver Island ex-cadet luncheon); RRU Student Association; and engagements on Salt Spring Island (with a presentation of the Bloom Estate Annual Report to the estate trustees).
- **Partnership and Collaboration Meetings and Events:** with the Songhees Nation Chief and Council; Mount Royal University; and the RRU RAK Campus opening in the United Arab Emirates.
- **External Meetings and Conferences:** the Universities Canada membership meeting; Research Universities' Council of British Columbia meetings and annual planning session (including meetings with the deputy minister and assistant deputy minister); and a visit to RRU by the Consul General of Germany.

President Steenkamp also thanked Board Chair and Chancellor Nelson Chan for his contributions. Members acknowledged the volume of work that President Steenkamp undertakes on behalf of RRU and discussed ways that he can communicate his efforts to the RRU community.

SPECIAL BUSINESS**5. Spotlight on the University - Anew Research Collaborative: Imagine...Reshaping adolescent & young adult (AYA) cancer care through immersive experience**

Veronica Thompson, vice-president academic and provost, introduced Cheryl Heykoop, associate professor with the School of Leadership Studies within the Faculty of Interdisciplinary Studies, academic lead with the Anew Research Collaborative, and a Michael Smith Health Research BC Scholar. Dr. Heykoop shared Anew seeks to reshape AYA care through immersive experience and research with the aim of improving oncofertility policies and practices, developing resources for young adults and clinicians, offering AYA-specific counselling, engaging underrepresented AYAs to understand and inform their care, and co-designing a provincial AYA

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cancer care and support system. Members expressed thanks to Dr. Heykoop and the Anew research team for their work.

C. Heykoop left the meeting at 9:50 a.m.

The meeting adjourned for a brief break at 9:50 a.m. and reconvened at 9:55 a.m.

6. Climate Action Plan 2025-2030

V. Thompson introduced Director of Research and Innovation Deborah Zornes. D. Zornes provided background context to the refresh of the Climate Action Plan (CAP), as well as an overview of goals, targets and actions, and next steps. The CAP was presented to the Finance and Audit Committee (FAC) at its meeting of June 13, where feedback was provided.

Members agreed that it is an excellent focus to say that it is through the education mandate of the university that it can have the biggest impact. Feedback included suggesting a potential change in language to goal 1 to use 'require' rather than 'consider' where appropriate (and include rationale in cases where it is not provided); strengthening goal 3 in talking about Indigenous laws, particularly linking to Section 35 rights and speaking to intergenerational responsibility for all (not just Indigenous peoples); highlighting and emphasizing the scientific research approach taken; and putting the reduction of emissions and pathways to reduction at the start of the CAP. It was requested that the feedback be considered, and the CAP come back to the board for approval.

D. Zornes left the meeting at 10:15 a.m.

REPORTS FROM COMMITTEES

7. Report from the Program and Research Council

7.1 Report from the Chair

The council met on May 29. Key highlights of the meeting included an update on the status of degree approvals; presentations on RRU's research strategy and international strategy, with an overview of RRU's high-level International Education Strategic Plan 2025–27; a report from Academic Council; presentations on the new suite of undergraduate diplomas in Applied Environmental Sciences, Business and Sustainability, and Social Sciences; the Master of Business Administration program review; as well as a presentation on the Academic Program Optimization Committee (APOC) work and report findings. Regarding the APOC Report, recommendations will be coming forward for decision soon. The council also received reports from the vice-president academic and provost and the president.

PRC will meet next on September 15, 2025.

7.2 New Program Approvals from Academic Council

The Academic Council approved the approval of undergraduate diplomas in Applied Environmental Sciences, Business and Sustainability, and Social Sciences at the March and May Academic Council meetings. They have gone forward to the Degree Quality Assessment Board (DQAB) for a 30-day review.

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RRU is engaged in a full pricing review for new and existing programs. As part of the DQAB process, peer institutions provide constructive feedback on new programs. A member reiterated that the words 'climate change' do not appear in the program summary or courses for the diploma in the Applied Environmental Sciences program, noting that this should be stated clearly rather than implied. This feedback will be taken back to the academic team and tied into the CAP refresh.

8. Report from the Finance and Audit Committee

8.1 Report from the Committee Chair

The committee met on June 13, 2025, and key topics of presentation and discussion included the welcoming of new members; the draft financial statements for 2024/25 for RRU and the Royal Roads University Foundation (RRUF); the year-end report from the external auditor; the 2025/26 year-to-date operating results and forecast; the Q1 forecast report; the Institutional Accountability Plan and Report; and the draft updated CAP. Also received were updates on the establishment of the Institutional Research Office to develop and provide database options; the 3-Year Action Plan; the status of policy reviews; RRU's proactive measures to update practices related to the recommendations that came out of the coroner's inquest into the overdose death at the University of Victoria; the RRU Langford: John Horgan Campus; the capital investment plan; the tracking of RRU's responses to the ministry review; the quarterly legal update; and an update on the Enterprise Risk Management Report.

Members discussed the impact of the carbon tax on RRU's budget and thanked the Finance team for the clean audit of the financial statements.

FAC next meets on September 18, 2025.

9. Report from the Governance and Nominating Committee

9.1 Report from the Committee Chair

Governor Nicholls, as GNC vice-chair, reported that the committee met on June 13, 2025, and received a report from the president as well as discussed items such as the standing committee terms of reference and succession planning, which will be discussed in greater detail later.

GNC next meets on September 18, 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.

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

The board chair commended RRU's Professional and Continuing Studies (PCS) and their continued programming with external organizations. He commended student engagement and the planning for the upcoming Pride parade. The Indigenous identity series that Dr. Shauneen Pete and Dr. Tasha Brooks recently held arose out of discussion with the Indigenous Education team and faculty on how to respond to and plan forward regarding Indigenous identity fraud. The approach was focused through research and community engagement.

DRAFT**11. Report from the Vice-President, Finance and Operations**

The board chair highlighted discussion on renewable natural gas, noted that substantial completion of the new building at the RRU Langford: John Horgan Campus is on June 30, and that key risks remain student enrolment, expenditure management and technology infrastructure. He recommended that the board continue to monitor and mitigate strategies.

12. Report from the Vice-President, External Relations

The board chair thanked S. Gee for the great updates in the report and expressed appreciation for the donor recognition display. S. Gee shared that the ambassador program is tracking well and already has 150 ambassadors in the first quarter. Social media and traditional media interactions are up. Regarding the recruitment of undergraduate students at recruitment fairs, they are part of the funnel and that there is a dedicated enrolment person on the team.

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

The board chair thanked R. Lumley for the information on the bargaining update and the transition from Moodle to SharePoint. PCS provides employees with two free courses each year and will occasionally share more if they have remaining seats in a course. R. Lumley shared that the bargaining mandate is now open, which she will discuss further in the Closed Session.

CONSENT AGENDA**PRO-FORMA MOTION**

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

14. Consent Agenda - Approval items:

None.

15. Consent Agenda - Information items:

15.1 Draft PRC minutes of the 29 May 2025 meeting of the Program and Research Council

16. Adjournment of Open Session

The meeting adjourned at 10:43 a.m.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: October 2, 2025

AGENDA ITEM: Greenhouse Gas Emissions & Climate Action Update

SPONSOR: Alex Kortum, Vice-President, Finance and Operations

PURPOSE: For Information

Synopsis:

The Finance and Audit Committee reviewed the 2024 GHG Climate Change Accountability Report at their September 18, 2025 meeting.

Management reported the greenhouse gas emission figures and provided an update to the climate action update report.

Discussion was brief and centred around the classification of John Horgan Campus as a net zero building.

Recommendation:

That the Board of Governors receives this report for information.

Attachment:

1. Climate Update Briefing Note to the Finance and Audit Committee including attachments (September 18, 2025)

FINANCE AND AUDIT COMMITTEE BRIEFING NOTE



MEETING: September 18, 2025

AGENDA ITEM: Greenhouse Gas Emissions & Climate Action Update

SPONSOR: Alex Kortum, Vice-President, Finance and Operations

PURPOSE: For Information

Synopsis:

An update on the university's greenhouse gas emissions (GHGs) and a brief status update for climate action.

Background:

- B.C.'s Carbon Neutral Government Regulation requires all public sector organizations to measure, reduce and offset GHGs. The university undertakes projects to reduce GHG emissions in accordance with the BC *Climate Change Accountability Act*, the Carbon Neutral Government Regulation¹, the UN Race to Zero pledge, and RRU's own *Climate Action Plan 2025 - 2030*.
- Within RRU's *Climate Action Plan*, the following five goals chart the university's commitment to climate leadership:
 1. Equip learners for a climate-resilient future.
 2. Strengthen climate action engagement and collaboration for community impacts.
 3. Advance campus, community, and ecosystem resilience.
 4. Reduce emissions and accelerate clean energy transitions.
 5. Embed climate into institutional structures and culture.
- In its [Three-Year Action Plan](#), RRU's key performance indicator for climate action is GHG emission reductions. Within this KPI, metrics for both total operational emissions and emissions requiring offsets² are relevant. A status summary is outlined in Table 1 below.
- Since 2010, RRU has reduced its total GHG emissions by 30% (compared to a baseline of 1,465 tCO₂e). In 2023 and 2024, the university designated its consumption of methane gas from conventional to renewable natural gas (also known as RNG or biomethane). Through this designation, the university reduced its emissions requiring offset by 79% since 2010.

¹ Under the CleanBC plan, Public Sector Organizations (PSOs) are committed to the following targets: by 2030, emissions from fleet vehicles and building operations will decrease by 40% and 50%, respectively (based on 2010 levels); and, by 2032, all new buildings will be net-zero energy ready.

² Under BC's Carbon Neutral Program, PSO's must achieve carbon neutrality for emissions that they produce by purchasing carbon offsets.

Table 1: RRU climate action metrics and targets for GHG emissions

Metrics ^A	Target	Reduction from Baseline		
		2023	2024	2025 (projection only)
1. Emissions requiring offset	-65% by 2025; -80% by 2030; and net zero by 2050 ^B .	-51% (720 tCO ₂ e)	-79%^C (302 tCO ₂ e)	-85% (213 tCO ₂ e projected)
2. Total operational emissions	Not yet established	-34% (961 tCO ₂ e)	-30% (1,021 tCO ₂ e)	-25% (1,100 tCO ₂ e projected)
^A As identified under Goal 4 of the Climate Action Plan. ^B 2010 baseline = 1,465 tCO ₂ e ^C In 2024, RRU included refrigerant emissions data for the first time in its annual GHG report. Fugitive emissions comprised 79 tCO ₂ e, or 8% of RRU's total, increasing RRU's overall emissions portfolio.				

- See RRU's 2024 *Climate Change Accountability Report* (Attachment 1) for more details on its emissions portfolio and trends.
- Scope 3 emissions (the lifecycle emissions created as part of the up- and downstream activities of the university's value chain) are significant component of the university's climate impact. Through its *Climate Action Plan* and as a signatory to the [UN Race to Zero](#), RRU has committed to measure, track and reduce scope 3 emissions. RRU has been working to determine preliminary baselines of scope 3 categories. These include business air travel, student air travel (both domestic and international), purchased goods and services, investments, waste and commuting.

Fit to Vision and Strategic Direction:

Climate action is embedded within RRU's vision, values and commitments. It is directly referenced in the Three-year Action Plan, and the Climate Action Plan 2025 – 2030.

Lens of Reconciliation:

It is important at RRU that climate action is not solely viewed as an operational or technical issue of emissions reductions. The climate crisis as a symptom of deeper systemic problems: colonialism, disconnection from land and community, inequity, extractivism, etc. RRU's vision (for both the university and for climate action), puts a focus on people as agents of change. This will involve everyone, especially women, youth, Indigenous peoples, and those living with disabilities. Values and ongoing commitments to Truth and Reconciliation, Indigeneity and human rights will be embedded throughout our approach.

Implications:

- Financial:** No additional budget is identified. However, significant funds will be required to support energy expertise, decarbonization planning, capital projects and major retrofits that transition the university towards clean, renewable energy sources.
- Human Resources:** Will be distributed across the university as identified by the accountability column in the implementation plan. In addition to dedicated FTE staff (2) within the office of Climate Action & Sustainability, participation from others within the university and further training/competency development for staff and faculty will help support cross-departmental integration and support.

- C. **Campus Planning:** This work is explicitly connected to resilience planning, infrastructure and space planning, campus and landscape-level planning, building retrofits and design, and GHG/energy management.
- D. **Stakeholder/Community:** The Climate Action Plan connects to students, alumni, faculty, staff, external partners, and local Indigenous Land Rights holders and Nations.
- E. **Human Rights and Accessibility:** As mentioned above, RRU's approach to this work will embed human rights as central to its approach. This is particularly relevant for education, research and resilience.
- F. **Sustainability:** RRU's ongoing sustainability commitments and values are supported by this work, and can be combined with other co-benefits (i.e., health & wellness, transportation, biodiversity protection, and waste management as identified).
- G. **Climate Action:** Yes.
- H. **Other: Reputation** - Public concern over the climate crisis persists and this plan is aligned with supporting RRU's values alignment, leadership reputation and relevance in this space.

Risk Assessment:

- **Renewable Natural Gas (RNG):** There is an important distinction between emissions requiring offset (achieved via the RNG designation) vs total emissions. Until we implement renewable energy and significant electrification, RRU's consumption of methane will remain relatively constant, as will the total emissions resulting from that consumption. RNG comes with inherent risks. It's important to be clear and transparent about the limitations of RNG and its use as a transition fuel source until a decarbonization plan can be implemented.
- **Scope 3 emissions:** Based on preliminary baselines, these value chain emissions are a significant aspect of RRU's GHG impact. However, they are also complex to measure and reduce due to administrative, behavioural and cultural challenges.
- **Historic infrastructure:** Much of RRU's infrastructure is old creating limitations and significant challenges to the decarbonization goals. Funding for capital improvements is lacking, and major retrofits are not always feasible.

Recommendation:

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

MOTION: not required

Attachments:

1. Appendix 1: RRU 2024 Climate Change Accountability Report



Attachment 1: RRU Climate Change Accountability Report 2024



2024 PSO CLIMATE CHANGE
ACCOUNTABILITY REPORT
Royal Roads University - May 2025

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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, 2024, to December 31, 2024, summarizes the greenhouse gas (GHG) emissions profile of Royal Roads University (RRU), the total offsets to reach net-zero emissions, the actions we have taken in 2024 to reduce our GHG emissions, and our plans to continue decreasing emissions in 2025 and beyond. By June 30, 2025, RRU's final 2024 *Climate Change Accountability Report* will be posted to our website at 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 2024 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 1,021 tonnes of carbon dioxide equivalent (tCO₂e) which included 719 tonnes of biogenic emissions (tBioCO₂) resulting from RRU's use of renewable natural gas (RNG or biomethane). New this year is the addition of fugitive emissions from refrigerants, accounting for 79 tCO₂e of the university's offsetable total. Of RRU's total emissions, 302 tCO₂e 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 69% decrease compared to 2023 (961 tCO₂e) due mostly to RRU's designation of biomethane as its direct fuel source for select buildings for most of 2024. Since 2010, RRU has reduced its total GHG emissions by 30% (compared to a baseline of 1,465 tCO₂e). Offsetable emissions have been reduced by 79% since 2010.

2024 Emissions and Offset Summary


Table 1: Royal Roads University 2024 GHG Emissions and Offsets Summary	
GHG emissions for the period January 1 - December 31, 2024	
Total BioCO ₂	719
Total Emissions (tCO ₂ e)	1021
Total Offsets (tCO ₂ e)	302
Adjustments to Offset Required GHG Emissions Reported in Prior Years¹	
Total Offsets Adjustment (tCO ₂ e)	0
Grand Total Offsets for the 2024 Reporting Year	
Grand Total Offsets (tCO ₂ e) to be Retired for 2023 Reporting Year	302
Offset Investment (\$25 per tCO ₂ e)	\$7,550

¹ Emissions reported in previous years are updated because 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 2024 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:

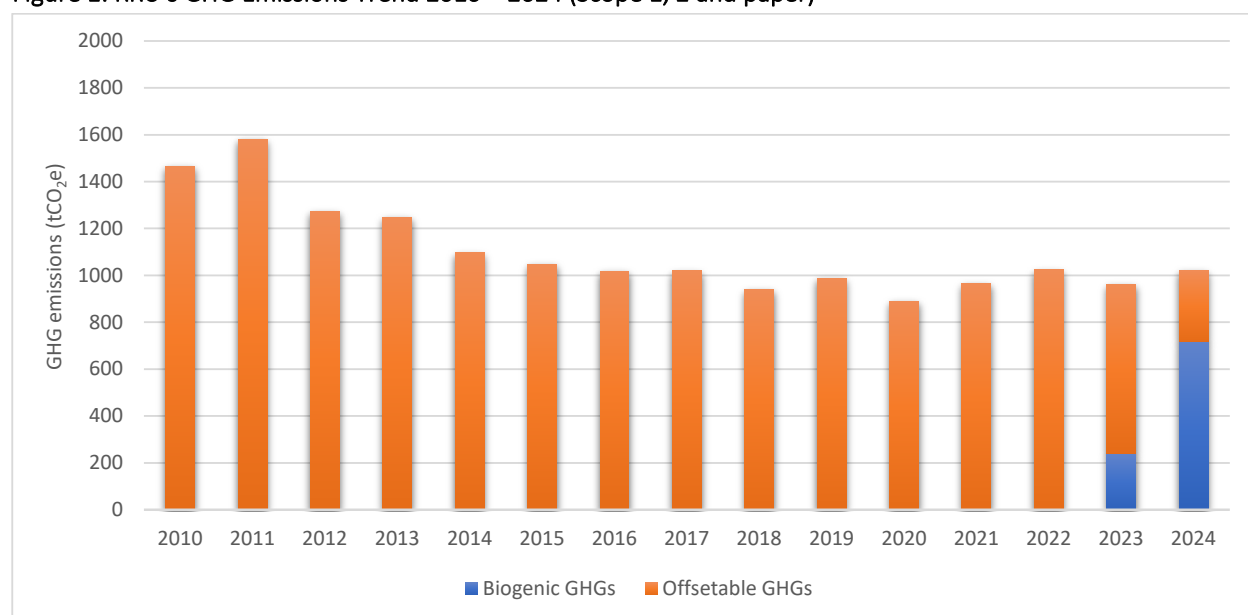
	May 23, 2025
Signature	Date
Alex Kortum	Vice President Finance and Operations Royal Roads University
Name	Title

2024 GREENHOUSE GAS EMISSIONS PROFILE

In 2024, Royal Roads University's total GHG emissions were 1,021 tCO₂e, representing a 30% reduction from the 2010 baseline (1,465 tCO₂e). Of this total, 719 tonnes are biogenic emissions (tBioCO₂e), and 302 tonnes are emissions requiring offsets. Except for paper, these provincially reported totals do not include Scope 3 emissions (see below for more on Scope 3 emissions).

RRU's offsetable emissions reflect a 79% reduction from the 2010 baseline. RRU's GHG trend is outlined in Figure 1². This reduction has been achieved mostly through the university switching from methane gas³ to renewable natural gas (also known as RNG or biomethane). Through this program, the university designated 100% of its fuel as a biomethane⁴ blend for much of 2024 and thereby reduced offsetable GHG emissions associated with direct fuel consumption. Although not visible in the graph until 2023, biogenic emissions are included and ranged between one to three tCO₂e until 2022.

Figure 1: RRU's GHG Emissions Trend 2010 – 2024 (Scope 1, 2 and paper)



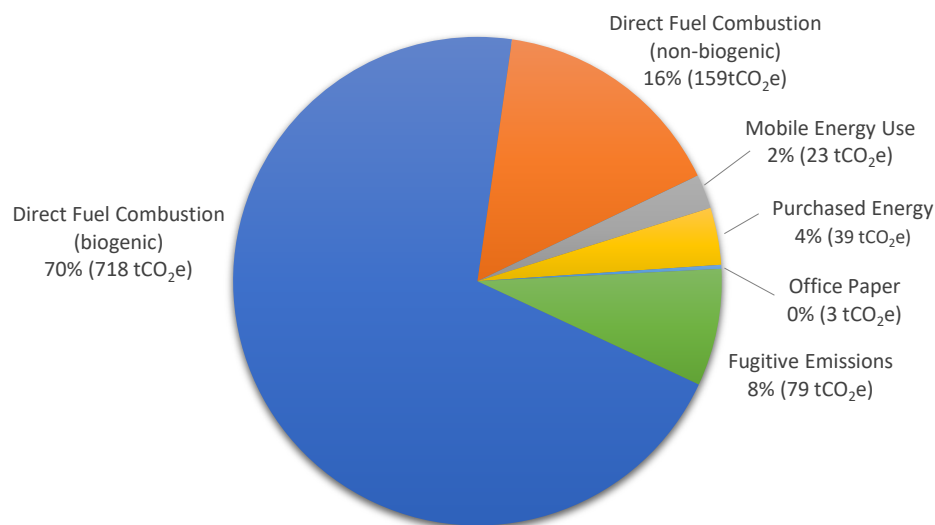
Emissions by Source

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

² Note that annual totals have been updated as per 2023 province-wide emission factor adjustments.

³ 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 CO₂ ([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.

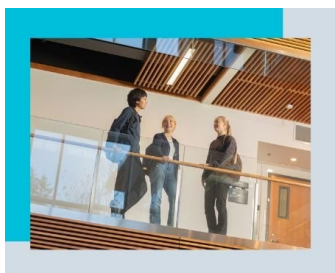
⁴ Biomethane is another name for Renewable Natural Gas (RNG). In keeping with our use of "methane gas" in place of Natural Gas, we will use terminology that acknowledges the methane content of this biogas.

Figure 2: Percent Total GHG Emissions by Source (tCO₂e), 2024

As the diagram above illustrates, direct fuel combustion is RRU's most significant climate impact for operational emissions. Over the last four years, office paper has dramatically declined and now comprises less than one percent 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. New this year is the tracking and reporting of fugitive emissions from refrigerants.

Scope 3 Emissions

Through its [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). Except for paper, BC's Carbon Neutral program does not require public sector organizations to report on, reduce, or offset emissions associated with scope 3. However, these emissions are significant to the university's climate impact, and RRU has been working to determine preliminary baselines of scope 3 categories. These include business air travel, student air travel (both domestic and international), purchased goods and services, investments, waste and commuting. Please see the Scope 3 section on pages 11-14 for additional information.



Stationary Sources - Fuel and Energy for Buildings

Royal Roads University is responsible for three locations: Colwood campus, Langford campus, and Salt Spring Island campus. The Colwood location is currently the only active campus. The Langford campus is under construction and will be operational in 2025. The Salt Spring Island property was acquired in Summer 2024 and is not yet being actively used for programming.

Royal Roads Colwood Campus has 26 buildings with a total area of 46,908 m². This includes a unique mix of buildings including seven with Federal Heritage Designations and 11 constructed prior to the Second World War. RRU's Colwood campus buildings are powered by electricity (BC Hydro) and methane gas (Fortis BC) and contribute the most significant amount of offsetable GHG emissions at RRU.

Emissions from buildings make up 90% of RRU's total GHGs in 2024 (916 tCO₂e). In 2024, eight Colwood campus buildings powered by gas accounted for 86% of RRU's total emissions, while electricity for the campus accounted for 4% of our total emissions. See Table 2 below for amounts.

Table 2. Building emissions (offsetable and total)

	Offsetable emissions (no biogenic), tCO ₂ e	Total emissions (including biogenic), tCO ₂ e
Stationary fuel combustion	159	877
Electricity	38.6	38.6
Total	197.6	915.6

Since 2023, Royal Roads has opted into FortisBC's Renewable Natural Gas (RNG) program and designates 100% of its gas consumption as biomethane. Through an error, three large buildings were not included in the RNG program for the first three months of 2024 but once corrected, all Colwood campus buildings fueled by methane were designated to be on RNG at 100% for the remainder of the year.

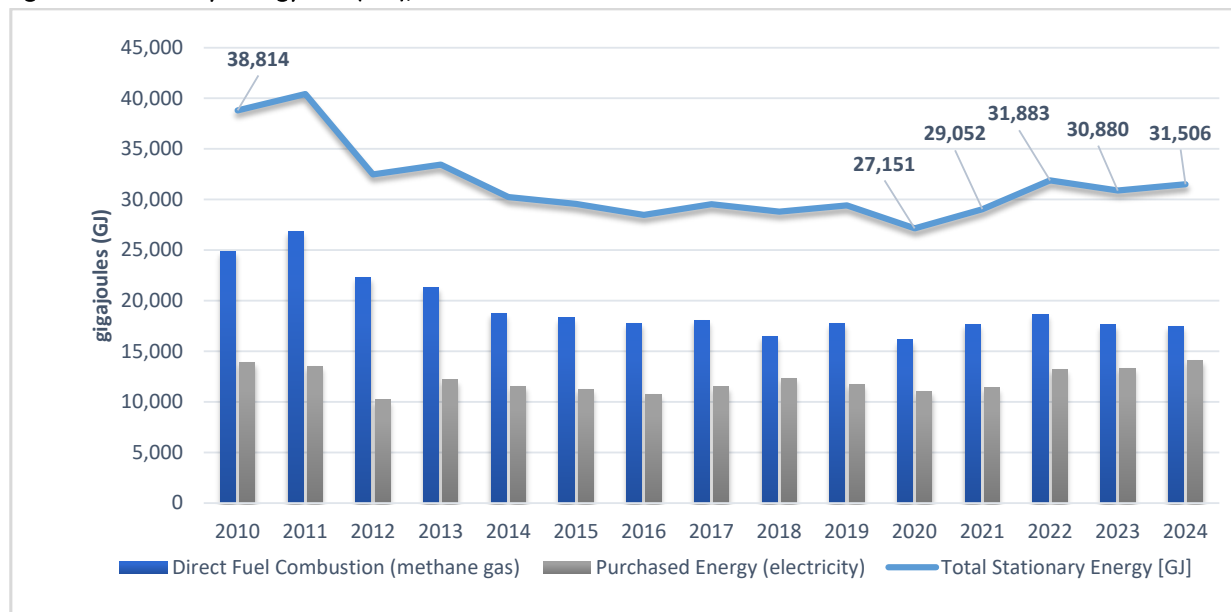
RNG is biomethane that has been captured from decomposing organic waste from landfills and wastewater facilities. RNG produces biogenic emissions which do not require offsets under the Carbon Neutral program. RRU's participation in the RNG offset program is an interim step as part of its broader decarbonization strategy to reduce GHGs. Efforts to increase energy efficiency, reducing energy consumption, and transition to low carbon and renewable energy systems remain a priority for the university.

Building Energy Consumption Trends

Building energy consumption data (measured in Gigajoules or GJs) provides a reliable means of tracking energy usage trends and reductions. RRU's stationary energy use trends are illustrated in Figure 3 below. Purchased energy (electricity) consumption has remained relatively consistent, with 1% increase since 2010. Future increases in electricity use are anticipated as RRU moves away from fossil fuels to greater electrification.

Direct fuel consumption (of both methane and biomethane gas) has been reduced 30% since 2010. However, consumption rates have been relatively static over the last decade, ranging in the 16,000 to 18,000 GJ range since 2014. As RRU increases building metering and energy monitoring, it will be able to take a more data-informed approach to increasing efficiency across its building portfolios.

Figure 3: Stationary Energy Use (GJs), 2010 – 2024



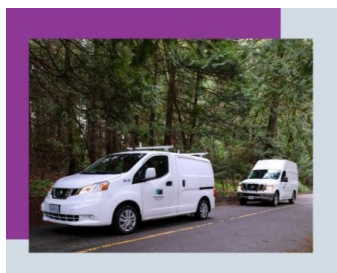
Fugitive Refrigerant Emissions

Fugitive emissions are an important category of Scope 1 direct emissions resulting from release of GHG compounds from equipment such as refrigeration, heat pumps and air conditioning systems.

In line with the Montreal Protocol, any equipment utilizing ozone-depleting substances has been updated to use hydrofluorocarbons (HFCs) and perfluorocarbons (PFCs). Although better for the earth's ozone layer, "fugitive emissions" – or those emissions that escape from leakage and service of this equipment – have a much higher global warming potential than carbon dioxide⁵. Previously unrecorded, these potent GHGs are a significant concern so it's important to monitor and mitigate.

For this first year of reporting fugitive emissions, RRU is including an initial estimation of refrigerant data for the Colwood campus. Based on equipment totals and the average emission calculator created by the province, RRU's estimated fugitive emissions for 2024 are 79 tCO₂e. Going forward, tracking will be improved, allowing for more refined reporting.

⁵ HFCs and PFCs are a class of powerful greenhouse gases with global warming potential (GWP) values that are typically 1,000 times greater than that of CO₂ (US EPA, [Greenhouse Gas Inventory Guidance](#), 2014)



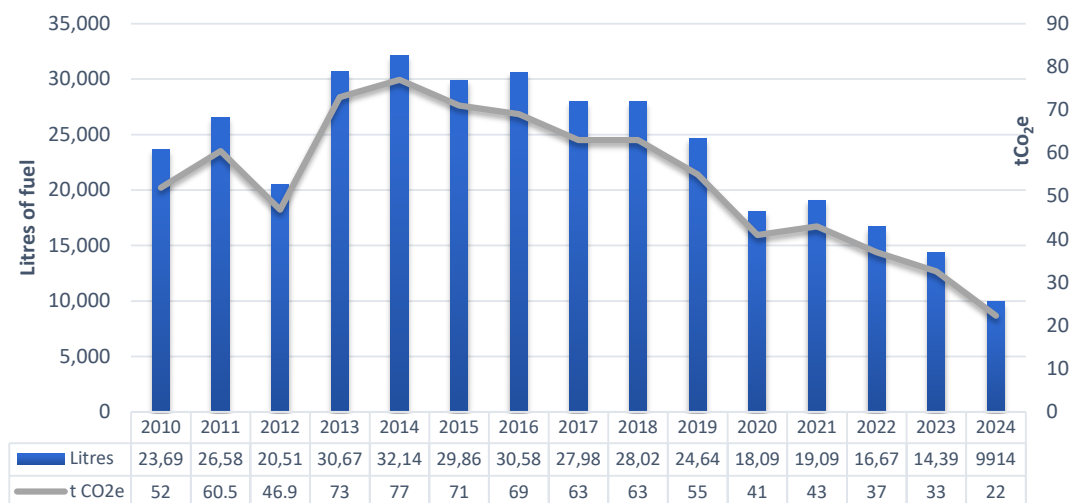
Mobile Sources – Fleet Energy Use

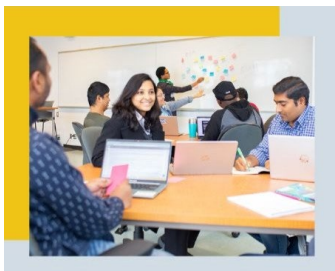
In 2024, the RRU fleet produced 22 tCO₂e (mobile fuel combustion). This accounted for 2% of the university's total GHG emissions. Since 2010, RRU has reduced fleet associated GHGs by 58% – a difference of 30 tCO₂e (Figure 4). Through continued fleet management and the retirement of gas-powered vehicles (two were retired in 2024), RRUs fleet emission trend continues downward. The university anticipates electrifying its fleet by 2030/31.

Currently, the university has a mixed fleet that includes:

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

Figure 4: Mobile Energy Use, 2010-2024 (litres and tCO₂e)

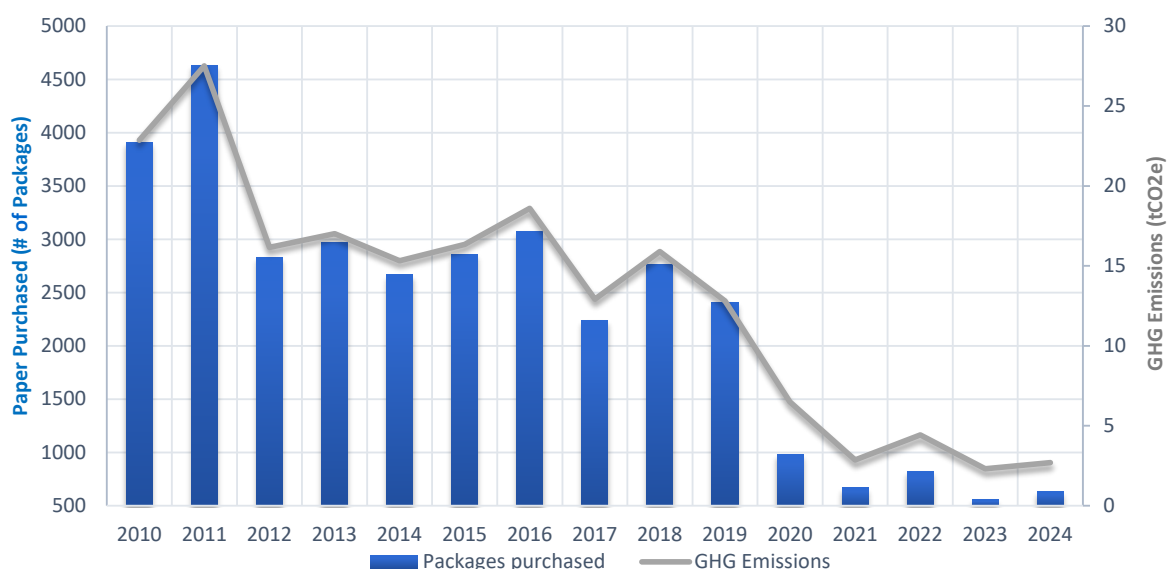




Paper Consumption

In 2024, emissions associated with office paper accounted for almost 3 tCO₂e or 0.3% 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 across the university, have resulted in significant reduction in paper use. See Figure 5 below for an overview of the consumption and emissions trend for purchased paper. Although minor, there was an increase in units of paper purchased last year (from 555 in 2023 to 630 in 2024).

Figure 5: Paper Purchased and Associated GHG Emissions, 2010-2024





Scope 3 Emissions

In line with its *Climate Action Plan* and commitments to the UN Race to Zero, RRU is expanding its oversight and plans for reducing scope 3 emissions. Scope 3 emissions are indirect emissions, or those emissions created by sources not directly owned or controlled by the organization but rather those that occur within its value chain. Value chain activities generate a significant amount of GHG emissions and are an important opportunity to reduce the climate impact of our organization.

Royal Roads has committed to reducing scope 3 emissions by 50% by 2030. The following provides details about early scope 3 categories of focus (including the establishment of baselines) for the following areas: business travel, commuting, student air travel, purchased goods and services, waste, and embodied energy in building construction.

1. Business air travel

Baseline: 1,208 tCO₂e in 2019

University business-related air travel is defined as the air travel that is paid for by the university. This includes travel for conferences, workshops, marketing, and research. A baseline study of RRU's business-related air travel in 2019 showed that faculty and staff air travel was more than 4.2 million kilometres, resulting in over 1,200 tCO₂e (Kool, 2022). University business air travel created more emissions than university's entire operation that same year from buildings, fleet, and paper (1,050 tCO₂e).

To develop a business air-travel strategy, a research project was undertaken in 2022 to further our understanding of opinions, challenges, and opportunities at the university, and which included semi-structured virtual interviews with five other PSI sustainability representatives and a survey sent to approximately 600 staff and faculty members. The results will inform future engagements and the creating a reduction strategy. RRU also developed preliminary air travel decision tree and has engaged in preliminary discussions about integrating climate into air travel decisions and policy.

2. Commuting

Baseline: 570 tCO₂e in 2024

Commuting includes emissions resulting from transportation of staff and faculty between their places of residence and the campus (e.g., car, bus, e-bikes). This includes all employees (full-time, part-time, interns etc.) and some contractors.

Commuter surveys were conducted in 2007, 2013, 2018 and in 2024 to determine RRU's transportation mode choices, changes in commuting habits, and to make recommendations for reducing the number of single occupant vehicles commuting to campus. In 2024, the Commuter Count and Mode Split Survey also estimated GHG emissions created by employees, students, and visitors commuting to the Colwood campus. Annual commuter-related emissions are estimated to contribute 570 tCO₂e. Of that total, employees are responsible for 262.3 tonnes, students created 131.7 tonnes, and 176 tonnes resulted from campus visitors. Employee, student, and visitor transportation emissions represent a significant amount of RRU's emissions (equivalent to 80% of the 2023 offsetable emissions of 720 tCO₂e (Thexton, 2024).

The transportation survey also revealed that at 14.3% electric vehicle use by RRU faculty, staff, students, and visitors currently exceeds the provincial average of 2.7% (based on the amount battery electric vehicle registrations in British Columbia in 2023)⁶. There are 24 public EV charging ports on campus.

NOTE: In accordance with the GHG Protocol, commuting emissions should be distinguished in different scope 3 categories with employee commuting considered upstream emissions (scope 3.7), and student and visitor emissions allocated to downstream transportation emissions (scope 3.9) since they are generated by users of the services provided by the university and its campus⁷. RRU will articulate this difference as scope 3 reporting becomes more formalized.

3. Student Air Travel, Domestic and International

Baseline: 4,520 tCO₂e in 2019

Domestic and International student air travel includes the emissions created by students travelling to and from campus for short programs and on-campus residencies. The development of low-carbon commuting strategies for students will overlap with what is implemented for employees (above) but for the barriers, implications and opportunities will vary. Student commuting is a downstream emission resulting from the use of our services. These emissions have been included in the section above with employee commuting.

In 2021, early baseline work was conducted to quantify emissions from both domestic and international student air travel to attend on campus residencies and courses. Using 2019 as a baseline year, the report found that international student air travel contributed over 3,700 tCO₂e of emissions, and domestic student air travel contributed 820 tCO₂e (Kool, 2022).

4. Purchased goods and services

Baseline: 152 tCO₂e in 2022/3

This category features the goods (tangible products) and services (intangible products) purchased by the institution within the reporting year. Many of these emissions come from products procured for the purposes of supporting university operations, such as furniture, food, and office supplies. A baseline study on purchased goods and services purchased for the 2022/23 fiscal year was conducted using the spend-based method (a sum of the value of the purchased good/services x emission factor per unit of economic value (kgCO₂e/\$)). Capital goods were excluded from this calculation.

5. Investments

Baseline: approx. 348 tCO₂e (or 12,629 tCO₂e with investee scope 3 in 2022/3)

In 2024, a study of emissions enabled by the University's investments for 2022/23 was conducted. This exploratory study covered approximately 35% of the University's investment portfolio (70% of its equity holdings). The assessment followed the Investment-specific method outlined in the Greenhouse Gas Protocol's Technical guidance for calculating scope 3 emissions v.1.0 (2013). Using the proportional share of scope 1 and 2 emissions of investee companies (based on percentage of investees' outstanding shares held by the University), financed emissions for the sample of investments equal 132.3 tCO₂e.

⁶ Statistics Canada (2024). [Table 23-10-0308-01](#) Vehicle registrations, by type of vehicle and fuel type

⁷ Greenhouse Gas Protocol. (n.d.). Technical guidance for calculating Scope 3 emissions.

https://ghgprotocol.org/sites/default/files/2023-03/Scope3_Calculation_Guidance_0%5B1%5D.pdf

The GHG Protocol's guidance recommends that the scope 3 emissions of investees be included in the calculation of the investor's scope 3.15 financed emissions if those scope 3 emissions comprise a significant proportion of the investee's total emissions. In most of the sectors in which the University is invested, sectoral Scope 3 emissions represent more than 80% of total emissions. As such, a second analysis was conducted incorporating investees' reported Scope 3 emissions. With those Scope 3 emissions included in that analysis, the University's financed emissions increase to 4,800 tCO₂e –roughly 4.8 times greater than the University's total Scope 1 and 2 emissions for 2022/3.

When extrapolated across all non-cash holdings in the portfolio, these financed emissions rates predict the University's total Investment-related emissions at 348 tCO₂e (based on Scope 1 and 2 emissions only) or 12,629 tCO₂e when investee's reported Scope 3 emissions are included).

6. Waste

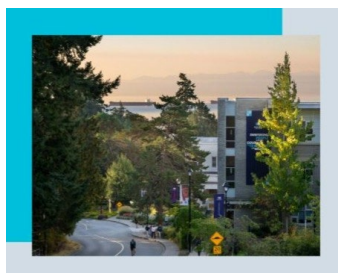
Baseline: approx. -31 tCO₂e in 2022

This category includes emissions from the waste generated by an institution, including third-party disposal or treatment. Emissions are calculated through the different waste types that are generated during the reporting year (e.g. recycling, wastewater). To track and analyse this category, an "average-data method" was used. This involved "estimating emissions based on total waste going to each disposal method (e.g., landfill) and average emission factors for each disposal method" (Technical Guidance for Calculating Scope 3 Emissions, World Resources Institute & World Business Council for Sustainable Development, 2013).

In 2022, RRU students and faculty conducted an audit of the university's waste, recycling and compost streams. The study found that, since the last audit in 2019, diversion rates decreased significantly, with 53% diverted to alternative waste streams such as composting and recycling. In 2022, RRU's overall waste stream is net carbon negative (ranging from an estimated -21.5 to -34.4 tCO₂e). Additional improvements in diversion rates have the potential to further decrease emissions by another 25 tCO₂e. Over the 2023/24 year, RRU has experienced challenges with diverting compostables; this issue will affect the overall climate impact in the future.

RRU's Scope 3 emission reduction program - next steps

- Prioritize scope 3 focus areas and actions.
- Increase awareness of scope 3 categories, their impacts and mitigation actions.
- Implement ongoing tracking for scope 3 priority areas.
- Development of processes and policies that lead to reductions in scope 3 emissions.



Climate Risk and Resilience

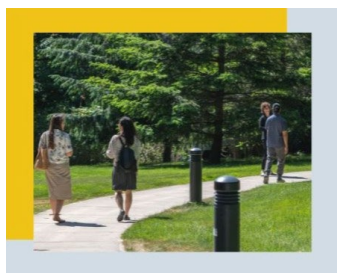
In 2024, Royal Roads undertook its first climate risk assessment. This one-year process helped improve understanding of the highest risks facing the university and set out a resilience roadmap to chart a path forward. The assessment is a critical precursor to adaptation and emergency preparedness planning.

Following executive review, the risk assessment findings and resilience roadmap will be shared with the RRU community. Ongoing engagement with the climate risk assessment and the resilience roadmap will increase knowledge, awareness, support and collaboration for resilience activities both within and external to the RRU community.

What's next?

Royal Roads will build on its first climate risk assessment and the draft Resilience Roadmap. A phased approach and collaboration across departments will be critical as adaptation planning is rolled out for the university. Commitments include:

- **Adaptation Plan:** developing a Climate Adaptation Plan to integrate climate risk and resilience into university governance, administration, operations, business development and service delivery model. Additionally, other RRU programs are underway that have important intersections with this work including RRU's Enterprise Risk Management (ERM) Framework, academic service delivery, emergency management, the People and Culture strategy, energy management and decarbonization.
- **Integrating Disaster Risk Reduction:** integrating disaster risk reduction and climate adaptation considerations within emergency plans, capital planning 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

CAMPUS OPERATIONS

Energy upgrades

To increase energy use monitoring and efficiency on the Colwood Campus, RRU has initiated projects that include lighting upgrades, the addition of mechanical meters in the Library and Sequoia building. Several of these upgrades are integrated into lifecycle replacements and deferred maintenance projects.

PROGRAMS & OUTREACH

Climate Education, Resources & Training

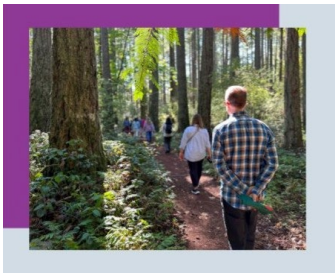
- The [Career Innovation Project](#) (CIP) at RRU enhanced student engagement and career readiness in line with Canada's net-zero goals. The initiative fostered partnerships to expand career opportunities. With over twenty career events, the project connected students with industry leaders in sustainability and equipped them with climate-relevant skills and networks. As of March 2025, CIP facilitated 325 work-integrated learning experiences and reached out to over 30,000 employers.
- RRU's Professional and Continuing Studies (PCS) added an [Infrastructure and Climate Resilience Planning Micro-credential Program](#) to their growing roster of 16 climate- and environment-related educational offerings.
- The Royal Roads Library created a [Digital Library Climate Collection](#) of climate research and resources, including featuring an ever-expanding repository of graduate student projects, e-books, audio visual materials and other digital resources related to climate and sustainability.
- A guidebook called [Designing Climate Resilience: Youth in Action](#) was created as part of the Youth Designing Climate Resilience (YDCR) project. Funded by a Social Science and Humanities Council Research Grant and produced by researchers working with the Resilience by Design Lab, this inspiring resource showcases the climate resilience initiatives designed and led by youth and educators.

The Farm at Royal Roads

[The Farm at Royal Roads](#) added two large gardens in 2024 including an Indigenous Medicine Garden and a Market Garden. Through continued partnerships with community organizations and volunteers, the Farm has created meaningful opportunities for more than 2,000 people within our community to engage with nature. At almost 70,000 square feet, this is a prime location for hands-on engagement and place-based learning opportunities. The Indigenous Medicine Garden and broader Farm also offer tangible spaces for sharing Indigenous Knowledges and decolonizing curricula.

Climate Week

In November a week-long calendar of learning opportunities, events and engagement sessions. Over 15 sessions were offered and included an online speaker series and several in-person events that brought together students,



faculty, leaders and the public for learning and activities focused on transformative change, community empowerment, creative resilience, food systems, placemaking and action.

[Climate Week](#) also featured the unveiling of a collaborative community art project that began during Climate Week 2023. Over 700 contributions were pieced together by artist Bruno de Oliveira Jayme to create the final mosaic. The unveiling was followed by an art-based workshop facilitated by RRU staff member and poet Ali Blythe and Master of Arts in Environmental Education and Communication student Ali Hall.

Success Stories

A Holistic Approach to Climate Resilience

RRU is a recognized leader in climate resilience; its work has garnered interest and attention at both regional and national levels. Academically, RRU offers a robust suite of programs related to climate action leadership, adaptation and disaster and emergency management. Through initiatives like CanAdapt, the *Climate Action Competencies Framework*, and upskilling micro-credentials, the university is playing a strong role in national capacity building initiatives. RRU will work over the coming year to share insights and information about its climate resilience approach with an aim to support others in this emerging space.

In 2024, Royal Roads University conducted its first climate risk assessment. While the scope of work was focused on the Colwood campus, the concepts and recommendations are also transferrable to both Langford and Salt Spring Island campuses. Notable was RRU's holistic approach and consultation process with the university community. This comprehensive approach is unique and can be shared with counterparts and similar organizations embarking on this work since assessment best practices are being currently being developed.

Promoting a culture of agency and engagement

Through a varied calendar of regular offerings, webinars, and special events, RRU's Climate Action and Sustainability Team worked with others across the university to not only to increase awareness but also to ensure members of the community have opportunities to find agency and build collective resilience in unique ways. Events and outreach initiatives reached staff, faculty, students as well as the wider RRU community. In addition to **Climate Week** and sessions at **the Farm** (detailed above), opportunities for engagement were offered throughout the year.

In 2024, RRU established a stewardship program called the **Healthy Planet Club**. Through support from the WWF Go Wild Grants program, monthly opportunities to learn about restoration and biodiversity conservation were offered. [Twelve sessions took place throughout the year](#) and were well attended by staff, students, faculty and community members. As an extension of RRU's experiential learning approach, sessions increased awareness among participants of our local ecosystems, their history and how to support them. Beyond providing educational opportunities, the club offered hands-on, action-based stewardship sessions through

litter cleanups and the removal of priority invasive species including English ivy and Scotch broom. Through the year, over 175 participants joined in these sessions that connected them with nature and each other.

Monthly **Resiliency and Reconnection Circles** continued in 2024. Professor and Ecopsychologist, Hilary Leighton, facilitated these gatherings to acknowledge and work through emotions, gain insights, and cultivate increased resilience and reconnection through community. Interested staff and faculty participated in one-hour discussions that fostered connections and offered a generous space for acknowledging and processing emotions related to the climate crisis, political polarization and biodiversity loss in ways that build courage, acceptance, and inner strength.

In May, twenty-three RRU staff and faculty members enrolled for a **Climate, Complexity & Relational Accountability course** with Dr. Vanessa Andreotti, Dr. Sharon Stein, and Giovanna Andreotti. During four in-person sessions and asynchronous learning, participants delved into some of the deeper concepts and unlearning needed for current contexts and transformational shifts. Regular and ongoing conversations and community gatherings have helped continue the (un)learning and practice in this space.



Climate and Sustainability Initiatives Planned for 2025 and Beyond

CLIMATE LEADERSHIP

Climate Action Plan Refocusing: In 2025, RRU will undertake a refresh of the university's Climate Action Plan. Global contexts have shifted, the post-secondary sector is facing challenges, and more is known about the climate risks we are facing. RRU will remain responsive to new information, emergent issues, developments, and technologies. To that end, we are embarking on an organization-wide process of refocusing and prioritizing the Climate Action Plan to lean into our strengths and prioritize our continued climate leadership strategies.

Establishing the Climate Action Hub: As part of the Climate Action Plan and RRU's Three-Year Action Plan, establishing a centre for climate-related education, research, capacity building and engagement was included as a priority. Design and development of the Climate Action Hub will recommence in 2025 with the goal of being operational by 2026.

PROGRAMS & OUTREACH

The Farm - In addition to tending the small-scale mixed farm, Farm staff and volunteers are restoring and expanding the existing polyculture orchard. In 2025, the Farm will continue growing not just food, but also partnerships and engagement. RRU is currently working on funding and design of a robust food-forward, nature-based education and community engagement program. The Farm is envisioned as a space where students and community members can connect with nature, learn about food systems, increase their self-sufficiency, and actively care for the environment.

People and Culture – Climate-action support has been included into RRU's new *People Plan* and *Three-year Action Plan*. As of 2025, *Climate Leadership* has been added as an employee competency in RRU's restructured professional development framework. By integrating climate as a core competency, this not only reaffirms RRU's strategic commitments, it also provides institutional support for the development of climate-related education and training for staff, faculty and contractors. Additionally, this integration of competencies is backed by the development of policies and programs that support RRU employees to participate in community and on-campus volunteering opportunities. These measures will help to ensure RRU employees have the skills and knowledge to become a climate-ready workforce as part of a resilient organization.

Bloom Castle by the Sea - RRU is upgrading the Salt Spring Island property to meet post-secondary safety and accessibility standards and plans to use offer changemaking field trips, workshops, seminars, and interdisciplinary education at this location. Consultation with Indigenous Rights Holders, local organizations and community members is planned and will chart the course for future programming and use at this new campus space.

CAMPUS OPERATIONS

Energy Management – In continuation of the metering project on the Colwood campus, the installation of mechanical meters will be prioritized in 2025/26. Lifecycle replacement and upgrade to the hot water boiler in the Nixon building will introduce a more efficient, hybrid electric/gas system.

Langford Campus - The Langford campus is slated to open during the Summer of 2025. Designed to meet the Zero Carbon Building design standard, and targeting LEED v4 BD+C Gold certification, this five-story mass timber building will be a regional learning hub for learning. Through an exciting collaboration, programming from Royal Roads University, Camosun College, the University of Victoria, the Justice Institute of British Columbia, and the Sooke School District 62 will be offered at this new campus. The building will also include a multipurpose Innovation Studio and space for Indigenous gatherings.

□ END

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: October 2, 2025

AGENDA ITEM: Role Profiles

SPONSOR: Christina Benty, Chair, Governance and Nominating Committee

PURPOSE: For Decision

Synopsis:

There are proposed changes to the Governor role profile (attachment 1) and the Chair of the Board of Governors and Chancellor role profile (attachment 2). The Governance and Nominating Committee discussed the proposed changes at its meeting of September 18 and recommends that the board approve the changes as presented.

Background:

There are role profiles in place for the positions of RRU's Board of Governors and for the board chair and chancellor. Periodically, the Governance and Nominating Committee reviews the profiles, identifies any changes that may be required, and recommends such changes to the Board of Governors for approval. While the roles and responsibilities have not dramatically changed, the profiles were last updated in 2018, and, given the turnover in board membership and leadership, it is important to ensure they are up to date.

The profiles are posted to the Board of Governors webpage and are a means of communicating with the RRU and external community about the role and responsibilities of members of the Board of Governors.

Proposed Changes:

The proposed changes to the profiles are captured via tracked changes in the attachments. The revisions to the Chair of the Board of Governors and Chancellor profile was done in consultation with former board chair and chancellor Nelson Chan. The changes are summarized below for ease of reference:

Governor Role Profile:

- Some minor editorial changes around the *Royal Roads University Act* acronym
- Clarification that the board-assessment is completed annually
- Updating the 'Qualifications & Competencies' section to mirror those included in the recently revised Post-Secondary and Future Skills competency matrix (the last two in the list are desired competencies that were identified by the Board of Governors)

Chair of the Board of Governors and Chancellor:

- Adding management and mediation of instances of board conflict between board members to the 'Board Leadership and Management' duties
- Adding the word 'desired' to the 'Qualifications and Competencies' section in recognition that not everyone will have all of the qualifications and competencies listed

- Revisions to the 'Board Meetings' section to be more reflective of the current board cycle
 - Updating the details within the 'Convocation' section to be reflective of the anticipated number of ceremonies that might occur, and including the convocation-related events in this section rather than the 'Other' section
 - Clarification that the chair and chancellor's attendance is desired, rather than required, at the events that fall within the 'Other' section
-

Recommendation:

It is recommended that the Board of Governors review and approve the changes to the role profiles as presented to ensure that the role profiles are up to date.

MOTION:

That the Board of Governors approve the revised Governor and Chair of the Board and Chancellor role profiles as presented.

Attachments:

1. Role Profile: Governor
2. Role Profile: Chair of the Board of Governors and Chancellor



BOARD OF GOVERNORS

ROLE PROFILE | GOVERNOR

Position Title: Governor

Enabling Legislation: Royal Roads University Act (1996)

Last Review Date: June 22, 2018

Position Summary

The Board of Governors provides authority for the actions of Royal Roads University, as detailed in the *Royal Roads University Act* (*RRU Act*), including the exercise of appropriate duties and powers specified in the *University Act* of British Columbia. Such duties and powers include the management, administration and control of the property, revenue, business and affairs of the university, except those duties and powers delegated to the President.

In establishing Royal Roads University through separate legislation, the Province of British Columbia created a unique university, one that offers programs solely in the applied and professional fields. Rather than the bicameral governance structure typical of traditional universities, with separate decision-making streams for administrative and academic governance matters and with a chair as the head of the board and a chancellor as the head of convocation, the government constituted Royal Roads University with unicameral governance. At Royal Roads, the Board essentially carries the responsibilities of a traditional university board and senate together (apart from those responsibilities specifically assigned to the President under the *RRU Act*). To emphasize this, the *Royal Roads RRU Act* stipulates that "The chair of the board is the chancellor of the university." (S.11(1)).

The Royal Roads University Board of Governors comprises 12 members:

- the president
- a professor elected by the professors
- up to 6 persons appointed by the Lieutenant Governor in Council
- a student elected by the students
- an employee, who is not a professor, elected by the employees of the university who are not professors
- up to 2 persons, who are not employees of the university, appointed by the board.

The power to appoint two of its members is unique to the Royal Roads University Board of Governors.

The position of Governor is a voluntary one of significant public service and prestige. In addition to providing governance leadership for the University, Governors will have opportunities to attend various events at the University and engage with stakeholders and University partners.

Fiduciary Duties

As the trustees of the University, Governors are expected to, at all times:

- Act with integrity, independence and good faith, and to maintain the highest ethical standards;
- Comply with the Board's *Code of Conduct and Conflict of Interest Guidelines*;
- Not use for personal benefit or advantage any information acquired in the conduct of your service as a Governor; and
- Observe the confidentiality of information discussed in closed and *in camera* sessions and in committees established by the Board.

Role

In discharging the Board's collective responsibilities in the areas of academic program approval, executive oversight, financial and asset oversight, governance, and strategic direction, Governors are expected to:

- Understand that the Board's role is to set policy and strategy, not be involved in the daily conduct of university administration or management;
- Support the mission of the University and advance its objectives;
- Be bound by the majority and rules of dissent;
- Notwithstanding that members are nominated/elected/appointed by different constituencies, always serve the best interests of the University as a whole;
- Appreciate that the President is the primary spokesperson for the University and that the Chair is the authorized spokesperson for the Board.

Standard of Performance

Governors are expected to exercise a duty of care in discharging their responsibilities. They are expected to:

- Understand the University, its legislative framework, operating environment and financial condition;
- Attend and participate in Board meetings, prepare for Board meetings, maintain a strong attendance record, and be available to serve on at least one board committee;
- Demonstrate openness to others' opinions and a willingness to listen, contribute constructively to debate, be willing to raise tough questions in a manner that encourages open discussion, be an active, energetic and probing board member exercising critical judgment on policy and fiscal matters;
- Participate in Board orientation and continuing Board development; and
- Participate in periodic annual assessments of Board performance.

Qualifications & Competencies

The Ministry of Post-Secondary and Future Skills and Board ~~has~~have identified the following range of competencies/experience that should be reflected in the membership of ~~the Board~~post-secondary institution (PSI) board members:

- ✓Financial Expertise
- ✓Higher education with an emphasis on innovation
- ✓The law (as a profession or with background)
- ✓Audit and risk management
- ✓Property management and construction
- ✓Entrepreneurship
- ✓Marketing and sales

- ✓Public relations and communications
- ✓Connection to community (local, provincial, national, indigenous and Pacific Rim)
- ✓Connection to government
- ✓High-tech industry and development in BC, e-commerce, digital technology
- ✓Environmental management
- ✓Fundraising
- ✓Military affairs
- ✓Compensation and employee engagement
- ✓Governance
- ✓International
- Accounting
- Financial Expertise
- Investment Management
- Business Management
- Risk Management
- Real Estate/Property Management
- Communications
- Marketing
- Labour Relations
- Human Resources
- Construction
- Information Technology
- Cybersecurity
- Legal Expertise
- Industry/Sector-Specific to PSI
- Engineering
- Public Sector or Government Knowledge
- Community & Institutional Awareness
- Governance and Board Expertise
- Experience Designing and/or implementing equity, diversity, and inclusion initiatives/programs
- Tourism

Individual members should demonstrate one or more of these competencies to contribute effectively to the Board.

Additionally, members should have:

- An understanding of and appreciation for the distinct roles of the Board and management;
- Excellent verbal communication skills; and
- Ability to commit the time and energy to the work of the Board.

The Board is committed to reflecting the diversity of Canadian society in its membership.

Time Commitment

Board Meetings

- Currently, the Board meets face-to-face ~~five~~four times a year, normally for a full day.
- Additional conference call meetings may be called from time to time, including one such standing meeting in ~~May-late February/early March~~ to consider the ~~Audited Financial Statements~~draft budget approach for the coming fiscal year.
- The Board's practice is to schedule a one-day retreat once during the year.
- Some preparatory work is required to review meeting materials.

Board Committees

- Currently, the Board has four committees: Program and Research Council; Finance and Audit; Governance and Nominating Committee; and the Standing Committee on Appeals.
- Members are expected serve on one of the following committees of the Board and may be called on to serve as Chair of the committee: Finance and Audit Committee; Governance and Nominating Committee; or Program and Research Council. Normally, each of these committees meets four to six times per year.
- All governors who are neither employees nor students of the university are members of the Standing Committee on Appeals, which meets on an as-needed basis. The Chair of the Board is the Chair of the Standing Committee on Appeals.

Convocation

- Currently, the University convenes four Convocation ceremonies each year, two on one day in the spring and two on one day in the fall. Governors are invited to attend convocation and join the platform party.

Other

- Governors are invited to attend various other events, such as the University's long-service recognition tea, various fundraising events, Convocation dinner to honour the Board's award recipients, etc. Some of these are regular events; others present themselves from time to time.

Remuneration

Governors serve in a voluntary capacity without remuneration. However, expenses for travel, sustenance, and accommodation on University business are recognized at University-approved rates.

Approvals

28 September 2012
30 September 2013
22 June 2018



BOARD OF GOVERNORS

ROLE PROFILE | CHAIR AND CHANCELLOR

Position Title: Chair of the Board of Governors and Chancellor

Enabling Legislation: Royal Roads University Act (1996), Section 11

Last Review Date: June 22, 2018

Position Summary

The Board of Governors provides authority for the actions of Royal Roads University, as detailed in the *Royal Roads University Act*, including the exercise of appropriate duties and powers specified in the *University Act* of British Columbia. Such duties and powers include the management, administration, and control of the property, revenue, business and affairs of the university, except those duties and powers delegated to the President.

In establishing Royal Roads University through separate legislation, the Province of British Columbia created a unique university, one that offers programs solely in the applied and professional fields. Rather than the bicameral governance structure typical of traditional universities, with separate decision-making streams for administrative and academic governance matters and with a chair as the head of the board and a chancellor as the head of convocation, the government constituted Royal Roads University with unicameral governance. At Royal Roads, the Board essentially carries the responsibilities of a traditional university board and senate together (apart from those responsibilities specifically assigned to the President under the *Act*). To emphasize this, the *Royal Roads University Act* combines the two positions in one, clearly stating that "The chair of the board is the chancellor of the university." (S.11(1)).

Also unique to Royal Roads as a B.C. university is its ability to appoint two governors itself.

The Chair of the Board of Governors, who is also the Chancellor, stewards the Board through its activities, encourages reflective discussion on issues within the purview of the Board, and facilitates decisions and outcomes that ensure the ongoing success, independence, positive reputation and distinct culture of the University. The Chair ensures that decisions and outcomes are consistent with the *Royal Roads University Act*, and that the University remains aligned with the core purpose of offering programs solely in the applied and professional fields. The Chair, on behalf of the Board, manages the relationship with the President.

The Chancellor is the Chair of the Convocation and is responsible for conferring degrees and awarding diplomas and certificates granted by the University.

The position is a voluntary one of significant public service and prestige.

Primary Position Outcomes

Duties of the Chair:

Board Leadership and Management:

- Leads the Board in guiding and monitoring the strategic direction of the University and in providing executive oversight;
- Manages the affairs of the Board, ensuring that it is properly organized, functions effectively, and discharges its responsibilities appropriately;
- Presides over meetings of the Board, and sets meeting dates and agendas in conjunction with the President and Board Secretary;
- Encourages active dialogue and participation among Governors;
- Manages and mediates instances of board conflict between board members should any arise;
- Takes a leadership role in Board development and team-building activities;
- Participates in the orientation of new Governors;
- Recommends committee members and committee chairs to the Board;
- Participates as an *ex officio* member on all committees;
- Works with the Board Secretary to ensure effective administration of the Board;
- Authorizes documents and reports, and enters into agreements as required;
- Ensures an appropriate level of interaction between the Board and management; and
- Leads the search committee for a new President and renewal of the President's contract.

Liaison with the President:

- Acts as the primary liaison between the Board and the President, including the provision of coaching, counseling and feedback; and responding to the President's self-assessment.
- Supports the President in achieving his or her efforts to advance the University's mission, goals and core purpose; and
- Works closely with the President to ensure that strategies, plans and accountabilities are appropriately presented to the Board.

Duties of the Chancellor:

- Chair of the Convocation;
- Confers degrees granted by the University;
- Awards diplomas and certificates granted by the University;
- In consultation with the Board of Governors and the President, acts as champion for the university; and
- Such other duties as required.

Other Duties of the Chair and Chancellor:

- Actively participates in fundraising activities;
- Attends functions and events as appropriate;
- Acts as the spokesperson for the Board and as a spokesperson for the University as appropriate; and
- Such other duties as determined by the Board.

Determining the Chair:

The Chair of the Board of Governors shall be elected by the Governors from amongst the Governors

appointed by the Lieutenant Governor in Council for a term of up to three years, or until a successor is elected. The Chair may be re-elected for a second term, but may not hold office for more than six consecutive years.

The Chair may be removed from office by a resolution of the Board of Governors.

Desired Qualifications & Competencies

- Relevant experience in a leadership position;
- Previous experience on a Board, preferably in an executive capacity;
- An understanding of and appreciation for the distinct roles of the Board and management;
- Demonstrated ability to positively influence exchanges between various stakeholders;
- Previous affiliation with Royal Roads University (alumni, former cadet, donor, former employee), and/or background in an education environment at a university level;
- Professional background that relates to one of the Schools at the University;
- Proven record of achieving community and philanthropic support, and a willingness to provide leadership in fundraising activities as appropriate;
- Excellent verbal communication skills; and
- Ability to commit the time and energy to the work of the Board and regularly liaising with the President.

Time Commitment

Board Meetings

- Currently, the Board meets ~~face-to-face five~~ four times a year, normally for a full day. The meetings might be face-to-face, virtual or hybrid.
- Additional ~~conference call~~ meetings may be called from time to time, including one such standing meeting in ~~May to consider the Audited Financial Statements~~ late February or early March to discuss the forthcoming budget.
- The Board's practice is to schedule a one-day retreat once during the year.
- Some preparatory work is required to approve draft agendas, etc.

Board Committees

- The Chair and Chancellor is an ex officio member of all Board committees.
- Currently, the Board has four committees: Finance and Audit Committee; Governance and Nominating Committee; Program and Research Council; and Standing Committee on Appeals.
- Normally, each committee meets four to six times per year; supernumerary meetings may be called.

Convocation

- Currently, the University convenes ~~four~~ approximately eight Convocation ceremonies each year, ~~two~~ with up to four on one day in the spring and ~~two~~ up to four on one day in the fall. The Chancellor presides over all of these.
- The Chancellor also attends and participates in the following events held over the Convocation period:-
 - Indigenous Graduation Celebration Ceremony;
 - Student Awards and Honours Reception; and
 - a dinner held the night before Convocation to honour the Board award recipients.

President

- The Chair and Chancellor should be available for regular monthly meetings (or as needed) with the President (in person and by phone), in order to keep apprised of developing issues, and to serve as a sounding board and provide advice to the President. ~~The Chair and the President shall determine an appropriate meeting schedule.~~

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Other

- The presence of the Chair and Chancellor is required desired at various other events, such as ~~the University's long service celebration, various~~ University fundraising events, ~~Convocation dinner to honour the Board's award recipients, like the President's Garden Party~~ etc. Some of these are regular events; others present themselves from time to time.
- The President calls on the Chair and Chancellor ~~from time to time~~ on occasion to help make representation to government on University matters.

Remuneration

Governors serve in a voluntary capacity, without remuneration. However, expenses for travel, sustenance, and accommodation on University business are recognized at University-approved rates.

Approvals

First approved: 01 September 2009

29 June 2012

28 September 2012

24 June 2016

22 June 2018



Vice-President Academic and Provost Report
Report to the Board of Governors
 02 October 2025

GENERAL

- RRU held an alumni and recruitment event with Mount Royal University on July 8, 2025.
- Work is underway in collaboration with the Cascade Institute to map climate-related research and projects across the university.
- Replacement of our customer relationship management system hit a critical milestone on September 12 with the launch of Slate. The first phase involves putting the request for more information web form in the Slate environment and continuously modernizing our ability to engage with prospective students and support conversion.
- RRU Langford – John Horgan Campus classes started on September 2 with the launch of undergraduate certificates in applied environmental sciences, business and sustainability, and social sciences.
- VPA & Provost attended the European Association for International Education (EAIE) Conference, September 9-12.

LEARNING AND TEACHING

- The MGM program has worked with Career and Learning services to revise the Internship course delivery schedule to better coincide with seasonal hiring for Co-op roles in various organizations.
- The MGM program is reviewing course overlaps with the MBA program to identify potential efficiencies in delivery. Several course equivalencies were established as part of the MGM/MBA Dual Degree that will be beneficial for some Grad Certs that both programs can utilize. Further opportunities exist for student integration in online courses.
- Elizabeth Childs (Professor and Program Head, MALAT) hosted a [webinar](#) with Mary Burgess re: Designing for Neuroinclusive Learners. June 2025.
- Professional and Continuing Studies' (PCS) Global Learning & Language Centre delivered two Summer Leadership Academy (SLA) cohorts this summer. Summer Leadership and Winter Leadership Academy are now officially approved for credit transfer at Tokyo University of Technology; students receive two credits for the 2-week program.
- Recent highlights from Indigenous community programming delivered through PCS include:
 - **Nunavut:** PCS was awarded a contract to offer the [Namminigurniq Professional Project Administrator \(NPPA\) Program for Devolution](#) in collaboration with the Government of Canada, Government of Nunavut, and Nunavut Tunngavik Incorporated, and Sivummut Solutions (a consulting group specializing in human resource management, learning and capacity building, strategic planning, and community development in Nunavut. The contract amount is for **\$1,001,500**.
 - **Rupertsland Institute (RII):** A celebration event was held at Métis Crossing, bringing together learners, families, and community members for two days of activities and cultural events to celebrate completion of the Professional Project Administrator program (PPA).
- StrongerBC grant funding from Ministry of Post-Secondary and Future Skills is continued for 2025/26. Over 200 applications submitted as of August 11, with 44 approved and 40 in progress. Applications span Government Priorities and Transferable Skills, supporting workforce upskilling across diverse sectors.
- Highlights from Global Partnerships and Business Development (GPBD) include:
 - Hosted delegations from [National Taipei University of Technology](#) (MOU signed; discussions on exchanges, dual degrees, joint research) and Tokyo University of Technology (strengthened SLA recruitment and program collaboration).
 - Submitted proposals to Maple Leaf Educational Systems (MLES) and to Beifang International Education Group (BEIG) for dual language master's pathway programs.

- Explored new collaborations with Munich University of Applied Sciences, Lincoln University College (Malaysia), POLIMI Graduate School of Management (Italy), SLIIT (Sri Lanka), Inspire Sports Academy (Philippines), and the Consulate General of France (French+ Sciences Program).
- Engaged with San Mateo College of Silicon Valley and Mexican university leaders (Universidad de Monterrey, Universidad Panamericana, UBERO) to expand research, student exchange, COIL, and micro-certificate opportunities.
- Advanced exchange discussions with Taipei Tech (institution-wide agreement signed) and Nihon Kogakuin College (potential 2+2 in Tourism).

RESEARCH

- RRU has been selected as part of the cohort for the Dimensions initiative through the TriAgencies focused on EDI.
- Faculty of Graduate Studies and Research (FGSR) attended a schedule webinar with the Tri-Agency on July 21 in preparation for the Canada Graduate Research Scholarship that launched in early August.
- FGSR attended a NSERC 2025 Scholarships and Fellowships information session on August 26.
- Launched the 2026-27 Canada Graduate Research Scholarship – Doctoral competition (CIHR, NSERC, SSHRC): a call for applications has been submitted and applications are due to RRU in mid-October).
- Preparing the open the 2026-27 Canada Graduate Research Scholarship – Masters competition (CIHR, NSERC, SSHRC) and am awaiting official competition launch from the Tri-Agency.
- A total of 6.25 million in deferred revenue is confirmed as expected so far for FY 2025-26 in approved projects (as at September 1, 2025):
 - School of Business \$465,574
 - Cascade Institute \$3,439,993
 - Communication and culture \$79,040
 - Education and Technology \$35,566
 - Environment and Sustainability \$617,989
 - Humanitarian Studies \$353,862
 - Interdisciplinary Studies \$301,068
 - Leadership Studies \$195,000
 - Professional and Continuing Studies \$60,000
 - Research Services/Research Ethics \$516,102
 - Student grants \$187,458
- New projects since August 15 report:
 - Walinga, Jennifer – SSHRC Partnership Engage Grant with Rugby Canada for the project Toward a Cultural Transformation Playbook for Canadian Sport: The Case of Rugby Canada (\$24,540).
- Two Canada Research Chair positions in recruitment – in Changemaking; and Generative and Agentic AI and Reimagining Pedagogy.
- Participating in Capstone Extension Fee project: small working groups will be formed to review current business process and potential new business process along with technical options for a new detailed progress report that would accompany the extension request.
- **Catherine Etmanski** (School of Leadership Studies faculty) and **Amy Zidulka** (School of Business faculty) are launching an engaged research process to help build the vision for the new Centre for Creative Changemaking.
- **Jaigris Hodson** presented her work on Syndemics at the Sunbelt Social Networks conference in Paris France, June 26-29, 2025, where she also gave a short speech in memoriam of Barry Wellman. Her co-authored paper was accepted to the Journal of Social Media + Society: “Stop being so fkn soft”: Masculinity, politics and the acceptance of gender-based online violence myths among young Canadian men (DOI: 10.1177/20563051251358754/ ID: SMS-25-0704) in Social Media and Society.
- **Brooks, T., Gilpin, E., Webster, C., & Pete, S.** (2025). Choosing to be kin: The Emerging Indigenous Scholars Circle. *Journal of Women and Gender in Higher Education*, 1 – 15.
<https://doi.org/10.1080/26379112.2025.2501950>

- **matthew heinz** and **Jasmine Feather Dionne** were awarded the 2025 Allan Cahoon Global Advancement and Diversity Grant (\$4,000). The application was co-developed with a team of RRU staff from Human Rights and Accessibility, Diversity Action Group, CTET, Student Services, Student Engagement, Indigenous Education, and Research Services.
- The journal *Women & Language* has accepted a peer-reviewed book review by **matthew heinz** for publication in Fall 2025.

COMMUNITY ENGAGEMENT

- The Office of Research is in discussions with the City of Colwood to host a joint session for the community regarding biodiversity in the Colwood region this fall.
- matthew heinz was invited to read a selection of creative non-fiction and poetry at Pride in the Word, often billed as Canada's largest literary Pride event, July 3 in Victoria.
- WestShore Research Discovery Workshop: Danica Straith (Director, Community Learning Partnerships) hosted a workshop with regional municipal staff from The Highlands, Langford, Sooke, and View Royal to surface key research priorities to feed into Rob Newell and Brian White's graduate student research summer '25-26. Preliminary findings will be disseminated at the South Island Community Research Exchange at the WestShore Innovation + Start up Hub in November 2025. Danica also met with:
 - Town of View Royal's Director of Development, Leanne Taylor, to discuss community learning partnership opportunities;
 - Langford Local Leadership Table: Danica joined Langford's Mayor and Council and local WestShore; Leaders to discuss key functions of economic development;
 - Langford's Arts and Culture Strategic Advisory Committee; and
 - Vancouver Coastal Health's Director of Planetary Health and Emergency Management.

PEOPLE AND PLACE

- The Office of Research Ethics is pleased to welcome Stephen Hunter to the temporary position of Research Ethics Reviewer (to fill in for Liton Furukawa while she is working on her postdoctoral training award). Stephen has a research background in public health and has previously guided students through ethical review processes at VIU and University of Alberta.
- Gwen Campden has been seconded as Director, John Horgan Campus.



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

October 2, 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.
- The occupancy permit for the West Shore Initiative Phase 1 building, RRU Langford Campus, was achieved on August 5, 2025.

LEARNING AND TEACHING

- The Student Information System (SIS) and financial system (ERP) future state planning is proceeding with a draft strategy expected in Q3 2025/26. The University continues to engage with sector colleagues and the Province of BC on funding and collaboration opportunities.
- The Student Management Admissions Response Transformation (SMART) project is progressing with target deployment of Phase 1 October 2025, and additional functionality in early 2025/26 (Q4).

COMMUNITY ENGAGEMENT

RRU John Horgan Campus

- Construction of the first building is completed, and classes started September 2. The City of Langford has provided \$880K for the parking lot construction and \$75K for bike parking.
- License agreements for partner and member organizations utilizing the building have been submitted to all partners and participants.

PEOPLE AND PLACE

- For 2025/26 the University has received \$4.4M Routine Capital and Carbon Neutral Capital grant funds from the Province. 2025/26 projects work are focused on addressing deferred maintenance including building envelope and facilities systems upgrades and horizontal infrastructure such as electrical capacity and roads.
- 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
 02 October 2025

ADVANCEMENT

2025/26 Revenue KPI: \$4,000,000 | on track

- Cash Received (Outright Gifts & Pledge Payments), FYTD: \$1,502,942

Leading with Courage Campaign (6-Year Goal: \$50M by March 31, 2030)

- Cumulative Total Funds Raised: \$19,384,623

Major gift activity remains strong, with \$650,000+ in new commitments since June, supported by cabinet engagement and ongoing recruitment of three additional cabinet members. The Annual Giving Program completed two appeals: the John Horgan Entrance Award (\$100,000+ raised, with 65% of gifts from new donors) and Vision in Bloom (\$260,000+ raised, including a renewed two-year grant from TD Bank Group). Cumulative giving to the Military Heritage Fund has reached \$274,000, with 1,351 stones installed, concluding the pavestone program.

The [2024–25 RRU Foundation Annual Report](#) and Fund Reports were shared with 1,500+ donors, highlighting impact and accountability. Donor recognition is enhanced with new static and digital donor wall in Dogwood Building lobby, featuring both lifetime and annual giving. In July, the President's Garden Party brought together more than 160 donors, partners, and community members to celebrate philanthropy and RRU's Langford campus.

ENROLMENT FUNNEL UPDATE

Communications

KPI: 4M organic impressions | on track to exceed

Earned Media:

- **RRU Langford grand opening news conference:** More than 150 people gathered for a meaningful program that included an Indigenous blessing, remarks from Premier Eby, who cut a cedar "ribbon" with representatives of all institutional partners. Extensive media coverage with 11 stories generated, and coverage from CBC-BC and Black Press syndicated province-wide. Media generated AVE (advertising value equivalent) of nearly \$1M CAD.
- **Media pitching:** Media interactions continue to grow, with 400+ recorded between January and August—up 73% year over year. Notably, an average of 80% of these interactions were driven by our Comms team. Recent pitches include faculty experts speaking on summer wildfire season, student research on Indigenous knowledge around environmental spaces, and mis-and-disinformation about vaccines and how it can spread. RRU has logged 19 appearances in *Academica Top Ten* so far this year, the national newsletter that shares PSI news across the country.

Social media: All 2025 social media KPIs have been surpassed, including +46% impressions, +375% video views, and +86% interactions over 2024—with 5 viral posts and 40+ posts exceeding 10K views.

- **TikTok undergraduate channel:** In its first year, grew to 400K+ likes, 10.6K followers, and 2.4M views (80% aged 18–34 in Canada and the US). Despite being the newest account, we are outperforming most major Canadian universities and competitors such as York, Ottawa, Guelph, Western, Manitoba, Alberta, UVic, McGill, Camosun, Laurentian, UCW and we are on pace to reach Toronto and UBC. Of any university noted, RRU has the strongest engagement relative to its audience size.
- **Social Media ambassador program:** Is growing with 150 ambassadors in place (tracking to meet a target of 200 this fiscal) due to expanded classroom visits and custom campaign offerings for programs. Ambassadors are producing authentic and engaging social content in English, Spanish, and Portuguese.

Website and digital experience:

- Researching incorporating AI into SEO, exploring how to amplify RRU's presence in AI-driven discovery.
- Page upgrades underway for homepage, future students, menus, landing pages, student journey UX.

- Enhanced undergrad, RRU Langford web presence complete
- Giving page web presence now showcases *Leading with Courage* campaign to inspire donor engagement.
- International enrolment presence streamlined.
- Integrated KPI dashboards introduced for External Relations and the Critical Enrolment Team

Marketing

KPI: 200M impressions 2025/26 | on track

- **Brand and program advertising** (domestic and graduate focus): Bi-annual brand campaign “You’re ready for more” launched mid-April, strategically targeting key locations and demographics, primarily domestic, graduate prospects. Campaign goal: increase national brand awareness and reputation of RRU and drive engagement to RRU’s website. A key strategy involves retargeting where program specific ads (on Instagram or Facebook) are delivered to those who have shown interest in us by visiting our website. Targeted Search Engine Marketing (SEM) through Google search continues. **Results:** 65M+ impressions to-date, 117k viewers clicking through to our website, and 831 RMI (70% of inquiries are coming through program-specific pages, driven by marketing).
- **Undergrad marketing campaign:** Undergraduate ads (digital – Tik Tok and Meta, Out-of-Home, school posters) brought in over 12k users, 99% of whom were new, confirming strong reach to new audiences. **Results:** 4.4M impressions (May – June 2 application deadline), 22k viewers clicking through to our website, 283 RMI.

Recruitment

KPI: 23,000 prospects for 2025/26 | on track to exceed

FY25/26 activity plan forecasts **560+ events across 261 business days**, including **268 brand-level events** supporting undergraduate, graduate, and PCS programs. Team is on track to exceed all KPIs, fully staffed and in full swing for the fall recruitment cycle.

- **Undergraduate Recruitment:** Planned: **226 undergraduate-specific events**. Includes 9 weeks of PSBC travel (76 BC high schools), monthly undergraduate online information sessions, and 9 degree-completion sessions.
- **Graduate Recruitment:** Planned: **71 graduate-specific events**. Includes 32 sector conferences, monthly graduate online information sessions, and 35 program-specific online sessions. Note: Fewer in number than UG, but higher cost (thousands per event) and duration (2–5 days) compared to undergraduate (short, low-cost).
- **Domestic Presence:** Planned: **279 domestic events** (alumni, campus tours, college visits, community events, counsellor engagement, higher-ed fairs, online sessions, school visits).
- **International Presence:** Planned: **368 international events**, incl. **240 agent trainings**, 3 trips (Brazil, Colombia, Mexico), social media live events, school/college visits, fairs, conferences. High volume driven by cost-effective agent training; major markets (China, India) yield lower cost per event than domestic.

COMMUNITY ENGAGEMENT

Alumni Relations Update

The Lifelong Learning pilot, now in its second year, has engaged over 140 alumni and generated nearly \$110,000 in revenue since January 2024, with evaluation and promotion underway. Our [summer alumni newsletter](#) reached 20,873 recipients with a 50% open rate.

In July, we co-hosted a Calgary Stampede event with Mount Royal University, drawing 79 attendees and combining alumni engagement with student recruitment. Gatherings in Kelowna and Edmonton will take place in October. Alumni Changemaker Achievement Awards nominations open from September 15 to November 16.

Fall Signature Events

Completed

- **September 13–14** – Homecoming Weekend for 300+ ex-cadets attending three days of events

- **September 16** – Grand Opening newser of the John Horgan Campus, 200+ guests, community open house
- **September 17** – RRU Changemakers Speakers Series with Tanya Talaga with 200+ members of the public
- **September 28** – Apple Fest on Salt Spring Island: opened the RRU SSI site to 1,600 members of the public

Upcoming

- **November 6** – Indigenous Graduation Ceremony, Student Honours and Awards Reception
- **November 7** – Fall Convocation Ceremonies
- **November 11** – Remembrance Day Service, welcoming 1,500 members of the CAF and the public
- **December 4** – Celebrating U Service Celebration, People & Culture celebrating all faculty and staff

PEOPLE AND PLACE

Revenue generation

- **Tourism:** tour sales came in at over \$250,000, a 15% increase year over year. The season included opening of a small store, the current museum and offering of food services in the Castle basement bringing in more than \$3,700 in food sales and \$7,700 in retail during a 5-week pilot. Comprehensive retail strategy is in development, with plans to expand offerings at Hatley Castle and design new store merch that leverages RRU's natural beauty for 2026/27 season. Sales planning underway for holiday season events at Hatley Castle and seasonal tours for the community with a revenue target of \$50K.
- **Weddings:** wrapping a *very* successful wedding season, with the final two weddings of 2025 set for October 4. Marketing and sales strategies showing strong results and sales for 2026 are solid with 25 weddings contracted compared to 15 at this time last year.
- **Filming** interest also remains strong, with productions confirmed for fall 2025 and additional inquiries coming in for 2026. Both these budget lines have significantly exceeded their forecast this fiscal.
- **Event rentals:** The opening of RRU Langford is generating strong community interest in space rental. A competitive fee analysis is underway to establish booking parameters and rates. The City of Langford's Idea Fair on October 18 will be first external event, helping position the campus as sought-after venue.



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

PEOPLE AND CULTURE

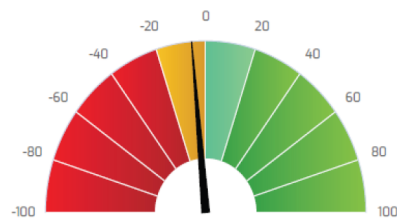
Employee Experience

In response to the 2024 Employee Engagement Survey, the executive team identified an action to better understand the underlying issues and gather timely, focused feedback from employees by running a Pulse Survey several times a year, in between the years we don't run a full Employee Engagement Survey. This approach allows the executive team to identify specific concerns and take targeted actions that demonstrate responsiveness and commitment to improving workplace culture.

The Pulse Survey has been open since June 30, 2025, and we have received 194 responses (39.4% response rate) 66 comments (13.4%). We plan to run another Pulse survey campaign in the Winter of 2026. The Pulse Survey has three targeted questions as seen in the table below:

Comparison between the 2024 Employee Engagement Survey and the 2025 Pulse Survey

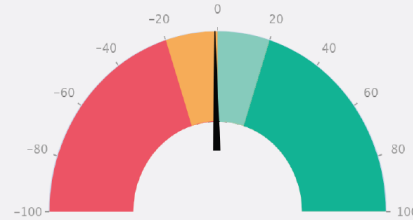
2024 Engagement Survey



Overall score: -5.6
Average response: 7

How likely would you be to recommend Royal Roads University to a qualified friend or a family member as a great place to work?

2025 Pulse



Overall score: -1
Average response: 7

On a scale of 0-10, how would you rate your current level of engagement? (Engagement is defined as an overall sense of being energized by and passionate about one's work, and dedicated toward one's workplace.)

Question	Result 2025	Result 2024	Actions
<ul style="list-style-type: none"> On a scale of 0-10, how would you rate your current level of engagement? (Engagement is defined as an overall sense of being energized by and passionate about one's work, and dedicated toward one's workplace.) 	<p>-1</p> <p>(with an average response of 7)</p> <p>*note this was a different question.</p> <p>Scale 1-10</p>	<p>-5.6</p> <p>(with an average response as 7)</p> <p>Scale 1-10</p>	<ul style="list-style-type: none"> P&C to send out high-level results to all employees. P&C to distribute comments that should be replied to on behalf of VPs with suggested messaging. VPs: to action engagement within their units. VPs: to review suggested messaging and provide any feedback. All execs: refer back to 2024 EE survey: enhance total rewards plan; formalize a volunteer policy, use SLF for training opportunities

<ul style="list-style-type: none"> Generally, I find my workload reasonable. 	4.1 Likert scale 1-6		Timeline Winter 2026
<ul style="list-style-type: none"> I am part of a team working towards a shared goal. 	4.7 Likert scale 1-6		<ul style="list-style-type: none"> P&C: launch Moving your voice forward campaign to report on actions taken

Total Rewards

- As part of the KPI from **The RRU People Plan** under Exceptional Employee Experience: Key Action Item #1 people and culture are revising the excluded RRU Compensation Philosophy and Plan. Updates are expected to be complete by the end of the year. In addition, People and Culture has convened a Benefits Committee to review our benefits packages.

Employee Recognition

Celebrating U is being held on December 4 this year. Last day to submit nominations by Thursday, October 2, 2025.

What's new this year?

- In response to feedback from our employees, we've added a **team award for Collaboration**, celebrating formal or informal teams, working groups or departments for their united efforts! There are a total of 9 award categories for employees to choose from to nominate their colleagues.

Human Rights and Accessibility Office (HRA)

Accessibility Audit

The first action item of **RRU's Accessibility Plan** was to conduct a comprehensive accessibility audit of RRU systems, practices and facilities to identify strengths and gaps. In the Fall of 2023, a six-week audit to assess our digital platforms including the student learning platform (Moodle) was conducted. Then in Dec 2024, an audit RRU's systems related to accessibility in learning, library services, employment, and procurement was conducted and report provided. The Head of HRA has shared this report with the Accessibility Committee, the Executive team, People and Culture, and the Accessibility Office. The next step is to distribute the report to the relevant offices, gather their feedback, and develop plans to address the gaps identified in the report.

Fall 2025 HHRA will lead a full accessibility audit with a comprehensive evaluation, report of gaps and recommendations for the John Horgan campus.

Intercultural Competencies Building Plan

In 2023, the HHRA and the EDI Manager in Research hired a consultant to help assess the intercultural capacity of faculty and staff and provide a report. To address the gaps identified in the report, the HHRA established the **Intercultural Competence Advisory Collective**, a multi-partner committee comprised of students, staff, faculty, and alumni. The main goal of this committee is to create the **RRU Intercultural Competencies Building Plan**. The timeline for completing the plan is as follows: June-August, research (assessment of gaps and a scan of best practices); September-October, drafting; November-January 2026, consultation with the community and key partners; and February 2026, activation of the plan.

Gender Diversity Toolkits

In 2023, the HHRA and the EDI Manager in Research hired TransFocus Consulting to assess our organizational culture, systems, and spaces regarding inclusivity in the ground of gender identity and expression, specifically as concerning trans and non-binary university members. In 2024, TransFocus issued a report that included a comprehensive list of recommendations. One of the key suggestions was to **develop toolkits to support trans and non-binary students and employees**. In the Spring of 2025, the HHRA established a multi-partner committee,

integrated by representatives from Student Engagement, Counselling Services, the Registrar Office and People of Culture, to develop two toolkits, one to support trans or non-binary students and another one to support trans or non-binary employees. The toolkits are intended to build capacity to understand unique or invisible challenges of trans and non-binary people at work; provide strategies for supporting trans people at different stages of their journey; and dispel common misconceptions involving trans and non-binary people.

The timeline for completing the plan is sequenced as follows: October 10, Final Draft of the Toolkits; October 13-November 14, consultation with the Vice Provost of Students and Academic Services and the Executive Officer and AVP People & Culture and community members (trans and non-binary employees and students); November 17-23: Incorporation of feedback provided in the consultation; First week of December: Informative session to present the toolkits to the community; and January 2026: Activation of the toolkits.

Health, Safety and Wellbeing

People & Culture have applied for, and received, the Mindful Campus Grant for the past 3 years. This grant has been instrumental in advancing key mental health supports at RRU.

Last year, we used the grant to support the following whole-campus initiatives:

- The successful launch of a peer-led student support program, including 10, six-week Major Project Support Working Groups.
- An on-campus sound bath event, our most well-attended wellness activity to date.
- Two deliveries of The Working Mind employee workshop.
- Delivery of the Emotional Intelligence Workshop for students and Preventing Burnout Workshop for employees from Workplace Strategies for Mental Health.

This year, with the grant, it's our goal to:

- Host a campus-wide mental health awareness event (e.g., sound bath)
- Deliver two sessions of the Working Mind – one for employees and one for managers.
- Develop training and resources focused on psychological health and safety to support teams.
- Offer an on-campus Wellness Fair, designed to bring students and employees together in an inclusive and engaging environment that promotes wellbeing, connection, and access to community resources.



PROGRAM AND RESEARCH (PRC) COUNCIL MINUTES

MEETING OF MONDAY, SEP 15, 2025

9:00 AM ZOOM

Voting Members: Philip Steenkamp (Chair), Veronica Thompson (Vice-chair), Paul Born, Gwen Campden, Bree Claude, Stephen Huddart, David Porter, Richa Sharma-Raisinghani, Scott Stinson, Lori Wanamaker

Non-voting Members: Jo Axe, Robert Mittelman

Regrets: Lorelei Parker

Guests: Alejandro Campos-Garcia, Tamara Leary, Roberta Mason

Non-Members: Eva Malisius

Administration: 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 also acknowledged new committee members **Stephen Huddart** (external member appointed to PRC on March 27) and **Richa Sharma-Raisinghani** (Lieutenant Governor in Council appointee to BoG and newly assigned member to PRC).

Finally, the Chair welcomed Lori Wanamaker, Board Chair, to her first PRC meeting.

M/S Campden/Porter Motion: To approve the agenda CARRIED

2. APPROVAL OF THE MINUTES OF PREVIOUS PRC MEETING FROM MAY 29, 2025 STEENKAMP

M/S Stinson/Campden Motion: To approve the minutes from the May 29, 2025 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 undergraduate diplomas in Business and Sustainability and Social Sciences have completed the Degree Quality Assessment Board's 30-day peer review process. The Graduate Certificate in Decolonizing Education Systems is preparing a response to peer review feedback received and the Graduate Certificate in Learning and Design has been submitted for peer review and will remain open for comments through October 9. The Chair noted that RRU, along with colleagues from other research universities in BC, continues to advocate for streamlining of the ministry's degree authorization processes.

4. STANDING ITEMS FROM PRC ANNUAL PLAN**I. Quality Assurance Processes****LEARY**

Tamara Leary, AVP Integrated Academic Planning and Strategic Initiatives, offered the following comments in addition to the detailed briefing note that was included in the meeting materials.

- Common themes in annual program reviews include interest in streamlining, to increase flexibility for students within and across programs, a continued commitment to Indigenize curriculum, to remove barriers, and focus on high quality programming.
- Work continues to refine processes and expand coordinated support for 5-year external program reviews. Data is now centrally produced and provided to the Program Heads and the terms of reference have been updated to clarify expectations for review panel members. Updates on commitments made from 5-year external program reviews will be captured in annual reviews going forward.
- A bi-annual call for new program concept proposals has been implemented to achieve a more coordinated, integrated approach to academic planning.

Additional questions/comments:

- Clarification was offered noting that the DSocSci program was piloting a course on academic writing and critical thinking based on student feedback and dissertation external reviewers' feedback identifying a need for a doctoral level writing support for students.

II. Student and Academic Support Services**MASON**

Roberta Mason, Vice-Provost, Student and Academic Services provided an overview of the Student and Academic Support Services available at the RRU Langford | John Horgan Campus and shared photos of the new campus including the Connection Desk, Student Commons, Counselling and Wellness Centre, and Career Centre. Gwen Campden has accepted a one-year secondment as Director, John Horgan Campus and will lead the creation of a welcoming, service-oriented environment.

Additional questions/comments:

- There is a wonderful buzz and positive energy at the new campus.
- The referral of non-RRU students to partner institutions has gone well thus far.
- RRU students are encouraged to explore both campuses.

III. Indigenization Plans**MASON**

R. Mason, on behalf of Russ Johnston, Director of Indigenous Education, provided an overview of the Indigenous Education Planning Framework. She noted the framework is founded on a great deal of community consultation. It centers Lekwungen Chiefs and Councils, Heron Peoples Circle, Indigenous Research Ethics and Indigenous Education Advisory Circle with Indigenous Education serving as the central hub for supporting engagement with Indigenous Peoples, communities, and organizations.



Additional questions/comments:

- *As a provincial institution, how is Royal Roads reaching out beyond the local community to engage with Indigenous peoples in other parts of BC?* This work is relationship based with our focus first on the local community, with the three Island Nations, and broadening out from there where relationships exist, or where we've been invited in or referred to communities to meet a particular need.
- Indigenous Education is currently working on the development of Land-based certificate (1 year) and diploma (2 year) programs.
- It was suggested that representatives from other communities be invited to join the Advisory Circle in order to broaden the conversation and include voices from areas where access to post-secondary education may be more limited.
- There are approximately 300 Indigenous students currently enrolled in RRU programs representing close to 10% of total student enrolment. In recent years, we have increased the number of Indigenous faculty members and focussed on weaving Indigeneity into all of our programs.

IV. Human Rights and Accessibility

CAMPOS-GARCIA

The Chair introduced Alejandro Campos-Garcia, Associate Director, Human Rights and Accessibility, to provide an update on the university's work in this area. He highlighted four priority initiatives:

Everyone Counts Census: The third edition of the Everyone Counts Census was launched in May 2024 to assess our demographic composition, identify representation gaps and determine the support needed to ensure everyone can thrive at RRU. There was a 70.98% response rate, the highest thus far, albeit short of the 90% target. The census is the primary tool at RRU to inform equity measures in employment. There will be two information sessions this fall to share out the results.

Accessibility Audit: In compliance with the British Columbia Accessibility Act, RRU drafted and activated its first Accessibility Plan in 2023. Since then, two audits have been done to assess our digital platforms, systems, practices and attitudes towards learning, faculty support, library services, employment, and procurement. The report of the second audit has been shared with the Accessibility Committee, the Executive, and People and Culture and will be distributed to specific units next to gather feedback and design plans to address gaps.

Intercultural Competency Plan: A comprehensive assessment of the intercultural competencies in key units of the university was conducted in 2023. The assessment provided a profile of RRU's range of intercultural capacity and offered us insights into strengths and areas for further learning and development that we need to address. In the spring of 2025, an Intercultural Competence Advisory Collective was established to build a university-wide plan to enhance intercultural competencies to foster long-term cultural change. The plan will include five main areas of interest (learning and student support, research, employment, communications, and external relationships), calls to action, governance suggestions and timeline for implementation with a draft expected to be completed by this fall.

Gender Diversity Toolkits: In 2023, an audit of gender diversity inclusiveness at RRU was conducted which covered dimensions such as facilities, campus grounds, record management, and policies/guidelines/practices. One of the recommended actions was the development of toolkits to support trans and non-binary students and employees. A committee was formed in early 2025 to design the toolkits intended to build capacity, provide strategies and dispel common misconceptions. Consultations on a final draft of the toolkits is expected to begin soon with a goal to implement them in January 2026.

Additional questions/comments:

- The reframing of this work under Human Rights and Accessibility is rooted in legal frameworks.

5. REPORT FROM ACADEMIC COUNCIL

THOMPSON

V. Thompson noted that two Academic Council meetings had taken place since PRC last met. At the July 2, 2025 meeting, 175 graduands were approved to cross the stage at Fall convocation. Additional information on the activities of Academic Council were included in the meeting materials.

No member questions/comments.

6. NEW BUSINESS

I. 3-Year Action Plan (2024-2027) Update

STEENKAMP

The Chair provided an update on the 3-Year Action Plan (2024-2027) looking at YTD results, progress, and key performance indicators (KPIs). The rolling plan is grounded in two core value areas (Climate Action Leadership and Indigenization) and includes actions under six priority areas. Of the 33 actions scheduled for completion by September 30, 2025, 73% are fully complete. These include stretch goals that we will continue to work towards completion of for as many as we can.

Actions achieved, near-complete and still underway were discussed for each of the six priority areas:

- i. Engaged and Aligned University
- ii. Optimal Structures and Simple and Effective Processes
- iii. Competitive, Responsive, and Accessible Programs
- iv. Vibrant and Sustainable Place
- v. Productive and Profitable Partnerships
- vi. Nationally Recognized Brand

The Executive Team met in August to review the action plan and will share the actions identified to be added to the plan for 2027-28 with PRC at the next meeting.

In reviewing KPIs and the current fiscal year Q2 forecast, the Chair highlighted the following:

- Student enrolment is projected to be 2548 full-time equivalents (FTEs) by year end which is up from last year (2058) albeit below target (2680).

- Liquidity adequacy measure will exceed target and is forecasted at 23% (% cash and investments to operating expenses).
- Research revenue will be above target and we are on target for advancement/fundraising.
- Attrition stable at less than 5% and considering replacing this measure with a conversion rate from applicant to admit.
- Looking for year over year improvement for career progression, employee engagement and brand recognition measures.
- Also tracking the number of indigenous faculty members (currently 6) and GHG emissions reductions.

Additional questions/comments:

- Acknowledgement expressed for the significant work underway.
- Increase in enrolment largely due to international off-shore FTEs at the RRU RAK campus.
- Both domestic and international partnerships intended to drive enrolment.
- Recruitment for the John Horgan campus is in full swing for 2026.

II. Academic Program Optimization Committee Report Outcomes

THOMPSON

V. Thompson presented an update on the Academic Program Optimization Committee (APOC) report along with a summary of outcomes. A detailed breakdown by program and next steps are captured within the briefing note included in the meeting materials.

The review of 24 master's programs was carried out by the Academic Offerings Working Group (AOWG), made up of representatives from across the academic portfolio, plus three faculty members. The committee looked at enrolment data and trends and gathered qualitative data from consultations with faculty and staff to understand the context and potential impacts on student enrolment for each of their programs. Faculty then came together to discuss components of the student experience from a pedagogical perspective and program opportunities at an Academic Planning Session in May. Finally, T. Leary and Robert Mittelman, met with Program Heads to discuss the implementation of outcomes.

A review of undergraduate programs and graduate certificates is planned next. It is expected that these measures will open some capacity for potential new programming areas where there is demand and alignment with ministry priorities.

Additional questions/comments:

- Seeing more demand for fully online programs.
- Acknowledgement of the hard work faculty have put in to develop these programs over the years and that there is also recognition of the need for making these decisions.

III. Strategic Enrolment Management Plan Update

LEARY

T. Leary provided an update on the implementation of the Strategic Enrolment Management Plan launched in the fall of 2024. Overall, the implementation of the plan is on course with several goals achieved, others in progress, and new tactics have been added to assist in reaching our goals. A briefing note was included in the meeting package with details on progress made towards goals in each of the three priority areas: 1) Student Enrolment and Retention, 2) Academic Programming, and 3) Indigeneity. In addition, the terms of reference for the Strategic Enrolment Steering Group and working groups were reviewed at the June retreat with updates to memberships, meeting timelines and mandates.

No member questions/comments.

7. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

STEENKAMP

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

- Classes started at the RRU Langford | John Horgan campus on September 3 and the official opening is September 16. The event will be attended by the Premier and includes the unveiling of a commemorative plaque.
- The RRU Ras Al Khaimah campus in the United Arab Emirates opened at the end of April.
- Planning is underway for delivery of RRU programs at Mount Royal University in Calgary.
- Community consultations ongoing regarding programming on Salt Spring Island with Apple Festival to be held next on September 28.

No member questions/comments.

8. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST

THOMPSON

The Vice-President Academic and Provost provided a report in the meeting materials and noted that highlights from the report were covered across the meeting today. In addition, work to advance the Climate Action Plan (2025-2030) is underway.

Additional questions/comments:

- The VPA clarified that marketing support is needed to promote and raise awareness of RRU's StrongerBC Grant funded programs among prospects. R. Sharma-Raisinghani offered support for engagement with the Ministry of Post-Secondary and Future Skills as required.

9. MEETING ADJOURNED

11:52 AM

Motion to adjourn Steenkamp

NEXT SCHEDULED MEETING – THURSDAY, NOVEMBER 20, 2025

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: October 2, 2025

AGENDA ITEM: Prevention and Response to Sexual Violence and Misconduct
Advisory Committee Report 2024-25

SPONSOR: Philip Steenkamp, President and Vice-Chancellor

PURPOSE: For Information

Synopsis:

The Board's [policy](#) on Sexual Violence and Misconduct requires annual reporting to the Board of Governors on the work of the university in support of the objectives of the policy. The 2024/25 report from the Prevention and Response to Sexual Violence Advisory Committee was reviewed by the Governance and Nominating Committee at its meeting of September 18, 2025, and is now being shared with the board in fulfilment of these reporting requirements.

Background:

RRU's policy on Sexual Violence and Misconduct, originally approved by the Board of Governors in March 2017 and updated in June 2024, affirms the university's stand against sexual violence and misconduct in the university community and provides guidelines describing the commitment to prevent and respond to these events. RRU has an advisory committee on Prevention and Response to Sexual Violence and Misconduct, formed in 2018, that meets quarterly to identify and recommend strategies to improve policies and processes in relation to sexual violence awareness, prevention, and response, and prepares an annual report. Under this policy, RRU's President is responsible for reporting out to the Board of Governors annually.

Recommendation:

That the Board of Governors receives the report for information.

Attachment:

1. Prevention and Response to Sexual Violence and Misconduct Advisory Committee Report 2024-2025

August 2025

Prevention and Response to Sexual Violence at Royal Roads

Report of the Advisory Committee – 2024 - 2025

The Advisory Committee

Royal Roads works to prevent sexual violence and misconduct and to respond to disclosures and reports sensitively and respectfully. While this work is carried out by a range of operational units that come together in a community-based approach, a standing advisory committee supports this work by identifying and recommending strategies to improve policies and process related to awareness, prevention, and response. The list of members of the 2024-2025 Advisory Committee is included as Appendix A.

Advisory Committee Activities

The Advisory Committee meets a minimum of four times a year in keeping with its terms of reference. Action notes of the four meetings held in 2024-2025, and all previous meetings, are posted on the [Preventing & Responding to Sexual Violence SharePoint site](#). Over the course of 2024-2025, the Advisory Committee worked to serve its mandate to make recommendations to continually improve processes and support for those involved in matters related to sexual violence and misconduct and ongoing work to raise awareness and educate our university community. This year the Advisory Committee oversaw a variety of initiatives:

- In the spring of 2024, Royal Roads staff and students assisted in the testing of BCampus' new online modules for preventing technology-facilitated sexual violence. 16 individuals participated.
- In the fall of 2024, Royal Roads launched a new process for *Safe Disclosure* which allows for the collection of anonymous disclosures. This process also included a review of our sexual violence prevention and response web presence; updates were made for mobile readability.
- *Following the launch of the Safe Disclosure Form*, a working group was established to help build awareness within the RRU community about the new tool. This resulted in the creation of two stand-up banners that can be used during new student orientations, community events, and sexual violence prevention month, as well as the purchase of branded notepads to use as student giveaways. The banners and notepads have a QR code that links to the *Sexual Violence Prevention and Response page*.
- In the winter of 2025, Royal Roads participated in the Ministry-led *Student Perceptions of Sexualized Violence* survey, 116 students completed this survey.
- In the winter/ spring of 2025, Royal Roads worked in collaboration with Victoria Sexual Assault Centre to offer workshops for staff, faculty and students on how to receive a disclosure of sexual violence or misconduct.

The Committee regularly reviews take-aways from disclosures and reports made in the interim since the previous meeting and recommendations for changes are made to continuously improve communications, procedures, and direct support. The communication action plan was reviewed, revised, and implemented, as it is each year as well.

August 2025

Disclosures and reports

One disclosure and one report were received in 2024-2025 for a total of two incidents. The disclosure was categorized as online harassment, and the report was categorized as harassment and assault. Both survivors were female students and both respondents were male students.

Disclosures and Reports Received

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Disclosures	7	2	6	4	5	2	3	1
Reports	0	3	1	3	0	1	1	1
Total	7	5	7	7	5	3	4	2

Priorities for 2025 – 2026

During the 2025-2026 fiscal year the Advisory Committee will continue to serve its mandate to continuously improve processes and support, and raising awareness, educating, and training our university community. In particular, as we transition to offering first-year on-campus undergraduate programming in the fall of 2025, we will be giving special attention to how we support a culture prevention and response with a younger demographic. As we open the new John Horgan campus, where our new undergraduate programming will take place, we will take time to consider how the work of this committee overlaps with the work of our partner institutions.

The Advisory Committee will also conduct a review its Terms of Reference within the 2025-2026 fiscal year.

August 2025

Appendix A: Prevention and Response to Sexual Violence & Misconduct

2024 – 2025 Advisory Committee Membership

- Alejandra Chacon – Gallardo (RRUSA)
- Ashley Richards (Board Governance)
- Brie Deimling (Human Resources)
- Catherine Etanski (RRUFA)
- Emilija Tovirac (Campus Services)
- Gina Williams/Rebecca Lumley (People and Culture- co-chair)
- Gwen Campden (Student Success)
- Jenn Rathwell (Communications)
- John Stewart (Student Engagement)
- Heidi Fricker (Graduate Student Representative)
- Kyla McLeod (Student Services)
- Kristina Sviderskyte (Associate Faculty)
- Maddy Gareau (Communications)
- Neil Ross (CUPE Local 3886)
- Pieter Bosma (CUPE Local 3886)
- Rob Cox (Operations – Security)
- Roberta Mason (Student & Academic Services – co-chair)
- Sarah Chettleburgh (Student Success)