

Board of Governors - Open Session



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

Executive:
Susan Gee
Alex Kortum
Debora Linehan
Rebecca Lumley

Administration:
Ashley Richards (recording)

March 26, 2026 09:35 AM

Agenda Topic	Presenter	Time	Page
1. Call to Order and Welcome	Wanamaker	09:35 AM-09:39 AM	
2. Approval of the Agenda MOTION: That the agenda be approved as distributed.	Wanamaker	09:39 AM-09:40 AM	
3. Approval of the Minutes MOTION: That the minutes of the open session of the 11 December 2025 Board of Governors meeting be approved as distributed.	Wanamaker	09:40 AM-09:41 AM	3
4. Report from the President For information	Steenkamp	09:41 AM-10:01 AM	
REPORTS FROM COMMITTEES			
5. Program and Research Council	Steenkamp	10:01 AM-10:09 AM	
5.1 Report from Chair For information	Steenkamp		
5.2 New Program Approvals from Academic Council For information	Linehan		

6.	Finance and Audit Committee	Holt	10:09 AM-10:29 AM	10
6.1	Report from the Committee Chair For information	Holt		
6.2	2026/27 Operating and Capital Plan For information	Holt/Kortum		10
7.	Governance and Nominating Committee	Benty	10:29 AM-10:34 AM	11
7.1	Report from the Committee Chair For information	Benty		
7.2	Honorary Degrees Policy - Review MOTION: That the Board of Governors approve the Honorary Degrees policy as presented in Attachment 1.	Benty		11

EXECUTIVE TEAM REPORTS

8.	Report from the Interim Vice-President Academic and Provost For information	Linehan	10:34 AM-10:40 AM	15
9.	Report from the Vice-President Finance and Operations For information	Kortum	10:40 AM-10:46 AM	18
10.	Report from the Vice-President External Relations For information	Gee	10:46 AM-10:52 AM	19
11.	Report from the Executive Officer & Associate Vice-President, People and Culture For information	Lumley	10:52 AM-10:58 AM	22

CONSENT AGENDA

Wanamaker

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

12.	Consent - Approval Items None	Wanamaker	10:58 AM-10:59 AM	
13.	Consent - Information Items For Information	Wanamaker	10:59 AM-11:00 AM	25
13.1	Draft PRC minutes of the 5 March 2026 meeting of the Program and Research Council			25
13.2	PRC Annual Plan 2026/27			29
13.3	Process for Board Approvals Between Meetings			30
14.	Adjournment of Open Session			

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

**11 December 2025
Colwood Campus | Sequoia Building, Boardroom 411 / Zoom**

PRESENT	
Board: Lori Wanamaker, Board Chair & Chancellor Philip Steenkamp, President & Vice-Chancellor Christina Benty Gwen Campden Curtis Clarke Catherine Holt Eva Malisius Jeffrey Nicholls David Okpi Jody Thomas	Administration: Susan Gee Rebecca Lumley Alex Kortum Ashley Richards (recording) Guests: Elizabeth Childs Tamara Leary Robert Mittelman Robin Mueller
REGRETS	
Richa Sharma-Raisinghani	

1. Call to Order and Welcome – 9:00 a.m.

The board chair welcomed members and acknowledged that Royal Roads University's (RRU) campuses are 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. She called upon the governors to declare any conflicts of interest, real or perceived, that they may have. None were declared.

The meeting was Lori Wanamaker's first meeting as board chair and chancellor, and she reflected on the exceptional experience for learners that RRU offers. The chair noted that David Okpi is the new student-elected member of the board, and he will receive a formal introduction later. She offered thanks and holiday wishes to the Board of Governors and the RRU community.

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 (Benty/Clarke)

That the agenda be approved as distributed.

CARRIED

3. Approval of the Minutes

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That the minutes of the open session of the 02 October 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:

- **Board Chair and Chancellor:** President Steenkamp welcomed L. Wanamaker to the role, highlighting that she is one of the first alumnus chancellors.
- **Indigenous Graduation:** The Indigenous Graduation Celebration Ceremony was held **November 6** and provided an occasion for storytelling and celebrating the transformative nature of RRU's programs with family and friends.
- **Convocation:** Was held on **November 7** and saw the convocation of 520 students throughout three ceremonies, with several student awards recognized.
- **Community Events:** A Town Hall was held on **December 2**, and the community Celebrating U event was held on **December 4**, which recognizes the service of employees from five to 35 years at RRU and celebrates Changemaker Award winners.
- **John Horgan Campus (JHC):** An undergraduate open house was held at the JHC. President Steenkamp recently met with the presidents and principal partners as per the requirement within the collaboration agreement to meet annually and review governance elements for the JHC. They also discussed the campus' progress and programming plans and opportunities for the next year; this included potentially collaborating on programming, with one area being Indigenous land-based curriculum with RRU leading. An MOU has been signed with School District 62 regarding dual credit programming.
- **Government Relations:** On **October 9**, President Steenkamp and other presidents of the Research Universities' Council of British Columbia (RUCBC) met with Premier Eby and ministers about advancing a shared prosperity agenda to discuss the role that universities can play in advancing the government's economic plan and agenda at a national and international level. President Steenkamp has attended meetings at Government House with the new Lieutenant Governor, who has also toured campus as well. There have been meetings with MLAs and the Cascade Institute throughout October. The provincial government announced on **November 25** a review of the postsecondary education system to look at the sustainability of the system. The review will be headed up by Don Avison, KC, who President Steenkamp will be meeting with, and on **December 12** the RUCBC presidents will be meeting with him to discuss the review. On **November 28**, President Steenkamp met with federal Deputy Minister Paul Halucha. Universities are now included in the infrastructure funding from the federal government and are invited to submit proposals around student housing. RRU is crafting a proposal, which will require some provincial matching.
- **Advancement Fundraising:** RRU's Giving Day was held on **November 26-27** as part of RRU's Leading with Courage Campaign, which is in its second year and has raised \$23M to date. The Giving Day campaign exceeded its target, raising over \$145k. On **December 10**, a breakfast event called Gathering of Visionaries was held at RRU as an opportunity to connect with current and

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former board members, honorary doctorate recipients, and fellows and share where RRU is going and its vision. The community engagement process on Salt Spring Island (SSI) has concluded, and a draft report is now ready, and on **December 5**, a dinner with SSI community leaders was held.

- **Waterstone Most Admired Corporate Cultures Award:** RRU received Waterstone Canada's Most Admired Corporate Cultures Award for the non-profit and broader public sector. President Steenkamp expressed thanks to the RRU community, acknowledging the work of RRU's staff and RRU's alumni network, who share about RRU's culture.
- **Transnational Education:** President Steenkamp recently visited the RRU Ras Al Khaimah campus, attending a full-day symposium on **November 2** with industry groups to talk about reimagining leadership for a changing world. He visited the campus and met with students, faculty, and staff. He also met with the military attaché for the Gulf region, who is an RRU alum, at the embassy in Abu Dhabi. From **November 15 to 21**, President Steenkamp and Rob Mittelman, Dean of the Faculty of Interdisciplinary Studies, visited Sri Lanka and met with the Sri Lanka Institute of Technology, where RRU signed an MOU to explore a two-plus-two partnership model. He met with the new Canadian High Commissioner, Isabel Martin, for further context on the area, and also met with the senior economic advisor to the President at their request. From **January 29 to February 7**, President Steenkamp will be co-leading a delegation of 20 university presidents (partially funded by the federal government) to India to advance Canada's education brand and rebuild trust with India through high-level academic engagement. India is inviting international universities to establish branch campuses there.
- **Other Meetings:** President Steenkamp attended a full-day membership meeting of Universities Canada in Ottawa in **late October**, where they discussed the mission to India. While there, he also met with the Parliamentary Secretary to the Minister of Housing and Infrastructure and the Parliamentary Secretary to the Minister of Industry and Minister of Jobs and Families to get a sense of the government agenda. On **November 6**, he was a guest speaker at the University Vice-Presidents Network meeting at the University of Victoria, where the topic was about leaning in on national interests in the federal budget. On **November 26**, President Steenkamp was a guest speaker at the Probus Club of Oak Bay, where he spoke about higher education and rethinking university in a changing world. On **December 9**, he hosted a virtual meeting with the Ashoka Canada University and College Presidents to discuss how to get the best value out of the Ashoka campus designation. In the new year, RRU will be leading a meeting of change leaders from across the country to submit a SSHRC Connection Grant to host the next Ashoka education research forum at RRU.

Members discussed the volume of work the President undertakes between board meetings, and thanks was expressed to the staff at the John Horgan Campus, who are doing an excellent job in managing the scheduling, events, and planning for the five institutions located there.

SPECIAL BUSINESS

5. Spotlight on the University – Dean, Faculty of Interdisciplinary Studies

President Steenkamp introduced Robert Mittelman, Dean of the Faculty of Interdisciplinary Studies (FIS). R. Mittelman shared with members about his role as dean and the new FIS. FIS brings together the previous College of Interdisciplinary Studies, the Faculty of Management, and the Faculty of Social

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and Applied Sciences into one unified faculty. It will also move eight existing schools (Business, Tourism & Hospitality Management, Environment & Sustainability, Humanitarian Studies, Leadership Studies, Education & Technology, Communication & Culture, and College of Interdisciplinary Studies) into the following three new schools: School of Culture & Society, School of Leadership & Management, and School of Climate & Environment. The programs will live in overlap, aligning governance with the way that programs already work. The new structure provides a continuity of what was already offered but is now centred in an academic home where flexibility and interdisciplinarity are built throughout.

Board members provided comment on the reorganization, observing that opportunities present themselves during times of change. It was noted that there is still work to do internally to move through things more quickly as the reorganization progresses, and it was shared that an observed change is that faculty meetings are facilitating new conversation about the potential for collaboration and how to create something unique. An environment and space for innovation need to be fostered so that faculty ideas can be cultivated. Members remarked that the new faculty structure appears to be building the workforce of the future in a responsive, adaptive, and collaborative way. Regarding what the board can do to help, it was encouraged that members continue to attend to risk and provide support where they can. A member remarked that the board only meets quarterly and wondered if there was an alternative mechanism to ensure that approvals are not held up. The board chair committed to exploring processes in place to avoid administrative delays.

R. Mittelman left the meeting at 9:48 a.m.

The board chair took the opportunity to formally introduce the student-elected member, David Okpi, who is a doctoral student at RRU, and expressed gratitude to have him joining the board.

REPORTS FROM COMMITTEES

6. Report from the Program and Research Council

6.1 Report from the Chair

The council met on November 20. Tamara Leary, Associate Vice-President, Integrated Academic Planning and Strategic Initiatives, chaired the meeting in the absence of President Steenkamp and Veronica Thompson, Vice-President, Academic and Provost (VPAP). Key highlights of the meeting included an update to the council that the board previously endorsed the Academic Program Optimization Committee (APOC) Report and supported the recommended outcomes for implementation, and the 30-day peer review process for the Graduate Certificate in Learning Design has now been completed. Members received an update on the role and structure of advisory councils, as well as a review of post-secondary and workplace trends. A report from the Academic Council was provided, and members received presentations on RRU's participation in the second cohort of the Dimensions Recognition and the Master of Arts in Learning Futures (MALEAF). The acting chair highlighted progress made on the APOC report outcomes and the intent to proceed with a similar review of undergraduate programming. It was also shared that staff-elected governor, Gwen Campden, has been seconded to fill the director role for the John Horgan Campus. Detailed PRC minutes are included in the consent agenda.

PRC will next meet on March 5, 2026.

6.2 New Program Approvals from Academic Council

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There were no new programs to report.

6.3 Master of Arts in Learning Futures

T. Leary introduced Elizabeth Childs, Master of Arts in Learning and Technology Program Head, and Robin Mueller, Master of Arts in Higher Education Administration and Leadership Program Head, School of Education & Technology (SET) School Director, to present on the MALEAF. The MALEAF presents an innovative and creative approach to developing programs and presents an educational structure where multiple futures and ways of education can happen. It builds on the existing courses across the Master of Arts in Learning and Technology, Master of Arts in Higher Education Administration and Leadership, and Master of Arts in Educational Leadership and Management programs and is designed to be dynamic in a rapidly changing environment. It has a flexible structure, functioning on a stacking graduate certificate model, which will offer students an increased amount of entry and exit points from the program. It will provide six certificate options and two customized learning journeys so that students can choose which area(s) of the learning or education sectors they are interested in pursuing. While there are courses required for all students in the master's program, students could begin with a certificate and then apply to the master's afterwards. The focus is to foster and create conditions for students to build career-relevant skills. Given they are stacking graduate certificates, if the container is approved provincially, it will allow RRU to be more responsive in programming offered and nimbler in terms of meeting workplace needs. The program offers online community and support.

Board members remarked upon the alignment of the MALEAF program with RRU's values and the way in which it proposes to respond to the needs of the students. A governor offered to connect E. Childs and R. Mueller with a contact outside the university who informs the UNESCO model and who is a director at Northwestern University on learning and the economy.

MOTION (Malisius/Campden)

That the Board of Governors approve the Master of Arts in Learning Futures.

CARRIED

7. Report from the Finance and Audit Committee

7.1 Report from the Committee Chair

The committee met on November 27. It was shared that Governor Clarke is the new vice-chair of FAC. Key topics of presentation and discussion included the operating results, which provide good news; the Q3 forecast; meeting with the external auditors about their plan for the upcoming year; an update on the 3-Year Action Plan and revisions to board key performance indicators (KPIs); the capital investment plan and projects underway; an update on the McIntyre/Starko inquest, sharing that RRU has had a proactive response and has increased overdose awareness and response training; ongoing policy work updates, with the reviewed investment policy to come forward for approval in the next item; and the receiving of the enterprise risk management report.

FAC next meets on March 13, 2026.

7.2 Investment Policy – Annual Review

FAC met with RRU's investment manager, Todd Vaughn of TD Wealth Management Group, who has continued to provide RRU with good service. RRU's Investment Policy and accompanying Investment

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Governance Guideline and Strategic Investment Portfolio Plans are reviewed and approved by the board on an annual basis. FAC is not recommending any changes to the investment manager or any changes to the investment policy. It was noted that RRU and its Foundation both had strong performance returns.

MOTION (Steenkamp/Clarke)

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

CARRIED

MOTION (Holt/Thomas)

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

CARRIED

8. Report from the Governance and Nominating Committee

8.1 Report from the Committee Chair

The committee chair reported out that the committee met on November 27, where members received a report from the president, discussed the 2026 board retreat, planned for the annual board self-assessment, and discussed succession planning.

GNC next meets on March 12, 2026.

EXECUTIVE TEAM REPORTS

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

On behalf of the VPAP, T. Leary highlighted that the MALEAF program is proceeding through governance channels and that its submission to the Degree Quality Assessment Board has already been made. She noted that they have continued to see great interest from faculty colleagues around different graduate certificates and concept proposals. Research highlights are included in the report, with lots of faculty members continuing to be actively engaged and sought after globally. It was shared that the addition and startup of the new institutional research team has been exciting.

10. Report from the Vice-President, Finance and Operations

Alex Kortum, Vice-President, Finance and Operations, shared that regarding information technology, they are continuing to coordinate with sector colleagues on the development of future safe planning for student information systems. A business case is being developed to have a shared service hosting model where medium and small institutions can draw down from a shared service offering. Internally, his team is undertaking a process mapping project, which will be complete in the spring, and then they will move the financial system to the cloud by the end of 2026, with enhancements to the current system.

11. Report from the Vice-President, External Relations

Susan Gee, Vice-President, External Relations, shared that her team is on track to meet its revenue goal for this year and is currently sitting at around \$2.4M in pledges and gifts. The media work going on with the digital team and communications team is going well, and the report lists the advertising

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value equivalents. The digital work is going extremely well, with six viral videos and 50 posts exceeding 10,000 views, and a 607% increase in video views thanks to the team's creative energy. In the website space, they are starting to get into the artificial intelligence piece and analysis of what that means for advertising and how people search to find RRU; it was shared that people are going less to Google and more to ChatGPT and other platforms like that. The campaigns are all going well.

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

Rebecca Lumley, Executive Officer & Associate Vice-President, People and Culture, expressed pride in the Waterstone Most Admired Culture award, sharing that some members of the adjudication panel are CEOs who are RRU alumni, demonstrating that RRU's culture resonates with students and employees. She highlighted, under the health and safety heading, that 40 employees attended a Navigating Change in the Workplace session RRU put on. The high turnout indicates that employees are going through a lot of change personally and professionally. People and Culture are continuing to work with employees to support change and are hoping to set up a piece on navigating change on the U Learn hub for employees. The board chair remarked that it is important to support employees through change and to keep the workforce healthy, happy, and well supported.

Noting that it was the last meeting of 2025, the board chair expressed gratitude to the Board of Governors for their work over the year. She also recognized the contributions of faculty and staff, who should feel proud of all they have accomplished through a year of change, and expressed thanks to the learners as well. She wished everyone happy holidays and best wishes for the year ahead.

CONSENT AGENDA

PRO-FORMA MOTION

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

13. Consent Agenda - Approval items:

None.

14. Consent Agenda - Information items:

14.1 Draft PRC minutes of the 20 November 2025 meeting of the Program and Research Council

15. Adjournment of Open Session

The meeting adjourned at 10:30 a.m.

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 26, 2026

AGENDA ITEM: 2026/27 Operating and Capital Plan

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

PURPOSE: For Information

Synopsis:

Presentation of the Royal Roads University 2026/27 Operating and Capital Plan to the Board of Governors.

Recommendation:

That the Board of Governors receives the University's 2026/27 Operating and Capital Plan for information.

Attachments:

N/A

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 26, 2026

AGENDA ITEM: Honorary Degrees Policy – Review

SPONSOR: Philip Steenkamp, President and Vice-Chancellor

PURPOSE: For Decision

Synopsis:

The Honorary Degrees policy affirms the Board's commitment to recognize outstanding individuals and establishes criteria for the award. The policy is coming forward for review and approval as part of its regular review cycle.

Background:

The Honorary Degrees policy was last reviewed and approved by the Board of Governors in March 2022, at which time a section on the revocation of honorary degrees was added, with further minor editorial changes completed in 2024. The policy was reviewed by the Advisory Committee on Honours and Awards (ACHA) at its meeting of February 12, 2026, and Governance and Nominating Committee at its meeting of March 12, 2026. There are no recommended changes to the policy, other than an update to the date on the policy and date for next review, as demonstrated in the tracked changes version of the policy (Attachment 1).

Fit to Vision and Strategic Direction:

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

Risk Assessment:

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

Recommendation:

That the Board of Governors reviews and approves the policy.

MOTION:

That the Board of Governors approve the Honorary Degrees policy as presented in Attachment 1.

Attachments:

1. Honorary Degrees Policy – TRACKED CHANGES VERSION



Policy

ATTACHMENT 1

Title	Honorary Degrees		
Classification	Board	Oversight & Responsibility	Office of the President; VP Academic
Category	Education & Teaching	Effective Date	20226 Oct-Mar 026
Approval	Board	Policy No	1040

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

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

BOARD POLICY STATEMENT

The Board will approve the awarding of all Royal Roads University honorary degrees.

PHILOSOPHY

The Board believes that in recognition of outstanding individuals, it is appropriate to award honorary degrees.

PRESIDENT'S RESPONSIBILITIES

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

Based on Board-approved criteria, the President, working with a Board committee, will bring forward recommended candidates for Board review and approval. There should be evidence of broad support for nominations.

INFORMATION, ACTION AND MONITORING REQUIREMENTS FOR THE BOARD

The Board may approve honorary degree recipients, whose names shall be added to a pool from which the President may select for convocation ceremonies.

HONORARY DEGREES

The Doctor of Laws, honoris causa, is the university's highest honour and is awarded to individuals of significant merit who reflect the university's vision and values who have achieved a significant record of success and community service. The Board of Governors considers candidates with achievements in a broad range of categories, including business, public service, the professions, leisure and the arts, the sciences, voluntary service in the community, or service to the University of long-standing or exceptional merit.

Nominators must keep the nomination confidential including with the potential nominee, members of the RRU community, and the public. Board Secretariat will undertake due diligence by thoroughly screening nominations. Nominations may be put forward by present and past members of the Royal Roads University, such as: staff; students; faculty; associate faculty; board of governors; and alumni. Once approved by the Board of Governors, nominations will be held active for a period of three years, however, a candidate may be re-nominated or resubmitted for approval. Normally, there should be only one

honorary degree awarded at each convocation, with the potential of there being one awarded for each of the morning and afternoon ceremonies. Honorary degrees will be conferred at every convocation but not necessarily every ceremony. A balance should be considered between outstanding Canadians and international nominees.

CRITERIA

1. Nominees should be of exceptional merit who have made substantial contributions to society, nationally and/or internationally, including: visionary leaders and exemplary public figures; leading academics in all disciplines and interdisciplinary areas; community builders and philanthropists; public intellectuals and opinion makers.
2. Nominees' achievements should celebrate the university values (CARING, CREATIVE and COURAGEOUS) and serve as an inspiration and role model to our students, graduates, and our community.
3. Individuals nominated should reflect the diversity of society, including women, Indigenous persons, racialized group members and visible minorities, persons with disabilities, persons identifying as lesbian, gay, bisexual, transgender, and/or queer (LGBTQ), and others reflecting diversity.

ELIGIBILITY

1. Active members of faculty and staff at RRU are not eligible for honorary degrees. Retired members may, however, be nominated if no longer active.
2. Normally, an active politician should not be nominated for an honorary degree.
3. Current members of the Board of Governors or their family members are not eligible.
4. Only in exceptional circumstances will a degree be awarded in *absentia*.
5. Posthumous honorary degrees will not be awarded.
6. People who have already received honorary degrees from other institutions will still be considered.

NOMINATIONS

Nominations may be put forward by present and past members of the Royal Roads University community, such as staff, students, faculty, associate faculty, Board of Governors and alumni.

The Board of Governors considers candidates with achievements in a broad range of categories: business; public service; the professions; leisure and the arts; the sciences; voluntary service in the community; and service to the university of long-standing or exceptional merit.

The nomination deadlines are:

- May 1
- December 1

To submit a nomination, fill out the Honorary Degree nomination form and follow the submission instructions.

Nominators must keep the nomination confidential, including with the potential nominee, members of the Royal Roads community and the public. Once approved by the Board of Governors, nominations will be held active for a period of three years. Successful candidates will be informed in writing by the President of the decision to schedule the award, and nominators will only receive an update on the status of their nomination at this time. A candidate may be re-nominated or resubmitted for approval.

Documentation:

Nominations, with required documentation, may be submitted in confidence to the Board of Governors' Secretary (BoardofGovernors@RoyalRoads.ca). Items may be in a singular PDF package or sent as individual documents.

1. Completed nomination form
2. Resume or curriculum vitae of the nominee
3. Reasons for recommending the honorary award, consistent with the profile of individuals as outlined in the selection criteria: (approximately 2 pages)
4. Letters of support: minimum of two, but no more than four

REVOCATION OF HONORARY DEGREES

In situations where maintaining the honorary degree would be harmful to the University's reputation and/or is found to be in conflict with the University's values, the Governance and Nominating Committee may recommend to the Board the revocation of an honorary degree.

In such situations, the Advisory Committee on Honours and Awards, in its advisory capacity, will review and provide factual information to the Governance and Nominating Committee. The President and the Governance and Nominating Committee will review the information provided. If the committee decides in favour of revoking the honorary degree, that recommendation will be brought to the Board of Governors for discussion and final approval.

CONTACT

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

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

While not every nominee will be awarded an honorary degree, all submitted applications will also be considered for other RRU awards.

INTERPRETATION

Questions of interpretation or application of this policy or its procedures will be referred to the President whose decision is final.

REVIEW AND REVISION HISTORY

Date	Action
2006-Sep-08	Approved by the Board
2017-Mar-31	Revised – current published version
2021-Oct-12	Transfer to new template – no content change
2022-Oct-06	Revised
2024-Feb-15	Revised – minor editorial change
2024-Sep-17	Revised – minor editorial change
<u>2026-Mar-26</u>	<u>Reviewed – no content change</u>
Next Review	
<u>2025-Oct-06</u> <u>2029-Mar-26</u>	For review



Office of the Vice-President Academic and Provost
Report to the Board of Governors
26 March 2026

GENERAL

- **APOC Undergrad** report completed and submitted to Vice-President Academic and Provost (VPAP)
- **EQA Code of Conduct** for International Students reviewed and compliance confirmed
- **International Education Plan** update currently underway
- New **bi-annual call for new program concept proposals** issued
- New Major Project Extension process is up and running
- **Academic Strategic Plan** to be renewed/refreshed with support from the Program and Research Council and other university stakeholder groups
- **Academic Reorganization has concluded** and is cost neutral with no job loss. Execution of job postings will continue over the next month

LEARNING AND TEACHING

- **Professional and Continuing Studies**
 - **Enrolment Momentum:** 733 learners are registered for courses running between January and June 2026
 - **Revenue Pipeline:** Custom Learning delivery and forward bookings indicate a robust pipeline through June 2026, with confirmed schedules for public sector and Indigenous partners
 - **Workforce Development:** StrongerBC-funded programming remains a primary driver of registrations, specifically in government priority areas. New micro-credentials in Early Childhood Education Leadership (January 2026) and Marine Supply Chain Operations (February 2026) have been advanced
- **Global Learning and Language Centre:** The dual-language Master of Arts in Intercultural Communications launched in January with 38 students at the BCIT Burnaby campus
- Student Mobility and Scholarships
- **Exchanges:** Winter 2026 inbound exchanges include seven students across Bachelor in Business Administration, Bachelor of Arts in Professional Communication, Master of Global Management, and Master of Arts in Tourism Management programs
- **Indigenous Land Based Diploma Program** in revision with Curriculum Committee
- **Program and course development** continues for Undergraduate Diploma (year 2) in Social Sciences and Applied Environmental Sciences
- The **RRU Generative AI Community of Practice** met, discussing the opportunities and risks of using AI to provide accessibility affordances. Centre for Teaching and Educational Technologies Instructional Designers Jason Keddie, Simone Hausknecht, and Carmen Larsen developed and delivered a new faculty workshop: **AI Hands-on Sandbox Session**. In this online workshop, they led participants to test and experiment with different AI technologies and techniques relevant to teaching and learning
- Associate Director Ken Jeffery represents RRU as co-chair of the **BC Teaching and Learning council (BCTLC)** and has been supporting the planning of this year's annual general meeting to be held May 4-5. The BCTLC is a council comprised of all director-level leaders of Teaching and Learning Centres across BC and the Yukon
- **The Counselling and Learning Strategy** team has just launched a winter workshop series. Running between January 27 and March 26, there will be workshops on: Understanding Imposter Syndrome & Perfectionism, Understanding Academic Accommodations & Supports – Removing barriers for students, ACT for Depression & Low Mood, Overcoming Procrastination, Time Management and Emotional Intelligence
- The Counselling and Learning Strategy team been planning for *Bell Let's Talk Day* with events at both the [Colwood](#) and [Langford](#) campuses
- **RRU Three Minute Thesis (3MT)** will be held on March 30 and fifteen students have volunteered for the event

- **Master of Business Administration** – First and second residencies in January and February 2026 included live client cases (one with a Dragons’s Den contestant and immigrant and the other an award-winning local business) in a leadership course and in a capstone completion course
- **Master of Arts in Leadership** – Two residencies with land-based exploration and supported by Indigenous scholar in residence Dr. Michael Lickers
- **School of Communication and Culture** – Conference on communication and ethics with local and guest speakers
- **RRU Doctoral Residency Conference** – Over 80 doctoral students from Doctor of Business Administration and Doctor of Social Sciences hosted in February including a campus-wide presentation of research projects in various stages

RESEARCH

- A total of **\$6.67 million in deferred revenue** is confirmed as expected so far for fiscal year 2025-26 in approved projects (as at March 1, 2026):
 - School of Business \$485,161
 - Cascade Institute \$3,535,783
 - Communication and culture \$128,040
 - Education and Technology \$35,566
 - Environment and Sustainability \$636,679
 - Humanitarian Studies \$398,862
 - Interdisciplinary Studies \$330,953
 - Leadership Studies \$382,021
 - Professional and Continuing Studies \$60,000
 - Research Services/Research Ethics \$516,102
 - Student grants \$187,458
- New projects since December:
 - Homer-Dixon, Thomas (Cascade) - Accelerating Community Energy Transformation (ACET) - Sooke Depolarization (\$23,500)
 - Homer-Dixon, Thomas (Cascade) - Accelerating Community Energy Transformation (ACET) - Geothermal project (\$73,040)
 - Homer-Dixon, Thomas (Cascade) – Transition Accelerator – Ultradeep Geothermal project (\$50,000)
 - Manion, Kathleen & Childs, Elizabeth – SSHRC Partnership Engage Grant with WITS Foundation - Building Inclusive Classrooms Through Empathy, Equity, and Participatory Research (\$25,000)
 - Heykoop, Cheryl – Vancouver Foundation Participatory Action Research - Understanding and Transforming Cancer Care and Support with AYAs in Rural and Remote Communities through Meaningful Engagement and Co-Design (\$99,877)
 - Hamilton Page, Michelle – Post Doc – additional funding and extension of the Development of an Online Climate Action Community of Practice to Inform Extended Reality Pedagogy of Change with Robin Cox (\$15,000)
 - Heykoop, Cheryl – Rix Family Foundation – Co-Designing an Adolescent and Young Adult (AYA) Cancer Care and Support Program with Adolescents and Young Adults in British Columbia (BC) (\$100,000)
 - Brooks, Tasha – SSHRC Connection Grant – Reshaping Business Education: An International Indigenous Benchmark for Systemic Change (\$49,587)
- [Climate Network Map](#) launched February 4
- Research & Climate Action teams working together to develop an open-access course on Climate Justice & Equity
- 2025 Climate Change Accountability Reporting cycle (2025 calendar year) underway. For the 2025 calendar year projections, we anticipate a 25% reduction in total GHGs from the 2010 baseline, and an 82% reduction in emissions requiring offset.

Funded Equity, Diversity and Inclusion Projects Currently Underway:

- **New:** Developing intake pathways for human rights & bullying and harassment concerns and complaints – with the Office of Human Rights & Accessibility, People & Culture, IT, and external contractor Charter
- Institutional Transgender Inclusion Training – with the Office of Human Rights & Accessibility, and People & Culture
- Training Research Ethics Board in Ownership, Control, Access, & Protection of Indigenous Research Data – with Research Ethics, and the Research Ethics Board
- Rick Hansen Foundation Accessibility Certification – with Operations & Resilience
- Dimensions Self-Assessment Team – cross-departmental

Canada Research Chairs Program:

- Two Canada Research Chairs (CRC) in submission – Changemaking; and Generative and Agentic AI and Reimagining Pedagogy
- CRC Renewal for Dr. Rob Newell and Dr. Julie MacArthur in development
- Current active thesis students – 196
- Current active dissertation students – 135

COMMUNITY ENGAGEMENT

- Wassenas Consulting is on campus to revisit the “Wassenas Report” and make suggestions for RRU and Indigenous moving forward
 - Meetings were held with Executive, Emerging Indigenous Scholars, along with Indigenous Education
 - Dr. Shawn Wilson and Dr. Alex Wilson gave presentations to the RRU community
 - Consultation for the Indigenous Community Engagement Plan, Indigenous Land Based Program, Indigenous Education Plan and visioning the next 10 years for the Indigenous Education Department
- Brian White has accepted a position on the West Shore Biodiversity Conference planning committee, to be presented in 2027
- Applied learning partnerships continue to support practice-informed program design, particularly through:
 - Indigenous-led program development (Makgiaqta / Sivummut Solutions)
 - Organizational leadership programming (CRD - iLead; Government of Nova Scotia - Leading Complex Systems, Canadian Coast Guard - Developing Leadership Impact)
 - These initiatives are contributing to iterative curriculum refinement, particularly in leadership, systems thinking, and applied change
- The RRU Langford John Horgan Campus team raised \$2,300 for the Coldest Night of the Year fundraiser. The team of 17 walked 5km on Saturday, February 28 in support of the most vulnerable in our community
- The Innovation Centre activity is ramping up activity:
 - University of Victoria (UVic) administering an ideas conference for 50 health professionals from UVic and the health care industry
 - A network of 25 local entrepreneurs with their monthly meetings
 - Town of View Royal
 - Westshore Chamber of Commerce
- RRU and UVic co-hosted the first Career Café in the Career Centre at the John Horgan Campus
- School District 62 hosted 150 students with a health-related job fair that engaged Camosun and Justice Institute of British Columbia health programs

PEOPLE AND PLACE

- The Institutional Research Office is now located in Grant 159 with Academic Planning (Sherry Richards)
 - Jacyntha Spicer’s role has been updated to Director, Institutional Research Office
 - Two new staff members joined the Institutional Research Office:
 - Heba Beg, Data Analyst
 - Bill Buliziuk, Research Analyst
- City of Maple Ridge named [Royal Roads Internship Employer of the Year](#)



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

26 March 2026

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.

LEARNING AND TEACHING

- The Student Information System (SIS) and financial system (ERP) future state planning is proceeding. Request For Information from vendors after consultation with post-secondary institutions. The University continues to engage with sector colleagues and the Province of BC on funding and collaboration opportunities.
- Design phase to support migration of ERP to the cloud is in progress. Future state financial process planning is complete.
- Implementation of functionality to support Admissions in higher-ed focused Customer Relationship Management (CRM) solution initiated.

COMMUNITY ENGAGEMENT

RRU John Horgan Campus

- Construction of the first building is completed, and classes start on September 2. The City of Langford has provided \$880K for the parking lot construction and \$75K for bike parking.
- The parking lot is now 100% accessible and is utilized by students, faculty, staff, and the community. 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
 26 March 2026

ADVANCEMENT

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

- Cash Received (Outright Gifts & Pledge Payments), FYTD: \$3,362,777 (as of March 10, 2026)

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

- Cumulative Total Funds Raised: \$21,252,937 (as of March 10, 2026)

As we conclude Year 2 of the six-year *Leading with Courage* campaign, we have reached 43% of our overall campaign goal. Since December, the team has confirmed eight new major gifts totaling more than \$800,000. In addition, four further major gifts are currently in active discussion, representing a potential \$1.7M in additional funding that we are working to secure before the end of the fiscal year. Fundraising efforts continue to benefit from strong Campaign Cabinet engagement, including the recent addition of Richa Sharma-Raisinghani as a new Cabinet member.

Planning is also underway for several spring engagement and fundraising initiatives, including the release of the annual report, updates to the Colwood campus donor wall, the spring community appeal, a spring planned giving donor cultivation event, and the President's Garden Party.

ENROLMENT FUNNEL UPDATE

Communications

KPI: 250 news stories | exceeded at 300+ stories

KPI: 375 media interactions | exceeded at 500+ (Media stories summarized weekly on website, search "RRU in the Media" to view. Sample: [RRU in the Media | Royal Roads University](#))

Recent media highlights:

- **Strong local coverage of Memorandum of Understanding (MOU) with School District 62:** A brief media event held at the Colwood campus was attended by Langford and Colwood MLAs and print media such as the Times Colonist and Goldstream Gazette. [Royal Roads and Sooke School District 62 sign MOU for dual credit | Royal Roads University](#)
- **Storytelling spotlight on alumni and student experience:**
 - A series of stories based on Bachelor of Business Administration student testimonials is running from January to March.
 - A series of stories about notable Master of Arts in Leadership alumni will run throughout 2026.
 - Strong themes are emerging around the support students experience at RRU, the life-changing impact of the programs, and the skills they developed through their studies.
- **Focus on partnership announcements:** Communications has implemented a standard approach for partnership and pathway announcements that includes internal announcements, media outreach, and targeted pitching. The strategy is generating visibility, with Academica Group's *Academica Top Ten* featuring all Royal Roads' 2026 announcements to date, including agreements with O.P. Jindal Global University, the Sri Lanka Institute of Information Technology, and National Taipei University of Technology.

KPI: 4M organic impressions | exceeded at 8M

Social media:

- All annual KPIs significantly exceeded.

- President's LinkedIn page showing strong results with steady follower growth and posts receiving 10K+ impressions; in particular, a series on the Universities Canada Mission to India, including 5 posts and video, received high level of engagement (profile views up more than 21%) and appreciation from public, RRU community, and partners.
- Digital communications continue to support recruitment efforts with Tik-Tok-driven events developed as alternatives to webinar style info sessions to better reach target undergraduate audiences. A TikTok Live hosted at Hatley Castle March 11 was attended by 374 prospects and featured Undergraduate Education Specialists sharing information and answering questions in real time.

KPI: 200 social media ambassadors | exceeded by 10% at 220

Social Media Ambassador Program: A full review of first full year and updated strategy to begin April 1.

Digital portals: Complete refresh of international digital recruitment portals underway to ensure program info, messaging and brand is aligned and accurate for prospective students abroad.

Website:

- Launched CRM-website integration to improve recruitment and enrolment automation.
- In-house Future Students project rolling out Q4/early Q1 in collaboration with IT including new homepage video banner, menu navigation, landing pages and user journey.
- Developed a new web presence for RRU partnerships.
- Launched the "Big RRU Reconnect" campaign page with Alumni Relations.
- Onboarded to TrendsNavigator with the Vice-President Academic and Provost Office to strengthen labour market insights for program outcomes.

Marketing

KPI: 200M impressions 2025/26 | Not yet achieved

- **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 RRU by visiting our website. Targeted Search Engine Marketing (SEM) through Google search continues. **Results: 100M+ impressions to date.**
- **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: 11M impressions to date.**

Student Recruitment

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

In 2025/26 FY, the Student Recruitment Team engaged in **647 recruitment activities** across 261 business days, including **375 brand-level events** supporting undergraduate, graduate, and Professional and Continuing Studies programs. The team is on track to exceed all KPIs.

- **Undergraduate Recruitment:** Delivered **254 undergraduate-focused events**, including 2 signature events (Open House, Counsellor & Educators' Day), 135 high school visits, 32 college visits, 27 fairs, 17 info sessions, 2 community events, 8 campus tours, and 6 counsellor/educator events, with remaining engagement through conferences, live social media, and other outreach.
- **Graduate Recruitment:** Delivered **85 graduate-specific events**. Includes 1 signature event (Virtual Info Day), 40 info sessions, 17 sector conferences, 10 live social media events, 10 fairs and 3 alumni events.

Note: Fewer activities compared to UG, but higher cost and duration (2–5 days) compared to UG (short, low-cost).

- **Domestic Presence:** Delivered **281 domestic events** (alumni events, fairs, college visits, community engagement, conferences, counsellor/educator events, high school visits, info sessions, etc.)
- **International Presence:** Delivered **366 international events**, including 207 agent activities, 3 in-market engagements (Brazil, Colombia, Mexico), conferences, high school visits, fairs, live social media events, etc.

COMMUNITY ENGAGEMENT

Alumni Relations

KPI: 167K interactions in 2025/26 | Exceeded at 328K interactions

The Lifelong Learning pilot, now in its second year, has engaged more than 200 alumni and generated over \$122,000 in revenue since January 2024. Our [winter alumni newsletter](#) reached 20,521 recipients and achieved a 48% open rate, reflecting strong engagement across RRU's alumni community.

Recipients of the 2026 Alumni Changemaker Achievement Awards have been selected through a committee process and will be formally announced during Alumni Weekend (May 1–2, 2026). Programming has been finalized and ticket sales launched for the event, which will feature Sheila Watt-Cloutier, a Nobel Peace Prize nominee and internationally recognized advocate for Indigenous and environmental leadership.

In early March, the team launched a 'Lost Alumni' campaign to update and strengthen alumni contact records, with more than 1,200 alumni responding to date. Preparations are also underway for the spring meeting of the Military Heritage Committee, which continues to support initiatives related to Royal Roads' military legacy and alumni connections.

Signature Events

Completed

- **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
- **March 12** – RRU Changemakers Speakers Series with Dan Riskin

Upcoming

- **May 1 & 2** – Alumni Weekend
- **May 26** – RRU Changemakers Speakers Series with Carol Off
- **June 4 & 5** – Spring Convocation Ceremonies and supporting events
- **June 19** – National Indigenous Peoples Day Celebrations

PEOPLE AND PLACE

Revenue generation

- **Tourism:** Work is underway to ready the campus for another busy tourism season. A comprehensive retail strategy is in development with plans to expand offerings at Hatley Castle and design new store merchandise for 2026/27 season. In partnership with Urasenke Tankokai Victoria Association, the University will hold public Tea Ceremony demonstrations in the Japanese Teahouse on the last Sunday of every month from May to September.
- **Weddings:** 2026 is a strong year for wedding revenue with 41 contracted weddings and a revenue target of \$600K. RRU will once again host the Champagne and Cake Wedding Show on April 19, partnering with leading industry professionals to showcase the venue to prospective wedding clients and planners. Targeted marketing initiatives, combined with a strong sales team, continue to drive results. Early indicators for 2027 are positive, with 10 weddings already booked, compared to 5 at the same time last year, demonstrating sustained growth and forward demand.



Executive Officer & Associate Vice-President, People and Culture

Report to the Board of Governors

26 March 2026

PEOPLE AND CULTURE

Workforce Planning

In February, the People and Culture team partnered with senior leaders across the University to implement a comprehensive workforce planning exercise. Workforce planning enables a more strategic and coordinated approach to staffing by aligning hiring decisions with institutional priorities, enrolment projections, and budget planning, rather than addressing staffing requests individually or in isolation. Through this process, **25 workforce plans** were completed across the institution, providing the Executive team with an enterprise-wide view of anticipated staffing needs and workforce changes within each portfolio. This work has informed planning for the coming year and supports alignment with the 2026/27 budget. Going forward, senior leaders will complete this exercise annually in November and December to better align workforce planning with the University's fiscal budget cycle and ensure a proactive, coordinated approach to managing our labour complement.

Employee Experience

The newly SharePoint U-Learn hub and Articulate learning platform, currently in development by the People and Culture team, will provide employees and managers with self-serve, on-demand training and resources. Together they will form the foundation of the university's employee learning framework, U-Learn. SharePoint will:

- Serve as the central hub that connects employees to learning resources and engagement opportunities across the university
- Organize information around the employee lifecycle, including new employee, employee, and manager or supervisor stages, helping individuals find resources relevant to their role and stage of employment
- Include a master calendar to improve transparency around campus initiatives and will integrate with Viva Engage to support collaboration, communication, and community building

Articulate will support the delivery of asynchronous training and allow the university to assign and track both mandatory and optional courses and learning pathways. This platform will support ongoing professional development while also helping ensure legal compliance and effective risk management.

As noted in our last report, **Royal Roads University has received the Waterstone Most Admired Corporate Cultures Award**, recognizing organizations that cultivate strong workplace cultures aligned with their values and strategic priorities! Rebecca Lumley will accept the award on behalf of the university at the Waterstone ceremony on March 31, 2026. In advance of the event, the Communications team has created a short video highlighting the university's culture and people, which will be shown during the ceremony, and they will also support communications afterward to share and celebrate the recognition with the broader community through social media and other channels.

Human Rights and Accessibility Office (HRA)

Several initiatives related to accessibility and inclusion are currently underway at the university:

- An accessibility audit of internal systems covering areas such as student support, employment, and other services has been distributed to People and Culture and the Accessibility Office, and their feedback has been collected. Work is now underway to address identified gaps, while the audit will still be shared with the Admissions Office and the Library. The accessibility audit of the John Horgan campus was completed in

Fall 2025, and an engineering assessment has been proposed to review the findings, with next steps currently on hold.

- An accessibility review of the Recreation Centre was completed in January following a request from Student Engagement, and discussions regarding next steps will take place with Operations and Resilience.
- Gender diversity toolkits for students and employees have been finalized and shared with project sponsors, and they are now with Marketing for formatting ahead of a Spring information session.
- The first draft of Royal Roads University's Intercultural Capacity Building Plan has been completed and will be shared with relevant offices this Spring to gather feedback on implementation, timelines, and governance.
- Work is also underway to develop a centralized intake system for human rights concerns, including bullying, harassment, safe disclosure, and sexualized violence, with the Discovery Phase expected to conclude by the end of March 2026. In addition, the Head of Human Rights and Accessibility coordinated a keynote speaking event for Black History Month with support from the Communications team.

Health, Safety and Wellbeing - Bullying & Harassment Prevention Program Update

The Bullying and Harassment prevention policy and procedures have been reviewed and updated to align with current industry standards. Key enhancements include:

- Clearer definitions of both informal and formal resolution pathways
- An expanded definition of bullying and harassment to capture the full spectrum of behaviours
- Strengthened language affirming RRU's obligation to advance the formal reporting process once a complaint has been submitted
- Supervisor accountability has been reinforced, with updated policy language emphasizing the responsibility to respond promptly to reports. Annual reviews will continue as required by WorkSafeBC

The People and Culture team has developed a comprehensive education and training program, and the team will implement the training to help build consistent understanding of the policy across the organization. All staff will complete on-demand asynchronous learning modules through Articulate, with annual completion tracked and recorded (ETA March 2026). Supervisors will participate in dedicated annual in-person training focused on their specific accountability and obligations under the policy (ETA April 2026). In collaboration with EDI and Research, additional prevention-focused sessions will also be offered to all employees, covering navigating difficult conversations and active bystander intervention.

Labour Relations

RRU and the RRU Faculty Association (RRUFA) have commenced bargaining as of March 10, 2026, for the renewal of the 2023 – 2025 collective agreement. Our unionized groups (RRUFA and CUPE) will be bargaining under the Balanced Measures Mandate and will work within the framework of a 4-year term with a 12% increase to wages (3% per year) and a flexi allocation of .2% in year 2 and year 4.

Across BC we are seeing several tables reach agreement. The most recent agreement is the BC Teachers' Federation (BCTF) who have voted to ratify their collective agreement, and the BC Public Service Agency has reached a tentative agreement with the Professional Employees Association (PEA). Both of these are based on the 2025 Balanced Measures Mandate.

Total Rewards

Great news for our excluded employees who have now received the news that the Public Sector Employers' Council has approved annual increases for April 1, 2025. Increases are as follows:

- Excluded classifications ADM-A through ME-B: up to 3.0%
- Excluded management classifications ME-C and above: up to 2.5%
- Executive positions: up to 2.0%

In accordance with provincial direction, the university is not permitted to provide increases beyond the approved percentages listed above.

People and Culture worked with the executive team to find other ways to recognize the significant effort and dedication demonstrated across the University. In acknowledgement of that commitment, and as part of our broader total rewards approach, and as a result we have introduced 2 paid Supplemental Wellness Days per fiscal year, effective April 1, 2026, on a go forward basis, for eligible excluded employees. These days are intended to support rest, flexibility, and overall well-being. For more information, please visit [Our People](#).

Our unionized employees continue to have access to their Wellness Accounts of up to \$600.00 per year to utilize towards health and wellness purchases such as gym memberships (including recreation centers, online and in-person fitness classes, and private trainers), prescription eyewear, chiropractic, physiotherapy, massage, and acupuncture above what is covered in our extended health benefits.



PROGRAM AND RESEARCH (PRC) COUNCIL MINUTES

MEETING OF THURSDAY, MAR 5, 2026

9:00 AM ZOOM

Voting Members: Philip Steenkamp (Chair), Paul Born, Gwen Campden, Stephen Huddart, Deb Linehan (Vice-chair), David Okpi, Lorelei Parker, David Porter, Richa Sharma-Raisinghani, Scott Stinson, Lori Wanamaker

Non-voting Members: Robert Mittelman

Regrets: Jo Axe, Tamara Leary, Zoe MacLeod

Administration: Ashley Richards, Sherry Richards (recording secretary)

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

Campden/Wanamaker Motion: To approve the agenda

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 **Deb Linehan** (Interim Vice-President Academic and Provost), and **Zoe MacLeod** (Dean, Partnerships and Professional Learning; absent), as well as outgoing staff-elected member to the Board of Governors, **Gwen Campden**. **David Porter's** term on PRC has been renewed for an additional 3 years, pending approval by the Board of Governors.

2. APPROVAL OF NOVEMBER 20, 2025 PRC MINUTES STEENKAMP CARRIED

Stinson/Porter Motion: To approve the minutes of the November 20, 2025 PRC meeting

3. BUSINESS/INFORMATION ARISING

I. Recent Board approvals STEENKAMP

The BoG approved the MA in Learning Futures at the December 11, 2025 meeting.

II. Status of degree approvals (DQAB) LINEHAN

Degree Quality Assessment Board (DQAB) deemed the **MA in Learning Futures** a new degree requiring an application and Minister's approval. They have also requested that RRU review the degree name given the norm in British Columbia is for a "Master of Arts" (MA) to include a thesis. As such, the proposal developers are accelerating plans to reinstate a thesis completion option as the MA is preferred over the suggested Master of Education credential. It will be submitted for peer review shortly alongside the **Bachelor of Science in Environmental Science 4-yr program** whose 30-day review period ends April 1.

4. STANDING ITEMS FROM PRC ANNUAL PLAN

I. Academic Strategic Plan (Update) LINEHAN

D. Linehan offered a verbal update on plans to refresh the recently expired Academic Strategic Plan, strengthening alignment with broader organizational goals and the 3-Year Action Plan. This is the next priority for the Academic portfolio with the reorganization now complete. A working group will be struck to move this initiative forward over the next couple of months and a draft will be brought to PRC for review and input. The five Is—*Indigeneity, Interdisciplinarity, Innovation, Integration and Inclusivity*—will be used as principles and the intention is to develop a focused, more actionable plan, centered around the following four broad goals:

1. Modern curriculum and academic policies
2. Enhanced teaching and research
3. Partnerships
4. Resourcing the Indigenous Education Plan

Discussion followed with members offering the following comments:

- Support expressed for a narrowed focus that will lead to a more achievable plan
- Encouragement to take advantage of RRU's ability to move quickly in order to capitalize on opportunities in the market
- Leverage Professional and Continuing Studies offerings as gateway into RRU and other programming
- Move towards more modular curriculum creating additional pathways into the university
- Zoe MacLeod will offer an overview of partnerships and professional studies at next PRC meeting
- All three Deans now joining the Executive Committee in support of more integrated planning
- Support for simplifying administrative processes (see [The Laws of Simplicity](#) by John Maeda)
- Importance of leaning into partnerships both domestically (e.g. Mount Royal University, BCIT) and internationally
- With the review of post-secondary institutions now underway, seeking to position RRU as a partner to strengthen the system generally
- The Wilson family (Wassenas Consulting) are currently on campus to review the progress RRU has made on Indigenization and will provide recommendations for the way forward; *the original report (March 2020) was sent out to PRC members following the meeting*
- Framework for joint venture partnership with BCIT will be brought to PRC for review and input

II. PRC Terms of Reference

STEENKAMP

M/S Porter/Huddart Motion: That PRC recommends to the Governance and Nominating Committee approval of the Program and Research Council Terms of Reference.

CARRIED

As part of the annual review cycle, PRC reviewed the Terms of Reference with minor changes made to separately identify partnerships and professional learning under the list of responsibilities. There were no questions or comments from PRC on the changes as presented.

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

STEENKAMP

M/S Campden/Stinson Motion: That PRC approve the 2026-2027 Annual Plan as presented and refer it to the Board of Governors for information.

CARRIED

As part of the annual review cycle, PRC reviewed the draft 2026-2027 PRC Annual Plan with minor changes made to include a separate update on Partnerships and Professional Learning, including non-credit programming. The purpose of the annual plan is to ensure PRC canvases key issues throughout the year. There were no questions or comments from PRC on the plan as presented.

5. REPORT FROM ACADEMIC COUNCIL

LINEHAN

A report was included in the meeting materials providing information on the activities of Academic Council since PRC last met. At the two meetings on December 3, 2025 and January 28, 2026, 151 and 190 graduands were approved respectively. In addition to items found in the written report, D. Linehan highlighted the following:

- A memorandum of understanding (MOU) was signed with School District 62 for dual credit programming

- As RRU is building out undergrad programming, the Academic Program Optimization Committee review of bachelor programming is unlikely to result in recommendations to suspend programs
- Recruitment concluding for two new Canada Research Chair positions in Changemaking and Generative and Agentic AI and Reimagining Pedagogy

No member questions/comments.

6. NEW BUSINESS

I. Debrief on University Canada Mission to India

STEENKAMP

P. Steenkamp reported on highlights from the recent [Universities Canada's Mission to India](#) where he participated in group meetings with key Indian officials in government and the post-secondary sector, and also met privately with a number of institutions to explore partnership opportunities for RRU specifically. Key highlights include:

- RRU was one of four Canadian universities to sign a MOU with O.P. Jindal Global University
- Deregulation has opened the door for international universities to set up branch campuses in India, though RRU is not moving forward with this option at this time
- Opportunities to lean into partnerships, particularly in Executive education space
- Anticipate having more details to share for a further discussion at PRC in the fall

Additional questions/comments:

- There can be challenges entering India that pose a challenge for travel to/from the country
- Working with Immigration, Refugees and Citizenship Canada to address ongoing concern of high refusal rates for Indian students wanting to come to Canada
- A new Canada-India Talent and Innovation Strategy has been announced with details to come

II. Canadian Armed Forces Partnership

LINEHAN

P. Steenkamp and D. Linehan offered details on a proposed partnership with the Canadian Armed Forces (CAF), which would see CAF sending 40 Junior Officers per year to RRU for a cohort-based, residential undergraduate learning experience where officers would live on campus and be integrated with civilian students in the classroom. CAF students would start in an undergraduate diploma and then continue into one of RRU's degree completion programs to complete four years of study. In addition, RRU would support the development and delivery of an enhanced pathway (EP) specific to meeting the training requirements of the Canadian Armed Forces. The additional EP programming would be delivered across the four years and includes courses in French Second Language Training, Health and Well-being, and Leadership and Ethics. The numerous benefits to students and to RRU generally were discussed with full support expressed by PRC.

Additional questions/comments:

- Discussed potential involvement of local defense organizations in program delivery
- PCS and Global Leadership also working with CAF on additional training opportunities including options for non-commissioned members
- RRU seeking to identify training and education gaps/opportunities for supporting all branches of the military
- Partnership also presents opportunities to advance research agenda
- CAF is focused on diversifying recruitment and is committed to gender parity and engaging with neighboring Indigenous communities to encourage more Indigenous students

III. Zhejiang University Partnership

STEENKAMP

As an addition to the agenda, P Steenkamp provided an updated on RRU's evolving partnership with Zhejiang University in China. A joint application has been made to the Chinese ministry to establish a Sino-foreign institute and the ability to issue dual degrees including RRU's programs in MA in Professional Communication and Master of Business Administration. In addition, there is interest in delivering the MA in Educational Leadership and Management in China. If approved by the Chinese ministry, this initiative will go forward to RRU's Board of Governors.

7. REPORT OF THE PRESIDENT AND VICE-CHANCELLOR

STEENKAMP

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

- Anticipate achieving a balanced budget for the current year and have proposed a balanced budget for next year as well
- Pursuing partnerships as additional sources of revenue
- There has been a reduction in capital project funding

There was a suggestion to diversify and explore opportunities for partnerships beyond academic partnerships, such as a hotel; however, similar proposals have not progressed in the past due to RRU's lack of land ownership at the Colwood campus. No further member questions/comments.

8. REPORT OF THE VICE-PRESIDENT ACADEMIC AND PROVOST

LINEHAN

In addition to earlier comments in the meeting and her written report, the Vice-President Academic and Provost noted that RRU will submit the annual reapplication for Education Quality Assurance (EQA) designation in the coming weeks; launch of the [RRU Climate Network Map](#) profiling RRU's climate action expertise and work; and continue ongoing engagement with the Songhees and Esquimalt nations.

No member questions/comments.

9. MEETING ADJOURNED

11:05 AM

Motion to adjourn STEENKAMP

NEXT SCHEDULED MEETING – THURSDAY, MAY 28, 2026

PROGRAM AND RESEARCH COUNCIL



Annual Plan 2026-2027

Fiscal Meeting Dates	Topics for review/discussion*	Follow-up
February/March	• Academic Strategic Plan (update) • PRC Terms of Reference • Establish PRC Annual Strategic Priorities for the coming year (PRC Annual Plan)	➤ Board update at end of March ➤ To G&N > to Board for final approval ➤ Updates/Summary to Board for March meeting
May/June	• Research Strategy • International Strategy • Partnerships and Professional Learning	Updates/Summary to Board for June meeting
September/October	• Quality Assurance Processes • Student and Academic Support Services • Indigenization Plans • Human Rights and Accessibility	Updates/Summary to Board for October meeting
November/December	• Meet with Advisory Council Chairs • Review Post-Secondary/Workplace Trends	Updates/Summary to Board for December meeting

*drawn from the PRC Terms of Reference

BOARD OF GOVERNORS BRIEFING NOTE



MEETING: March 26, 2026

AGENDA ITEM: Process for Board Approvals Between Meetings

PURPOSE: For Information

Synopsis:

The purpose of this briefing note is to inform board members of the process in place for the approval of items should they fall between the scheduled meetings of the Board of Governors.

Background:

At the December 11, 2025, Board of Governors meeting, a governor queried whether a mechanism existed to approve items between meetings, in the interest of ensuring responsiveness and avoiding potential administrative delays. As a process for such instances is already in place, this brief document has been included in the meeting materials for reference and awareness.

Process for Board Approvals Between Meetings:

There have not been any cases in recent years where the board schedule has impeded the approval of a time-sensitive item; however, should a rare occasion ever arise where an approval is required between meetings, the following approach would be taken:

1. A special meeting of the Board of Governors would be called in instances where the board is unfamiliar with the topic or where members require a deeper conversation regarding the item; or
2. If it is a standard item or something that the Board of Governors has been pre-informed about at a previous board meeting, a secretarial approval would be sent out via email, and members would vote by way of return email.

In each of the scenarios listed above, members of the Board of Governors would receive background materials to inform them about the approval item in advance of being asked to make any sort of decision.

Recommendation:

That the Board of Governors receive this process document for information.
