



THOMPSON RIVERS UNIVERSITY

BOARD OF GOVERNORS PUBLIC MEETING

Friday, March 28, 2025

1:00 PM

Clock Tower Boardroom, CT309

AGENDA

The public Board meetings are live streamed, and at the meeting time members of the public may [click here to join the meeting](#). The live-stream of the meetings is recorded. These recordings are used to assist with preparing the minutes of the meetings. Once the minutes of a meeting are approved, the recording of that meeting is destroyed.

- 1:00 1. **CALL TO ORDER — Hee Young Chung**
 - a. 20th Anniversary of TRU becoming a university (March 31, 2005)

- 1:10 2. **TERRITORIAL ACKNOWLEDGMENT — Hee Young Chung**

- 1:12 3. **ADOPTION OF AGENDA**
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- 1:20 4. **CONFLICT OF INTEREST DISCLOSURES**

- 1:22 5. **MINUTES OF PREVIOUS MEETING**
Page 3
 - a. Minutes of Board Public meeting of February 28, 2025 (For Decision)

- 1:24 6. **BOARD CHAIR’S REPORT — Hee Young Chung**
 - a. Presidential search update (Information)

- 1:30 7. **REPORT FROM THE FINANCE COMMITTEE— David Hallinan**
Page 8
 - a. Domestic tuition and other fees (For Decision; [Notice of Motion served February 28, 2025](#))
 - b. School of Trades and Technology: Apprenticeship program exemption of fees for international students (For Decision)
 - c. [2025-2026 Budget](#) (For Decision)
- 1:35
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- 1:40

- 2:40**
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2:50
- 8. PRESIDENT’S REPORT — Brett Fairbairn**
a. President’s Report to the Board (Information)
b. President’s Reports to Senate (Information)
i. [March 2025](#)
- 2:55**
Page 27
- 9. BUSINESS**
a. Proposed revisions to policy BRD 25-0 Sexualized Violence (For Decision; [Notice of Motion served February 28, 2025](#)) — Scott Blackford
i. Comments received during Notice of Motion period
- 3:05**
- 10. PRESENTATION**
a. T’kemplúps te Secwépemc Respectful Relationship Fund — Alexis Gottfriedson / Ted Gottfriedson
- 11. NEXT BOARD MEETING**
a. The next board meeting is scheduled for Friday, June 20, 2025 in the Clock Tower Boardroom.
- 3:25**
- 12. TERMINATION OF MEETING**



BOARD OF GOVERNORS PUBLIC MEETING

Friday, February 28, 2025

1:00 PM

Clock Tower Boardroom, CT309

MINUTES

Board members present:

Hee Young Chung, DeDe DeRose, Brett Fairbairn, David Hallinan, Jim Hamilton, Dian Henderson, Cindy Ozouf, Rohini Ranganatha, Niki Remesz, Dancing Water Sandy, Christine Sorensen

Regrets:

Hasnat Dewan, Heather Fader, Mugesh Narayanasamy, Tim Webber

Executive and others present:

Gillian Balfour (Provost and Vice-President Academic), Brian Daly (Vice-President University Relations), Matt Milovick (Vice-President Administration and Finance), Shannon Wagner (Vice-President Research), John Sparks (General Counsel and Corporate Secretary), Charlene Myers (Manager, University Governance), Lynda Worth (University Governance Coordinator), Yvette Laflamme (AVP, Finance), Scott Blackford (Associate General Counsel; *for agenda item 10.a. only*), Ian Hartley (AVP Graduate Studies and Student Research, Interim; *for agenda item 11.a. only*), Sukh Heer Matonovich (Director of Student Research and Graduate Studies; *for agenda item 11.a. only*), Robert Hanlon (faculty member, Political Studies; *for agenda item 11.b. only*), Justin Kohlman (TRU International; *for agenda item 12.a. only*)

1. CALL TO ORDER

H. Chung, board chair, called the meeting to order at 1:00pm.

- a. 20th Anniversary of TRU becoming a university (March 31, 2005)

The board chair highlighted a TRU milestone, the university's upcoming 20th anniversary.

2. TERRITORIAL ACKNOWLEDGMENT

H. Chung delivered the territorial acknowledgment.

3. RECOGNITION OF EXCELLENCE

H. Chung led the recognition of excellence.

a. School of Trades and Technology — completion of the 35th Training House

Baldev Pooni and Tim Kasten were recognized for the School of Trades and Technology's completion of the 35th training house. They were presented with a framed certificate by the board chair.

4. ADOPTION OF AGENDA

*On motion duly made and adopted, it was **RESOLVED** that the agenda for the public board meeting of February 28, 2025 be approved as circulated.*

5. CONFLICT OF INTEREST DISCLOSURES

No conflicts of interest were declared by governors.

6. MINUTES OF PREVIOUS MEETING

a. Minutes of Board Public meeting of December 6, 2024

*On motion duly made and adopted, it was **RESOLVED** that the minutes of the public board meeting of December 6, 2024 be approved as circulated.*

7. BOARD CHAIR'S REPORT

H. Chung, board chair, delivered his report.

a. Presidential search update

H. Chung provided an update on the status of the presidential search.

8. REPORT FROM THE FINANCE COMMITTEE

Chair of the Finance Committee, D. Hallinan, presented the committee's report.

a. 2024-2025 Third Quarter Financial Results and Forecast

D. Hallinan reported that the third quarter financial results and forecast had been presented to, and reviewed by, the committee at their meeting on February 19, and then commented on the high points.

b. 2025-2026 Domestic Tuition and Other Fees (Notice of Motion)

D. Hallinan indicated that the proposed 2% increase to domestic tuition and other fees had been discussed at the Finance Committee meeting and was for notice of motion at this meeting. He added the matter would be considered for decision at the March 28 board meeting. He invited G. Balfour to comment, which she did.

c. 2025-2026 Budget Update

D. Hallinan reported that the committee reviewed the 2025-2026 budget update and then he commented on it. He also invited administration to speak to the update, so G. Balfour and M. Milovick presented some information.

d. Minor revision to Policy BRD 02-1 Signing Authority

D. Hallinan reported that, in accordance with the process outlined in the Signing Authority policy, the Vice-President Administration and Finance had approved an addition to Section H.5. of the policy, as follows (red text):

“Any of the Associate Vice-Presidents (a Vice-Provost and the University Librarian are also AVPs under this Policy).”

9. PRESIDENT’S REPORT

a. President’s Report to the Board

President Fairbairn spoke to some information contained in his report, a copy of which had been circulated with the agenda package. He also asked G. Balfour to expand on some of the information in his report.

i. TRU Student Profiles, Winter 2025

B. Fairbairn presented information about TRU’s students, a document related to which was circulated with the agenda package. He noted this information was provided in response to a question raised by a governor at the previous meeting. Discussion ensued.

b. President's Reports to Senate

The following President's Reports to Senate were circulated via links on the agenda:

- i. January 2025
- ii. February 2025

10. REPORTS AND UPDATES

a. Proposed revisions to policy BRD 25-0 Sexualized Violence

S. Blackford attended the meeting to comment and respond to any questions on the proposed revisions to this policy. He noted that the policy revisions were for notice of motion at this meeting, to be considered for decision at the next board meeting on March 28.

b. Campus Master Plan refresh

M. Milovick updated governors on the 2013 Campus Master Plan and indicated that he would present on it at the next board meeting.

11. PRESENTATION

a. Student Research

I. Hartley, S. Heer Matonovich, and several students presented on student research.

b. Study tour to Western China (Xinjian Uygur Autonomous Region), MA Human Rights and Social Justice project through Global Skills Opportunity

R. Hanlon and some of his students attended to speak about their experiences during a study tour to China.

12. BUSINESS

a. Strategic Internationalization Plan presentation (*notice of motion served December 6, 2024*)

J. Kohlman presented the Strategic Internationalization Plan, for which notice of motion had been served at the December 2024 board meeting.

*On motion duly made and adopted, it was **RESOLVED** that the Strategic Internationalization Plan be approved as circulated.*

13. NEXT BOARD MEETING

- a. The next board meeting is scheduled for Friday, March 28, 2025 in the Clock Tower Boardroom.

14. TERMINATION OF MEETING

Given that there were no further agenda items, the meeting terminated at 2:41pm.

Domestic Tuition & Fees Schedule

CAMPUS RATES (Kamloops and Williams Lake)

Mandatory Fees charged at time of registration (Domestic & International)

Fee Description	2024-25 Rate	Proposed Increase	2025-26 Rate
Ancillary - per credit	\$9.94	2%	\$10.13
Athletic and Recreation - per credit	\$4.19	2%	\$4.27
Building Levy - per credit	\$5.62	2%	\$5.73
Comprehensive University Enhancement Fund - per credit	\$6.79	2%	\$6.92
Lab fee - per course (if applicable)	\$23.49	2%	\$23.95
Materials fee - per week (if applicable)	\$5.27	2%	\$5.37
Tool tag - per course (if applicable)	\$2.83	2%	\$2.88

Fees billed per credit, per month or per week depending on program of study.

Campus Tuition (Canadian citizens and permanent residents)

Classification	2024-25 Rate	Proposed Increase	2025-26 Rate
Undergraduate			
Academic - per credit	\$158.70	2%	\$161.87
Career Technical - per credit	\$148.49	2%	\$151.45
Vocational - per month	\$445.69	2%	\$454.60
Apprenticeship - per week	\$101.06	2%	\$103.08
Juris Doctor - Law			
Year 1 courses - per credit	\$603.65	2%	\$615.72
Year 2 & 3 courses - per credit	\$724.39	2%	\$738.87
Graduate*			
Tuition - per credit	\$663.10	2%	\$676.36
Extension rate - per semester	\$673.13	2%	\$686.59

** Actual rates depend on program/course taken; averages shown above*

OPEN LEARNING RATES

Mandatory Fees charged at time of registration (Domestic & International)

Fee Description	2024-25 Rate	Proposed Increase	2025-26 Rate
Course administration fee - per course	\$107.02	2%	\$109.16
Course extension - per course	\$114.04	2%	\$116.32
Lab fee - per course	varied	2%	varied
Technology fee - per credit	\$7.05	2%	\$7.19
Out-of-province non-resident fee - per credit (Students outside BC or Yukon)	\$35.65	2%	\$36.36

Miscellaneous Fees (Domestic & International)

Fee Description	2024-25 Rate	Proposed Increase	2025-26 Rate
Program plans			
Per certificate/diploma	\$38.23	2%	\$38.99
Per degree	\$145.09	2%	\$147.99
Program reactivation	\$71.19	2%	\$72.61
Transcript Assessment			
BC documents	\$56.65	2%	\$57.78
Out-of-province documents	\$106.81	2%	\$108.94

Tuition (Canadian citizens and permanent residents)

Classification	2024-25 Rate	Proposed Increase	2025-26 Rate
Undergraduate*			
Academic - per credit	\$157.74	2%	\$160.89
University Preparation/Adult Basic Education***			
Non-BC resident - per credit	\$212.40	2%	\$216.64
Graduate*			
Tuition - per credit	\$620.95	2%	\$633.36

* Actual rates depend on program/course taken; averages shown above

*** University Prep level courses offered tuition free for residents of BC and Yukon, mandatory fees apply

DOMESTIC COMMON RATES (Campus and Open Learning)

Application & Other Miscellaneous Fees

Fee Description	2024-25 Rate	Proposed Increase	2025-26 Rate
Domestic Application Fees			
Undergraduate programs & university preparation	\$32.91	2%	\$33.56
Juris Doctor - Law	\$126.77	2%	\$129.30
Graduate programs	\$32.91	2%	\$33.56
Miscellaneous Fees (Domestic & International)			
Duplicate credential	\$74.65	2%	\$76.14
Duplicate form	\$6.53	2%	\$6.66
Formal grade appeal - Campus	\$32.93	2%	\$33.58
Formal grade appeal - Open Learning*	\$32.93	2%	\$33.58
Official transcript	\$10.18	2%	\$10.38
Reinstatement - Campus	\$197.79	2%	\$201.74

Note:

- Tuition and fee increases are approved on an annual basis, but the effective date varies.
- Campus based tuition and fee increases take effect August 1, 2025.
- Open Learning based tuition and fee increases take effect September 1, 2025.
- Increases for application fees and some OL fees take effect October 1, 2025.



MEMORANDUM

TO: Finance Committee

FROM: Dr. Gillian Balfour, Provost and Vice-President Academic,
Mr. Matt Milovick, Vice-President, Administration and Finance

DATE: March 11, 2025

RE: Trades Exemption from Guaranteed International Tuition Model

Purpose:

The purpose of this memo is to request the exemption of trades programs from the Guaranteed International Tuition Model and to outline the rationale for this decision. This update ensures continued transparency in TRU's approach to tuition setting while maintaining alignment with the university's commitment to tuition predictability for international students.

Background:

The Guaranteed International Tuition Model was introduced to provide international students with cost certainty throughout their studies. Under this model, new international students will have their tuition rates locked in for the duration of their program plus one additional year, eliminating uncertainty about future tuition increases. TRU is the first institution in British Columbia to implement this model, reinforcing its leadership in supporting international students.

Tuition will be charged on a per-credit basis, with undergraduate tuition set at \$849 per credit for new undergraduate students effective Fall 2025. Continuing international students, any student who begins their studies prior to Fall 2025, will see an estimated 3% annual tuition adjustment to ensure tuition costs remain equitable between new and continuing students. Certain programs, including the Master of Business Administration, Master of Environmental Economics and Management, Master of Science in Environmental Economics and Management, Graduate Diploma in Business Administration and ESAL, are temporarily exempt from the model and will follow

inflationary adjustments similar to continuing students. Other graduate programs and trades programs were initially proposed with a 15% increase for new students who join TRU in Fall 2025, after which their tuition would remain unchanged for the duration of the program plus one year. Tuition for each new cohort will be reviewed and adjusted annually.

Discussion:

Following ongoing discussions on the Guaranteed International Tuition Model, Dean Baldev Pooni of the School of Trades and Technology has provided compelling rationale for exempting trades programs due to their unique program structure. As a result, we are requesting approval to formally exempt trades programs from the Guaranteed Tuition Model. This means trades programs will not be subject to the previously proposed 15% tuition increase in Fall 2025. Instead, they will follow the same approach as the Master of Business Administration (MBA) and other exempted programs, with a 3% annual tuition increase.

This decision is based on the following considerations:

- **Unique Fee Structure:** Unlike other programs, international students in trades typically enroll in foundation programs, which are structured on a per-week fee basis rather than per-credit. This distinct model does not align with the Guaranteed International Tuition framework.
- **Built-in Tuition Transparency:** Trades students are already provided with full cost certainty at the time of enrollment, as their tuition fees are set for the duration of the program. This aligns with the overarching goal of tuition transparency and predictability, making additional guarantees redundant.

Given these factors, the exemption of trades programs from the Guaranteed International Tuition Model ensures that TRU maintains a clear and practical approach to tuition setting while continuing to support cost predictability for international students.

- **Risks:**
 - The exemption of trades programs from the Guaranteed International Tuition Model presents minimal risk to TRU.
 - The primary risk is the potential for increased student demand due to lower tuition increases compared to other programs. Should enrolment exceed capacity, TRU will consider implementing enrolment management strategies such as limiting admissions based on application dates to ensure the quality and accessibility of the programs remain intact.
- **Budgetary Implications:**

- Financially, the exemption is expected to have a positive budgetary impact. Currently, international student enrolment in Trades programs is relatively low. By maintaining a more predictable and modest tuition increase, TRU may attract a larger international student cohort, leading to increased revenue for the university. No immediate negative financial implications have been identified.
- **Consultations:**
 - Consultations regarding this exemption were conducted with:
 - Dean of the School of Trades and Technology, Dr. Baldev Pooni
 - TRU World
 - Their insights and support played a crucial role in shaping the recommendation to align Trades programs with other exempted programs, such as the Master of Business Administration (MBA) and other selected graduate programs.
- **Communications:**
 - To ensure clear communication regarding this exemption, TRU World's international admissions team will collaborate with the international recruitment team to effectively relay this information to both current and prospective international students. This effort will ensure transparency and proper guidance for those considering Trades programs at TRU.

Recommendation:

We request Board approval to exempt trades programs from the Guaranteed International Tuition Model. Instead, trades programs should align with other exempted programs, such as the Master of Business Administration (MBA), and follow a 3% annual tuition increase, with the assumption that similar annual increases will occur in subsequent years.

Conclusion:

This clarification reaffirms TRU's commitment to a fair and transparent tuition structure while recognizing the unique financial model of trades programs.

International Tuition & Fees Schedule

CAMPUS RATES (Kamloops and Williams Lake)

Mandatory Fees (charged at time of registration)

Fee Description	2024-25 Rate	Proposed Increase	2025-26 Rate
International Student Activity Fee - per semester	\$84.56	3%	\$87.09

Fees billed per credit, per month or per week depending on program of study.

Campus Tuition (Classic rates)

Classification	2024-25 Rate	Proposed Increase	2025-26 Rate
Undergraduate			
Academic, ESAL and University Prep – per credit	\$738.38	3%	\$760.53
Post-baccalaureate, Co-op and courses billed on a per credit basis - per credit	\$738.38	3%	\$760.53
Vocational & Apprenticeship - per week*	\$642.07	3%	\$661.33
Juris Doctor - Law			
Year 1 courses - per credit	\$1,246.91	3%	\$1,284.31
Year 2 & 3 courses - per credit	\$1,496.30	3%	\$1,541.18
Graduate*			
Tuition - per credit	\$1,100.72	3%	\$1,133.74
Extension rate - per semester	\$1,225.49	3%	\$1,262.25

** Actual rates depend on program/course taken; averages shown above*

Campus Tuition (Guarantee Tuition Model)

Classification	2024-25 Rate	Proposed Increase	2025-26 Rate
Undergraduate			
Academic and University Prep – per credit	\$738.38	15%	\$849.13
Post-baccalaureate, Co-op and courses billed on a per credit basis - per credit	\$738.38	15%	\$849.13
Graduate*			
Tuition - per credit	\$1,100.72	15%	\$1,265.82
Extension rate - per semester	\$1,225.49	15%	\$1,409.31

* Actual rates depend on program/course taken; averages shown above / SoBe Grad programs do not qualify for GTM

OPEN LEARNING RATES

Tuition

Classification	2024-25 Rate	Proposed Increase	2025-26 Rate
Undergraduate*			
Academic - per credit	\$485.12	3%	\$499.67
University Preparation			
University Prep/Adult Basic Education - per credit	\$485.12	3%	\$499.67
Graduate*			
Tuition - per credit	\$1,044.02	3%	\$1,075.34

* Actual rates depend on program/course taken; averages shown above

COMMON RATES (Campus and Open Learning)

Application & Other Miscellaneous Fees

Fee Description	2024-25 Rate	Proposed Increase	2025-26 Rate
International Application Fees			
Undergraduate programs & university preparation	\$100.00	-	\$100.00
Juris Doctor - Law	\$175.44	3%	\$180.70
Graduate programs	\$100.00	-	\$100.00

Note:

- Tuition and fee increases are approved on an annual basis, but the effective date varies.
- Campus based tuition and fee increases take effect August 1, 2025.
- Open Learning based tuition and fee increases take effect September 1, 2025.
- Increases for application fees and some OL fees take effect October 1, 2025.

See Domestic Rate Schedule(s) for fees that apply to both Domestic and International Registrations.



THOMPSON RIVERS UNIVERSITY

Date: March 12, 2025

To: Gillian Balfour, Provost and Vice-President Academic
Matt Milovick, Vice-President, Administration & Finance

From: Yvette Laflamme, Associate Vice-President, Finance

Re: Annual Budget Report for Fiscal Year 2025/26

Executive Summary: This report is going to the Finance Committee for review and recommendation and the Board of Governors for approval. The salient details of the report are as follows:

- This report includes TRU's proposed consolidated annual budget for fiscal year 2025/26.
- The proposed budget for 2025/26 is balanced, including \$20.3M in reductions and an estimated vacancy discount of \$6.9M.
- Revenue is budgeted at \$299.8M, which is lower than the previous year's budget but higher than prior year-end results.
- Expenditures are budgeted at \$299.8M, including reductions and vacancy discounts. The budget aims to ensure balanced results by actualizing the vacancy discount.
- BCOS recommended the 2025/26 budget to the President for approval at the Board, at their latest meeting on March 11, 2025.

Purpose:

To provide the Finance Committee of the Board and the Board of Governors with an overview of the annual budget for fiscal year 2025/26.

Background:

The budget was prepared, in consultation with budget holders (VPs, Deans, AVPs and Directors) and Financial Services. The budget contemplates enrolment projections and corresponding workload plans, developed and provided, between September 2024 through February 2024. Individual staffing complement plans were provided by each Faculty, School or Department, as well as augmented non-compensation budgets based on metric-based costing, known contracts and commitments, and anticipated inflation increases. Most importantly, faculty, school, and department budget reduction strategies have been incorporated into this consolidated budget to provide a balanced budget for the 2025/26 fiscal year.

The annual budget report includes the proposed 2025/26 budget, the board approved 2024/25 budget (current budget), 2024/25 third quarter forecast (current forecast), 2023/24 year-end actuals (prior year actuals), and respective variances.

Discussion:

The proposed consolidated budget for fiscal 2025/26 is balanced and includes \$20.3M (9.8%) of reductions, \$4.1M institutional reductions, \$9.3M faculty, school, and departmental reductions, and a \$6.9M estimated vacancy discount.

Revenue is budgeted to be \$299.8M, this is approximately \$9.9M lower than 2024/25 budgeted revenue of \$309.7M, \$9.0M lower than third quarter projections of \$308.7M, and \$21.4M higher than prior year end results of \$278.4M. It should be noted that prior year results and 2024/25 budget included surplus restrictions (\$7.0M and \$29.5M respectively) through grant deferral resulting in lower reported revenue and offsetting 2025/26 negative budget variances.

Expenditures are budgeted to be \$299.8M, which is approximately \$4.9M lower than 2024/25 budgeted expenditures of \$304.7M, \$819k higher than third quarter projections of \$299.0M, and \$21.4M higher than prior year end expenditures of \$278.4M. Again, expenditures include \$20.3M of reductions and include an estimated vacancy discount of \$6.9M based on 5-year average unfilled vacancies carried annually. To ensure balanced results in 2025/26 fiscal, this vacancy discount must be actualized.

Results could vary negatively or positively as there are several items which can significantly affect the financial results. The most significant undetermined impact is the current changes to US/Canada trade and recent tariffs on inflation. Impact of IRCC changes on international student enrolment have been modelled and included in projections; however, these projections will have impact on financial results as they actualize. Lastly, the impact of unfilled vacancies and employee attrition, as well as unfulfilled spending plans have been seen to impact results in the current and previous years.

Pending actual results, TRU will reserve any surplus(es) for future solvency contingency. Although all contingencies and in-year budget variances could be used for one-time expenditures without affecting long-term financial sustainability, their use would reduce future availability for operating reserves. If there is any permanent allocation of these amounts, future operations and financial sustainability will be affected.

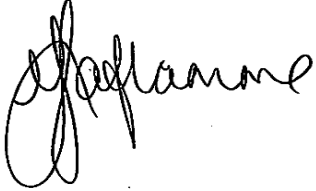
Accountability and accuracy in 2025/26 in-year projections will be crucial for confident Board, executive and management decision making. The ability to anticipate opportunities for redeployment of resources will ensure that budget allocations are used to move TRU's strategic change goals forward and ultimately provide students with high levels of support, recognize truth reconciliations and rights, support community research and create life-long learning opportunities for our communities.

Action:

Finance Committee to recommend the proposed 2025/26 budget to the Board of Governors for approval, on March 28, 2025.

Attachment: 2025/26 Annual Budget Report

If you would like to discuss this report further, I am available at your convenience.

A handwritten signature in black ink, appearing to read "Madame". The signature is written in a cursive style with a large initial letter.



THOMPSON RIVERS UNIVERSITY

Annual Budget Report

For the 2025/26 Fiscal Year

02	SCHEDULE 1 Consolidated All Funds
03	SCHEDULE 2 Consolidated Revenue Schedule
04	SCHEDULE 3 Operating and Non-Operating Fund by Unit

Thompson Rivers University
Annual Budget Report
Schedule 1 - Consolidated All Funds
For the 2025/26 Fiscal Year

(thousands of dollars)

	Consolidated All Funds				Variances		
	2025/26 Budget (Proposed)	2024/25 Approved Budget	2024/25 Q3 Forecast	2023/24 Year End Actual	Budget Variance	Forecast Variance	Prior Year Variance
Revenue							
Provincial Grants	114,971	103,997	105,110	81,044	10,974	9,861	33,927
Grants Other	7,284	7,198	7,388	7,577	86	(104)	(293)
Deferred Capital Contributions	7,159	6,387	7,006	5,894	772	153	1,265
Tuition Domestic	46,063	42,842	44,279	38,112	3,221	1,784	7,951
Tuition International	71,836	91,048	86,808	87,808	(19,212)	(14,972)	(15,972)
Lab and Course Fees	13,223	13,368	13,745	14,057	(145)	(522)	(834)
Sales Revenue	19,060	22,397	22,633	22,609	(3,337)	(3,573)	(3,549)
Interest and Other Revenues	16,871	18,555	18,289	17,950	(1,684)	(1,418)	(1,079)
Internal Sales and Transfers	3,306	3,888	3,474	3,356	(582)	(168)	(50)
Revenue Total	299,773	309,680	308,732	278,407	(9,907)	(8,959)	21,366
Compensation and Benefits							
Faculty Tenure/Tenure Track	62,192	62,026	61,072	57,937	(166)	(1,120)	(4,255)
Faculty Sessional	16,117	15,613	14,992	15,494	(504)	(1,125)	(623)
Open Learning Faculty Members (OLFM)	13,649	10,731	12,025	10,493	(2,918)	(1,624)	(3,156)
Support	33,259	34,511	34,224	32,859	1,252	965	(400)
Excluded	36,200	36,930	34,165	31,309	730	(2,035)	(4,891)
Other Compensation	45	414	544	174	369	499	129
Benefits	37,586	35,379	34,027	30,869	(2,207)	(3,559)	(6,717)
Compensation and Benefits Total	199,048	195,604	191,049	179,135	(3,444)	(7,999)	(19,913)
Expenditures							
Professional fees and contracted services	20,996	23,758	23,947	24,074	2,762	2,951	3,078
Building, equipment, operations and maintenance	20,557	22,351	22,452	20,088	1,794	1,895	(469)
Supplies, postage and freight	10,591	10,354	9,642	8,973	(237)	(949)	(1,618)
Travel	8,071	7,174	7,443	6,921	(897)	(628)	(1,150)
Advertising, memberships and public relations	5,222	4,727	5,386	4,592	(495)	164	(630)
Bursaries, awards and scholarships	7,683	7,207	10,099	7,860	(476)	2,416	177
Cost of materials sold	6,164	6,435	6,100	6,054	271	(64)	(110)
Amortization of capital assets	17,429	16,720	17,891	15,755	(709)	462	(1,674)
Other Expenditures	4,012	10,350	4,945	4,928	6,338	933	916
Expenditures Total	100,725	109,076	107,905	99,245	8,351	7,180	(1,480)
Subtotal	-	5,000	9,778	27	(5,000)	(9,778)	(27)

**Thompson Rivers University
Annual Budget Report
Schedule 2 - Consolidated Revenue Schedule
For the 2025/26 Fiscal Year**

	Consolidated Tuition & Fees				Variances		
	2025/26 Budget (Proposed)	2024/25 Approved Budget	2024/25 Q3 Forecast	2023/24 Year End Actual	Budget Variance	Forecast Variance	Prior Year Variance
(thousands of dollars)							
Grants							
Provincial Grants	109,113	97,802	99,012	74,628	11,311	10,101	34,485
ITA Grant	5,858	6,195	6,098	6,416	(337)	(240)	(558)
Research Grants	6,784	6,353	6,493	6,162	431	291	622
Other Grants	500	845	895	1,415	(345)	(395)	(915)
Deferred Capital Contributions	7,159	6,387	7,006	5,894	772	153	1,265
Grants Total	129,414	117,582	119,504	94,515	11,832	9,910	34,899
Tuition & Fees							
Domestic Tuition							
Tuition Domestic - Undergraduate - On Campus	28,992	26,920	27,932	25,359	2,072	1,060	3,633
Tuition Domestic - Undergraduate - Open Learning	13,266	12,025	12,579	9,080	1,241	687	4,186
Tuition Domestic - Graduate - On Campus	1,508	1,369	1,465	1,224	139	43	284
Tuition Domestic - Graduate - Open Learning	2,297	2,528	2,303	2,449	(231)	(6)	(152)
Domestic Tuition Total	46,063	42,842	44,279	38,112	3,221	1,784	7,951
International Tuition							
Tuition International - Undergraduate - On Campus	50,247	69,316	63,531	67,117	(19,069)	(13,284)	(16,870)
Tuition International - Undergraduate - Open Learning	8,825	6,850	9,553	5,083	1,975	(728)	3,742
Tuition International - Graduate - On Campus	12,571	14,566	13,346	15,155	(1,995)	(775)	(2,584)
Tuition International - Graduate - Open Learning	193	316	378	453	(123)	(185)	(260)
International Tuition Total	71,836	91,048	86,808	87,808	(19,212)	(14,972)	(15,972)
Lab and Course Fees							
Lab and Course Fees - On Campus	8,675	9,246	9,185	9,674	(571)	(510)	(999)
Lab and Course Fees - Open Learning	4,548	4,122	4,560	4,383	426	(12)	165
Lab and Course Fees Total	13,223	13,368	13,745	14,057	(145)	(522)	(834)
Sales Revenue							
Ancillary External Sales	2,567	2,568	2,452	2,595	(1)	115	(28)
Residence Revenue	11,285	14,424	14,543	14,075	(3,139)	(3,258)	(2,790)
Bookstore Sales Revenue	2,853	3,034	3,049	3,184	(181)	(196)	(331)
Printshop External Sales	137	152	153	138	(15)	(16)	(1)
Parking Revenue	1,671	1,471	1,754	1,853	200	(83)	(182)
Other Sales Revenue	547	748	682	764	(201)	(135)	(217)
Sales Revenue Total	19,060	22,397	22,633	22,609	(3,337)	(3,573)	(3,549)
Interest & Other Revenues							
Interest on Investments	7,102	7,632	8,508	7,824	(530)	(1,406)	(722)
Donations, Endowments and Fundraising	3,980	4,843	4,007	3,507	(863)	(27)	473
Contract Revenue	4,223	4,487	3,640	3,982	(264)	583	241
Other Revenue	1,566	1,593	2,134	2,637	(27)	(568)	(1,071)
Interest & Other Revenues Total	16,871	18,555	18,289	17,950	(1,684)	(1,418)	(1,079)
Internal Sales & Transfers							
Ancillary Internal Sales and Transfers	2,753	2,869	2,820	2,787	(116)	(67)	(34)
Other Internal Sales and Transfers	553	1,019	654	569	(466)	(101)	(16)
Internal Sales & Transfers Total	3,306	3,888	3,474	3,356	(582)	(168)	(50)
Revenue Total	299,773	309,680	308,732	278,407	(9,907)	(8,959)	21,366

Thompson Rivers University
Annual Budget Report
Schedule 3 - Operating and Non-Operating Fund by Unit
For the 2025/26 Fiscal Year

	2025/26 Budget (Proposed)				2024/25 Approved Budget		2024/25 Q3 Forecast		2023/24 Year End Actual	
	Revenue	Compensation and Benefits	Expenditures	Total	Total	Variance	Total	Variance	Total	Variance
(thousands of dollars)										
Faculty of Science	1,246	23,045	2,092	(23,891)	(24,423)	532	(23,665)	(226)	(22,291)	(1,600)
Bob Gaglardi School of Business and Economics	5,396	14,218	1,200	(10,022)	(11,958)	1,936	(12,604)	2,582	(11,889)	1,867
Faculty of Education and Social Work	3,274	11,721	376	(8,823)	(11,130)	2,307	(11,272)	2,449	(10,351)	1,528
School of Nursing	1,412	8,057	554	(7,199)	(8,248)	1,049	(8,433)	1,234	(7,300)	101
Faculty of Adventure, Culinary Arts and Tourism	570	5,270	1,253	(5,953)	(6,558)	605	(6,502)	549	(6,300)	347
Faculty of Arts	1,189	12,801	296	(11,908)	(13,292)	1,384	(12,993)	1,085	(12,844)	936
Faculty of Law	5,974	5,340	391	243	85	158	51	192	169	74
School of Trades and Technology	1,614	6,939	1,217	(6,542)	(7,422)	880	(7,376)	834	(7,025)	483
University Library	1	3,106	1,980	(5,085)	(5,456)	371	(5,146)	61	(4,938)	(147)
Enrolment Services and University Registrar	-	7,520	449	(7,969)	(7,442)	(527)	(7,917)	(52)	(7,315)	(654)
Faculty of Student Development	5	4,084	656	(4,735)	(8,060)	3,325	(9,005)	4,270	(8,061)	3,326
Student Services	4	5,704	547	(6,247)	-	(6,247)	-	(6,247)	-	(6,247)
Office of Quality Assurance	-	1,716	199	(1,915)	(1,912)	(3)	(1,668)	(247)	(1,499)	(416)
Research and Graduate Studies	-	2,229	917	(3,146)	(3,322)	176	(3,434)	288	(2,339)	(807)
Open Learning	-	23,871	797	(24,668)	(20,193)	(4,475)	(23,681)	(987)	(20,692)	(3,976)
Williams Lake	2	3,313	675	(3,986)	(4,710)	724	(4,725)	739	(4,274)	288
Regional Campuses	546	538	568	(560)	(569)	9	(336)	(224)	(258)	(302)
Indigenous Education	-	787	392	(1,179)	(1,139)	(40)	(961)	(218)	(1,083)	(96)
Provost and VP Academic	-	868	224	(1,092)	(1,036)	(56)	(1,029)	(63)	(1,076)	(16)
Office of EDI & AR	-	387	61	(448)	(460)	12	(444)	(4)	(217)	(231)
University Relations	-	895	505	(1,400)	(1,286)	(114)	(1,492)	92	(923)	(477)
Marketing and Communications	-	2,869	1,298	(4,167)	(3,835)	(332)	(3,650)	(517)	(3,388)	(779)
Advancement	-	2,455	483	(2,938)	(3,017)	79	(2,881)	(57)	(2,805)	(133)
Campus Infrastructure & Sustainability	30	2,260	9,839	(12,069)	(12,267)	198	(11,121)	(948)	(9,559)	(2,510)
Athletics and Recreation	-	1,866	1,673	(3,539)	(3,627)	88	(3,738)	199	(3,723)	184
IT Services	-	6,125	8,038	(14,163)	(14,979)	816	(15,090)	927	(13,504)	(659)
People and Culture	-	2,285	1,556	(3,841)	(3,988)	147	(3,853)	12	(3,589)	(252)
Integrated Planning & Effectiveness	-	2,058	195	(2,253)	(2,155)	(98)	(2,135)	(118)	(1,898)	(355)
Risk Management & OSEM	-	702	1,341	(2,043)	(1,975)	(68)	(1,920)	(123)	(1,851)	(192)
Finance and Procurement Services	-	5,463	238	(5,701)	(5,600)	(101)	(5,211)	(490)	(5,067)	(634)
Internal Audit	-	296	27	(323)	(313)	(10)	(330)	7	(301)	(22)
VP Administration and Finance	-	438	353	(791)	(838)	47	(789)	(2)	(777)	(14)
Office of the General Counsel & Secretariat	-	1,192	1,563	(2,755)	(2,428)	(327)	(2,960)	205	(2,695)	(60)
Special Advisor on Indigenous Matters	-	230	19	(249)	(254)	5	(252)	3	(235)	(14)
Office of the President	-	626	246	(872)	(764)	(108)	(723)	(149)	(657)	(215)
TRU World	2,633	5,573	7,924	(10,864)	(12,836)	1,972	(11,235)	371	(12,298)	1,434
Faculty, School, Division Total before Surplus Allocation/Usage	23,896	176,847	50,142	(203,093)	(207,407)	4,314	(208,520)	5,427	(192,853)	(10,240)
Provost and VP Academic Portfolio	21,233	139,285	13,927	(131,979)	(133,923)	1,944	(137,706)	5,727	(127,244)	(4,735)
VP Administration and Finance Portfolio	30	21,493	23,260	(44,723)	(45,742)	1,019	(44,187)	(536)	(40,269)	(4,454)
VP International Portfolio	2,633	5,573	7,924	(10,864)	(12,836)	1,972	(11,235)	371	(12,298)	1,434
VP University Relations Portfolio	-	6,219	2,286	(8,505)	(8,138)	(367)	(8,023)	(482)	(7,116)	(1,389)
President Portfolio	-	2,048	1,828	(3,876)	(3,446)	(430)	(3,935)	59	(3,587)	(289)
VP Research Portfolio	-	2,229	917	(3,146)	(3,322)	176	(3,434)	288	(2,339)	(807)
Institutional	222,398	14,982	4,807	202,609	211,993	(9,384)	217,911	(15,302)	189,459	13,150
Operating Fund before Surplus Allocation/Usage	246,294	191,829	54,949	(484)	4,586	(5,070)	9,391	(7,781)	(3,394)	2,910
Professional Allowance	1,151	17	1,065	69	280	(211)	47	22	64	5
Internal Research Awards/Stipends	890	223	638	29	406	(377)	191	(162)	315	(286)
Ancillary Services, Parking & Residences	21,800	4,076	17,539	185	(430)	615	1,109	(924)	1,901	(1,716)
Capital	14,879	-	13,857	1,022	638	384	82	940	2,194	(1,172)
Specific Purpose - Internally Restricted	1,622	50	2,283	(711)	(450)	(261)	(820)	109	(924)	213
Specific Purpose - Externally Restricted	3,642	983	2,659	-	-	-	-	-	-	-
Bursaries and Trust	3,899	-	4,039	(140)	(30)	(110)	(182)	42	(143)	3
Research	5,565	1,870	3,695	-	-	-	-	-	(1)	1
Endowment	30	-	-	30	-	30	30	-	27	3
TRU Community Corporation	1	-	1	-	-	-	-	-	-	-
TRU Legal Clinic Society	-	-	-	-	-	-	(70)	70	(12)	12
Non-Operating Fund before Endowment	53,479	7,219	45,776	484	414	70	387	97	3,421	(2,937)
Excess (Deficiency) of Revenues over Expenditures before Surplus Allocation/Usage and Endowment	299,773	199,048	100,725	-	5,000	(5,000)	9,778	(9,778)	27	(27)

The following sections report on work underway, and progress made regarding executive priorities for the current year based on TRU's vision and 10-year strategic change goals.

Enabling Strategies/Operations

ENROLMENT SUMMARY SUMMER / FALL 2025 — TRU's summer and fall enrolment trends reflect ongoing shifts in domestic and international student interest, with expected declines in international applications and registrations due to federal policy changes. The university continues to monitor enrolment trends closely, particularly international student numbers, while working to support domestic growth through expanded recruitment and improved access.

For Summer 2025, on-campus course registrations are down 33% compared to the same time last year, with overall student headcount down 40%. Domestic student registrations have declined by 22%, while international registrations have dropped by 38%. The only exception is the Faculty of Education and Social Work, where total registrations remain steady due to a 32% increase in domestic enrolment, offsetting a 13% decline in international students.

For Fall 2025, total applications are down 7%, with admissions tracking 14% lower than last year. Domestic applications have increased by 28%, largely due to policy changes such as the removal of application fees, but actual enrolment growth is expected to be smaller.

In contrast, international applications have dropped 44%, and admissions are down 45%, reflecting the impact of federal immigration policy changes. The decline is particularly sharp in business programs, though select areas, such as the Post-Baccalaureate Diploma in Supply Chain Management and the Master of Arts in Human Rights and Social Justice, have seen modest increases.

TRU's student population currently stands at approximately 29,000. About 10% of students study in-person on the Kamloops campus, while 47% are from the rest of B.C., with the majority studying online. Another 10% are from the rest of Canada, also primarily online. International students represent 29% of TRU's enrolment, with most attending in-person.

TRU DAY OF GIVING SETS NEW RECORD — TRU's 2025 Day of Giving raised \$105,997 in just 24 hours, more than doubling its initial goal of \$50,000. A total of 193 donors, including alumni, long-time supporters, organizations, and first-time contributors, participated in the annual fundraising campaign on February 27. Donations were directed to a variety of funds, with the majority

supporting scholarships and bursaries for students in Kamloops and Williams Lake through the TRU Foundation.

Associate Vice-President Advancement Kim Cassar Torreggiani emphasized the significance of the event, noting the strong community response and the critical role these funds play in supporting students. She highlighted that many donations came in smaller amounts, such as \$25, \$50, or \$100, demonstrating the collective impact of individual contributions.

The 2025 campaign was the first to take place over a 24-hour period, instead of the previous 48-hour format. Despite the shorter window, it attracted more individual donors than any previous year and set a new fundraising record, surpassing the previous high of \$81,591 in 2024.

Several community members and organizations provided matching and challenge funds to increase the impact of donations, including Roland and Anne Neave and family, the Kamloops Blazers Scholarship and Education Society, Marg and Terry Bangen, Trace Associates, Fiona Chan, Brogan Fire and Safety, the BC Nurses' Union, Valley First Credit Union, and TRU Alumni.

For students, these donor-funded awards provide essential financial relief, allowing them to focus on their education. TRU's Day of Giving continues to demonstrate the power of community support in ensuring students have the resources they need to succeed. More information about the impact of philanthropy at TRU is available at tru.ca/giving.

SAYING GOODBYE TO OUR PROVOST — Provost and Vice-President Academic Gillian Balfour has accepted a new role as Provost at Lakehead University in Ontario. Her last day at TRU will be May 25.

Since July 2022, Gillian has led academic, strategic, and budget planning, contributing to a surplus budget for 2024/25 and a balanced budget outlook for next year. Under her leadership, TRU established Canada's first Honours College, advanced wildfire research, and developed new flexible learning initiatives. She played a key role in navigating international enrolment declines while championing academic excellence and student success.

Dr. Shannon Wagner, currently VP Research, will serve as Interim Provost starting May 26 for up to 12 months. A search for TRU's next Provost will follow. Please join me in thanking Gillian for her leadership and welcoming Shannon to her new role.

Honouring Truth and Reconciliation

KNOWLEDGE MAKERS SPECIAL EDITION TAKES INTERNATIONAL STAGE — TRU Knowledge Makers Program, an award-winning Indigenous research network, is receiving international recognition with the launch of a global edition of the *Knowledge Makers* journal. This special

edition, featuring research from 21 Indigenous women across 16 countries, is being published by the Food and Agriculture Organization of the United Nations (FAO) and was officially unveiled in Rome on March 7. TRU representatives and authors from the Knowledge Makers Indigenous women's research cohort attended the event.

Developed through a partnership between TRU's All My Relations Research Centre and the FAO, the program provides Indigenous women with a platform to contribute to global discussions on climate change, food security, and Indigenous knowledge systems. Historically, Indigenous women's perspectives have been underrepresented in these areas, and the Knowledge Makers initiative ensures their voices are heard.

TRU's vice-president Research, Dr. Shannon Wagner, emphasized the program's impact, stating that *Knowledge Makers* aims to remove privilege and elitism from research, making space for Indigenous voices and methodologies. While the publication is a significant outcome, the broader influence of the program lies in its ability to empower participants and share critical Indigenous knowledge.

The call for participants was issued globally in late 2022. The women participating are from Indigenous Peoples in Tanzania, Burkina Faso, Kenya, Sweden, Russia, Nepal, Philippines, Bangladesh, India, Turkey, Mexico, Venezuela, the United States, Canada, New Zealand and Kiribati. Over the course of a year, they engaged in online learning and group discussions, receiving mentorship as they developed peer-reviewed research articles on Indigenous food and knowledge systems and climate change.

In 2024, TRU hosted the *Coyote Brings the Food Conference* to mark the completion of the program and the upcoming journal release. Participants presented their research and connected with fellow Indigenous scholars and *Knowledge Makers* alumni, strengthening the network of Indigenous researchers worldwide.

Since 2020, the All My Relations Research Centre and the UN's FAO have collaborated to bring this project to fruition. The launch of this special edition journal at the FAO headquarters in Rome is a milestone for TRU, the FAO, and the Indigenous women scholars involved. The success of this initiative has sparked interest in further research partnerships with the FAO, expanding opportunities for Indigenous-led research on a global scale.

TRU'S INDIGENOUS AWARENESS WEEK — Both the Provost and I were invited (among other guests) to offer remarks at the Elders Luncheon held on March 4 as part of Indigenous Awareness Week events. Here are our written versions of our remarks:

Brett Fairbairn: It is an honour to welcome you to TRU's Elders Luncheon, held on the traditional and unceded lands of the Tk'emlúps te Secwépemc. Today allows us to

recognize the Knowledge Keepers among us — those who hold the stories, teachings, and wisdom that guide our communities forward.

In Secwépemc tradition, knowledge is not stored away; it is something lived, shared, and passed on through generations. That is why this event is essential — it is a moment to honour the role Elders play in shaping education, relationships, and the future of TRU.

Kw'seltnéws tells us that we are all interconnected and that our success and well-being are tied to one another. That is why your presence here today is meaningful. It is a reminder that universities are not just places of study. They must also be places of listening and respect.

This week is Indigenous Awareness Week at TRU, when we recognize and celebrate Indigenous knowledge, languages, and traditions. From drumming and storytelling to student presentations and language lessons, this week reinforces our understanding that learning needs to be rooted in tradition, relationships, and responsibility.

It is our responsibility to ensure that Secwepemc ways of knowing are carried forward with respect and purpose. And today we begin by honouring you, because you are the Knowledge Keepers.

We are grateful for the time and wisdom you share with us. Your voices will continue to shape a centre for higher learning where Secwepemc ways of knowing are valued and celebrated, where learning is not just about the mind but also about the heart.

Gillian Balfour: It is a privilege to be here today with everyone as we share time in the spirit of respect, gratitude, and learning. This event reminds us that Elders are the heart of Indigenous communities. I want to acknowledge the deep contributions you make to TRU.

At universities, we often focus on new ideas and emerging knowledge, but we often forget that wisdom is about more than discovery — it is also about remembering. Secwépemc knowledge is enduring, tested, and deeply connected to the land.

Secwépemc ancestral knowledge teaches us how to live, listen, and pass knowledge forward. Events like this one today are not just moments to celebrate or recognize individuals – they are also opportunities to recognize the strength of Secwépemc languages, traditions, and ways of knowing that have always been here.

As others have noted, this week is Indigenous Awareness Week at TRU. This week, we will have opportunities to learn about and celebrate Secwépemc language and culture. But the most important lessons do not come from scheduled sessions or events. They come from

relationships, sitting together — as we are now — and listening to those who have carried knowledge through generations.

To the Elders here today — you are the teachers, the Knowledge Keepers, and the foundation of our communities. TRU is grateful for the time you share with us and the wisdom you pass on to future generations.

Leading in Community Research / Scholarship

TRU BOLD INTRODUCED AT SENATE — The TRU Bold Academic and Open Learning Plan (2024-2030) has been introduced at Senate, marking a significant step in defining the university’s academic priorities for the next six years. This comprehensive plan integrates open learning, research priorities, and structured program development, aiming to position TRU as a leader in accessible, flexible, and research-driven education.

TRU Bold is built around five key goals:

- Prioritizing “halo programs” that align with TRU’s research priorities in health and healing, the environment, and technology to improve lives;
- Embedding high-impact teaching practices;
- Advancing open educational practices;
- Prioritizing flexible learning pathways; and
- Developing strategic graduate programs.

The plan reflects TRU’s commitment to student success, interdisciplinary research, and collaboration with Tk’emlúps te Secwépemc and T’exelc.

2025 TRU GAGLARDI AI SUMMIT — The 2025 AI Summit, hosted by the Bob Gaglardi School of Business and Economics at TRU, examined the role of generative AI in education, business, and society. Building on the 2024 AI Symposium, this year’s event expanded the conversation beyond teaching and research by including industry leaders who shared insights on AI’s impact in the workplace. Faculty demonstrated how AI is being integrated into classrooms, and students discussed their experiences and expectations regarding AI in their education.

AI is no longer an abstract concept but a reality shaping both learning and business operations. More than 100 Canadian universities and colleges already use AI tools in their curricula, and over half of Canadian students expect their institutions to offer AI-related support. The summit provided faculty with practical approaches to incorporating AI into their teaching while helping students understand how AI will influence their future careers.

Industry experts highlighted AI's practical applications and the challenges businesses face in adopting new technologies. The summit reinforced that AI is not just a tool for the future but an immediate reality shaping education and business.

TRU is taking an active role in ensuring students and faculty are prepared for an AI-driven world. The university's focus is not merely on discussing AI but on equipping its community with the knowledge and skills to use it responsibly and effectively.

TRU EMBRACES OPEN RESOURCES AND TECH FOR STUDENT SUCCESS — Our TRUly Flexible initiative is intended to adapt higher education to the changing needs of learners. This approach includes using open educational resources (OER) and online technology to make education more accessible, affordable, and personalized. By reducing costs and expanding learning options, TRU is removing traditional barriers and supporting student success.

Open educational resources encompass digital textbooks, videos, podcasts, and course content that can be freely used, adapted, and shared. TRU launched the TRU Open Press in 2023, working closely with Open Learning and academic practitioners to develop and distribute these resources. Brian Lamb, director of Learning Technology and Innovation, emphasized that OER not only lowers costs and improves accessibility but also provides long-term stability, as resources remain available without pricing changes or version updates dictated by publishers.

TRU maintains multiple platforms to deliver these resources, including Moodle and WordPress, ensuring students can access materials without special software or login requirements. The university is also developing interactive content through open-source tools like H5P, allowing for dynamic and engaging learning experiences.

[In an article on TRU's NewsRoom](#), Lamb underscored that open educational resources align with the TRUly Flexible initiative by meeting students where they are, offering adaptable learning methods, and ensuring that TRU's teaching and learning practices remain relevant to student needs.

OPEN-SOURCE COLLABORATION GAINS PROVINCIAL BACKING THROUGH NEW GRANT — A grassroots initiative co-led by TRU to foster the use of open-source technologies for higher education is gaining momentum with a \$100,000 grant from British Columbia's Ministry of Post-Secondary Education and Future Skills. The [Shared Education Resources and Technology \(SERT\)](#) grant enables TRU and its partners to take the [Open EdTech Collective \(OpenETC\)](#) to the next level.

Founded by a group including TRU, the University of Northern British Columbia and BCcampus, OpenETC arose as a voluntary effort to collaborate with other universities and colleges to share and support the use of open-source technologies such as WordPress for teaching and learning. The site's community of educators, technologists and designers share their expertise to develop open infrastructure for B.C.'s post-secondary sector.

Recognizing the role OpenETC and its collaborators can play in supporting the ministry's [Digital Learning Strategy](#), the one-time SERT grant will fund the development of infrastructure, sharable designs and templates that will sustain the project moving forward, including a governance policy and business model. TRU, which is provincially mandated to serve B.C.'s open learning needs, will lead the initiative with continued collaboration across the province.

Work is already underway on OpenETC, with the rollout of demonstration tools and potential business models expected this spring and summer. The SERT grant wraps up in March 2026.

ELDER LAW CENTRE MOVES TO FACULTY OF LAW — The Canadian Centre for Elder Law (CCEL) is relocating to the TRU Faculty of Law, as announced by the BC Law Institute (BCLI) and TRU. Under a revised memorandum of understanding, TRU's Law Library will now house all CCEL publications, including the *Practical Guide to Elder Abuse and Neglect Law in Canada*.

Since its establishment in 2003, CCEL has operated as a division of the BC Law Institute, producing over 30 publications and providing legal information and educational resources to organizations focused on aging-related legal issues. Ed Wilson, chair of the BCLI board, expressed confidence in TRU Law's ability to continue CCEL's work, emphasizing the ongoing need for legal innovation to address the diverse issues affecting aging populations.

TRU's dean of law, Daleen Millard, highlighted the significance of hosting CCEL, noting that it strengthens the faculty's research capacity and deepens its commitment to elder law. Both Wilson and Millard acknowledged the contributions of past CCEL staff in advancing resources and expertise in the field.

The BC Law Institute, an independent not-for-profit law reform agency established in 1997, will continue its research on elder law reform in collaboration with TRU Law. This transition marks an important step in advancing legal education and research in elder law at TRU.

IDAYS 2025 AT TRU CELEBRATED CULTURAL DIVERSITY AND GLOBAL COLLABORATION — TRU hosted its annual IDays celebration from March 12 to 14, bringing together students, faculty, staff, and the Kamloops community to highlight cultural diversity and global perspectives. Presented by Kia Kamloops, this year's theme, *Collective Voices: Innovating Towards a Sustainable Future*, was reflected in performances, hands-on workshops, and immersive experiences that emphasized collaboration in addressing global challenges.

IDays provided an opportunity to celebrate culture through food, music, and dance while fostering meaningful conversations about sustainability and the future. Vice-President International Baihua Chadwick noted that the event was more than a showcase of diverse traditions, describing it as a reminder of TRU's role in creating an inclusive and globally engaged campus where diverse perspectives contribute to a shared future.

The week featured a variety of events, with the IDays Fashion Show debuting as a stand-alone spectacle on March 12. Held in the Grand Hall of the Campus Activity Centre, the show featured students presenting traditional and modern designs that celebrated heritage and self-expression.

The capstone event, the IDays Showcase, took place on March 14 in the TRU Gym. The evening featured live performances, cultural exhibits, food, and artistic expressions, offering a dynamic experience that brought the community together in celebration of global traditions. The showcase emphasized creativity, learning, and cultural exchange, drawing strong participation from both the TRU and Kamloops communities.

All IDays events were free and open to the public. With students from over 100 countries contributing to TRU's multicultural environment, IDays continues to grow each year, reinforcing TRU's commitment to fostering connection, collaboration, and the celebration of cultural diversity.

Eliminating Achievement Gaps

NEW BURSARY INCREASES ACCESS TO STEM — A \$25,000 donation from Progressive Planet will support women pursuing studies in science, technology, engineering, and math (STEM) at TRU. The company has established the Progressive Planet STEM Bursary, which will provide financial assistance to female students over the next five years.

Progressive Planet CEO Stephen Harpur, a father of three daughters, sees this bursary as a way to reduce financial barriers for women interested in STEM careers. He noted that while women make up more than half of university admissions in Canada, they remain underrepresented in fields such as engineering, mathematics, and technology. He hopes the bursary will contribute to greater gender balance and encourage more women to see STEM as a viable and respected career path.

TRU's Faculty of Science serves more than 4,000 students annually, with women representing more than half of enrolment. Dean Greg Anderson emphasized that partnerships like the one with Progressive Planet help reduce gender disparities in STEM by expanding access and opportunities for students. He noted that community support is essential in providing students with resources that may not otherwise be available.

Progressive Planet, a clean technology company based in Kamloops, develops products using mineral assets and recycled materials to promote environmental sustainability.

Community Engagement / Partnerships

TRU DEEPENS COLLABORATIONS WITH MEXICO THROUGH INTERNATIONAL EDUCATION INITIATIVES — TRU is strengthening its ties with Mexico and Latin America through its membership in the Canada and Latin America Research & Exchange Opportunities Consortium (CALAREO). This

initiative supports student mobility, research collaborations, and scholarships between Canadian and Latin American institutions.

In March, TRU representatives Dr. Juan Felipe Mejía Mejía, manager of Transnational Education, and Colin Doerr, principal, Global Matters, visited Querétaro, Mexico, as part of a CALAREO delegation. They engaged with institutional partners to advance initiatives in student exchanges, research partnerships, and institutional development. Meetings in Mexico City with government officials and institutional partners further reinforced TRU's commitment to international collaboration.

César Eduardo Gutiérrez Jurado, executive director of Institutional Strengthening at the National Association of Universities and Higher Education Institutions of the Republic of Mexico, emphasized the importance of student mobility and academic collaboration in strengthening bilateral relationships and fostering global leadership.

TRU, in partnership with the Canadian-Mexican Chamber of Commerce and the Embassy of Canada, hosted *Investing in International Education in Uncertain Times*, a networking event in Mexico City on March 13. This event brought together professionals and stakeholders to explore cross-border partnerships in education, business, and investment. Mark Richardson, deputy head of Mission at the Embassy of Canada in Mexico, highlighted how international education benefits students while enriching their home communities by introducing new perspectives and practices.

Beyond this visit, TRU's involvement in CALAREO has led to tangible outcomes. Dr. John Church, professor in Natural Resource Science, used CALAREO funding to advance his research on precision ranching technology in Brazil, promoting sustainable livestock practices. As a result, TRU has established a new research partnership with Universidade Comunitária de Santa Catarina and is now hosting a research student from Brazil.

TRU's engagement in CALAREO continues to create opportunities for collaboration, advancing research, innovation, and cross-cultural learning that support international education and sustainable development.

IMPACT OF HAVING A FULL UNIVERSITY IN KAMLOOPS HAS BEEN FAR-REACHING — The following is my op-ed that ran on Castanet on March 12:

A significant milestone for Thompson Rivers University is coming. In just a few weeks, on March 31, we will celebrate TRU becoming a full university. Twenty years ago, after an intensive community-driven campaign, the B.C. government approved legislation, the Thompson Rivers University Act 2005, that brought together the University College of the Cariboo with B.C.'s Open University to create a new centre for higher learning in Kamloops.

Anniversaries invite reflection. Whether it's a personal milestone, a community achievement or the evolution of an institution, marking the passage of time gives us a chance to consider where we started, what we've accomplished, and where we're headed. This year, Thompson Rivers University turns 20 — a milestone for Kamloops and the many thousands of students, faculty and staff who have been part of its journey.

The evolution from the UCC to TRU was a bold step that reshaped the provincial educational landscape. But has TRU fulfilled the promise? What has it meant for Kamloops to have a university in its backyard? And, as we look ahead, what role should TRU play in tackling the biggest challenges of our time?

Before TRU became a full university in 2005, Kamloops lacked a research-driven centre for higher education. Bright minds — both faculty and student — often had to leave to pursue research and higher education. Businesses had to look elsewhere for highly skilled graduates and pressing local issues—whether economic, environmental, or social — often lacked the benefit of in-depth academic research.

That changed with TRU. Today, thousands of students from Kamloops and beyond choose to study here. Faculty members are leading research that directly impacts our region. And the city benefits from the economic and cultural energy of a thriving university.

Having a university in Kamloops has meant more than just educational opportunities. It has meant growth — of people, ideas, and industries. TRU has created new degree programs, expanded its reach through Open Learning, and established partnerships that connect students with employers.

It has become an anchor for the city's economy, attracting investment and talent that might otherwise have gone elsewhere.

A recent economic impact study examined how TRU benefits local, regional and provincial economies. The economic evidence is striking. TRU now contributes more than \$885 million annually to the Kamloops economy and supports one in every 10 jobs in the region.

The influx of students, the expansion of research activity, and the development of industry partnerships have all made TRU a major economic driver. If TRU had stayed a university college, many of these opportunities — and the people and businesses that benefited from them — might have gone elsewhere.

Becoming a university also allowed TRU to attract research funding that was previously out of reach. Today, TRU brings in \$8.5 million annually in sponsored research. Recently, TRU reached a new and important milestone, being named in the top 50 research universities 2023 list, for the first time. From wildfire science to sustainable agriculture, TRU's research

is tackling some of the most pressing challenges of our time. Without a full research mandate, those projects, and their benefits to local industries and communities, would likely not exist.

Beyond economics, the social impact has been profound. TRU's growth has increased access to higher education, allowing more students, especially from rural and Indigenous communities, to earn undergraduate and graduate degrees without leaving the region.

TRU has also enriched Kamloops' cultural and civic life. Our work makes Kamloops more diverse, connected and engaged. TRU supports the arts, fosters debate and brings diverse perspectives to the community. The research and scholarship our faculty does related to global issues, which includes faculty and student exchanges, increases international understanding. It all ensures that Kamloops is not just a great place to live but also a great place to learn and innovate.

As we look ahead, TRU's role in Kamloops, B.C., and Canada will become even more critical. We are tackling some of the most pressing challenges of our time, issues that matter to people from all parts of our country.

Take wildfire research as an example. TRU is becoming a national leader in studying wildfires and their impacts. With the devastating effects of climate change more apparent in recent summers, the need for evidence-based solutions has never been greater. TRU researchers will help us better understand fire behaviour, mitigation strategies and ways to build more resilient communities. Their work will save lives and protect livelihoods.

Then there are social challenges. TRU's Strategic Research Plan emphasizes research in areas such as housing and homelessness, community-based addictions research, and Indigenous health. The plan highlights the university's commitment to studying social challenges through collaborative research initiatives.

Kamloops is a stronger city because of its university and, as TRU moves into our next 20 years, its value will only grow. The challenges of the future — climate change, social inequality, economic uncertainty, including tariffs and trade wars — are complex. But they are precisely the kinds of challenges universities exist to help solve.

In 2005, TRU's potential existed as an idea, a concept. Today, its value is well understood. By any measure, TRU has been, and continues to be, a tremendous success. And the promise it offers for the future is even greater.



Outlook

proposed revisions to Board of Governors policy BRD 25-0, Sexualized

From Tracy Christianson <Tchristianson@tru.ca>

Date Tue 3/11/2025 11:09 AM

To Secretariat <secretariat@tru.ca>

Thank you for the opportunity to offer comments on the above proposed policy. Sexual violence is an important issue in universities and to have such a policy is critical. However, there are no policy related to violence (physical and/or sexual) in general at TRU at this time. This is an important policy that should be added/included in such a violence policy. When reports of violence come forth currently, these are being address under the [BRD 17-0 RESPECTFUL WORKPLACE AND HARASSMENT PREVENTION](#) I urge the BoG to recommend a policy related to violence in the workplace/learning place be created to be inclusive all types of violence that does occur.

Respectfully,
Tracy

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Thompson Rivers University campuses are on the traditional lands of the Tk'emlúps te Secwépemc (Kamloops campus) and the T'exelc (Williams Lake campus) within Secwépemc'ulucw, the traditional and unceded territory of the Secwépemc. Our region also extends into the territories of the St'át'imc, Nlaka'pamux, Nuxalk, Tšilhqot'in, Dakelh, and Syilx peoples

From: [Alma Klarich](#)
To: [Secretariat](#)
Cc: [Christina Duquette](#)
Subject: BRD 25-0 Sexualized Violence - Comments on proposed revisions
Date: Friday, 14 March 2025 02:47:54 PM

Comments on proposed revisions to BRD 25-0:

TRU Internal Audit reviewed the proposed revisions to BRD 25-0, in light of advice and recommendations our office made in a prior related audit engagement.

Many of the proposed amendments largely address issues we raised, specifically the changes to the following sections:

- Sec. I. 11 and 13b.
- Sec. II. 3 and 7
- Sec. IV. 8
- Sec VI. 19

However, we note two points for further consideration:

- Sec. II. 3e. the term “real and substantial connection” can be subjectively interpreted.
 - More clarity or guidance on this interpretation would help readers and decision makers.
- Sec VI. 5. extends the review or cancellation timeline of interim measures from 14 days to 20 days but does not include language for monitoring and reviewing the interim measures on a recurring cadence should it remain in place, or any requirement to document such reviews.
 - Reviewing the interim measure on a recurring basis would help ensure the measure remains relevant and non-disciplinary. Documentation supports accountability and compliance that the review took place and was appropriately assessed.

Thank you,

Alma Klarich, CPA, CGA, CIA (Pronouns: She/Her)

Manager, Internal Audit

C: 250-318-2665

[Click for more information about TRU Internal Audit](#)

“Respectful relations define our behaviour. We respect each other (Xyemstwécw), the land, knowledge, the peoples of our region and beyond.”

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