THOMPSON RIVERS UNIVERSITY

BOARD OF GOVERNORS AGENDA

Public Meeting
Friday, September 25, 2026
1:00 pm
The Brown Family House of Learning
HOL 190/Teams

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 – D. Hallinan**
1:02	**2.**	**TERRITORIAL ACKNOWLEDGMENT — D. Hallinan**
1:03	**3.**	**WELCOME NEW AND REAPPOINTED GOVERNORS**
		a. David Hallinan (Reappointed by the Lieutenant-Governor in Council)
		b. Heather Fader (Reappointed by the Lieutenant-Governor in Council)
		c. David Zirnhelt (Appointed by the Lieutenant-Governor in Council)
		d. Amisha Patel (Re-elected Student)
		e. Levi Escobar (Elected Student)
1:07	**4.**	**RECOGNITION OF EXCELLENCE — D. Hallinan**
		a. 2026 West Coast Teaching Excellence Award - Dr. Natasha Ramroop Singh
1:15	**5.**	**ADOPTION OF AGENDA — D. Hallinan**
1:17	**6.**	**CONFLICT OF INTEREST DISCLOSURES**
1:18	**7.**	**MINUTES OF PREVIOUS MEETING**
Page 3		a. Minutes of Board Public Meeting of June 19, 2026 (For Decision)
1:20	**8.**	**CHANCELLOR'S REPORT – DeDe DeRose**
1:25	**9.**	**BOARD CHAIR'S REPORT — D. Hallinan**
1:35	**10.**	**PRESIDENT'S REPORT – Dr. Airini**
Page 8		a. President's Report to the Board (For information)
1:40	**11.**	**FINANCE COMMITTEE REPORT — D. Hallinan**
Page 12		a. Q1 Internal Forecast (For information)
Page 14		b. Financial Health Update (For information)

Page 25		c. Financial Information Act reporting (For Decision)
1:50	**12.**	**SENATE REPORT — Dr. Airini (For Decision)**
Page 102		a. Academic Planning and Priorities Committee of Senate Report i. Category III, Baker Apprenticeships ii. Category III, Master of Science in Integrative Science
		b. Program Deletion: Category III, Administrative Assistant Online Certificate (OL)
2:00	**13.**	**BUSINESS**
Page 104		a. Amendments to Information Security Policy BRD 16-1 (For Information) – Andrew Guerra
2:15	**14.**	**REPORTS AND UPDATES**
		a. Future TRU – Deficit Mitigation Plan Update (For Information) – Dr. Airini/ M. Milovick/Dr. G. Binsted
Page 112		b. Sexualized Violence Annual Report (For Information) – Cassie Greenough/ B. Chadwick
2:30	**15.**	**PRESENTATION**
		a. TRU Research as an Institutional Asset – Shannon Wagner
	16.	**NEXT BOARD MEETING**
		a. The next board meeting is scheduled for December 4, 2026 in the Brown Family House of Learning, HOL 190.

BOARD OF GOVERNORS
PUBLIC MEETING

Friday, June 19, 2026
1:00PM
Clock Tower Boardroom, CT309

MINUTES

Board members present:
President Airini, Hasnat Dewan, Heather Fader, David Hallinan, Dian Henderson, Niki Remesz, Dancing Water Sandy, Christine Sorensen, Tim Webber, Niki Remesz, Cindy Ozouf, DeDe DeRose

Regrets:
Inderpreet Bains, Hee Young Chung, Amisha Patel

Executive and others present:
Matt Milovick (Vice-President Administration and Finance), Shannon Wagner (Vice-President Research), Mike Henry (Chief of Staff), Scott Blackford (Associate General Counsel), Andrea Li (Special Advisor to the President), Lily Copeland (Office of the President).

1. CALL TO ORDER — Christine Sorensen

The meeting was called to order at 1:18 p.m.

a. Acknowledgement of departing Governors (Information)
   i. Jim Hamilton
   ii. Tim Webber
   iii. Inderpreet Bains

2. TERRITORIAL ACKNOWLEDGMENT — Christine Sorensen

The board chair provided a territorial acknowledgment

3. RECOGNITION OF EXCELLENCE — Christine Sorensen

a. Barbara Crutchley Memorial Award recipient – Anita Sharma

C. Sorensen recognized Anita Sharma for the Recognition of Excellence Award. She is the Director of Research Resources at TRU.

4. ADOPTION OF AGENDA

*On motion duly made and adopted, it was **RESOLVED** that the agenda be adopted as amended.*

5. CONFLICT OF INTEREST DISCLOSURES

No governors disclosed conflicts of interest.

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6. MINUTES OF PREVIOUS MEETING

a. Minutes of board public meeting of March 27, 2026 (For Decision)

*On motion duly made and adopted, it was **RESOLVED** that the minutes of the Public meeting of March 27, 2026, be approved as amended.*

7. CHANCELLOR'S REPORT – DeDe DeRose

D. DeRose presented her report, noting that she attended convocation ceremonies in both Williams Lake and Kamloops. She expressed appreciation to staff and all involved for their work and dedication, and she highlighted several memorable moments from the ceremonies.

D. DeRose also discussed the Indigenous Chancellors Group, comprised of 14 Chancellors across Canada, which will begin meeting quarterly to discuss challenges facing students and to celebrate successes.

8. BOARD CHAIR'S REPORT – Christine Sorensen

C. Sorensen reported that convocation was an inspiring ceremony, noting the diversity of students participating. Minister Sunner contributed to the ceremonies through a video.

The Board Chair with the President had an opportunity to meet with Minister Sunner in June.

9. PRESIDENT'S REPORT – Dr. Airini

Dr. Airini noted that the report was to be taken as read. Airini responded to questions.

10. REPORT FROM THE FINANCE COMMITTEE — David Hallinan

a. Letter of Agreement between Thompson Rivers University and Skilled TradesBC (For Decision) – Dave Hallinan

D. Hallinan reported on the benefits of the Letter of Agreement between TRU and SkilledTradesBC. M. Milovick noted that the letter is signed annually. Discussion ensued, and M. Milovick responded to questions. The Dean of Trades also addressed questions from the board.

*On motion duly made and adopted, it was **RESOLVED** that the board approved the 2026 Letter of Agreement between Thompson Rivers University and Skilled TradesBC as presented.*

b. Aramark Contract Renewal (For Decision) - Matt Milovick

D. Hallinan reported that Aramark has been at TRU for 10 years and was the successful proponent in the recent bid process. Due to the size of the contract, board approval is required.

M. Milovick noted that a consultant was engaged prior to going to market to work with the community in developing the RFP. Aramark was selected as the successful proponent for a 5-year contract, renewable for an additional 5 years, and the agreement includes a termination clause. He also highlighted that TRUSU partners with Aramark to provide 200 free lunches to students throughout the year. Discussion ensued, and questions were addressed.

*On motion duly made and adopted, it was **RESOLVED** that the board approved the Aramark Contract Renewal as presented.*

c. CURIE letter vs UCIPP (For Decision) – Matt Milovick/Steve Pottle

M. Milovick reported that the University is considering moving its insurance coverage from UCIPP to CURIE. He noted that while CURIE is more expensive, it provides guaranteed replacement in the event of a catastrophic loss, whereas UCIPP replacement is not guaranteed and depends on government decision.

T. Webber outlined the pros and cons of moving to CURIE, emphasizing that protection in a catastrophic event—such as a wildfire—is a key factor in recommending the change.

S. Pottle added that UBC is also transitioning to CURIE and had previously been part of UCIPP due to earthquake risk. He noted that CURIE offers significantly higher liability limits for board members and that the agreement is structured as a 5-year contract.

CURIE membership also includes a reciprocal component that may return funds to members, estimated at approximately $40,000 per year. Discussion ensued.

*On motion duly made and adopted, it was **RESOLVED** that the board approved moving TRU insurance from UCIPP to CURIE effective July 2027.*

d. 2025/26 Student Full-Time Equivalent Summary Report (for Information) – Matt

11. REPORT AUDIT COMMITTEE — Tim Webber

a. Audited 2025/26 Financial Statements and Fourth Quarter Results (For Decision) –
   i. Audited Financial Statements, March 31, 2026

M. Milovick thanked the Finance team for their work on the financial statements. He highlighted key variances from the original budget and noted that the financial statements are in solid condition as the university prepares for future challenges.

*On motion duly made and adopted, it was **RESOLVED** that the board approved the Audited 2025/26 Audited Financial Statements and the fourth quarter results as presented.*

   ii. KPMG Audit Findings Report for the year ended March 31, 2026
   Included above.

12.SENATE REPORT

a. 2028/29 Academic Schedule of Dates (For Information)

This report was taken as read.

13. BUSINESS

a. Williams Lake Campus – Dr. Airini

i. Report on Public Engagement in Reimagining Post-secondary Education in Williams Lake (For Decision)

*On motion duly made and adopted, it was **RESOLVED** that the board approve accepting the report on Public Engagement in Reimagining Post-secondary Education in Williams Lake.*

ii. Recommendation to move the decision on the facility to the December board meeting (For Decision)

*On motion duly made and adopted, it was **RESOLVED** the board approved the recommendation to move the decision on the facility to the December board meeting.*

b. Delivering on Envision TRU (For Decision) – Dr. Airini

*On motion duly made and adopted, it was **RESOLVED** that the board approved the three recommendations from senate*

*On motion duly made and adopted, it was **RESOLVED** that the board approved to sever the recommendations:*

*On motion duly made and adopted, it was **RESOLVED** that the board approve withdrawal of the motion to approve the Planning Goals (2025-2030);*

*On motion duly made and adopted, it was **RESOLVED** that the board approve, in principle, the establishment of ten aspirations and indicators (2026-2030) for Envision TRU*

*On motion duly made and adopted, it was **RESOLVED** that the board approve Administration to:*

- *engage with senate and other relevant bodies;*
- *develop an implementation plan, including budget; and*
- *return to the board with a final implementation report and recommendation for approval.*

Acton: bring back to the board the final implementation report and recommendations for approval by December board meeting.

c. Proposed changes to Board Bylaws and Board Manual (For Decision)

M. Henry informed the board that they are considering amending the bylaws to allow for an additional Vice-Chair to support fulfilling the role.

*On motion duly made and adopted, it was **RESOLVED** the board approve the changes to the board bylaws and board manual as presented.*

*On motion duly made and adopted, it was **RESOLVED** that the board allow a time extension of the meeting.*

14. REPORTS AND UPDATES

a. Institutional Accountability Plan and Report (IAPR) (For Decision) – Dorys Crespin Muller

Airini informed the board that this report was provided for decision and is currently with government; it will not be distributed until it has been formally released.

D. Crespin-Mueller noted that the submission reflects collaboration across the entire institution. The report outlines TRU's goals and responds to the mandate letter, and she confirmed that all performance measures have been met. D. Crespin-Mueller responded to questions.

*On motion duly made and adopted, it was **RESOLVED** that the board approved the 2025/26 Institutional Accountability Plan and Report (IARP) as presented.*

15. PRESENTATIONS

a. Deficit Mitigation Report Presentation (for Information) – Matt Milovick / Christna Duquette

Airini informed the board that this report was prepared in response to a March request from the board regarding FTE reductions. She noted that a full report will be provided at the September board meeting, aligning with the first full year of deficit mitigation.

Both M. Milovick and Airini responded to questions.

16. NEXT BOARD MEETING

The next board meeting is scheduled for Friday, September 25, 2026, location TBD.

Action: Look into holding the September Board meeting at the TRU Williams Lake Campus and report back to the board by August 1, 2026.

17. TERMINATION OF MEETING

The meeting was adjourned at 3:25 p.m.

THOMPSON RIVERS UNIVERSITY

MEMORANDUM

Date:	25 September 2026
To:	Board of Governors
From:	Dr. Airini, President & Vice Chancellor
Re:	President's report: Public meeting of the Board

Executive Summary:

This report is presented to the Board of Governors **FOR INFORMATION.**

The purpose of this President's Report is to focus on forward momentum toward *Envision TRU*. This report highlights key areas of progress aligned with the Envision TRU four strategic change goals.

BACKGROUND

Over the past quarter, Thompson Rivers University has continued to build forward momentum toward *Envision TRU* (2020–2030). This report highlights progress since my June 26 report to the Board, aligned with the four strategic change goals: eliminate achievement gaps; honour truth, reconciliation and rights; lead in community research and scholarship; and design lifelong learning.

Our work is taking place in a rapidly shifting post-secondary environment. TRU is responding with discipline and optimism: strengthening student success, deepening Indigenous partnership, growing use-inspired research, expanding flexible pathways and advancing financial sustainability through the first year of action following the Board-approved *Future TRU: Deficit Mitigation Report*.

The Future TRU We Are Building

By 2030:

- *TRU is among Canada's most innovative universities* — in pedagogy, organization, technology, and partnerships with industry, communities, and professions. We are driving Interior BC's emergence as a national leader in applied AI and technology.
- As *Canada's leading dual-sector research university* we unify vocational education with higher education. We focus on use-inspired research and education, that solves the challenges of Interior BC and contributes to global futures. We show it is possible to deliver both academic excellence and access, with exceptional student results. Our foundation in flexible learning — online, hybrid, and in-person — makes it possible for students to learn where they live and earn while they learn. We operate outside the generic patterns of research universities. We are responsive to students, employers, and communities.

- We are *the only university in the world where Secwépemc ways of knowing and being are foundational.*
- TRU is *resilient and adaptive*. We respond to financial challenges while elevating excellence in how we teach, research, and serve.

Across our campuses and communities, we are seeing tangible evidence of impact — in student success, Indigenous partnership, community-engaged research, and expanded pathways for lifelong learning.

ELIMINATE ACHIEVEMENT GAPS

Progress this quarter reflects TRU's ongoing commitment to inclusive student success and equitable outcomes. We are currently hiring three positions in the EDI and Anti-Racism office, and two Indigenous Prior Learning Assessment Record (PLAR) roles.

During July-September TRU has advanced student success through practical supports, stronger pathways and renewed attention to access. Domestic on-campus course registrations are up three per cent compared with last year, while international registrations remain under pressure, reinforcing the importance of focused recruitment, retention, student advising and diversified enrolment strategies. At the same time, student success is visible in stories of donor-supported persistence, trades learners gaining applied experience, international learners finding pathways at TRU, and student-athletes building pride and community through WolfPack success.

TRU Law also received a historic legacy gift from the Honourable Hope Hyslop, K.C., supporting future law students and the TRU Community Legal Clinic — a powerful example of how philanthropy advances student opportunity, professional formation and access to justice in our region.

Selected TRU News Highlights

- TRU Open House invites community to explore campus
- Wildfire season renews need for TRU student support
- International student overcomes challenges with donor support
- Summer programs create pathways for learners from around the world
- Historic gift supports Faculty of Law

HONOUR TRUTH, RECONCILIATION, AND RIGHTS

This quarter has been marked by meaningful progress in advancing reconciliation, grounded in partnership and shared leadership.

This quarter, TRU continued to honour truth, reconciliation and rights through place-based learning, Indigenous-led partnership and culturally respectful pathways. The Coyote Project self-guided campus tour invites students, employees and visitors to experience TRU through a Secwépemc lens. The new cedar carving in Nursing brings Secwépemc teachings of health, care and connection into the learning environment. The TRU–NVIT memorandum of understanding creates a framework for future collaboration in Indigenous language credentials and other education initiatives, while the national Indigenous Chancellor Working Group continues to focus attention on Indigenous learner and scholar success, and respect for the truth of residential schools.

Selected TRU News Highlights

- Community invited to explore TRU through a Secwépemc lens
- Cedar carving brings Secwépemc stories of health and connection to TRU Nursing
- TRU, NVIT formalize relationship through new agreement
- Shape Indigenous health research at TRU

LEAD IN COMMUNITY RESEARCH AND SCHOLARSHIP

Research is an institutional asset at TRU and core to delivering on *Envision* TRU.

TRU's research momentum continues to grow in areas that matter deeply to our region and the world. Faculty and students secured significant federal and provincial research support, including NSERC Discovery Grants, SSHRC funding and inaugural Health Research BC Engage Awards. TRU welcomed its largest-ever Mitacs cohort, strengthening global research connections, and continues to build national visibility in wildfire science, AI-enabled wildfire detection, climate and health research, and community-facing scholarship. These achievements demonstrate the distinctive value of a dual-sector research university: use-inspired high impact research applied to the challenged in Interior BC and contributing to BC and national futures.

Selected TRU News Highlights

- A summer of research: TRU welcomes record Mitacs cohort
- TRU researchers receive inaugural Health Research BC Engage Awards
- TRU researchers awarded nearly $595,000 in SSHRC funding
- Testing what works: TRU burn unit aims to raise the bar on fire-resilient housing

DESIGN LIFELONG LEARNING

TRU continues to expand flexible and accessible learning pathways aligned with the needs of learners, communities, and the economy.

New academic partnerships, including with Nicola Valley Institute of Technology are opening routes for students to advance their education at undergraduate and graduate levels. 42 students (most of whom are Indigenous) have begun TRU MEd studies in collaboration with NVIT.

TRU continues to design lifelong learning by expanding flexible, applied and community-responsive pathways. The province's *Look West* strategy will bring more than 800 new skilled-trades training seats to TRU in 2026–27, increasing total trades seats to more than 2,380 this year. New and growing programs, including the baker apprenticeship and hands-on carpentry training, show the strength of applied learning that connects students directly with community and workforce needs. Work is also underway to reimagine post-secondary education in the Williams Lake area, with community engagement beginning this fall and recommendations expected by March 2027.

Selected TRU News Highlights

- New baker apprenticeship program rises to early success
- Summer programs create pathways for learners from around the world

- TRU, NVIT formalize relationship through new agreement
- A familiar face on the path to post-secondary

Two additional developments support this forward momentum. First, TRU's participation in the UniForum Service Effectiveness Survey will provide sector-standardized data on the effectiveness of administrative and support services, helping us improve service quality, align resources and strengthen a culture of continuous improvement. Second, the provincial public post-secondary sustainability review led by Don Avison provides an important opportunity to consider how B.C.'s system can remain strong, sustainable and responsive to students, communities and the economy. TRU looks forward to engaging constructively with the province once findings and recommendations are available.

LOOKING AHEAD

As we move beyond the midpoint of *Envision TRU* (2020-2030), our direction is clear. We are managing financial realities with discipline while continuing to build the university our region and province need: innovative, inclusive, Indigenous-informed, research-active, flexible and resilient.

Across July to September the work of our students, faculty, staff, and partners demonstrates a university that is:

- Advancing equity in student outcomes
- Deepening Indigenous partnerships and reconciliation
- Expanding community-engaged research and scholarship
- Creating accessible lifelong learning pathways

I thank the Board, Senate, students, faculty, staff, leaders, partners and community collaborators for the shared work of building Future TRU. The months ahead will require focus, courage and collaboration. They also offer real possibility: to turn challenge into transformation and to position *TRU* for success for decades to come.

THOMPSON RIVERS UNIVERSITY

Date:	September 1, 2026
To:	Board of Governors
From:	Dr. Airini, President & Vice Chancellor
Re:	2026-27 First Quarter Consolidated Financial Forecast
Attachment:	2026/27 – First Quarter (Q1) Forecast presentation

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Executive Summary:
This agenda item is provided to the Budget Committee of Senate, Finance Committee of the Board, and the Board of Governors **FOR INFORMATION.**

Key Takeaways for the Board:
The Q1 forecast projects results to March 31, 2027, and was prepared from mid-July to mid-August using operating results as of June 30, 2026 and June enrolment projections. Based on this forecast, and assuming no further changes in revenue or spending, TRU anticipates balanced revenues and expenditures, with no projected surplus or deficit. Forecast revenues and expenditures are each $298.7 million.

The forecasted revenue is $4 million higher than budget mainly due to increases in government grants for wage adjustments and programming, as well as increases in interest and investment revenues. These increases are partially offset by decreased international tuition revenue. Forecast expenditures are also higher than budget, primarily because targeted reduction strategies have not yet been fully achieved. This pressure is partially offset by a one-time accounting reversal of ERIP costs. More detail on the key variances is included in the attached presentation.

There is a risk that targeted budget reductions will not be implemented in time to avoid a deficit.

Background: The consolidated forecast is prepared using the operating results as of June 30th, June 2026 enrolment projections, and consultation with budget holders (VPs, Deans, AVPs and Directors). This memorandum focuses on the consolidated forecast to March 31, 2027, and variances to budget.

Discussion: The basis for this update is TRU's 2026-27 consolidated budget.

Risks: There is a risk that targeted budget reductions will not be implemented in time to avoid a deficit. Management is working on a mitigation path to ensure deficit mitigation strategies are identified and actioned. TRU tuition revenue is subject to risk due to changes in enrolment. The budget and quarterly forecasts are updated based on the latest enrolment projections from June 2026 which reflect enrolment reductions since the budget was approved in March 2026.

Budgetary Implications: Approximately $4.1 million of the targeted $11.7 million in deficit mitigation strategies have been achieved as of Q1. This pressure is partially offset by a one-time $7 million accounting reversal related to ERIP costs.

Consultation: The Strategic Leadership Team (which includes all budget holders) and the Executive are involved and consulted during the preparation of the Q1 forecast.

Communications Desirable: Budget communications to the community have been robust, in the past and are expected to continue.

Recommendation: This report is for information only. There is no recommendation.

Fall 2026 – Financial Update

Gordon Binsted, Provost & VP Academic
Matt Milovick, VP Admin & Finance

THOMPSON RIVERS UNIVERSITY

Finance Committee, Board of Governors, September 16, 2026

THOMPSON RIVERS UNIVERSITY

Overall Financial Health (2025/26 vs 2024/25)

Metric	2025/26	2024/25	Trend	Assessment
Total Revenue	$309.9M	$320M	↓	Declining
Total Expenses	$301M	$306M	↓	High relative to stable revenue
Operating Surplus	$8.9M	$14.4M	↓	Positive
Overall Surplus Inc. Endowments	$14.1M	$14.4M	↔	Positive
Operating Margin	2.9%	4.5%	↓	Reasonable
Tuition / Student Fee Revenue	$123.8M	$145.5M	↓↓↓	Major concern
Change in Tuition Revenue	$123.8M	$145.5M	↓↓↓	Major concern
Capital Additions	$31.6M	$22.5M	↑	Continued investment
Internally Restricted Reserves	$127,624*	$80,696	↔	Flat*
Net Increase in Cash	$2.3M	$19M	↓↓	Significant slowdown
Total Student FTE	13,358	14,255	↓↓	-6.3%
Domestic FTE	10,176	9.913	↑	+2.7%
International FTE	3,182	4,342	↓↓↓	-26.7%

Financial Year 2025/26 Observations

- Overall performance considerably better than original deficit forecasts
  - Expense management is the strongest feature of this result (i.e. the work we did to reduce costs)
  - $8.9M surplus is a positive result but not proof that the structural deficit has disappeared
- Tuition fee reductions are a major red flag (and we still haven't hit bottom yet)
- We don't have a student-demand problem, we have a revenue mix problem
- Balance sheet is strong but unrestricted operating flexibility is moderate
- Liquidity is good but the net change in cash (a decrease of $17M year/over) is worth watching (means less short-term investment income)
- Capital position is healthy

Can TRU permanently resize its cost structure quickly enough to match its new-post-international enrolment revenue base without damaging the academic enterprise or its capacity to grow?

More importantly…what does that mean?

THOMPSON RIVERS UNIVERSITY

Deficit Mitigation Plan for 2026/27*

Targeted Reductions Possible but Challenging

Take-away: $11.65M is challenging but doable. All strategies in progress now.

Unit	Action	Est. Savings	Status
World, Enrolment/RO, Student Services	Evaluation of operational efficiencies	$3.15M	**Difficult**
All	Vacancy review	$2.25M	**Difficult**
All	Williams Lake reductions	$2.5M	**Difficult**
Faculties	Academic planning efficiencies	$3.75-$4.75M	**Difficult**
	Total Savings Possible but Challenging		**$11.65-$12.65**

Running Total: $17M - $5.34M - $11.65M = Balanced Budget for 2026/27

** Slide from March Board 2026/27 Budget Presentation*

THOMPSON RIVERS UNIVERSITY

Deficit Mitigation Plan for 2026/27

Progress to Date (as of September 1st, 2026)

Take-away: $7.55M to go. Progress is being made.

Unit	Action	Savings To Date	Status
World, Enrolment/RO, Student Services	Evaluation of operational efficiencies (World, Student Services, Registrar's Office)	$1.1M	**Partially Achieved / In Progress**
All	Vacancy review (primarily through vacancy savings)	$3.0M	**Achieved**
All	Williams Lake reductions	--	**Options available**
Faculties	Academic planning efficiencies	--	**In Progress**
	Total Savings to Date		**$4.1M**

Running Total: $11.65M – $4.1M = $7.55M est.

Uniforum 2024/25 to 2025/26

Based on 24/25

Based on 25/26

FUNCTION NORMALIZED COST TRENDS

Normalized Cost, 2023+

Support Services	2025 ($M)	2025 Norm	LQ Global	LQ CAN
Operations	**77.6**	**102**	**98**	**109**
Student Support & Services	15.4	119	97	107
External Engagement	14.8	140	95	126
Governance & Institutional Mgmt. (Ops)	13.8	85	98	94
Facilities Management (Ops)	8.3	88	92	103
General Administration	6.1	85	81	95
Information Technology (Ops)	5.5	83	86	83
Human Resources	4.7	121	99	134
Finance	4.3	71	79	121
Library	2.0	64	74	85
Teaching Administration	1.7	59	85	105
Research Administration	0.9	34	105	112
Develop & Transform	**5.6**	66	91	83
Change & Program Management (D&T)	2.8	69	88	88
Information Technology (D&T)	2.2	59	83	92
Campus Transform. & Project Mgmt. (D&T)	0.5	59	71	110
Teaching Design, Development & Delivery	12.1	173	77	119
Research Facilities & Support	1.9	41	67	114
Complementary Activities	3.9	40	55	142

"Most efficient University in Canada in the Nous Ecosystem"

Translated as: "If you cut anymore, you're going to break it".

2026/27 Proposed Consolidated Budget*

Balanced Budget
- Includes $17M targeted deficit mitigation reduction strategies

Revenue of $294.5M
- $5.2M lower than 25/26 budget
- $8.0M lower than 25/26 Q3 forecast
- $19.8M lower than 24/25 results

Compensation of $202.6M
- $3.5M lower than 25/26 budget
- $0.3M lower than 25/26 Q3 forecast
- $8.6M lower than 24/25 results

Non-comp. of $92.0M
- $8.7 higher than 25/26 budget
- $5.7M higher than 25/26 Q3 forecast
- $14.1M higher than 24/25 results

	2026/27 Proposed Budget (000's)	2025/26 Approved Budget (000's)	2025/26 Q3 Forecast (000's)	2024/25 Year End Actuals (000's)
Revenue	$294,516	$299,743	$302,471	$314,343
Total Revenue	**$294,516**	**$299,743**	**$302,471**	**$314,343**
Compensation & Benefits	$202,557	$199,048	$202,303	$193,955
Non-compensation	$91,989	$100,725	$97,716	$106,059
Total Expenditures	**$294,546**	**$299,773**	**$300,019**	**$300,014**
Operating Surplus/(Deficit) before endowment contributions	**($30)**	**($30)**	**$2,452**	**$14,329**
Endowment contributions	30	30	5,155	27
Annual Surplus/(Deficit)	**$0**	**$0**	**$7,607**	**$14,356**

** Slide from March Board 2026/27 Budget Presentation*

Observations from 2026/27 Q1 Results

- Enrolment revenue (international) tracking $3.9M below budget
- We've projected $4.1M in savings to be found from the $12M Deficit Mitigation Strategy leaving us $7.55M short
- Tracking a balanced budget even with $7.55M from DM strategy unrealized to date
    - Primarily because TRUFA ERIP costs of $7M+ had been budgeted in 2026/27 but had to be booked in FY2025/26
    - Buys us some time
    - We still need to find the other $7.55M to avoid structural deficit
- We're not done but the strategy for reducing costs remains the same

Multi-Year Projections*

Enrolment Scenario

- February 2026 projections
- (27.1%) International reduction 26/27 to 30/31
- Slight increase domestic on-campus and OL

Revenue

- Annual domestic tuition & fees increases
- Assumed 3% per year for CA increases (through 2027/28 – BC Balanced Measures Mandate)
- International Guaranteed Fee
- Annual residence rate and parking increases

Compensation & Benefits

- Assumed 3% general wage increase (through 2027/28 – BC Balanced Measures Mandate)
- Promotions & progression in out years
- Application of deficit mitigation strategies

Non-compensation

- Application of deficit mitigation strategies

	2026/27 Proposed Budget (000's)	2027/28 Projection ($000s)	2028/29 Projection ($000s)	2029/30 Projection ($000s)	2030/31 Projection ($000s)
Revenue	$294,516	$294,588	$295,530	$302,380	$303,663
Compensation & Benefits	($202,557)	($197,153)	($204,089)	($208,130)	($210,576)
Non- Compensation	($91,989)	($93,097)	($93,611)	($94,345)	($95,049)
Operating Surplus/(Deficit) before endowment contributions	**$0**	**$4,338**	**($2,170)**	**($95)**	**($1,962)**
Endowment contributions	$30	$30	$30	$30	$30
Annual Surplus/(Deficit)	**$0**	**$4,368**	**($2,140)**	**($65)**	**($1,932)**

These will change. Don't get comfortable yet

** Slide from March Board 2026/27 Budget Presentation*

Key Takeaways

- We've already done so much
- There's still no help coming
- Don't expect anything from the Avison report
- Need to stick to the plan – we're short $7.55M
- Part of the $7.55M we've found is in "vacancy management" – not vacancy elimination. No spending from salary savings. Need it all.
- Grant cuts are looming – will put extra pressure on the organization
- 2027/28 budget strategy will be responsive to changing circumstances

THOMPSON RIVERS UNIVERSITY

Date: September 18th, 2026

To: Board of Governors

From: Dr. Airini, President & Vice-Chancellor

Re: Financial Information Act Annual Reporting

Attachments: Statements of Financial Information 2025-26

Purpose: The purpose of this memo is to provide the Board with information about the province's requirements for reporting under the Financial Information Act (FIA).

Background: The FIA report has been a legislated reporting requirement of Government Reporting Entities (GRE's) since the mid 1990's. The report is legislated in both format and content. The Act requires mandated entities to disclose the following information:

- Financial information as per the financial statements
- Expenses paid to Board members
- Remuneration and benefits (for employees earning $75,000+ per annum)
- Schedule of vendors and vendor payments that exceed $25,000 (in total).

The following links provide additional information about the Act and the reporting requirements:

- Financial Information Act: http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96140_01
- Minister of Finance Directive and FIA Guidance Package: http://www.fin.gov.bc.ca/ocg/fmb/FIA/Dir_Jun05.pdf

TRU has fulfilled its reporting requirements and has thus been compliant with the FIA since the legislation was enacted.

Discussion: The information provided within the reporting is included within TRU's audited financial statements.

Financial Implications: n/a

Risk Profile: Submission of the FIA is a legislated requirement.

Recommendation: Management recommends that the Board of Governors approve the Financial Information Act reporting for submission to government as provided.

Print Form

Financial Information Act
Financial Information Regulation (FIR), Schedule 1

Statement of Financial Information (SOFI)
Index to FIR Schedule 1 and the Checklist

Page 3 & 4: Schedule of Remuneration and Expenses: Section Six (continued)

6(4) & (5)	[Explanatory information for reference]
6(6)	Report employer portion of EI and CPP as a supplier payment
6(7)(a) & (b)	Statement of severance agreements
6(8)	Explain an omission of statement of severance agreements
6(9)	[Statement of severance agreements to minister – not required unless requested]

Page 4: Schedule of Suppliers of Goods or Services: Section Seven

7(1)(a)	List suppliers receiving payments exceeding $25,000
7(1)(b)	Consolidated total of all payments of $25,000 or less
7(1)(c)	Reconcile difference in total above with operational statement
7(2)(a)	[Explanatory information for reference]
7(2)(b)	Statement of payments of grants or contributions
7(2)(c)	[Explanatory information for reference]

Page 5: Inactive Corporations: Section Eight

8(1)	Ministry to report for inactive corporations
8(2)(a)	Contents of report – statements and schedules under section 1(1) to extent possible
8(2)(b)	Contents of report – operational status of corporation

Approval of Financial Information: Section Nine

9(1)	Approval of SOFI for corporations (other than municipalities)
9(2)	Approval of SOFI for municipalities
9(3)	Management report
9(4)	Management report must explain roles and responsibilities
9(5)	Signature approval is for all contents of the SOFI

Access to the Financial Information: Section Ten

10(1) to (3)	[Explanatory information for reference]

Section 2 and 3

Financial Statements

THOMPSON RIVERS UNIVERSITY

Consolidated Financial Statements

For the year ended March 31, 2026

THOMPSON RIVERS UNIVERSITY

Index to Consolidated Financial Statements

Year ended March 31, 2026

THOMPSON RIVERS UNIVERSITY

STATEMENT OF ADMINISTRATIVE RESPONSIBILITY FOR CONSOLIDATED FINANCIAL STATEMENTS

For the year ended March 31, 2026

The University is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and the Province of British Columbia direction outlined in note 2(a). This responsibility includes selecting appropriate accounting principles and methods and making decisions affecting measurement of transactions in which objective judgment is required. In fulfilling its responsibilities and recognizing the limits inherent in all systems, the University's management has developed and maintains a system of internal controls designed to provide reasonable assurance that the University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements. The system of internal controls is monitored by the University's management.

The Board of Governors carries out its responsibility for review of the consolidated financial statements principally through its Audit Committee. The members of the Audit Committee are not officers or employees of the University. The Audit Committee meets with the management and with the internal and external auditors to discuss the results of audit examinations and financial reporting matters. The auditors have full access to the Audit Committee, with and without the presence of the management.

The consolidated financial statements have been audited by KPMG LLP, Chartered Professional Accountants, the external auditors appointed by the University's Board of Governors. The Independent Auditor's Report outlines the nature of their audit and expresses an opinion on the consolidated financial statements of the University for the year ended March 31, 2026.

On behalf of the University:

_______________ Board Chair, Christine Sorensen

_______________ Vice-President, Administration and Finance, Matt Milovick

KPMG LLP
560 Victoria Street
Kamloops BC
V2C 2B2 Canada
Tel (250) 372-5581
Fax (250) 828-2928

INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of Thompson Rivers University, and
To the Minister of Post-Secondary Education and Future Skills, Province of British Columbia

Opinion

We have audited the consolidated financial statements of Thompson Rivers University (the "University"), which comprise:

- the consolidated statement of financial position as at March 31, 2026
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of cash flows for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2025 of the University are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***"Auditor's Responsibilities for the Audit of the Financial Statements"*** section of our auditor's report.

We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Financial Reporting Framework

We draw attention to Note 2(a) to the financial statements which describes the applicable financial reporting framework and the significant differences between the financial reporting framework and Canadian public sector accounting standards.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants

Kamloops, Canada

June 19, 2026

THOMPSON RIVERS UNIVERSITY

Consolidated Statement of Financial Position

March 31, 2026, with comparative figures for 2025
(thousands of dollars)

			2026		2025 (amended - note 20)
Financial Assets					
Cash	(note 3)	$	97,430	$	95,099
Accounts receivable	(note 4)		18,988		15,105
Inventories for resale			586		1,183
Investments	(note 5)		141,858		133,722
		$	258,862	$	245,109
Liabilities					
Accounts payable and accrued liabilities	(note 6)	$	76,631	$	70,479
Deferred contributions	(note 7)		47,641		84,921
Debt	(note 8)		31,213		31,934
Obligations under capital lease	(note 9)		31,605		32,416
Deferred capital contributions	(note 10)		204,200		155,687
Asset retirement obligations	(note 11)		3,408		3,328
		$	394,698	$	378,765
Net debt		$	(135,836)	$	(133,656)
Non-Financial Assets					
Tangible capital assets	(note 12)	$	342,657	$	333,639
Restricted endowment investments	(note 5 & 13)		19,504		14,339
Inventories held for use			28		29
Prepaid expenses			5,275		4,789
		$	367,464	$	352,796
Accumulated surplus	(note 14)	$	231,628	$	219,140
Accumulated surplus is comprised of:					
Accumulated capital & other surpluses	(note 14)	$	199,855	$	190,970
Endowments	(note 13)		19,640		14,446
Accumulated remeasurement gains			12,133		13,724
		$	231,628	$	219,140

Contractual obligations and contingent liabilities (note 17)
See accompanying notes to consolidated financial statements.

On behalf of the Board:

Board Chair

Vice-President, Administration and Finance

THOMPSON RIVERS UNIVERSITY

Consolidated Statement of Operations and Accumulated Surplus

Year ended March 31, 2026, with comparative figures for 2025
(thousands of dollars)

	2026 Budget (Note 2(l))	2026	2025 (amended – note 20)
Revenue:			
Government and other grants	$ 122,255	$ 128,342	$ 114,163
Tuition and other student fees	131,122	123,783	145,473
Revenue recognized from deferred capital contributions	7,159	8,164	7,289
Contract and other revenue	5,788	6,790	6,550
Donations	3,980	6,321	4,480
Investment	7,103	12,958	8,484
Retail sales, parking and residence	19,060	23,563	23,963
	296,467	309,921	310,402
Expenses: (note 18)			
Academic instruction	153,414	159,601	157,159
Student support and general operations	85,854	81,031	74,995
Facility operations and maintenance	29,543	32,326	33,869
Research	9,129	8,530	8,856
Ancillary operations	18,527	19,548	21,194
	296,467	301,036	296,073
Operating surplus before endowment contributions	-	8,885	14,329
Endowment contributions	-	5,194	27
Annual surplus	$ -	$ 14,079	$ 14,356
Accumulated capital & other surpluses, beginning of year	176,641	190,970	176,641
Endowments, beginning of year	14,446	14,446	14,419
Accumulated capital & other surpluses, end of year	176,641	199,855	190,970
Endowments, end of year	14,446	19,640	14,446

See accompanying notes to consolidated financial statements.

THOMPSON RIVERS UNIVERSITY

Consolidated Statement of Changes in Net Debt

Year ended March 31, 2026, with comparative figures for 2025
(thousands of dollars)

		2026 Budget (Note 2(l))	2026	2025
Annual surplus		$ -	$ 14,079	$ 14,356
Capital activities:				
Acquisition of tangible capital assets	(note 12)	(38,885)	(31,626)	(22,496)
Loss on disposal of tangible capital assets		-	-	9
Loss on impairment of tangible capital assets		-	3,493	-
Amortization of tangible capital assets	(notes 12 & 18)	17,429	19,115	18,043
		(21,456)	(9,018)	(4,444)
Changes in non-financial assets:				
Investment in endowments		-	(5,165)	(12)
Prepaid expenses		-	(486)	(853)
Inventories held for use		-	1	11
		-	(5,650)	(854)
Net remeasurement gains (losses)		-	(1,591)	6,215
Decrease (increase) in net debt		(21,456)	(2,180)	15,273
Net debt, beginning of year		(133,656)	(133,656)	(148,929)
Net debt, end of year		$ (155,112)	$ (135,836)	$ (133,656)

See accompanying notes to consolidated financial statements.

THOMPSON RIVERS UNIVERSITY

Consolidated Statement of Cash Flows

Year ended March 31, 2026, with comparative figures for 2025
(thousands of dollars)

		2026	2025
Cash provided by (used in):			
Operating activities:			
Annual surplus		$ 14,079	$ 14,356
Items not involving cash:			
Amortization of tangible capital assets	(notes 12 & 18)	19,115	18,043
Revenue recognized from deferred capital contributions	(note 10)	(8,164)	(7,289)
Accretion of asset retirement obligations	(notes 11 & 18)	113	114
Loss on disposal of tangible capital assets		-	9
Loss on impairment of tangible capital assets		3,493	-
Change in non-cash operating working capital:			
Accounts receivable		(3,883)	(317)
Inventories for resale		597	141
Accounts payable and accrued liabilities		6,152	(431)
Deferred contributions		8,384	11,481
Inventories held for use		1	11
Prepaid expenses		(486)	(853)
Net change in cash from operating activities		39,401	35,265
Capital activities:			
Abatement of asset retirement obligations	(note 11)	(33)	(31)
Deferred capital contributions received	(note 10)	11,013	11,641
Acquisition of tangible capital assets	(note 12)	(31,626)	(22,496)
Net change in cash from capital activities		(20,646)	(10,886)
Investing activities:			
Increase in investments, net of remeasurement gains		(9,727)	(4,029)
Investment in endowments		(5,165)	(12)
Net change in cash from investing activities		(14,892)	(4,041)
Financing activities:			
Debt repayment		(721)	(616)
Obligations under capital lease repayment		(811)	(772)
Net change in cash from financing activities		(1,532)	(1,388)
Net change in cash		2,331	18,950
Cash, beginning of year		95,099	76,149
Cash, end of year		$ 97,430	$ 95,099

See accompanying notes to consolidated financial statements.

THOMPSON RIVERS UNIVERSITY

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2026, with comparative figures for 2025
(thousands of dollars)

	2026	2025 (amended – note 20)
Accumulated remeasurement gains, beginning of the year	$ 13,724	$ 7,509
Unrealized gains during the year on portfolio investments	1,760	6,290
Realized gains reclassified to investment revenue	(3,351)	(75)
Net remeasurement gains (losses)	(1,591)	6,215
Accumulated remeasurement gains, end of year	$ 12,133	$ 13,724

See accompanying notes to consolidated financial statements

1. Authority and purpose

Thompson Rivers University (the "University") operates under the authority of the Thompson Rivers University Act of British Columbia. The University is a not-for-profit entity governed by a Board of Governors, the majority of which are appointed by the provincial government of British Columbia. The University is a registered charity and is therefore exempt from income taxes under section 149 of the Income Tax Act. The University offers a broad range of program options including graduate and undergraduate degrees, career diplomas, and trades training at its Kamloops and Williams Lake campuses through on campus and distance learning opportunities.

2. Summary of significant accounting policies

The consolidated financial statements of the University are prepared by management in accordance with the basis of accounting described below. Significant accounting policies of the University are as follows:

(a) Basis of accounting

These consolidated financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The Budget Transparency and Accountability Act requires that the financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all taxpayer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS 4200 elections for government not-for-profit organizations.

Regulation 198/2011 requires that restricted contributions received or receivable for acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be deferred and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.

For British Columbia taxpayer supported organizations, these contributions include government transfers and restricted contributions.

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which requires that:

- government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS 3410; and
- externally restricted contributions be recognized as revenue in the period in which the resources are used for the purpose or purposes specified in accordance with public sector accounting standard PS 3100.

As a result, revenue recognized in the statement of operations and certain related deferred capital contributions would be recorded differently under Canadian public sector accounting standards.

2. Summary of significant accounting policies (continued)

(b) Basis of consolidation

(i) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of organizations which are controlled by the University. Controlled organizations are consolidated except for Government Business Enterprises (GBEs) which are accounted for using the modified equity method. TRU Community Corporation (TRUCC) and the TRU Legal Clinic Society (TRULCS), both 100% owned subsidiaries, are fully consolidated into these statements. The inter-organizational transactions and balances have been eliminated on consolidation.

(ii) Investment in Government Business Enterprises

Investments in Government Business Enterprises (GBEs) are accounted for using the modified equity method. Under this method, the University records only the investment in the business enterprise, net income or loss of the GBE and other adjustments to equity but does not consolidate all transactions and balances. Under the modified equity method, no adjustment is made to conform to the accounting policies of government, with the exception that if other comprehensive income exists, it is accounted for as an adjustment to accumulated surplus. GBEs report using the International Financial Reporting Standards framework. Inter-organizational transactions and balances are not eliminated, except for any profit or loss on transactions between entities that involve assets that remain within the entities controlled by the University.

Currently the only GBE of the University is Thompson Rivers University Community Trust (TRUCT) (Note 5b). The trustee of the TRUCT is TRUCC. The fiscal year-end of the Trust is December 31, 2025. Significant transactions between the Trust's year-end and March 31, 2026 are recognized where applicable.

(c) Cash

Cash includes cash on hand and short-term deposits.

(d) Financial instruments

Financial instruments are classified into two categories: (i) fair value and (ii) cost.

(i) Fair value category: Portfolio investments that are quoted in an active market are reflected at fair value as at the reporting date. Other financial instruments which the University has designated to be recorded at fair value include derivative instruments, cash and cash equivalents and portfolio investments not quoted in an active market. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Consolidated Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Consolidated Statement of Operations and related balances reversed from the Consolidated Statement of Remeasurement Gains and Losses.

2. Summary of significant accounting policies (continued)

(d) Financial instruments (continued)

(i) Fair value category (continued)

Financial instruments measured at fair value are classified according to a hierarchy which includes three levels, reflecting the reliability of the inputs involved in the fair value determination.

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(ii) Cost category: Realized gains, losses and transaction costs are recognized in the Consolidated Statement of Operations when the financial asset is derecognized due to disposal or impairment. Accounts receivable, accounts payable and accrued liabilities, and debt are measured at cost. Any gains, losses or transaction costs are recorded in the annual surplus (deficit) depending on the nature of the financial asset or liability that gave rise to the gains, losses or expenses. Loans receivable are recorded at cost less any amount for valuation allowance. Valuation allowances are made when collection is in doubt. Interest is accrued on loans receivable to the extent it is deemed collectible.

(e) Inventories for resale

Inventories held for resale, such as books, office and paper supplies, clothing and food are recorded at the lower of cost or net realizable value. Net realizable value is the estimated selling price.

(f) Asset retirement obligations

An asset retirement obligation is a legal obligation associated with the retirement of a tangible capital asset. The obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

The liability for the removal of asbestos in certain buildings owned by the University has been recognized based on estimated future expenses upon closure of the site and determined by discounting the expected future cash flows.

The carrying amount of the obligation is reassessed at each financial reporting date. Increases in the obligation related to the passage of time are recognized as accretion expense. Changes related to the timing or amount of the undiscounted cash flows are adjusted against the cost of the related tangible capital asset. The liability is derecognized as abatement of asbestos is performed.
Amounts capitalized as a result of an asset retirement obligation are amortized with the related building in accordance with the policy outlined in note 2(g)(i).

2. Summary of significant accounting policies (continued)

(g) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Donated assets are recorded at fair value at the date of donation. Interest is not capitalized whenever external debt is issued to finance the construction of tangible capital assets. The cost of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives shown below, land is not amortized as it is deemed to have a permanent value:

Tangible capital assets	Amortization period
Land improvements	10 - 30 years
Buildings, renovations and buildings under capital lease	15 - 50 years
Furniture, equipment, equipment under lease and library acquisitions	3 - 10 years
Leasehold improvements	Term of the lease

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the University's ability to provide goods and services.

(ii) Works of art and historic assets

Works of art and historic assets are not recorded as assets in these financial statements.

(iii) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(iv) Inventories held for use

Inventories held for use are recorded at cost and consist of office supplies.

2. Summary of significant accounting policies (continued)

(h) Employee future benefits

The University and its employees make contributions to the College Pension Plan and Municipal Pension Plan which are multi-employer joint trustee plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding. As the assets and liabilities of the plans are not segregated by institution, the plans are accounted for as defined contribution plans and any contributions by the University to the plans are expensed as incurred.

The University offers an employee future benefits plan providing accumulated sick leave. For accounting purposes, the University measures the accrued benefit obligations and determines the expense of the fiscal period through actuarial valuations and extrapolations. Adjustments arising from changes in actuarial assumptions and actuarial gains and losses are amortized over the Expected Average Remaining Service Lifetime (EARSL) of active employees.

Vacation benefits for the University's unionized and exempt employees are accrued as earned. The obligations under these benefits are based on the applicable collective agreements for the faculty and support employees, and the employment contracts for exempt employees.

Employee future benefits are included in accounts payable and accrued liabilities.

(i) Revenue recognition

Tuition and student fees are recorded as revenue over time, as educational services are provided. Amounts received in advance of the provision of services are recorded in deferred contributions.

Revenue from sales of goods and services are recorded as revenue at the time the services are provided, or the products are delivered.

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured.

Restricted donations and grants are reported as revenue depending on the nature of the restrictions placed on the use of the funds by the contributors as follows:

(i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.

(ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contribution have been met.

(iii) Contributions required to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as revenue for the portion to be held in perpetuity and as deferred contributions for the investment income earned thereon.

2. **Summary of significant accounting policies (continued)**

(i) Revenue recognition (continued)

(iv) The University leases land to third parties as described in Note 9. Cash received from land leases is recognized in revenue in the period to which it applies.

(v) Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and write downs on investments where the loss in value is determined to be other-than-temporary.

(j) Foreign currency translation

The University's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which were designated in the fair value category under the financial instrument standards are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the statement date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or balance sheet date is recognized in the Statement of Remeasurement Gains and Losses. In the period of settlement, the related cumulative remeasurement gain/loss is reversed in the Consolidated Statement of Remeasurement Gains and Losses and the exchange gain/loss in relation to the exchange rate at the date of the item's initial recognition is recognized in the Consolidated Statement of Operations.

(k) Use of estimates

The preparation of the financial statements requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, revenues, expenses, and related disclosures. Key areas where management has made estimates and assumptions include those related to the determination of useful lives of tangible capital assets for amortization and the amortization of related deferred capital contributions. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(l) Budget figures

Budget figures have been provided for comparative purposes and have been compiled from the Annual Budget Report approved by the University's Board of Governors on March 28, 2025. The budget is reflected in the Consolidated Statement of Operations, Consolidated Statement of Changes in Net Debt and Note 18, Expenses by object.

3. Cash

	In thousands	
	2026	2025
Restricted cash	$ 1,029	$ 1,022
Unrestricted cash	92,824	79,295
Unrestricted cash – held in trust for the University	3,577	14,782
	$ 97,430	$ 95,099

Restricted cash consists of $1.0 million for monthly capital lease payments.

4. Accounts receivable

	In thousands	
	2026	2025
Trade	$ 5,128	$ 4,607
Student and sponsor	5,190	4,962
Related parties	9,009	6,065
Allowance for doubtful accounts	(339)	(529)
	$ 18,988	$ 15,105

Trade consists of amounts receivable from customers, various government agencies and universities not related to the Province of BC, and government tax credits and rebates.

Student and sponsor consists of amounts due from individual students and businesses or agencies paying tuition and/or fees on behalf of students.

Related parties consist of amounts due from various provincial government entities, consolidated entities, the Thompson Rivers University (“TRU”) Foundation and employees of the University.

5. Financial instruments

(a) Investments

Investments are comprised of Canadian and foreign equities, government and corporate bonds with various maturity dates, an investment in private equities and an investment in a Government Business Enterprise. The weighted average rate of return for bonds is 3.87% (2025 – 4.37%).

In thousands

		2026	2025
Equities at cost (Level 1, 2 and 3)		$ 60,598	$ 49,768
Equities – unrealized gain		20,172	19,295
Bonds at cost (Level 2)		72,940	70,178
Accrued interest		594	484
Bonds – unrealized loss		(2,176)	(1,534)
Investment in private equities (Level 3)		4,955	5,885
Investment in private equities, unrealized gain (loss)		320	164
Investment in Government Business Enterprise (Level 3)	(note 5b)	3,959	3,821
		$ 161,362	$ 148,061
Portfolio and other investments		141,858	133,722
Endowments investments	(note 13)	19,504	14,339
		$ 161,362	$ 148,061

Included in investments are financial instruments measured at fair value which have been classified above according to the hierarchy in the University's significant accounting policy. Changes in valuation methods or in the availability of market observable inputs may result in a transfer between levels. During the year, there were no significant transfers of securities between the different levels.

(b) Investment in Government Business Enterprise

Included in investments is the University's investment in the TRUCT. The purpose of the TRUCT is to develop property on behalf of the University. The University granted the TRUCT the ability to sell 99 year leases on portions of land owned by the University. The beneficiaries of the TRUCT are the University and TRU Foundation.

In thousands

	2026	2025
Investment in TRUCT, beginning of year	$ 3,821	$ 3,585
Current year investment (redemption)	(1,277)	542
Equity in earnings (loss) for the year	2,008	(306)
Distributions to beneficiaries	(593)	-
Investment in TRUCT, end of year	$ 3,959	$ 3,821

5. Financial instruments (continued)

(c) Financial information as of December 31, 2025 for the TRUCT is as follows:

In thousands

	2026	2025
Assets	$ 4,063	$ 3,671
Liabilities	(5,546)	(4,838)
Trust balance, end of year	(1,483)	(1,167)
Significant transactions to March 31	2,324	-
Distributions to beneficiaries to March 31	(593)	-
Trust balance, as at March 31	$ 248	$ (1,167)
Revenues	$ 1	$ 1
Expenses	(317)	(307)
Loss	(316)	(306)
Significant transactions to March 31	2,324	-
Surplus (loss) to March 31	2,008	(306)
Distributions to beneficiaries to March 31	(593)	-
Trust balance, beginning of year	(1,167)	(861)
Trust balance, as at March 31	$ 248	$ (1,167)

6. Accounts payable and accrued liabilities

In thousands

	2026	2025
Trade payables and accrued liabilities	$ 30,321	$ 37,536
Salaries and benefits payable	32,889	19,106
Accrued vacation payable	13,421	13,837
	$ 76,631	$ 70,479

7. Deferred contributions

Deferred contributions are comprised of funds restricted for the following purposes:

In thousands	2026	2025
Tangible capital assets	$ -	$ 52,166
Sponsored research and specific purpose	8,078	10,790
Operating and other	26,342	14,914
TRUCT deferred lease proceeds	6,607	2,480
Endowment	6,614	4,571
	$ 47,641	$ 84,921

Changes in the deferred contribution balance are as follows:

In thousands

2026

	Tangible capital assets	Sponsored research & specific purpose	Operating & other	TRUCT deferred lease proceeds	Endowment	Total
Balance, beginning of year	$52,166	$ 10,790	$ 14,914	$ 2,480	$ 4,571	$ 84,921
Contributions & other revenue received during the year	-	7,987	295,261	4,196	8,182	315,626
Reallocation	(6,502)	-	6,502	-	-	-
Transfer to deferred capital contributions	(45,664)	-	-	-	-	(45,664)
Recognition to revenue	-	(10,699)	(290,335)	(69)	(6,139)	(307,242)
Balance, end of year	$ -	$ 8,078	$ 26,342	$ 6,607	$ 6,614	$ 47,641

In thousands

2025

	Tangible capital assets	Sponsored research & specific purpose	Operating & other	TRUCT deferred lease proceeds	Endowment	Total
Balance, beginning of year	$ 42,905	$ 9,425	$ 15,335	$ 2,507	$ 3,268	$ 73,440
Contributions & other revenue received during the year	20,902	10,933	292,396	-	1,995	326,226
Transfer to deferred capital contributions	(11,641)	-	-	-	-	(11,641)
Recognition to revenue	-	(9,568)	(292,817)	(27)	(692)	(303,104)
Balance, end of year	$ 52,166	$ 10,790	$ 14,914	$ 2,480	$ 4,571	$ 84,921

8. Debt

In thousands	2026	2025
Ministry of Finance loan, unsecured, bears interest at 2.95%, repayable in semi annual payments of principal and interest, matures March 2044.	$ 20,124	$ 20,961
Ministry of Finance commercial paper, unsecured, bears interest at 2.27%, repayable at maturity on November 4, 2026.	5,089	4,973
Bank of Montreal fixed rate term loan, bears interest at 4.35% until renewal on June 2, 2027, interest only payments until maturity on May 31, 2029.	6,000	6,000
	$ 31,213	$ 31,934

Principal repayments for the next five years:

	In thousands
Year ending March 31:	
2027	$ 5,950
2028	887
2029	914
2030	6,941
2031	969
Thereafter	15,552
Total principal repayments	$ 31,213

9. Obligations under capital lease

The University has entered into a Land Lease agreement with Dacon Corporation Ltd. ("Dacon"). Under the terms of the Land Lease, the University has leased 0.5 of a hectare of land on its Kamloops Campus to Dacon from April 1, 2005 to August 31, 2047. The land lease required Dacon to construct a student residence with approximately 580 beds in accordance with plans approved by the University. Annual rent under the Land Lease is $5 thousand for the term of the agreement. The University will pay Dacon a surrender fee at the end of the lease equal to Dacon's net investment in the assets constructed on the land.

A Project Financing Agreement between the University, Dacon and Desjardins Trust Inc. obligates the University to make payments of principal and interest on the indebtedness incurred on the construction of the residence if for any reason the payments are not made by the primary debtor, Dacon. The interest rate on the debt is 5.14% (2025 – 5.14%).

The University has also entered into a sublease with Dacon. Under the terms of the sublease, the University leases the student residence from Dacon from September 1, 2006 for the term of the land lease less one day. Rent under the sublease is (i) Dacon's debt service costs associated with the financing of the residence, and (ii) 60% of the free cash flow each year (net of a contribution to a capital reserve fund) from the residence as defined in the sublease.

The University has entered into a Management Agreement with Dacon and Campus Living Centres Inc. ("CLC"). Under the terms of the Management Agreement, the University retains CLC, for the term of the sublease, to manage the residence and to comply with the obligations of the University under the sublease.

The above agreements are recognized in the financial statements of the University as assets acquired under a capital lease and a capital lease obligation. The minimum future lease payments are as follows:

In thousands

	2026	2025
Year ending March 31:		
2026	$ -	$ 2,442
2027	2,441	2,441
2028	2,441	2,441
2029	2,441	2,441
2030	2,441	2,441
2031	2,441	2,441
Thereafter	39,514	39,514
Total minimum lease payments	51,719	54,161
Less amounts representing interest	(20,114)	(21,745)
Present value of net minimum capital lease payments	$ 31,605	$ 32,416

10. Deferred capital contributions

Contributions for the purpose of acquiring tangible capital assets are referred to as deferred capital contributions. Amounts are recognized into revenue as the liability is extinguished over the useful life of the asset. Province of British Columbia Treasury Board regulation 198/2011 provided direction on accounting treatment of restricted capital contributions.

Changes in the deferred capital contributions balance are as follows:

In thousands

	2026	2025
Balance, beginning of year	$ 155,687	$ 151,335
Transferred from deferred contributions	45,664	11,641
Grants, contributions and donations	11,013	-
Less revenue recognized from deferred capital contributions	(8,164)	(7,289)
Balance, end of year	$ 204,200	$ 155,687

Effective April 1, 2025, contributions specifically restricted for capital are directly recorded as deferred capital contributions when received. Previously, contributions for capital were initially recorded as deferred contributions and transferred to deferred capital contributions when spent.

11. Asset retirement obligations

The University has asset retirement obligations related to certain buildings that contain asbestos. The obligations are expected to be settled at future dates ranging from 1 to 56 years after the reporting date. The estimated undiscounted expenditures to settle the obligations total $13.3 million. These costs have been discounted to the present value using a rate of 3.73% (2025 - 3.60%).

Changes to the asset retirement obligation in the year are as follows:

In thousands

	2026	2025
Balance, beginning of year	$ 3,328	$ 3,245
Remeasurement of asset retirement obligation	-	-
Abatement of asset retirement obligation	(33)	(31)
Accretion expense	113	114
Balance, end of year	$ 3,408	$ 3,328

12. Tangible capital assets

In thousands

2026

	Land and improvements	Buildings	Building and equipment under capital lease	Furniture, equipment and library acquisitions	Total
Cost, beginning of year	$ 44,268	$376,197	$ 43,455	$ 54,944	$ 518,864
Additions	3,974	21,654	390	5,608	31,626
Impairment	-	(9,381)	-	(715)	(10,096)
Disposals	(1)	(662)	-	(5,608)	(6,271)
Cost, end of year	48,241	387,808	43,845	54,229	534,123
Accumulated amortization, beginning of year	12,811	120,536	21,309	30,569	185,225
Amortization expense	1,103	10,170	1,188	6,654	19,115
Impairment	-	(5,904)	-	(699)	(6,603)
Disposals	(1)	(662)	-	(5,608)	(6,271)
Accumulated amortization, end of year	13,913	124,140	22,497	30,916	191,466
Net book value	$ 34,328	$263,668	$ 21,348	$ 23,313	$ 342,657

In thousands

2025

	Land and improvements	Buildings	Building and equipment under capital lease	Furniture, equipment and library acquisitions	Total
Cost, beginning of year	$ 40,446	$362,923	$ 43,058	$ 50,620	$ 497,047
Additions	3,822	13,274	397	5,003	22,496
Disposals	-	-	-	(679)	(679)
Cost, end of year	44,268	376,197	43,455	54,944	518,864
Accumulated amortization, beginning of year	12,082	110,831	20,152	24,787	167,852
Amortization expense	729	9,705	1,157	6,452	18,043
Disposals	-	-	-	(670)	(670)
Accumulated amortization, end of year	12,811	120,536	21,309	30,569	185,225
Net book value	$ 31,457	$255,661	$ 22,146	$ 24,375	$ 333,639

Assets under construction having a value of $23.2 million (2025 - $6.5 million) have not been amortized. Amortization of these assets will commence when the asset is put into service.

13. Endowments

Endowment principal is to be maintained in perpetuity. The investment income generated from endowments is restricted and can be spent only in accordance with the various purposes established by the donors or the University's Board of Governors.

Proceeds received from the TRUCT are to be deferred and recognized over a 99 year period. As such, only the portion of the proceeds recognized in the year will be added to the endowment balance.

Changes to the endowment balances are as follows:

In thousands

	2026	2025
Endowment investment balance, beginning of year	$ 14,339	$ 14,327
Contributions received during the year	5,125	-
TRUCT lease proceeds deferred, beginning of year	1,136	1,148
TRUCT lease proceeds deferred, end of year	(1,096)	(1,136)
Endowment investment balance, year end	19,504	14,339
Cumulative non-cash recognition of TRUCT lease proceeds	136	107
Endowment equity balance, end of year	$ 19,640	$ 14,446

The market value of the endowment investments is $27.2 million (2025 - $20.0 million) which includes cash of $4.1 million ($1.4 million).

Change in portion available for distribution is as follows:

In thousands

	2026	2025
Portion available for distribution, beginning of year	$ 4,571	$ 3,268
Restricted investment income	3,057	1,995
Distribution during the year	(1,014)	(692)
Portion available for distribution, end of year	$ 6,614	$ 4,571

14. Accumulated surplus

Accumulated capital and other surpluses consist of the following:

In thousands

		2026		2025 (amended – note 20)
Invested in tangible capital assets:				
Tangible capital assets	$	342,657	$	333,639
Debt used for tangible capital asset acquisition		(31,213)		(31,934)
Amounts financed by deferred capital contributions		(204,200)		(155,687)
Asset retirement obligations		(3,408)		(3,328)
Obligations under capital lease		(31,605)		(32,416)
		72,231		110,274
Internally restricted:				
Designated and specific purpose reserves		6,898		7,509
Faculty and department reserves		3,169		3,038
Capital reserves		72,171		29,635
International building stabilization reserve		9,639		9,975
Operating reserve		34,410		29,761
Residence repair and replacement reserve		1,337		778
		127,624		80,696
Total accumulated capital and other surpluses	$	199,855	$	190,970
Endowments		19,640		14,446
Accumulated remeasurement gains		12,133		13,724
Accumulated surplus	$	231,628	$	219,140

Invested in tangible capital assets represent assets purchased with unrestricted and internally restricted surpluses.

Designated and specific purpose reserves are set aside for future operations and projects for which specific funding has been received or allocated.

Faculty and department reserves are mainly held for professional development.

Capital reserves are amounts restricted for purchases of land, buildings and equipment.

Operating and international building stabilization reserves are amounts restricted for operating commitments.

Residence repair and replacement reserve is an amount set aside for repairs to the building and repairs or replacement of furniture, fixtures and equipment.

15. Employee future benefit

(a) Pension benefits

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan (jointly trusteed pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the plans, including investment of assets and administration of benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits provided are based on a formula. As at August 31, 2025, the College Pension Plan had about 17,500 active members, and approximately 11,800 retired members. As at December 31, 2024, the Municipal Pension Plan had about 273,000 active members, including approximately 7,000 from universities and colleges.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2024, indicated a $3.8 million unfunded liability for basic pension benefits. This was covered by a transfer from the rate stabilization account leaving the basic pension account balanced at the valuation date on a going concern basis.

The most recent valuation for the Municipal Pension Plan as at December 31, 2024, indicated a $2,675 million funding surplus for basic pension benefits on a going concern basis.

The next valuation for the College Pension Plan will be as at August 31, 2027. The next valuation for the Municipal Pension Plan will be as at December 31, 2027.

The University paid $13.8 million for employer contributions to the plans in fiscal 2026. (2025 - $13.8 million).

The University paid $13.5 million for employee contributions to the plans in fiscal 2026 (2025 - $13.5 million).

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for each plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

16. Financial risk management

The University is exposed to the following financial risks from its financial instruments. The Board of Governors, through management, ensures that the University has processes in place to identify and monitor these risks.

(a) Credit risk

Credit risk is the risk that a counter party to a financial instrument will fail to meet its contractual obligations. The University is exposed to credit risk through its accounts receivables which includes receivables from the Province of British Columbia, Federal Government of Canada, student tuition and campus residences rental receivables.

Credit risk associated with government receivables is assessed as low. Credit risk from tuition receivables is comprised of a number of accounts which minimizes risk. Further, the University has procedures in place to monitor these accounts, manage the collection of overdue accounts, and the authority to stop further enrollment and postpone granting transcripts until payment is received. Credit risk associated with campus residences rental receivables includes a number of tenants which minimizes risk. The University has a process of reviewing applications before extending credit and has the same processes in place as for student tuition.

The University maintains allowances for potential credit losses and anticipated losses to date based on the University's expectations. The estimates in respect of the allowances for doubtful accounts are based on historical trends and information and current economic conditions. Allowances are reviewed on a regular basis and the same factors are used in determine whether to write off the allowed amounts against accounts receivables.

(a) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they become due. The University manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stress conditions, without incurring unacceptable losses or risking damage to the University's reputation. Accounts payable and accrued liabilities are short-term in nature and typically settled within 30 to 60 days of invoice date.

(b) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market conditions and prices. The significant market risks to which the University is exposed to are foreign exchange risk, interest rate risk and other price risk.

(i) Foreign exchange risk

Foreign exchange risk refers to the risk that the fair value of financial instruments or future cash flows associated with an instrument will fluctuate due to changes in foreign exchange rates. The University is exposed to this risk through its cash and investment accounts held in foreign currencies and its transactions in U.S. dollars. The foreign exchange risk of these instruments has an insignificant impact on the operating results of the University given the value of the accounts held and the limited number of transactions, thus resulting in minimal risk.

16. Financial risk management (continued)

(c) Market risk (continued)

(ii) Interest rate risk

Interest rate risk is the risk that the fair value of financial instruments or future cash flows associated with those instruments will fluctuate due to changes in market interest rates. The University is exposed to interest rate risk in respect of its portfolio investments, in particular its fixed income investments which earn interest income at various rates. The University is also exposed to this risk from its debt which bears interest at rates as disclosed in Note 8.

(iii) Tariff risk

The imposition of U.S. tariffs on cross-border trade will result in increased costs for goods and services procured from U.S. suppliers, impacting operations and infrastructure projects. While the long-term impact remains uncertain, the University is actively working to monitor and mitigate the risks and impacts of tariffs.

(iv) Other price risk

Other price risk refers to the risk that the fair value of financial instruments or future cashflows associated with the instruments will fluctuate due to changes in market conditions and prices (other than those arising from foreign exchange risk, tariff risk or interest rate risk). The University is exposed to this risk through its investments in equities and real estate. The objective of market risk management is to manage and control risk exposures within acceptable parameters, while maximizing the return. The composition of the University's investments includes fixed income, equities, and other investments. The composition varies based on the University's needs and investment objectives as outlined in the University's investment policy.

17. Contractual obligations and contingent liabilities

(a) The University is committed to payments under various contracts and leases with various expiry dates through 2031 as detailed below:

In thousands

Year	Construction and capital project contracts	Equipment and operating leases	Janitorial and other service contracts	Total
2027	$ 12,801	$ 1,422	$ 5,276	$ 19,499
2028	-	964	2,370	3,334
2029	-	599	1,592	2,191
2030	-	405	139	544
2031	-	408	-	408

The University has entered into a 30-year thermal energy agreement with variable pricing based on consumption and other factors. As payments are not reasonably estimable at this time, no amount has been included in the contractual obligations schedule.

(b) The University has agreed to contribute one third of the net operating loss of the City of Kamloops Aquatic Centre to a maximum of $150 thousand annually. The University's proportionate contribution of the 2026 Aquatic Centre operating loss amounted to $150 thousand (2025 - $150 thousand).

(c) From time to time, the University is involved in litigation or proceedings relating to claims arising out of its operations in the ordinary course of business. It is expected that the ultimate outcome of these claims will not have a material effect on the financial position of the University. The majority of these claims are covered by the University’s insurance coverage. Any University obligations that may result from these claims will be recorded in the period when it becomes likely and determinable.

18. Expenses by object

In thousands

	Budget	2026	2025
Accretion of asset retirement obligations	$ -	$ 113	$ 114
Advertising and public relations	5,296	3,931	5,212
Amortization of tangible capital assets	17,429	19,115	18,043
Bank charges, interest and bad debt	1,503	1,624	1,985
Building, equipment, operations and maintenance	12,683	9,502	11,926
Bursaries, awards and scholarships	7,056	9,974	10,486
Computer supplies and licenses	5,136	6,192	5,081
Cost of materials sold	6,130	5,680	6,648
Impairment on write-down of capital assets	-	3,493	-
Interest on capital lease obligation	1,629	1,626	1,667
Interest on debt	966	1,021	1,179
Leases and rentals	2,665	3,109	3,528
Professional fees and contracted services	20,948	19,215	22,628
Salaries and benefits	198,917	205,988	193,955
Supplies, postage and freight	8,068	5,193	6,260
Travel	8,041	5,260	7,361
	$ 296,467	$ 301,036	$ 296,073

19. Related organizations

The University is associated with the following organizations, which have not been consolidated into the University's financial statements.

(a) The TRU Foundation

The TRU Foundation (the "Foundation") has been established for the benefit of the University and its students. During the fiscal period ending March 31, 2026, the Foundation fundraised and donated to the University $0.2 million for capital projects (2025 - $0.2 million), and $5.4 million for bursaries, scholarships, and other projects (2025 - $4.6 million).

(b) Other provincial government operations

The University is related through common ownership to all Province of British Columbia ministries, agencies, school districts, health authorities, colleges, universities, and crown corporations. Transactions with these entities are considered to be in the normal course of operations and are recorded at the exchange amount which is the amount of consideration established and agreed to by the related parties.

20. Comparative information

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year. These changes do not affect prior year's annual surplus.

Accumulated remeasurement gains as at April 1, 2024 were increased and Accumulated capital & other surpluses as at April 1, 2024 were decreased by $590 thousand. The balances were amended to present a consistent amount of unrealized gains in investments and in accumulated remeasurement gains.

Section 4

Schedule of Debts

Thompson Rivers University
Statement of Financial Information
Schedule of Debts
March 31, 2026

Information on all debts for this organization is included in Note 8 to the Consolidated Financial Statements.

Section 5

Schedule of Guarantee and Indemnity Agreements

Thompson Rivers University
Statement of Financial Information
Schedule of Indemnity and Guarantee Agreements
March 31, 2026

There were no guarantee agreements approved during the year.

List of indemnities approved during the year by the Risk Management Branch of the Ministry of Finance

Indemnity Agreement	Date Approved
His Majesty the King in Right of Canada, as represented by the Parks Canada Agency	Apr 16, 2025
Bulkley Valley Centre for Natural Resources Research and Management Silviculture Innovation Program (BVRC-SIP)	Apr 23, 2025
Provincial Health Authority, operating as Newfoundland and Labrador Health Services	Apr 23, 2025
Canva Pty Ltd	Apr 30, 2025
Regional Health Authority, Vitalite Health Network	May 01, 2025
Inn at Laurel Point, Paul's Restaurants Ltd.	May 06, 2025
The Active Network, Ltd	May 29, 2025
Feroot Security	May 30, 2025
Relative Insight Limited	Jun 03, 2025
Trane Canada ULC	Jun 17, 2025
Spicy Monkey Media Inc DBA Kanopi Studios	Jun 26, 2025
Qualtrics, LLC	Jul 15, 2025
ReelDeal Media Inc.	Jul 16, 2025
National Intercollegiate Rodeo Association	Jul 25, 2025
The Associated Press	Aug 06, 2025
Apporto, Inc.	Aug 06, 2025
Riverside Equipment Rentals Ltd.	Aug 06, 2025
Canadian Institute of Health Information (CIHI)	Aug 11, 2025
KWENCH Enterprises Inc.	Aug 15, 2025
GitLab Inc.	Aug 15, 2025
Steam Whistle Brewing Company Inc.	Aug 20, 2025
SCG Aquarius Ottawa Hotel, Inc., as general partner of SWA Ottawa L.P., a Manitoba limited partnership as Owner of The Westin Ottawa Hotel; By: Westin Hotel Management, L.P., a Delaware limited partnership, its Operator, The Westin Ottawa	Aug 20, 2025
Williams Lake Stampede Association	Aug 29, 2025
Calgary Exhibition and Stampede Limited; City of Calgary	Sep 02, 2025
American Society of Mechanical Engineers	Sep 22, 2025
Emerald Publishing Limited	Sep 22, 2025
Royal Victoria Regional Health Centre	Sep 26, 2025
City of Kamloops, Kamloops Museum and Archives	Oct 17, 2025
Staples Canada ULC dba Staples Professional Inc.	Oct 31, 2025
Encore Global Events (Canada) ULC	Nov 05, 2025
University of British Columbia	Nov 19, 2025
The British Columbia Hockey League (BCHL)	Nov 27, 2025

Indemnity Agreement	Date Approved
Community Living British Columbia (CLBC)	Dec 03, 2025
Addgene	Dec 09, 2025
SkilledTradesBC	Dec 12, 2025
YMCA BC	Feb 06, 2026
Joanna Majcherkiewicz	Mar 03, 2026
Sandman Hotel Group	Mar 06, 2026
Everway LLC	Mar 09, 2026
Seacliff Properties (Aberdeen) Ltd., Aberdeen Kamloops Mall Limited, and Cushman & Wakefield Asset Services ULC	Mar 11, 2026
Intern Insider Technologies Inc.	Mar 20, 2026

Section 6

Schedule of Remuneration and Expenses

Thompson Rivers University
Statement of Financial Information
Remuneration and Expenses paid to or on behalf of each Employee
March 31, 2026

1. Elected Officials, Employees appointed by Cabinet and Members of the Board of Governors

Name	Position	Renumeration		Expenses
Current Board Members				
Airini	President and Vice-Chancellor	Included in employees		-
Bains, Inderpreet	Board Member			-
Chung , Hee Young	Board Member			-
Dancing Water, Sandy	Board Member			1,408
DeRose , DeDe	Chancellor			1,680
Dewan, Hasnat	Board Member	Included in employees		-
Fader , Heather	Board Member			1,090
Hallinan, David	Vice-Chair			-
Hamilton, Jim	Board Member			-
Henderson, Dian	Board Member	Included in employees		-
Ozouf , Cindy	Board Member			-
Patel, Amisha	Board Member			-
Remesz, Nicole	Board Member			-
Sorensen, Christine	Chair			-
Webber, Timothy	Board Member			-
Board members whose term expired in 2026 fiscal				-
Fairbairn, Brett	Former President and Vice-Chancello	Included in employees		-
Narayanasamy, Mugesh	Former Board Member			-
Ranganatha, Rohini	Former Board Member			-
				-
			$	4,178

2. Employees

Name		Renumeration		Expenses
Abedin, Abedin	$	105,759	$	2,523
Abutalipova, Marianna		83,069		5,433
Acker, Lori		107,666		723
Adam, Christine		189,783		-
Adam, Mark		122,602		-
Adamczyk, Andrew		79,545		421
Adams, Tiffany		101,549		7,032
Adamson, Jordan		78,559		12,053
Adamson, Kevin		75,577		-

Name	Renumeration	Expenses
Agyekum, Eric	137,447	723
Ahmed, Ehsan	138,600	650
Ahmed, Faheem	177,210	1,656
Aighobahi, Anthony	105,068	3,794
Airini, .	251,403	41,816
Allchin, Michael	80,200	1,293
Allingham, Jessica	102,275	8,238
Alm, Gregory	114,412	4,411
Almers, Sofi	89,892	600
Al-Omari, Farouq	95,052	7,808
Alves, Kyri	86,174	35
Amyot, Frederick	114,951	10,854
An, Ji Young	108,720	3,480
Anaere, Charles	98,433	7,394
Anchikoski, Tory	137,632	2,310
Andersen, Joceline	122,347	5,959
Anderson, Carolyn	128,820	4,676
Anderson, Gregory	229,151	24,871
Anderson, James	327,866	723
Anderson, Renee	75,264	5,221
Andrade Chavez, Francisco	85,436	2,660
Andrews, Dawn	154,068	723
Andrist, Kent	125,976	2,665
Andrucson, Elizabeth	77,469	-
Antulov, John	100,343	21,631
Arantes Fandino, Mateus	94,237	-
Archibald, Amber	105,204	2,398
Arkesteyn, Pete	114,412	1,896
Arora, Puneet	103,574	723
Ashbourne, Holly	101,895	1,245
Asuchak, Warren	218,778	1,265
Atkins, Terryl	143,473	-
Atkinson, Curtis	137,472	5,873
Austin, Lorry-Ann	144,939	2,161
Baba, Tyler	107,043	788
Babinchuk, Wayne	162,784	-
Bacon, Kevin	114,412	784
Bacsu, Juanita-Dawne	117,012	25,289
Baitz, Kenneth	110,649	3,738
Baldwin, Lyn	154,559	3,747
Banitabaei, Sayed Abdolhossein	114,412	88
Banman, Megan	81,724	4,142
Bano, Saira	109,594	9,504
Barnes, Ashley	134,462	5,864
Barragan, Salvador	175,643	7,378
Barrett, Eryn	87,279	2,092
Bartlett, Marie	117,985	5,060
Bartlett, Nathan	105,534	6

Name	Renumeration	Expenses
Bauman, Kai	205,543	723
Bebault, Michele	114,412	10,007
Begum, Momotaj	77,916	-
Bell, Arleigh	85,039	-
Bell, Wilson	140,812	2,472
Berg, Rhonda	147,609	723
Bermiller, Jason	113,619	340
Bigari, James	111,441	-
Biro, Angela	78,017	1,687
Bjerve, Saramarie	100,367	-
Blackford, Scott	184,384	10,163
Blackstock, Lindsay	102,520	9,457
Blackstock, Sheila	152,765	917
Blake, Wendy	101,725	1,098
Blakely, Meaghan	76,575	7,993
Block, Tina	145,301	2,053
Bluhm, Michael	209,323	6,415
Bob, Geraldine	87,706	4,814
Bobbitt, Shannon	93,044	-
Bombardier, Jessie	87,262	58
Booth, Douglas	109,580	2,470
Borgland, Michelle	155,062	2,464
Borhaven, Nicole	88,694	4,154
Boroushaki, Shirin	114,379	-
Borthistle, Glenn	114,662	5,448
Bosdet, Cynthia	100,424	21
Bostock, Bradley	113,870	1,562
Bottos, Eric	108,195	13,289
Bourdeau, Ashley	106,547	426
Bourdin, Dominique	101,323	529
Bourouh, Mohammed	76,389	10,164
Boyd, Patti	113,124	4,205
Boyer, Morris	89,723	8,273
Brassard, Andrea	76,806	4,007
Brattland, Kathryne	76,889	654
Brechin, Kevin	95,891	13,104
Breden, Erin	90,767	-
Brewer, Sharon	122,771	-
Brewster, Richard	175,079	7,119
Bringeland, Dawne	84,051	723
Broad, Peggy-Jo	91,892	1,388
Brouder, Patrick	142,932	8,598
Brown, Alexis	104,018	4,932
Brown, Jason	146,221	-
Brown, Joseph	116,312	1,318
Burgess, Justyna	87,279	36
Butland, Susan	124,466	6,123
Butorac, Mark	153,222	723
Byers, Cara	83,536	-

Name	Renumeration	Expenses
Cadre, Cara	146,192	4,864
Caldera-Noriega, Juan	139,919	723
Caldwell, Katharine	102,522	-
Calhoon, Sarah	101,620	1,827
Candido, Brett	78,550	-
Caputo, Shari	124,467	497
Carrelli, Robert	90,953	-
Carriere, Kaleena	77,116	1,805
Carson, Nancy	157,167	7,009
Carter, David	127,516	3,129
Cassar Torreggiani, Kim	192,376	35,521
Caton, Kellee	149,248	1,500
Cederlof, Christina	141,153	5,539
Chadwick, Baihua	273,686	53,236
Chahal, Hardeep	138,024	7,604
Chahal, Rajvinder	114,936	723
Chambers, Robert	260,084	-
Chambers, Tara	143,055	723
Chan, Henry	78,046	4,199
Chaput, Stephanie	96,937	-
Chardon, Jessica	114,412	1,780
Cheeptham, Naowarat	157,167	6,121
Chen, Michael	105,165	-
Cheung, Mei Lin	76,317	4,792
Chinnasamy, Mullaivananathan	80,925	1,288
Chojko-Bolec, Cora	114,412	3,760
Christianson, Tracy	150,297	2,093
Chrumka, Jennifer	97,554	1,797
Church, John	158,036	18,508
Church, L. Alexandra	131,716	4,367
Cinel, Bruno	153,467	3,485
Cinel, Julie	192,648	1,780
Clare, Arthur	95,829	22,213
Clark, Frederick (Paul)	122,138	10,145
Clark, Natalie	170,711	723
Clark, Scott	111,007	25,625
Clement, Vernie	100,491	3,261
Cloutier, Naomi	119,842	36
Collins, Danielle	88,092	315
Collins, William	143,637	2,742
Cook, Derek	113,807	55
Cooke, Lisa	153,014	9,478
Coombs, Bryce	108,876	1,433
Cope Watson, Georgann	98,881	723
Corbett, Amber	84,043	-
Corbett, Samuel	87,816	1,309
Cormier, David	130,387	8,062
Corsi, Chelsea	102,483	363
Coyston, Sandra	90,156	723

Name	Renumeration	Expenses
Creelman, Lisa	114,412	6,123
Crespin-Mueller, Dorys	220,901	4,384
Crofoot, Robert	162,619	-
Cullen, Ashley	88,179	-
Curran, Audrey	117,870	2,134
Currie, Russell	160,047	5,382
Cuzzola, Johnny	138,620	-
da Costa, Jose	96,861	836
Dabner, Jason	124,409	129
Dagg, Leah	122,162	604
Dalley, Peter	99,074	88
Daly, Brian	266,140	68
D'Amuro, Kriston	111,413	22
Daneliuk, Lynda	117,788	-
Dang, Thi Khanh Phuong	93,367	1,028
Davison, Corey	114,412	2,600
Dean, Yasmin	217,813	23,023
Degenhardt, Andrea	148,941	4,483
Denham, Tod	76,959	2,433
Denis, Lisa	105,861	4,475
Desautels, William	112,883	-
Desjardins, Ivan	150,510	10,295
Desjardins, Luc	88,521	1,275
Dever, Rhonda	166,213	7,701
Dewan, Hasnat	186,217	7,637
Dewell, Sarah	124,507	4,259
Dhand, Ruby	172,253	6,019
Dhiman, Harshita	101,407	4,664
Dhruv, Ajay	129,656	732
Diab, Robert	175,328	272
Dilkina, Katia	183,616	723
Dillon, Chelsea	80,736	723
Do, Nhat	87,278	15,178
Doan, Laura	157,375	4,108
Dobson, Joseph	152,445	4,488
Doherty, Cameron	91,501	1,493
Doiron, Kyle	114,412	-
Donaldson, Jaclyn	80,921	24
Donkor, Kingsley	166,453	257
Donlan, Sean	200,302	3,775
Dorogi, Daniel	118,686	-
Doubt, Stephen	114,412	-
Down, Gordon	116,124	1,482
Downey, Heather	129,087	-
Dragovan, Mason	96,304	4,378
Drozda, Jamie	102,950	-
D'Souza, Melba	128,638	12,923
du Toit, Anton	110,967	723

Name	Renumeration	Expenses
Duerden, Janet	142,726	105
Duff, Angus	178,675	723
Dumouchel, Evangelia	168,175	903
Duncan, Tara	156,387	17,532
Dunn, Alison	91,003	496
Dunstan, Lena	102,955	695
Duquette, Christina	182,042	6,441
Durack, Ian	114,412	88
Dyck, Lisa	119,509	2,857
Dyck, Matthew	125,371	5,555
Eccleston, Wesley	148,456	-
Elliot, Nancy	120,662	723
Ellis, Christopher	100,207	399
Elofson, Chad	75,901	-
Esmaeili, Zeinab	108,466	105
Ewanyshyn, Amanda	107,334	723
Exner, Twyla	105,515	6,352
Fairbairn, Brett	223,863	27,417
Faraone, Frank	97,131	1,481
Fearey, Garry	98,127	-
Fedorak, Teressa	134,957	-
Fehr, Florriann	171,752	3,767
Feldberg, Suzanne	150,317	1,372
Felker, Janene	128,667	56
Feng, Cai	78,559	7,137
Feng, ZiPing	193,503	66,131
Fennema, Norman	104,866	723
Fernandes, Andrea	83,279	-
Ferri, Jean	111,877	723
Field, Cael	144,026	2,631
Finch, Michael	127,812	-
Fink, Geoff	115,770	6,643
Finucane, Daniel	89,254	723
Fischer, Giuseppina	152,650	-
Fischer, Noah	87,279	1,590
Fitzjohn, Tim	86,051	-
Flannigan, Michael	247,698	16,613
Fleury, Andrea	87,279	-
Fleury, Lynnette	114,412	917
Florence, Adam	114,412	5,715
Forseille, Susan	132,940	5,280
Forsyth, Bradley	85,339	-
Foucault, Colleen	115,119	848
Fovet, Frederic	130,899	9,934
Franzen, Larry	147,992	2,648
Fraser, Christine	118,902	8,297
Fraser, Lauchlan	175,267	14,017

Name	Renumeration	Expenses
Fredrickson, Rebecca	105,084	2,899
Freimuth, Hilda	130,150	2,952
Friend, Jennifer	134,446	723
Fuller, Troy	148,178	1,474
Furlotte, Wesley	117,971	14,174
Gaisford, James	207,137	-
Gao, Jijun	185,591	16,400
Gao, Yanmin	162,791	-
Gardner, Wendy	146,488	5,948
Garrett-Petts, William	218,281	3,581
Gauthier, Ryan	166,751	6,204
Geiger, Tara	125,028	629
George, Serena	116,385	-
Gerritsen, Cory	84,527	8,827
Ghosh, Abhijit	122,138	9,226
Gibson, Sarah	114,412	4,322
Gilbert, Tatiana	100,357	178
Gill, Avninder	299,705	723
Gilowski, Lauren	108,306	171
Gladu, Cheryl	117,522	8,751
Goddard, Jay	129,964	6,952
Goddard, Jenna	124,140	2,585
Goeres, Caitlin	114,412	7,569
Gonzalez, Claudia	119,835	2,421
Gordon, James	123,513	143
Gosselin, Louis	167,929	-
Gottfriedson, Alexis	95,752	76
Gottfriedson, Garry	100,236	12,982
Gottfriedson, Sharon	131,065	12,968
Gottfriedson, Theodore	130,903	5,470
Gottschalk, Tania	197,948	-
Graham, Devon	119,411	1,932
Grainger, Michael	116,510	35,006
Gray, Brenna	100,345	-
Gray, Erica	127,690	1,358
Gray, Nadine	76,531	-
Gredling, Allysa	80,302	11,654
Greenough, Cassie	127,763	1,779
Grimm, Chad	108,590	17,862
Gu, Jianzhong	146,601	5,769
Guerrero-Moreno, Gina	76,375	25
Gunnyon, Richard	108,765	420
Gurney, Pamela	80,238	1,570
Hallewas, Anita	252,999	723
Hamaguchi, Christina	105,716	2,926

Name	Renumeration	Expenses
Hamilton, Heather	122,500	4,279
Hampton, Samantha	149,763	1,761
Handford, Catherine	207,027	6,770
Hanif, Muhammad	118,282	880
Hanlon, Robert	145,806	18,609
Hanson, Samantha	76,996	26,705
Harasymchuk, Bradley	99,166	1,049
Harcourt, Michael	115,558	1,226
Harding, Katrina	78,481	3,737
Harrison, Michelle	158,170	5,827
Hartt, Kelly	175,410	1,986
Harvey, Jillian	114,412	17,807
Haverila, Matti	142,338	-
He, Zhijian	162,552	1,108
Hebert, Janie	102,685	767
Heer, Jarita	91,478	723
Heinzig, Lona	84,208	1,414
Heise, Brian	162,807	5,773
Hellingman, Sean	101,895	-
Henderson, Dian	157,741	3,164
Hendra, Karolyn	151,361	3,187
Hengstler, Dallas	90,478	2,149
Hennelly, Patrick	110,021	35,635
Henry, Michael	242,949	23,949
Herns-Jensen, Jeneen	89,216	22,924
Heshka, Jonathan	108,293	1,688
Hetherington, Karen	75,008	750
Hewins, Kevin	116,358	156
Higgins, Robert	146,185	-
Hilde, Rosalie	97,901	734
Hildebrand, Lianne	99,524	26
Hill, David	166,314	6,200
Hitt, Denise	110,818	633
Hoare, Alana	120,513	2,919
Hobbs, James	75,901	-
Hollas, Robyn	143,460	531
Hoot, Tracy	162,097	6,820
Hossain, Belayet	178,745	4,975
Howard, Kimberley	95,810	8,378
Howe, Edward	178,480	13,740
Hrynyk, Matthew	97,679	958
Hrynyk, Nicholas	113,260	3,828
Hu, Jumin	155,264	10,059
Hu, Yaou	112,869	1,715
Hulko, Wendy	166,074	5,334
Hunt, Christopher	187,354	3,490
Hunter, Aaron	110,249	723
Huscroft, Crystal	153,125	8,918

Name	Renumeration	Expenses
Hutchings, Karl	145,343	-
Huttunen-Hennelly, Heidi	150,786	116
Huva, Amber	88,972	238
Iles, Lawrence	157,167	2,693
Irani, Solmaz	102,275	1,963
Isaak, Gerald	146,351	2,583
Isenor, Brandon	102,815	-
Ives, Carolyn	207,950	3,560
Jabeen, Shaista	112,513	1,145
Jacklin, Virginia	203,092	723
Jackson, Bradley	75,075	723
Jackson, Piper	121,123	1,708
Jacobson, Chad	92,275	40,453
Jacula, Matthew	89,447	696
Jagoda Arachchige, Chanditha	90,036	5,012
Jahan, Munima	108,720	2,813
Jain, Rahul	143,156	-
Jakubec, Melissa	155,117	4,873
James, Cindy	165,756	3,531
James, Shannon	93,950	1,676
Janes, Diane	142,722	534
Jap, Warveni	204,645	1,456
Japaridze, Ekaterine	87,204	-
Jarvis, Debra	75,711	6,654
Jat, Mohsin	115,211	446
Jeong, Da Hae	97,554	-
Jepsen, Cameron	102,819	2,339
Jiao, Chuying	75,205	631
Jobb, Cory	114,412	26
Johnson, Miriam	76,374	13
Johnson, Shelly	169,035	2,570
Johnstone, Holly	103,566	-
Johnston-Sedore, Jason	96,408	6,446
Joly, Stephen	96,305	2,450
Jones, Brianna	78,125	1,544
Jones, Craig	177,104	10,493
Jones, Lindsay	76,915	302
Jones, Stephen	122,077	-
Jones, William	85,696	-
Jonker, Elise	117,123	1,963
Jordan, Jeffery	114,412	3,043
Journeay, Tully	85,974	959
Judge, Amandeep	96,529	92
Kabelik, David	230,063	2,037
Kabir, Humayun	112,869	1,328
Kading, Terrance	163,444	-

Name	Renumeration	Expenses
Kalynka, Darlene	162,561	3,405
Kampman, Jacqueline	149,088	1,462
Kang, Yongjoo	127,187	3,893
Karakatsoulis, John	174,129	4,626
Karl, Jenni	134,667	3,219
Kasten, Timothy	114,412	1,973
Kaur, Jaspreet	123,413	-
Keighley, Jeremy	101,697	5,687
Kennedy, Kandace	108,637	1,829
Kennedy, Matthew	116,015	-
Kent, Jeffrey	124,469	3,523
Keshvadi, Sina	110,720	3,513
Kettle, Karla	76,375	-
Khan, Bilal	91,381	-
Khan, Shahbaz	115,848	20,722
Kim, Sung Il	90,801	7,541
Kimball, Davis	77,576	-
Kimiagari, Salman	150,777	4,841
Kimmel, Randall	138,914	723
King, Richard	114,020	-
Klarenbeek, Elizabeth	108,720	1,014
Klaric, Stefani	88,972	12,184
Klarich, Alma	107,260	4,710
Klassen, Katherine	88,665	1,625
Klassen, Stephanie	117,481	2,543
Kleiv, Robin	101,590	8,138
Klymchuk, Tyler	98,612	-
Knaack, Liesel	157,867	449
Knorr, Kathrin	87,279	-
Kohlman, Justin	193,735	21,242
Kolesnychenko, Sergii	119,478	7,194
Komori, Linda	99,442	-
Kondrashov, Oleksandr	133,122	-
Koopmans, Robert	139,085	252
Koronko, Chelsea	87,279	454
Kozubski, Bradley	115,924	-
Krause, Levi	105,013	-
Krauza, Wendy	154,475	3,609
Krenzler, Myrissa	113,880	12,450
Krutop, Elyssa	77,554	-
Kumar, Vivekanandan	190,213	1,449
Kumka, David	96,253	723
Kummen, Kathleen	131,448	2,126
Kuzmich, Karla	97,845	935
Kwok, Derek	75,656	-
Ladd, Sarah	80,733	1,063
Laflamme, Yvette	238,555	964
Lalli, Gurjit	100,844	1,597

Name	Renumeration	Expenses
Lamb, Brian	137,580	3,853
Lamb, Laura	172,691	1,913
Landim, Rodrigo	82,482	199
Langlands Sulphur, Reta	93,515	1,364
Langlois, Sarah	126,107	-
Larsen, Karl	170,592	6,589
Later, Genevieve	113,438	-
Latham, Melanie	108,861	534
Latif, Ehsan	182,816	8,261
Latif, Ghazanfar	111,048	1,485
Law, Chi Hong	94,748	723
Lawrence, Donald	171,902	308
Lawson, Heidi	139,329	4,463
Le Dressay, Carl	122,909	723
Learie, Sharman	138,265	3,287
LeClair, Christine	75,095	-
Lee, Christine	113,880	3,614
Lee, Jaime	87,279	230
Lee, June Soo	94,918	2,265
Lee, Mahnhoon	163,819	-
Lefevre, Kara	166,063	9,528
Leger, Catriona	114,412	2,971
Leibel, Jennifer	89,892	1,088
Lemphers, Anthony	173,277	1,254
Lemphers, Michael	168,674	3,045
Leone, Rita	111,270	4,608
Lestander, Jennifer	78,396	3,597
Letterlough, Roxane	159,273	2,070
Lewis, Sheryl-Lynn	131,442	723
Li, Andrea	75,895	3,242
Li, Zongxu	81,204	315
Lien, Che-Hui	172,620	19,151
Lindsay, Darshan	110,413	216
Little, Tatiana	109,056	1,047
Little, William	89,370	723
Liu Baergen, Fu-Hui	118,357	2,790
Loewen, David	94,477	723
Lomen, James	124,584	6,285
Long, Catrina	79,921	1,180
Lopez, Lisa	95,275	-
Louvros, Amanda	77,856	-
Lovely, Ben	116,003	7,048
Lundgren, Jodi	151,167	847
Lundin, Michael	136,890	4,312
Lussier, Krista	157,406	2,013
Lutgens, Danielle	98,509	517
Lyster, Tara	140,552	2,693

Name	Renumeration	Expenses
MacMillan, Desmond	130,383	6,473
Madsen, Kammi	90,267	765
Madu, Justin	87,022	-
Magliocchi, Cassandra	118,732	917
Mah, Diane	80,366	-
Maharaj, Krishneel	148,183	1,552
Mahbobi, Mohammad	202,647	5,538
Mahmoud, Fatma	123,441	-
Mahmoud, Yehia	87,383	-
Maimaitijiang, Yasheng	127,952	11,242
Maisonneuve, Reid	80,276	10,802
Major, Blair	153,341	1,969
Major, Chad	117,873	-
Major, Diana	126,546	9,787
Mancini, Mark	147,309	2,389
Manning-Lewis, Tanya	136,838	10,031
Mardon, Gwyn	113,930	-
Marraty, Denver	100,771	719
Martin, Bruce	174,728	17,019
Martin, Sarah	103,729	6,349
Mason, Courtney	164,707	30,256
Massalski, Jacek	114,412	9,287
Matonovich, Sukhminder	126,535	2,642
Matthew, Tina	122,140	1,805
Matthews, S. Leigh	90,362	-
May, Erin	115,254	1,588
Mazari-Andersen, Alicia	78,798	723
Mazur, Izabela	129,946	1,657
McAmmond, Caelan	75,465	-
McAuley, Christina	127,763	18,530
McCollum, Brett	79,600	4,488
McCormick, Roderick	214,993	37,857
McCreight, Rhonda	131,809	6,866
McCutcheon, Richard	174,603	31
McGuinness, Sean	150,991	2,221
McKay, Lindsey	134,357	723
McKeen, Michael	119,519	1,392
McKelvey, Cara	79,858	60
McKinnon, Michele	152,684	1,271
McLaughlin, Duncan	183,786	1,609
McLean, Christine	119,942	1,846
McNichol, Debra	83,631	154
McNichol, Natalie	99,461	2,980
Mehta, Michael	187,691	-
Meichsner, Alan	84,872	723
Mejia Mejia, Juan	89,804	2,679
Merkusheva, Vera	98,447	1,960
Mihalicz, Leanne	119,509	7,806
Miles, Stanley	149,088	80

Name	Renumeration	Expenses
Millard, Daleen	254,278	24,411
Miller, Christine	142,147	7,863
Milligan, Stuart	157,095	4,084
Milovick, Heidi	144,404	2,956
Milovick, Matthew	276,610	26,056
Minocher, Dinyar	127,175	11,875
Mirza, Mohamed (Rocky)	212,362	723
Mitchell, Benjamin	101,895	4,607
Moe, Riley	93,366	-
Mohr, Christina	142,434	4,548
Mol, Lucas	116,629	9,723
Moniruzzaman, Md	105,749	1,706
Monroe, Ken	133,707	-
Montoya, Christopher	156,173	-
Mora-Diez, Nelaine	154,143	3,901
Morford, Kate	79,472	31
Morgun, Alexander	157,953	4,229
Morice, Angela	92,411	764
Morong, Keisha	104,177	359
Morris, Kimberley	134,804	3,897
Morse, Bradford	206,558	-
Moses, Ernest	159,860	26
Moss, Randall	114,412	-
Mufford, Justin	92,906	-
Mufti, Gul e Rana	114,712	4,546
Munden, Ryan	108,792	2,681
Munro, Charlene	87,279	3,036
Murphy, Jennifer	113,910	-
Murray, William	146,768	4,722
Musicar, Elliott	89,121	723
Myers, Charlene	121,728	4,187
Nadeau, Marc	89,315	-
Nagori, Bansari	93,343	4,194
Nagra, Bhupinder	118,003	4,908
Nahar, Bodrun	125,824	3,081
Naqvi, Kimberley	96,622	2,839
Nazemi, Mahtab	134,410	-
Nec, Yana	131,484	692
Nelson, Jack	93,372	9,616
Nelson, Quentin	112,714	14,062
Nemes, Laszlo	88,390	-
Ng, Alex	181,232	9,403
Nguyen, Binh	112,269	18,386
Nguyen, Le Quan	110,220	9
Nguyen, Thi Thuy Trang	87,698	-
Nguyen, Viet Bach	87,279	6,061
Nichol, Robin	154,834	25

Name	Renumeration	Expenses
Nichols, Karen	87,279	2,693
Nickel, Wayne	78,436	723
Nielsen, Eric	110,971	1,384
Nikku, Bala	125,920	23,064
Noakes, Jamie	129,352	9,763
Noel, Jeremy	85,998	1,643
Nordick, Lanette	123,414	2,186
Northrup, Lisa	80,258	1,355
Norton, Matthew	195,846	7,116
O'Brien, Dawn	76,379	151
O'Fee, John	180,220	13,574
Okofo Adjei, Joyce	112,869	1,780
Oliver, Chantal	79,769	920
Olsen, Brock	87,279	435
Olsen, Kyle	136,900	34,233
Olsen, Melvin	206,992	984
Oluwafemi, Tolulope	153,211	8,725
O'Neil, Kevin	221,888	2,913
O'Neill, David	121,672	-
Onyango, Reuben	125,330	18,140
Orsetti, Bridget	108,720	14,595
Ortner, Catherine	159,709	2,162
Ouspenski, Andrei	85,630	373
Owen, Jessica	92,520	5,231
Paetkau, Mark	156,485	3,614
Pallett, Jennifer	79,502	-
Pappas, Evangelitsa	113,830	-
Pardoe, Iain	164,932	723
Parhar, Bikramjit	93,946	4,472
Parker, Patricia	115,924	11,758
Parkes, Dale	158,945	2,007
Paterson, Amy	147,868	927
Paterson, Sarah	76,330	2,238
Paul, Satwinder	129,342	3,331
Pawliuk, Tanya	137,558	7,359
Penner, Walt	92,211	-
Pennington, Mark	93,702	32,850
Petersen, Corinne	107,547	5,583
Petri, Rochelle	75,656	-
Pietrusinski, Katelin	92,988	-
Pooni, Baldev	266,624	7,654
Pottle, Stephen	170,012	11,230
Power, Terrance	116,464	723
Prema, Dipeshkumar	137,875	1,019
Price, Heather	182,942	8,831
Prins, Megan	111,714	1,202
Prymak, Bogdana	115,114	11,687

Name	Renumeration	Expenses
Purcell, Michael	139,671	3,117
Puthiyedth, Nisha	117,100	920
Pyde, Armin	146,049	3,210
Pypker, Thomas	159,656	732
Quintero Rengifo, Diana	87,279	918
Rahim, Sheba	129,195	-
Rahman, Hafizur	170,323	723
Rahman, Musfiq	313,105	7,401
Rahmati, Saeed	180,104	723
Raine, Harmony	110,722	-
Raja, Zubair	120,848	1,004
Rakobowchuk, Mark	148,496	2,874
Ramirez, Gloria	171,282	5,194
Ramoo, Dinesh Kumar	94,911	723
Ramroop Singh, Natasha	135,130	8,115
Rankin, Scott	105,679	9,972
Read, W. Shawn	151,616	1,837
Redman, Trina	117,223	1,362
Reed, Melanie	150,976	4,249
Reed, Theron	131,211	16,787
Reimer, Elizabeth	129,458	2,075
Rennie, Elizabeth	146,362	-
Ressler, Sheri	77,116	184
Reudink, Matthew	205,803	1,194
Reynolds, Angela	87,279	-
Rickett, L. Rae-Anne	102,876	519
Ringa, Notice	114,412	1,639
Ringham, Catherine	121,412	5,573
Rittenhouse, David	256,805	723
Roberts, Verena	114,412	-
Robertson, Peter	104,040	-
Robinson, Cliff	149,740	1,446
Robinson, Kristin	89,840	3,808
Robinson, Laurie	117,488	652
Rodger, James	122,597	2,049
Ross, Steven	161,696	874
Rosvick, Joanne	106,442	499
Rourke, Jessica	134,534	723
Roy, Brian	164,580	49,306
Rudolph, Gordon	115,664	723
Russett, Amanda	148,663	2,104
Rutherford, Adam	104,115	-
Rutsatz, Lisa Michelle	76,460	-
Ryl, Robert	76,130	25,339
Safford, Susan	175,930	3,750
Salem, Stephen	102,369	536

Name	Renumeration	Expenses
Salopek, Mark	140,509	723
Salvatore, John	113,930	85
Sampson, April	85,594	-
Sanchez-Flores, Monica	188,833	3,551
Sanders, Tanya	146,351	1,217
Sandhoff, Thomas	75,658	-
Sandy, Marie	103,007	6,141
Sanford, Rebecca	134,678	904
Sangha, Angela	76,313	3,718
Sarwal, Shalina	97,845	874
Savitskoff, Megan	102,181	-
Sayre, Franklin	130,237	-
Scaife, Lee	95,939	-
Scarff, Sandra	131,845	435
Schapansky, Jason	117,617	2,250
Schaub, Alfred	86,427	723
Schellenberg, Amie	141,434	1,013
Scherrer, Bonnie	97,819	459
Schlitt, Kyle	105,566	4,762
Schmidt, Hilary	112,869	3,739
Schock, Crystal	75,861	3,151
Scott, David	114,412	850
Seebach, Emma	98,125	-
Setka, Gordon	91,195	24
Shafiq, Sarfraz	90,283	3,460
Shah, Suraj	141,153	31,774
Shaikh, Mateen	127,671	6,033
Shamro, Margaret	122,152	943
Shang, Jingzhi (Joyce)	128,837	462
Shannon, Heather	92,008	2,291
Sharma, Aanchal	89,643	120
Sharma, Aditya	142,477	723
Sharma, Anita	128,378	3,408
Sharma, Manu	139,696	9,885
Sharma, Mridula	268,710	5,111
Shaw, Jennifer	122,927	11,199
Sheehan, Linda	169,651	723
Sheets, David	183,644	1,582
Sherk, Gerald	118,790	8,235
Shiban, Muhammed	75,829	10,069
Shields, Michael	113,930	612
Shin, Duckjung	98,090	19,312
Sholty, Murray	136,918	5,234
Simmonds, Gregory	139,873	2,446
Simpson, Paul	147,719	194
Singular, Wayne	132,483	2,107
Skapenko, Andriy	101,763	2,694
Smith, Brenda	150,300	-
Smith, Glenn	97,573	17,774

Name	Renumeration	Expenses
Smith, Lincoln	129,806	1,402
Smith, Maureen	131,697	432
Smith, Patricia	79,708	-
Smith, Ronald	80,816	723
Smoczynski, Peter	113,687	-
Smyrl, Shannon	164,750	5,980
Soberlak, Peter	114,412	-
Sonea, Catalin Cristian	96,104	429
Song, Yan	114,412	5,228
Sonnenfeld, Margaret	172,134	723
Sorensen, Jacqueline	114,412	3,845
Sorge, Joshua	152,572	723
Southin, Nancy	165,422	17,545
Sparkes, Carol	114,412	6,735
Sparks, John	326,298	15,404
Sparks, Marina	122,276	2,460
Srivastava, Rani	228,430	16,971
St John-Stark, Anne	108,429	3,536
Stanley, Donald	312,886	723
Stasyuk, Ihor	118,216	-
Steiger, Jane	155,082	6,028
Steinwand, Jessica	99,154	-
Stevenson, Rochelle	124,733	5,191
Stewart, Marsha	84,427	-
Stewart, Sheandra	87,279	6,097
Stinson, Saskia	123,618	7,079
Strachan, Arlee	111,705	502
Strantza, Stefania	114,412	5,744
Street, Joe	82,511	-
Studd, Emily	107,789	5,915
Suapa, Nirach	88,159	1,971
Sudhoff, James	119,835	5,925
Sudworth, Julia	97,790	798
Sukhchandan, .	114,412	-
Sullivan, Terrence	99,089	723
Sun, Meng	127,503	4,706
Sutherland-Mann, Alison	78,284	5,400
Sutton, John	114,412	3,718
Svendsen, Melissa	124,469	3,297
Sykes, Catherine	75,564	1,896
Tamblyn, Kimberly	113,179	2,090
Tapley, Robin	114,412	-
Tatarniuk, Catherine	119,509	2,457
Tawhid, Mohamed	165,245	53
Taylor, Colin	125,709	2,461
Taylor, Julie	99,935	2,530
Teare, Carolyn	90,723	-
Teimoori, Zeinab	97,540	3,939

Name	Renumeration	Expenses
Templeman, Elizabeth	136,787	3,564
Tener, Charmaine	92,975	723
Terriss, Michelle	105,053	1,641
Terwiel, Anne	155,842	1,996
Therrien, Stewart	92,821	-
Thomas, Kylie-Jo	179,547	30,534
Thomas-Francois, Kimberly	124,466	8,843
Thompson, Daniel	178,642	1,648
Todd, Kelsey	100,348	604
Todd, William	81,765	1,579
Tomal, Jabed	126,598	3,090
Tomaszewski, Andreas	126,528	723
Toulin, Alana	105,566	-
Tran, Vu Hoang Long	119,360	406
Trenholm, Karla	77,927	-
Trim, Audrey	94,930	8,146
Tsigaris, Peter	179,993	4,361
Tucker, Amy	170,108	3,726
Tucker, Trent	186,044	13,421
Turley, Michael	122,587	2,484
Turner, John	128,853	5,748
Turner, Shae	84,547	-
Uppal, Aniljit	93,641	1,187
Urban, Joanna	189,268	1,580
Valin, Trina	86,704	-
Van Dyk, Sheena	95,199	9,273
Van Hamme, Jonathan	162,552	6,383
Van Wagoner, Nancy	189,135	2,622
Vander Haas, Norah	89,403	4,639
Venkataraman, Anusha	101,895	1,632
Vernon, Thomas	114,412	7,750
Virani, Anila	122,486	6,719
Voloshyna, Viktoriya	116,697	8,779
Vosper, Bonni	109,128	1,692
Voysey, Carrie	90,283	-
Wagner, Shannon	268,106	19,083
Waldichuk, Thomas	140,552	7,987
Walker, Calvin	114,412	7,425
Walker, Candace	137,685	874
Wallin, Mark	193,350	12,077
Walz, Sarah	132,174	3,601
Wang, Hai Tao	112,797	1,872
Ward, Christopher	79,545	-
Ward-Able, Simon	111,253	2,460
Watmough, Katherine	133,537	5,170
Watson, Sheri	105,684	1,869

Name		Renumeration		Expenses
Watt, Darren		120,148		765
Watt, Gillian		114,412		9,837
Weisbeck, Marie		82,979		1,639
Weisgerber, Denise		102,068		-
Welch, Troy		114,412		5,544
Wells, Julia		134,852		5,211
West, Juliana		135,912		-
Westland, Robin		118,639		4,787
Wetterstrand, Lindsay		108,704		1,381
Whitmore, Keith		378,156		723
Widemann, Emilie		90,283		1,525
Wiebe, Benjamen		90,609		-
Wielgoz, Robert		136,587		-
Wienhold-Leahy, Bernita		115,907		-
Wilkinson, Carrie		76,298		-
Wilson, Kirsten		97,864		723
Winzey, Holly		90,715		2,049
Wisla, Corey		75,328		-
Wisla, Heather		79,952		-
Wolfe, Sara		195,545		5,324
Woloszyn, Michael		114,412		-
Wood, Joel		137,875		2,777
Woodford, Benjamin		112,869		4,098
Woodford, Erin		87,198		723
Woodrow, Jennifer		142,375		7,174
Woods, Kimbre		125,920		3,414
Yan, Meng		87,342		-
Yan, Wei		114,487		5,601
Yao, Natalie		88,124		36
Yeh, Lap-Kung		99,009		1,091
Yu, Qinglin		128,784		729
Zakrzewski, Piotr		114,412		1,235
Zamudio, Stevan		81,334		-
Zhang, Hui		102,275		7,842
Zhang, Jia Jun		103,248		3,970
Zhang, Li		146,125		1,533
Zhang, Yue		101,549		10,026
Zhao, Shan		104,074		2,137
Total employees with remuneration of over $75,000	$	106,823,790	$	3,487,757
Total employees with remuneration of less than $75,000	$	48,714,240	$	915,684
Grand total, including elected officials	$	155,538,030	$	4,407,619

3.

Total remuneration	$	155,538,030
Add/Subtract:		
Employer paid portion of expenses, net of taxable benefits, banked time and severances		38,669,358
Net change in accruals over prior year		11,780,632
Total Salaries and Benefits	$	205,988,020
Total per Statement of Operations	$	205,988,020
Variance	$	-

Section 6 continued

Severance Agreements

Thompson Rivers University
Statement of Financial Information
Severance Agreements
March 31, 2026

There are 25 severance agreements under which payments commenced between Thompson Rivers University and its non-unionized employees during the fiscal 2025/26 year.

These agreements represent 1 to 18 months of compensation.

Section 7

Schedule of Suppliers of Goods and Services

Thompson Rivers University
Statement of Financial Information
Payment made for the provision of Goods and Services
March 31, 2026

Supplier		Amount
0865482 BC LTD	$	44,100
1772887 ONTARIO LIMITED		36,750
A & T PROJECT DEVELOPMENTS INC		3,413,143
ACCENT INNS		55,917
ACTION LOCK SECURITY		43,611
ACTIVE NETWORK LTD, THE		28,000
ADVANCED ELECTRICAL SYSTEMS LTD.		959,248
AFFINITY STAFFING INC.		276,943
AIR CANADA		81,372
ALL ABOUT IMPRINT		173,187
ALLMAR INC.		132,183
ALLOFE SOLUTIONS		28,709
ALMABASE, INC.		36,618
ALTIS RECRUITMENT & TECHNOLOGY INC		60,811
AMAZON		404,237
AMEX		31,760
ANDREW SHERET LTD.		49,005
ANTONOVA, KSENIA		31,634
APPLIED FIRE SOLUTIONS LTD		196,466
APPLYBOARD INC (EASY EDUCATION)		101,892
ARAMARK CANADA LTD.		2,881,363
ARBORSCAPES TREE SERVICE		35,123
ARI FINANCIAL SERVICES		62,463
ASCENTECH SOLUTIONS INC		32,735
ASSA ABLOY ENTRANCE SYSTEMS		55,831
ASSOCIATED HEALTH SYSTEMS INC.		25,207
ASSOCIATED VETERINARY PURCHASING CO		46,523
AVI-SPL CANADA LTD.		82,577
B. PITTMAN CONSTRUCTION		575,798
B+N INDUSTRIES INC		100,218
BA DAWSON BLACKTOP LTD.		56,209
BANK OF MONTREAL		272,282
BANKEI CONSULTANTS		100,400
BC ELECTRICAL ASSOCIATION		40,796
BC HYDRO		2,128,203
BC1386599 LTD		29,628
BCIT		44,105
BCNET		1,280,002

Supplier	Amount
BELL	73,818
BENEVA	35,367
BEREZAN MANAGEMENT (BC) LTD	203,694
BEST WESTERN	39,044
BIOLOGICA ENVIRONMENTAL SERVICES LTD	27,459
BLACK PRESS GROUP LTD	40,216
BLACKBAUD CANADA	70,485
BLANK DESIGN INC.	73,735
BND INC	34,722
BORDERPASS	415,013
BOYDEN	31,307
BRIGHT CAN-ACHIEVE LIMITED	35,196
CAMPUS LIVING CENTRES	2,095,948
CANADA POST CORPORATION	130,939
CANADA WEST UNIVERSITIES ATHLETIC ASSOCIATION.	111,048
CANADIAN ASSOCIATION OF UNIVERSITY BUSINESS OFFICERS	30,245
CANADIAN EQUALITY CONSULTING INC.	43,278
CANADIAN HOSPITAL SPECIALTIES LTD.	27,224
CANADIAN RESEARCH KNOWLEDGE NETWORK	739,578
CANAM CONSULTANTS LTD.	25,479
CARE SYSTEMS SERVICES LTD	429,272
CARMEN LOVE LTD.	89,082
CASTELLO SONNINO EDUCATIONAL SRL	62,943
CDW CANADA	98,821
CENGAGE LEARNING	217,777
CENTAUR PRODUCTS INC	36,519
CENTRAL INTERIOR BUSINESS ACCELERATOR (CIBA)	135,900
CENTRECORE HVAC SERVICES LTD.	26,938
CHARTER TELECOM INC	33,076
CIIS CANADIAN EDUCATIONAL SERVICES SOCIETY	53,450
CINTAS CANADA LIMITED	42,851
CITY OF KAMLOOPS	981,913
CLARK WILSON LLP	37,123
COLE, GWENDOLYN	43,090
COLLEGE PENSION	11,481,682
COLLEGES AND INSTITUTES CANADA	67,882
COLLIERS PROJECT LEADERS INC.	265,230
COMM100 NETWORK CORPORATION	109,407
COMPUGEN INC.	1,360,953
CONCORD PARKING	111,897
COPPUL	216,732
CORPORATE TRAVELLER	202,503
COSTCO	85,956

Supplier	Amount
COURSEDOG INC	103,942
CREATIVE ENERGY THOMPSON RIVERS LTD	47,499
CURIE	30,000
CURRIQUNET	61,640
CUSTOM AIR CONDITIONING LTD.	45,321
CWB GROUP - INDUSTRY SERVICES	59,128
CXTEC	255,597
DEARBORN FORD	72,804
DELL CANADA INC	758,983
DELTA	50,110
DELTEK INC.	107,515
DESJARDIN TRUST	1,626,441
DEXTERRA PARTNERSHIP	105,290
DIGICERT IRELAND LIMITED	29,175
DLA PIPER (CANADA) LLP	401,491
DNA IRRIGATION DESIGN AND CONSULTING	32,183
DOORTECH MFG & DISTRIBUTION LTD. DBA DDL DOORS & HARDWARE	56,567
DRONELOGICS SYSTEMS INC	49,599
E.B. HORSMAN & SON	75,585
EAB	189,008
EBSCO CANADA LTD.	131,650
ECHO SIMULATION, A DIVISION OF 3B SCIENTIFIC CANADA, INC.	108,357
ECLIPSE AUTO SPA LTD	40,772
EIFS ARMOUR WALL SYTEMS INC	69,300
ELLUCIAN TECHNOLOGIES CANADA ULC	725,534
ESSENTIAL IMPACTS COACHING INC.	30,993
ESTI CONSULTING SERVICES	151,324
EVISIONS INC.	81,569
EXAMSOFT	63,386
FABRICLEAN LAUNDRY	83,286
FIRST AVENUE PROPERTIES LTD.	85,483
FIRST NATIONS EMERGENCY SERVICES SOCIETY	34,916
FISHER & PAYKEL HEALTHCARE, INC.	61,742
FISHER SCIENTIFIC COMPANY	50,715
FLASH WILDFIRE SERVICES	35,974
FOCUSPOINT INTERNATIONAL, INC	33,431
FORSYTH HEALTHCARE CONCEPTS INC	41,814
FORTISBC	834,704
FRASER EDUCATION CONSULTANTS	27,373
FRASER HEALTH AUTHORITY	547,734
FUNDACIO UNIVERSITAT EMPRESA DE LES ILLES BALEARS	37,110

Supplier	Amount
FUNK SIGNS INCORPORATED	43,543
GALL LEGGE GRANT ZWACK LLP	310,000
GETINGE CANADA LTD	56,427
GILLIGAN-HACKETT & COMPANY	31,471
GK SOUND	464,969
GLACIER HELICOPTERS LTD	28,256
GNS INDUSTRIAL TRAILER SERVICES LTD	1,356,900
GOBI LIBRARY SOLUTIONS FROM EBSCO	26,855
GORDON FOOD SERVICE	121,021
GREEN, HILDA	27,225
GRIMCO	33,654
H.I.S. WILDFIRE FS INC.	46,948
HANSON'S AUTO REPAIR	37,543
HARRIS & COMPANY LLP	38,327
HELTON IRRIGATION SYSTEMS	28,904
HEMLOCK PRINTERS LTD.	123,666
HERITAGE OFFICE FURNISHINGS	260,632
HEWLETT-PACKARD (CANADA) LTD	636,102
HOME DEPOT	44,542
HOOTSUITE INC.	33,143
HORIZANT INC.	57,942
HOULE ELECTRIC LIMITED	358,327
ICBC	71,644
ICS CLEAN SUPPLIES LTD.	30,146
IDP EDUCATION INDIA PVT LTD	169,483
IEEE ACCOUNTS RECEIVABLE	41,380
ILLUME STUDENT ADVISORY SERVICES LTD	30,610
INDRO ROBOTICS INC.	59,261
INFO TECH RESEARCH GROUP INC.	46,240
INFOSILEM INC.	46,359
INN AT LAUREL POINT	37,665
INTERACTIVE ADVENTURES	139,414
INTERIOR ELITE CONTRACTING	123,167
INTERIOR HEALTH AUTHORITY	300,534
INTERIOR PLUMBING & HEATING LTD.	1,280,233
INTERIOR VAULT LTD.	30,090
ISLAND HEALTH	207,017
ISP EDUCATIONAL SOLUTIONS INC.	63,000
JANZ, CHRIS	54,098
JLP CONSULTING LTD.	26,093

Supplier	Amount
JOBTARGET	26,069
JOHN WILEY & SONS CANADA LTD.	102,904
JOHNSTON PACKERS LTD	30,367
JOHNSTON-VIRGO DUANNA	26,696
JONES & BARTLETT LEARNING, LLC	55,124
JONES DESLAURIERS INSURANCE	66,021
JPT SALES LTD.	29,518
KA MEDIA & CREATIVE GROUP INC	40,279
KAMI CARPETS	384,241
KAMLOOPS BLAZERS HOCKEY CLUB	76,041
KAMLOOPS COMPUTER CENTRE	249,567
KAMLOOPS HOME HARDWARE	37,933
KATT STEARNS CONSULTING	68,250
KC OVERSEAS EDUCATION PRIVATE LIMITED	61,005
KENNEDY AND COMPANY	159,585
KENYON, DIANE	36,750
KIA	61,238
KMS TOOL & EQUIPMENT LTD	47,332
KNRJ ENTERPRISES LTD.	64,671
KONICA MINOLTA BUSINESS SOLUTIONS (CANADA) LTD.	46,619
KPMG LLP	119,002
KTA MECHANICAL INC.	36,338
KUMRA, PUNIT	29,433
L&J DIAMOND MAINTENANCE INC	2,352,622
LAERDAL MEDICAL CANADA LTD	563,821
LAWSON, LUNDELL	42,252
LEAP GEEBEE EDTECH PRIVATE LIMITED	36,700
LEFOPS	27,500
LIFE SAVERS CONSULTING INCORPORATED	25,415
LIFE TECHNOLOGIES INC.	43,973
LIFEWORKS	67,068
LINDE CANADA INC.	95,324
LINKEDIN CORPORATION	91,867
LOGIN CANADA	126,900
LOTEK WIRELESS INC	40,329
LUMIVERO, LLC	43,196
MANULIFE	8,862,050
MAPLE INTERNATIONAL EDUCATION PVT. LTD	30,870
MARSH CANADA LIMITED	244,219
MARWEST UTILITY SERVICES LTD.	243,001
MAXWELL MECHANICAL	62,233

Supplier	Amount
MCCASKILL MECHANICAL PLUMBING AND HEATING	38,934
MCDERMOTT & BULL CANADA LIMITED PARTNERSHIP	64,508
MCGRAW-HILL RYERSON LIMITED	103,123
MEADOW VALLEY MEATS	68,339
MERCER (CANADA) LIMITED	40,000
MICROSERVE	61,590
MILLENNIUM COMPUTER SYSTEMS LTD	140,542
MINISTER OF FINANCE	3,466,902
MITACS INC.	68,985
MITEL NETWORKS CORPORATION	87,554
MIZA ARCHITECTS INC	233,498
MODERN CAMPUS INC.	467,206
MONERIS SOLUTIONS	605,242
MONK, TRUDY	42,656
MTFX INC.	102,490
MUBASHIR, SHEIKH MUHAMMAD DANYAL	38,500
MUNICIPAL PENSION	2,347,459
MVCC VIDEO COMMUNICATIONS CORP	845,828
MWG APPAREL CORP.	89,692
NICHOTAN	117,500
NORTHERN HEALTH AUTHORITY	64,325
NOUS DATA INSIGHTS (CANADA) LTD	664,125
NRB INC.	72,396
NX STAR SYSTEMS INC	31,505
OCCUSPACE INC	61,606
OLLEK CONTRACTING LTD	35,669
ONETEAM SPORTS GROUP	78,286
ORACLE CANADA ULC	143,169
OTIS CANADA, INC.	29,122
OVER THE ROAD TRUCKING DRIVING SCHOOL LTD	105,537
OVERHANG EDUCATION CENTER	42,922
OXFORD UNIVERSITY PRESS	114,637
P5 MILLWORK AND DESIGN LTD.	111,748
PALADIN SECURITY GROUP LTD.	1,130,132
PANGLOBAL TRAINING SYSTEM LTD.	26,513
PARTNERS & HAWES	493,650
PCL CONSTRUCTORS WESTCOAST INC.	15,013,974
PDQ.COM CORPORATION	115,597
PEAK EMERGENCY RESPONSE TRAINING	47,040
PEARSON CANADA INC	150,932
PRISM ENGINEERING LTD.	64,382

Supplier	Amount
PRISMRBS	56,845
PRISTINE MEDICAL CORP.	131,453
PROQUEST LLC	27,720
PROV. HEALTH SERVICES AUTHORITY	338,157
PROVIDENCE HEALTH CARE	188,923
PROVINCE OF BC	754,709
PUGH, JORDAN	39,351
QUALTRICS LLC	32,572
R10 FIRST AID TRAINING LTD.	32,161
RAJAMOHAN, RAJA	40,000
RANGELAND MEATS LTD.	167,668
RAYMOND JAMES CANADA LTD.	165,497
RECEIVER GENERAL FOR CANADA	8,182,473
REFRIGERATIVE SUPPLY	33,341
RICOH CANADA INC	97,726
RIVERSIDE ENERGY SYSTEMS	109,395
RIVERSIDE EQUIPMENT RENTALS INC	87,948
ROBERT BOSA INVESTMENT PARTNERSHIP LTD.	40,667
ROBINSON MASONRY LTD.	41,786
ROPER GREYELL LLP	198,118
SAGE SPORT INSTITUTE	59,117
SALESFORCE CANADA CORPORATION	26,536
SANDMAN	92,510
SANMAR CANADA	58,159
SAPPHIRE	27,967
SCIENCE FIRST, LLC	66,338
SERVICEMASTER OF KAMLOOPS	709,778
SES CONSULTING INC.	173,229
SHAD CANADA	30,000
SHASTRY, RANJIT	43,039
SHAW BUSINESS	55,051
SHERATON	35,663
SIMON FRASER UNIVERSITY	461,576
SONICCAT STUDIOS INC	46,531
SOUTH CARIBOO BUSINESS CENTRE LTD	47,581
SOUTHERN BUTLER PRICE	203,199
SOUTHWEST GLASS LTD.	345,657
SPARROW CONNECTED INC	28,426
SPOTLESS UNIFORM LTD.	31,846
SQUIZ INC.	28,479
STANTEC	1,189,746
STAPLES PROFESSIONAL INC.	449,991

Supplier	Amount
STEBBINGS, KATE	25,253
STINSON AERIAL SERVICES INC	108,255
STUDIO 710 ARCHITECTURE LTD.	174,495
STUDY GUIDE CONSULTING INC.	43,400
STUDYPORTALS B.V.	45,230
SUNCO DRYWALL LTD	80,727
SYMPLICITY CORPORATION	45,212
TECHNICAL SAFETY BC	29,586
TECHNOLUTIONS, INC.	138,433
TELUS	216,571
THE GLOBE AND MAIL	36,761
THE MATHWORKS INC.	36,913
THOMPSON VALLEY PAINTING LTD	237,155
THOMSON REUTERS	34,697
TK ELEVATOR (CANADA) LIMITED	196,604
TK'EMLUPS TE SECWEPEMC	68,263
TOPHATMONOCLE CORP.	46,597
TRANE CANADA ULC	68,104
TRAVEL HEALTHCARE INSURANCE SOLUTIONS INC	304,370
TRAXX COACHLINES LTD.	198,797
TRIP.COM	45,919
TRU LTD PARTNERSHIP	827,535
TRUDELL MEDICAL MARKETING LTD.	38,342
TRUE CONSULTING GROUP	92,879
TRUE NORTH DISTRIBUTORS LTD	32,174
TRUE NORTH HOSPITALITY	25,918
TRUOLFA	190,135
U-DO RENTALS, EXCAVATING AND SNOW REMOVAL	304,537
UNISERV EDUCATION - KENYA	27,553
UNIVERSITIES CANADA	98,229
UNIVERSITY OF BRITISH COLUMBIA	178,169
UNIVERSITY OF NORTHERN BC	40,924
UNIVERSITY OF TORONTO PRESS, INC	31,485
UNIVERSITY OF VICTORIA	62,198
UPS CANADA	76,485
VANCOUVER COASTAL HEALTH AUTHORITY	255,325
VARSTEEL LTD.	120,916
VIFM COMMUNITY BASED SOLUTIONS	50,477
VLEX JUSTIS, LTD	37,731

Supplier		Amount
WARD, JILLIAN		25,322
WASTE MANAGEMENT OF CANADA CORPORATION		215,860
WAYSIDE		30,128
WCB		270,512
WEST WORLD PAPER INC.		42,140
WESTCOAST ROAD MARKING		32,540
WESTERN GASCO CYLINDERS LTD.		161,590
WESTJET		118,220
WESTKEY GRAPHICS LTD.		27,108
WESTLAB		42,469
WESTWAY PLUMBING & HEATING INC		588,294
WILLIAM S HEIN & CO., INC.		50,597
WISMER & RAWLINGS ELECTRIC LTD		53,557
WORX HOLDINGS LTD.		70,280
WWW.STICKERYOU.COM		73,618
X10 NETWORKS		1,419,080
YOSHIDA, HILARY		241,361
ZHANG, YUNFEI		74,491
ZOHO CANADA CORPORATION		52,042
ZOOM VIDEO COMMUNICATIONS INC		71,970
Total suppliers who received payments of $25,000 or more in a year	$	114,660,317
Total suppliers who received payments of less than $25,000 in a year		10,743,157
Bursaries, Awards & Scholarships (reported as grants and contributions by the Province)		9,973,859
Total payments	$	135,377,333
Add:		
Employee expenses reported in the Schedule of Remuneration and Expenses		4,407,619
Amortization of capital assets		19,115,219
Impairment on writedown of capital assets		3,492,914
Accretion of asset retirement obligations		112,643
Remuneration paid to employees		165,371,059
Net changes in accruals, prepaid expenses, inventory and bad debt		5,191,753

Subtract:		
Capital purchases		(29,694,801)
GST rebates		(2,337,814)
Total Expenses	$	301,035,925
Total per Statement of Operations	$	301,035,925
Variance	$	0

Section 8

Inactive Corporations – not applicable for Thompson Rivers University

Thompson Rivers University
Statement of Financial Information
Statement of Financial Information Approval
March 31, 2026

The undersigned represents the Board of Directors of Thompson Rivers University and approves all the statements and schedules included in this Statement of Financial Information, produced under the Financial Information Act.

Christine Sorensen, Board Chair

Date

THOMPSON RIVERS UNIVERSITY

ACADEMIC PLANNING AND PRIORITIES COMMITTEE
MAY 2026 REPORT TO SENATE

The May 14, 2026, meeting of APPC was chaired by Dr. Gordon Binsted, Chair, Academic Planning and Priorities Committee. The following items come forward from APPC to Senate:

FOR APPROVAL

1. **Category III, Baker Apprenticeships,** Kimbre Woods, FACT

   All Fields

   Approved Motion

   On motion duly made and adopted, APPC recommends to Senate and the Board the new program Baker Apprenticeships as presented.

   Category III: New Program

2. **Category III, Master of Science in Integrative Science,** Kara Lefevre, Faculty of Science

   All Fields

   Approved Motion

   On motion duly made and adopted, APPC recommends to Senate and the Board the new program Master of Science in Integrative Science as presented.

   Category III: New program

3. **Category III, Administrative Assistant Online Certificate *OL,** Ehsan Latif and Jijun Gao, Gaglardi

   Comparison All Fields

   Approved Motion

   *On motion duly made and adopted, APPC recommends to Senate and the Board the deletion of the Administrative Assistant Online Certificate *OL as presented.*

   Category III: Program Deletion

FOR INFORMATION

1. Plumbing Program Review Mid-Cycle Report
2. Electrical Program Review Mid-Cycle Report
3. Bachelor of Interdisciplinary Studies Action Plan
4. Bachelor of Health Science Action Plan
5. Bachelor of Arts, Economics and Politics Major Program Action Plan

EPC Category II Approvals, Devon Graham, EPC Chair

New courses

1. BAAP 2000 Baker Apprentice 1
2. BAAP 3000 Baker Apprentice 2
3. BAAP 4000 Baker Apprentice 3
4. PSYC 2140 Introduction to Lifespan Development
5. PSYC 2141 Introduction to Lifespan Development
6. PSYC 4020 Group Processes
7. ENST 1230 Wicked Problems: Beginnings and Curiosity
8. ENST 2230 Wicked Problems: Engagement and Experience
9. ENST 3230 Wicked Problems: Deepening and Understanding
10. ENST 4230 Wicked Problems: Consciousness and Action
11. MKTG 4432 Digital Marketing

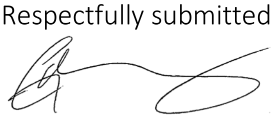
Addition of ILOs

12. ECON 3041 Managerial Decision-Making for a Sustainable Future

Course Deletions

13. EDHR 1210 HR Management & Performance
14. MNGT 2131 Motivation and Productivity

Respectfully submitted on May 14, 2026 by



Gordon Binsted,
Chair, Academic Planning and Priorities Committee

Date: September 18, 2026

To: Board of Governors

From: Dr. Airini, President & Vice-Chancellor

Subject: Minor Amendments to Information Security Policy BRD 16-1

Attachments: Revised Information Security Policy BRD 16-1 (clean and tracked changes versions)

Executive Summary

This memorandum is provided to the Board of Governors **FOR INFORMATION** at the meeting on September 25, 2026.

Information Security Policy BRD 16-1 (the "**Policy**") has been updated to reflect current organizational titles and information-security practices, improve clarity and currency, and provide for more frequent review. The amendments do not alter the Policy's purpose, scope or core requirements. They have therefore been treated as minor amendments under TRU's Policy Development and Approval Policy, which permits amendments that do not change a policy's meaning or intent to be approved by the 'Primary Contact' for the policy (i.e. the Chief Information Officer) and sent to the applicable Approval Authority for information (i.e. the Board).

Purpose

To inform the Board that minor, operational and administrative amendments have been made to the Policy with the approval of the Policy's Primary Contact, TRU's Associate Vice-President, Digital Strategies and Chief Information Officer. The revised Policy and a tracked-changes version showing all amendments are attached for reference. No decision is requested of the Board, these amendments and provided for information.

Background

The Policy, first approved by the Board on March 27, 2009, establishes a university-wide foundation for protecting TRU's information assets. The Policy establishes a framework for protecting the confidentiality, integrity and availability of information, assigns shared responsibility for information security, and requires prompt reporting of suspected security incidents.

The Policy also supports TRU's compliance with the Freedom of Information and Protection of Privacy Act, including the requirement that a public body protect personal information in its custody or under its control by making reasonable security arrangements against unauthorized collection, use, disclosure or disposal.

Updates to the Policy

The amendments are minor, administrative and operational in nature. In summary, they:

- update the Primary Contact title and identify the Director, Information Security as the Administrative Contact;
- correct and modernize terminology, statutory references and formatting;
- clarify the reporting of suspected security incidents;
- identify, at a high level, the principal security controls maintained by TRU; and
- increase the Information Security Committee's review frequency from annual to semi-annual, or as required by changes in regulatory requirements.

The amendments reflect current organizational responsibilities and information-security practices without changing the Policy's purpose, scope or core requirements. The security controls are described at a high level to avoid disclosing sensitive operational details.

Governance and Approval

Under TRU's Policy Development and Approval Policy, amendments that do not change a policy's meaning or intent may be approved by the Primary Contact and provided to the Approval Authority for information. The Associate Vice-President, Digital Strategies and Chief Information Officer has approved the amendments in that capacity.

As the amendments are operational and do not change the Policy's purpose, scope or core requirements, no further Board approval, Policy Proposal or Notice of Motion is required. The revised Policy is therefore provided to the Board for information.

Risk, Financial and Operational Considerations

The amendments present no material risk, financial or operational implications. They reflect existing responsibilities and security practices while improving the Policy's currency and clarity.

Next Steps

The revised Information Security Policy BRD 16-1 is provided to the Board for information only. No resolution is required. The University Secretariat will post the revised Policy in TRU's online policy manual, archive the superseded version and communicate the amendments in accordance with the Policy Development and Approval Policy.

INFORMATION SECURITY

THOMPSON RIVERS UNIVERSITY
805 TRU Way
Kamloops, BC V2C 0C8
tru.ca

POLICY NUMBER	**BRD 16-1**
APPROVAL DATE	~~**March 27, 2009**~~ **September 25, 2026**
AUTHORITY	**Board of Governors**
CATEGORY	**Board**
PRIMARY CONTACT	**Associate Vice-President, ~~IT Services~~Digital Strategies and Chief Information Officer**
ADMINISTRATIVE CONTACT	~~**(TBD)**~~ **Director, Information Security**

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POLICY

This policy is intended for the general support of and to provide a foundation for the security of the University's information assets and is applicable to all members of the University community.

Information and the associated processes, systems and networks are valuable assets, and the management of personal data has important implications for individuals. The University is committed to the security of information, both within the University and in communications with third parties.

For the purposes of this Policy, "information security" means the preservation of:

a) **Confidentiality** – i.e. protecting information from ~~unauthorised~~unauthorized access and disclosure;

b) **Integrity** – i.e. safeguarding the accuracy and completeness of information and processing methods; and

c) **Availability** – i.e. ensuring that information and associated services are available to ~~authorised~~authorized users when required.

For the purposes of this policy "information" includes information that is printed or written on paper, stored electronically, transmitted by post or using electronic means, shown on visual media, or spoken in conversation. Appropriate protection is required for all forms of information to ensure business continuity and to avoid breaches of the law and/or contractual obligations.

REGULATIONS

1. COMPLIANCE WITH LAW

The University collects, holds and processes information about employees, students, and other data subjects for academic, administrative and commercial purposes. When handling ~~INFORMATION SECURITY (BRD 16-1) Page 2 of 2~~

such information, the University, and those to whom this Policy applies, must comply with the ~~BC~~ *Freedom of Information and Protection of Privacy Act* ~~(FOIPOP)~~ [, RSBC 1996] ~~.~~, c 165 (“FIPPA”).

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2. RESPONSIBILITIES

2.1. Information security is the responsibility of all members of the University community. Every person handling University related information or using University information systems is required to observe this Policy and these Regulations.

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2.2. The University’s Chief Information Officer, after consulting with the University’s Information Security Committee, may establish specific procedures to ensure information security ~~with regard to~~about University related information. These procedures may include a matrix that defines who is responsible for the security of certain types of information and the measures required to protect that information.

2.3. ~~**Security Controls –**~~ All members of the University community must report immediately to the Chief Information Officer any observed or suspected security incidents where a breach of this policy has occurred.

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3. SECURITY CONTROLS

The University will maintain detection and prevention controls to protect against malicious software and unauthorized access to networks and systems. All users of University computers, including laptops, and all users of computers on which University related information is kept shall comply with procedures established by the Chief Information Officer ~~in order~~ to ensure that up to date security controls~~,~~ are maintained on those computers. Security controls include, but are not limited to:

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~~2.4.~~

3.1. Continuous updates to policies, Incident Response Plan, Disaster Response Plan, Business Continuity Plan, and Risk Register.

3.2. Unified Identity Management

3.3. Multi-factor Authentication (MFA) and Single Sign On (SSO)

3.4. Managed Detection & Response (MDR)

3.5. Antivirus

3.6. Vulnerability Scanning

3.7. Penetration Testing
3.8. Phishing Awareness Training & Simulations

4 ~~All members of the University community must report immediately to the Chief Information Officer any observed or suspected security incidents where a breach of this policy has occurred.~~

~~3~~. POLICY REVIEW

The University's Information Security Committee will review and make any recommendations for ~~update of~~updating this policy ~~to the President's Council~~ on ~~an~~ a semi-annual basis, or in response to change in regulatory compliance requirements.

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INFORMATION SECURITY

THOMPSON RIVERS UNIVERSITY
805 TRU Way
Kamloops, BC V2C 0C8
tru.ca

POLICY NUMBER	**BRD 16-1**
APPROVAL DATE	**September 25, 2026**
AUTHORITY	**Board of Governors**
CATEGORY	**Board**
PRIMARY CONTACT	**Associate Vice-President, Digital Strategies and Chief Information Officer**
ADMINISTRATIVE CONTACT	**Director, Information Security**

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3.2. Unified Identity Management
3.3. Multi-factor Authentication (MFA) and Single Sign On (SSO)
3.4. Managed Detection & Response (MDR)
3.5. Antivirus
3.6. Vulnerability Scanning
3.7. Penetration Testing
3.8. Phishing Awareness Training & Simulations

4. POLICY REVIEW

The University's Information Security Committee will review and make any recommendations for updating this policy on a semi-annual basis, or in response to change in regulatory compliance requirements.

Sexualized Violence Prevention and Response

Annual Report 2025-2026

Sexualized Violence Prevention and Response (SVPR) within the Office of Student Affairs (OSA) which is in Student Services, delivers educational opportunities to members of the TRU community, supports the ongoing implementation of the Sexualized Violence Policy BRD 25-0, and provides direct support to victim/survivors of sexualized and intimate partner violence. This Annual Report provides statistics and updates under the Policy for the year of April 1, 2025 to March 31, 2026.

SVPR provides personalized support services to all members of the campus community. Regardless of when or where the incident(s) occurred, SVPR ensures comprehensive assistance to all survivors of sexualized and domestic violence. This includes emotional support, safety planning, academic support, referrals to campus and community resources, information on reporting options, and support through formal reporting processes. SVPR values feedback from community members to improve its services. Feedback mechanisms include a webform accessible on the SVPR website, as well as anonymous surveys at the end of each training session.

TABLE 1: Disclosures and Reports

Disclosures of sexualized violence	90
Disclosures of domestic violence	38
Number of formal reports to TRU	11
Number of TRU faculty/staff who notified SVPR of a disclosure	40

TABLE 2: Supports Accessed

Individuals who accessed at least one type of support	102
Support sessions overall	223
Emotional support, including written communication	188
Safety planning	50
Referrals to campus/community-based supports (counselling, housing support, outreach, advocacy, Victim Services, food security or substance/alcohol use)	111
Academic support (WEC, DEF, etc.)	20
Medical supports (support accessing campus medical clinic or hospital, help accessing medication)	4
Accessibility supports (support accessing or referral to campus service)	2
Housing needs	2
Financial supports	0
Information about reporting options	50
Support through formal processes	15
Supporting the support person	5
Group sessions offered	28
Group participants	74

Education and Prevention Initiatives

This year's focus was on maintaining successful programs from 2024-2025 while exploring targeted collaborative opportunities for training. Below is a summary of activities.

TABLE 3: SVPR Activities

Activity	Audience	Number of sessions	Total participants
Responding to Disclosures (in person)	TRU staff	4	59
Orientation Presentations	TRU students	5	255
Tools for Change Training * 6 hours per session	TRU students	4	97
Tabling (in partnership with Residence)	TRU students and staff	12	1000
Campaigns: Red Zone; 16 Days of Action Against Gender-Based Violence; Sexual Assault Awareness Month	TRU students and staff	3 campaigns ran for 12 weeks in total, using in person and online activities noted in other areas of this table	NA
Resource Fairs	TRU students, staff and Kamloops community	4	200
Safer Campuses for Everyone (Online training) Debrief Sessions	TRU students; First year Culinary students; EDI-AR and Intercultural Ambassadors	2	11
"Intro to SVPR" Class Presentations	TRU students	5	110
Guest Lectures	TRU students	3	75
Soup Circle at Cplul'kw'ten	TRU students and staff	3	51
Make and Learn	TRU staff	6	25

Safer Campuses for Everyone in Person Session	TRU students	1	7
Responding to Disclosures (online training)	TRU staff	NA	146
Safer Campuses for Everyone (online training)	TRU students	NA	84
Dec 6th Memorial Event	TRU students and staff	1	17
Buttons and Bystanders	TRU students and staff	1	11
Community Building and Bystanders	TRU student ambassadors	1	15
PD Week Workshop: *Building Relationship with the Land We're On*	TRU staff	1	21
Consent Tea	TRU students	1	Approximately 200
SOCW 3500 Invisible No More Forum: Panel Participant	TRU students	1	30

Program Highlights

Ongoing Ambassador Programming

In its second year of operation, SVPR's Ambassador program featured two fourth year students who provided 3-5 hours per week of ongoing peer education and outreach. This year's program focused on increasing SVPRO visibility through weekly tabling and events. The Ambassadors facilitated weekly tabling, supported a new drop-in program, and partnered with community and campus groups to attend events and develop resources.

New Classroom Presentations

SVPRO developed a set of new 1-1.5-hour classroom presentations. These presentations are easily accessible by other areas of campus and are applicable to students and staff. Topics included: *Community Building and Bystanders*, *Trauma Informed Conversations* and *Triggers and Realities: Hard Conversations about Violence*.

New Online Training Initiatives

In December 2025, SVPRO worked with TRU's Learning Technology and Innovation team to integrate educational modules from the Ministry-funded, BC Campus-developed trainings on *Technology-Facilitated Sexualized Violence* and *Communication and Healthy Relationships and Consent* into the Moodle platform for student use. In January, the courses were piloted with a group of student ambassadors and practicum students from Social Work and Nursing. These trainings will be promoted and widely accessible in Fall 2026.

Student Perceptions of Sexual Violence Survey Results

In January of 2025, the Ministry of Advanced Education and Skills Development launched the second iteration of their province-wide survey for post-secondary students, *Perceptions of Sexualized Violence*. TRU received their survey results in June of 2025, and the findings are available on the SVPR website here. TRU performed well in the survey results overall.

The SVPR Office will apply these findings to ongoing program planning, and as part of their membership to the Ministry's new working group for the Post-Secondary Bystander Campaign, in collaboration with the Ending Violence Association of BC. Of particular interest were the findings related to a need for education and response to digital violence and the information on marginalized students' experiences of mistrust for institutions. Early conversations with campus partners, specifically information technology, EDI-AR, and Indigenous Student Services, suggest that these areas can be addressed in partnership with our campus and community partners to create training/resources to enhance existent programming. Addressing these two points will be a focus for SVPRO's academic planning for 2026-27.

Stolen Sisters Support Gathering and Lunch Series

Led by Andrea Brassard, Indigenous Counsellor, and Elder Doe Thomas, and with support from the Wellness Centre, Indigenous Student Services, Indigenous Education and the Indian Residence School Survivor Society, this initiative brought together members of the TRU and Kamloops community to explore and reflect on the Calls to Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Healthy Relationship Series with the ESTR Program

SVPR was invited to develop and deliver a Healthy Relationship workshop series for a class of ESTR students, which ran from November to March. Chelsea Corsi from the Wellness Centre facilitated two Sexual Health sessions within the series.

Exploring New Collaborative Relationships: Shared Initiatives

The SVPRO explored collaborative education and awareness raising initiatives by partnering with new campus and community partners to run shared events. See the table below for activities.

Table 4: Shared Initiatives

Initiative(s)	**Partner(s)**	**Target Audience**
Faculty of Arts employee training; responding to disclosures and foundations of gender and sexual diversity	Office of Equity, Diversity and Inclusion; Gender and Sexual Diversity	Staff and faculty; TRU and Kamloops community
The Laramie Project theatre production	Gender and Sexual Diversity; Theatre program	TRU and Kamloops community
Faculty of Arts employee training;	Gender and Sexual Diversity; Theatre program	Students, staff and faculty; TRU and Kamloops community

International Women's Day event; documentary viewing, resource fair and panel talk	Bob Gagliardi School of Business and Economics; Faculty of Education and Social Work	TRU and Kamloops community
December 6th Memorial event	Library and Makerspace; Gender Equity Committee; Office of Equity, Diversity, Inclusion and Anti-Racism	TRU students and staff
Bystander training and button making for Sexual Assault Awareness Month	Library and Makerspace	TRU community
Healthy Relationships group	Counselling Services	TRU students
Body Peace group	Counselling Services	TRU students
Stolen Sisters Support Gathering and lunch series	TRU Indigenous Counselor, Office of Indigenous Education; Indigenous Student Services; Wellness Centre	TRU and Kamloops community
8 sessions of Healthy Relationships education	ESTR program (Education and Skills Training); Wellness Centre	TRU students who face barriers to employment
Professional Development workshop: *Building Relationship with the Land We're On*	Campus Wellness Advisor; Manager of Indigenous Student Services	TRU employees
International Women's Day (community event series); community-based march, resource fair, tabling outreach	Interior Women's Centre Society; Kamloops Sexual Assault Counseling Centre; Office of Equity, Diversity, Inclusion and Anti-Racism	TRU and Kamloops community

Conclusion

The 2025-2026 of SVPR programming and services have been fulsome. In regard to education and prevention work, new collaborations and resource development have planted seeds for the 2026-2027 academic year in relation to events, campaigns and classroom activities. SVPR looks forward to the ongoing development of the student Ambassador program and pursuing the findings from the *Perceptions of Sexualized Violence Survey.* In relation to response work, individual support services remain steady and group programming continues to be refined. In collaboration with leadership and staff from Student Services, SVPR intends to further explore educational opportunities with employees, particularly those in leadership roles. Education will focus on increasing knowledge about policies, formal reporting processes, and strategies to support students.

Thank You

SVPR is a small office of two people, and our work would not be possible without the partnership, support and guidance of TRU employees. All of the work we do on campus requires someone else to say yes- to enter their classroom, to use their teaching time, to partner on their event, or to enter their staff meeting. All of the strides the SVPR Office has made are the direct result of intentional collaboration and dedication of resources. SVPR would like to recognize individuals who have supported this work on campus for the 2025-2026 year:

Christina Cederlof, Associate Teaching Professor, Education and Skills Training (ESTR) Program Coordinator, for taking a chance on our staff and inviting us into her class for six hours of Healthy Relationship programming.

James Rodger, Associate Teaching Professor and co-Chair for the Adventure Studies program, and Simon Ward-Able, Assistant Teaching Professor and co-Chair for the Adventure Studies program, for inviting us back for our 6th Tools for Change training with their first-year Adventure students.

Chelsea Corsi, Senior Wellness Center Coordinator, for consistently inviting our office to support 11 years of the Consent Tea and other Wellness events, including the Stolen Sisters Gathering and lunch series.

Dr. Mark Wallin, Dean of Arts, for initiating department-wide training in Responding to Disclosures for staff in the Faculty of Arts.

Dr. Geoff Fink, Associate Professor, and Dr. Catherine Tatarniuk, Associate Teaching Professor, for inviting us back for our 3rd year of Tools for Change training for all first-year Engineering students.

Thank you Varda Khurshid, for painstakingly coordinating our sessions, and to Dr. Munima Jahan, Dr. Zeinab Teimoori, Abril Fink and Dr. Farouq Al-Omari, for attending the sessions as support.

Hilary Schmidt, Instructional Designer, and Melanie Latham, Instructional Support, for their technical expertise, support and patience in operationalizing three new student-facing trainings in Moodle.

Kristin Robinson, Counsellor, for giving your time, expertise and partnership to develop and co-facilitating the Dating 101 Workshop series with us.

Andrea Brassard, Indigenous Counsellor, for inviting us to partner on the Stolen Sisters Gathering and lunch series. Thanks to Elder Doe Thomas, and Shirley David and Barbie Whiskeyjack from the Indian Residential School Society for your kindness, wisdom and care through those sessions.

Keisha Morong, Manager of the Equity, Diversity, Inclusion and Anti-Racism Office, for inviting SVPR to collaborate on this year's International Women's Day celebrations, both on campus and in community, for sharing resources, for being a generous teammate in this work.

Noah Fischer, Manager of Gender and Sexual Diversity, for partnership in delivering training to the Faculty of Arts, and for being a generous teammate in this work.

Brandon Jodoin, TRU Residence Life Manager, and all of the Residence Life Coordinators and Residence Advisors, for their continued support in delivering SV programming in Residence and receiving our Tools for Change training every year.

Erin May, Scholarly Communications and Liaison Librarian, Franklin Sayre, Co-Chair and Makerspace Librarian and Space-Maker, for partnership in our December 6th Memorial event and Bystander training for Sexual Assault Awareness Month.

Clement Yeh, University Instructor, who invites SVPR every year to present to all five of his classes, every semester.

Christine Adam, Teaching Professor, for inviting SVPR to present to her Communications class.

Dr. Robin Westland, Assistant Teaching Professor, for inviting SVPR to present to her Genders of Geographies class.

Dr. Oleksandra (Sasha) Kondrashov, Associate Teaching Professor, and the students of the SOCW 3000 class for inviting SVPR to speak on their panel at the Invisible No More forum.