



THOMPSON RIVERS UNIVERSITY

BOARD OF GOVERNORS PUBLIC MEETING

Friday, June 20, 2025
1:00 PM
Clock Tower Boardroom, CT309

AGENDA

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

- 1:00** **1. CALL TO ORDER — David Hallinan**
 - a. Acknowledgement of departing governors (Information)
 - i. Brett Fairbairn
 - ii. Mugesh Narayanasamy
 - iii. Rohini Ranganatha

- 1:01** **2. TERRITORIAL ACKNOWLEDGMENT — David Hallinan**

- 1:03** **3. RECOGNITION OF EXCELLENCE — David Hallinan**
 - a. Saskia Stinson — [3M National Teaching Fellowship recipient](#)

- 1:13** **4. ADOPTION OF AGENDA**
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- 1:15** **5. CONFLICT OF INTEREST DISCLOSURES**

- 1:16** **6. MINUTES OF PREVIOUS MEETING**
Page 4
 - a. Minutes of Board Public meeting of March 28, 2025 (For Decision)

- 1:17** **7. ACTING BOARD CHAIR'S REPORT — David Hallinan**
 - a. Reappointment of governors (until July 31, 2027): Jim Hamilton, Niki Remesz, Dancing Water Sandy, Christine Sorensen, and Tim Webber (Information)

- 1:18**
Page 8
- 8. REPORT FROM THE AUDIT COMMITTEE — Tim Webber**
- a. Audited 2024/25 Financial Statements and Fourth Quarter Results (For Decision)
 - i. [Audited Financial Statements, March 31, 2025](#)
 - ii. [KPMG Audit Findings Report for the year ended March 31, 2025](#)
 - b. Student Full Time Equivalent Summary Report for fiscal year 2024/25 (Information)
- 1:28**
Page 12
- 9. PRESIDENT’S REPORT — Brett Fairbairn**
- a. President’s Report to the Board (Information)
 - i. Harassment and Discrimination Prevention (Information)
 - 1. [Report from the Human Rights Officer](#) — Shayne Olsen
 - 2. Report required under section 14.1 of [Policy BRD 17-0](#) (Harassment and Discrimination Prevention) — Shayne Olsen
 - ii. Revisions to regulations in Policy BRD 17-01 Harassment and Discrimination Prevention — Shayne Olsen (Information)
 - 1. [Red-lined version of policy showing revisions](#)
 - 2. [Final version of policy with revisions incorporated](#)
 - b. President’s Reports to Senate (Information)
 - i. [April 2025](#)
 - ii. [May 2025](#)
 - iii. [June 2025](#)
- 1:30**
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- 1:35**
- 1:37**
- 1:41**
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- 1:45**
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- 1:48**
- 1:50**
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- 10. SENATE REPORT — Brett Fairbairn**
- a. TRU Bold (For Decision)
 - b. Proposed revisions to Terms of Reference for Environmental Sustainability Advisory Committee (For Decision)
- 11. BUSINESS**
- a. [Institutional Accountability Plan and Report \(IAPR\)](#) (For Decision) — Matt Milovick
 - b. 2027/2028 Academic Schedule of Dates (Information)
 - c. Campus Master Plan Refresh — Matt Milovick / Brian Christianson (Architect, Stantec) (For Decision)
 - i. [Campus Master Plan Refresh 2025](#)
- 2:00**
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- 2:04**
- 2:05**
Page 31
- 12. PRESENTATION (Information)**
- a. Enrolment Outlook (Spring 2025) — Dana Prymak / Dominique Bourdin
- 2:20**

13. NEXT BOARD MEETING

- a. The next board meeting is scheduled for Friday, October 3, 2025 in the Clock Tower Boardroom.

2:35 14. RECOGNITION OF PRESIDENT FAIRBAIRN — David Hallinan

2:40 15. TERMINATION OF MEETING



THOMPSON RIVERS UNIVERSITY

BOARD OF GOVERNORS PUBLIC MEETING

Friday, March 28, 2025

1:00 PM

Clock Tower Boardroom, CT309

MINUTES

Board members present:

Hee Young Chung, Brett Fairbairn, Heather Fader, David Hallinan, Jim Hamilton, Dian Henderson, Cindy Ozouf, Rohini Ranganatha, Niki Remesz, Dancing Water Sandy, Christine Sorensen, Tim Webber

Regrets:

DeDe DeRose, Hasnat Dewan, Mugesh Narayanasamy

Executive and others present:

Gillian Balfour (Provost and Vice-President Academic), Matt Milovick (Vice-President Administration and Finance), Shannon Wagner (Vice-President Research), John Sparks (General Counsel and Corporate Secretary), Lynda Worth (University Governance Coordinator), Yvette Laflamme (AVP, Finance), Scott Blackford (Associate General Counsel; *for agenda item 9.a.*), Alexis Gottfriedson and Ted Gottfriedson (*for agenda item 10.a.*)

1. CALL TO ORDER — Hee Young Chung

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

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

The board chair highlighted TRU's history leading to its 20th anniversary, and acknowledged those that had contributed.

2. TERRITORIAL ACKNOWLEDGMENT — Hee Young Chung

H. Chung delivered the territorial acknowledgment.

3. ADOPTION OF AGENDA

H. Chung requested the addition of 8.b. *TRU Bold discussion* under President's Report, moving Reports to Senate to 8.c.

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

4. CONFLICT OF INTEREST DISCLOSURES

No conflicts of interest were declared by governors.

5. MINUTES OF PREVIOUS MEETING

a. Minutes of Board Public meeting of February 28, 2025

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

6. BOARD CHAIR'S REPORT — Hee Young Chung

H. Chung, board chair, delivered his report.

a. Presidential search update

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

7. REPORT FROM THE FINANCE COMMITTEE— David Hallinan

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

a. Domestic tuition and other fees

D. Hallinan indicated that the proposed 2% increase to domestic tuition and other fees had been discussed at the Finance Committee meeting and was for decision at this meeting. He invited G. Balfour to comment, which she did.

*On motion duly made and adopted, it was **RESOLVED** that the proposed 2% increase to domestic tuition and other fees be approved as circulated.*

b. School of Trades and Technology: Apprenticeship program exemption of fees for

international students

D. Hallinan asked M. Milovick to provide information to the board on this agenda item. M. Milovick reported that the item was to address the request from B. Pooni that the Trades programs be removed from the Guaranteed International Tuition Fee Model due to their unique fee structures, and in order to provide tuition transparency and predictability.

*On motion duly made and adopted, it was **RESOLVED** that the board approve that the Trades and Technology programs be exempt from the Guaranteed International Tuition Fee Model, and follow a 3% annual tuition increase, with the assumption that similar annual increases will occur in subsequent years, as circulated.*

c. 2025-2026 Budget

D. Hallinan reported that the committee reviewed the 2025-2026 budget, and then he commented on it. He invited administration to speak to the budget, and G. Balfour and M. Milovick provided a presentation for information. Discussion followed, with a request that the initial motion proposed in the memorandum be amended to include budget mitigation information.

*On motion duly made and adopted, it was **RESOLVED** that the 2025-2026 Budget be adopted as presented, with the expectation of receiving a budget mitigation report for the fall board meeting.*

8. **PRESIDENT'S REPORT — Brett Fairbairn**

a. President's Report to the Board

President Fairbairn spoke to some information contained in his report, a copy of which had been circulated with the agenda package.

b. TRU Bold discussion

B. Fairbairn called on G. Balfour to speak to the TRU Bold academic plan referenced in his report, which she did. B. Fairbairn then spoke to governance, stating that an academic plan is approved by the board after seeking advice of senate, and that the board chair will be sending a letter to senate requesting their advice regarding TRU Bold, for decision at the next board meeting.

c. President's Report to Senate

The March 2025 President's Report to Senate was circulated via a link on the agenda.

9. BUSINESS

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

S. Blackford attended the meeting to speak to this agenda item. Discussion ensued.

*On motion duly made and adopted, it was **RESOLVED** that the proposed revisions to policy BRD 25-0 Sexualized Violence be approved as circulated.*

10. PRESENTATION

a. Tkemlúps te Secwépemc Respectful Relationship Fund

A. Gottfriedson and T. Gottfriedson shared a presentation with the board. Discussion followed.

11. NEXT BOARD MEETING

a. The next board meeting is scheduled for Friday, June 20, 2025 in the Clock Tower Boardroom.

12. TERMINATION OF MEETING

Given that there were no further agenda items, the meeting terminated at 2:45pm.



Date: June 11, 2025

To: Matt Milovick, Vice-President, Administration & Finance

From: Yvette Laflamme, Associate Vice-President, Finance

Re: Audited Financial Statements and Fourth Quarter Results
for the Year Ended March 31, 2025

Executive Summary: This report is going to the Audit and Finance Committees for review and the Board of Governors *FOR APPROVAL*. The salient details of the report are as follows:

- **Anticipated Surplus:** TRU expects a surplus of \$14.3M, significantly higher than previous budgets and forecasts.
- **Revenue and Expenditures:** Total revenues are projected at \$310.4M, with expenditures at \$296.1M, leading to a healthy financial balance.
- **Asset Growth:** TRU's total assets increased by 6.2% to \$597.9M, with financial assets rising due to higher cash and investments.
- **Liability Increase:** Total liabilities grew by 3.9% to \$378.8M, mainly from deferred contributions.
- **Accumulated Surplus:** The accumulated surplus reached \$219.1M, reflecting a 10.3% increase from the prior year.
- **Compensation and Non-Compensation Trends:** Compensation costs were impacted by collective agreements and hiring restrictions, while non-compensation expenditures showed mixed variances.

Purpose:

To provide the Board of Governors with an overview of TRU's audited financial statements and fourth quarter results, for the year ended March 31, 2025.

Background:

The financial statements were prepared in accordance with Canadian public sector accounting standards and the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia. Financial statements are the responsibility of TRU's Board of Governors and management; and are audited by KPMG LLP, Chartered Professional Accountants, the external auditors appointed by TRU's Board of Governors.

Please find attached the draft Consolidated Statement package and draft external Audit Findings report. These audited financial statements differ from the internal financial projection packages (presented to the Board of Governors and sub-committees quarterly) in that, the internal financial report includes internal sales and transfers. These are eliminated in the audited external statements.

Discussion:

TRU generated a surplus of \$14.3, after a \$10.0M surplus deferral for future capital. The surplus is higher than originally budgeted (\$5.0M), higher than projected in the internal forecast (\$9.8M), and higher than prior year (\$27.0k). Total revenues of \$310.4M are higher than budgeted, forecasted, and higher than prior year; while total expenditures of \$296.1M are lower than budget, in line with forecast, and higher than prior year. TRU continues to maintain a healthy balance sheet with increased liabilities offset by increased assets and accumulated surpluses totalling \$219.1M.

Statement of Financial Position:

Assets: Assets totalling \$597.9M increased by \$34.7M (6.2%) compared to prior year of \$563.2M. Financial assets (\$245.1M) increased by \$29.4M (13.6%), due to increases in cash and cash equivalents (\$95.1M) of \$18.9M and investments (\$133.7M) of \$10.2M over prior year. The cash and cash equivalent increase can be attributed to the recognition of deferred contributions and deferred capital contribution, as well as in-year surplus of revenue over expenditures. The investments increase can be attributed to reinvestment of portfolio earnings and unrealized gains. Accounts receivable and inventory changes are within operating norms.

Non-financial assets of \$352.8M increased by \$5.3M (1.5%), due to increases in tangible capital assets (\$333.6M) of \$4.4M and prepaid expenses (\$4.8M) of \$853k. Tangible capital assets increases include, McMaster Way property purchase (\$4.0M), Low Carbon District Energy construction (\$4M), Indigenous Education Centre construction (\$1.0M), and various smaller renovations and regular maintenance.

Liabilities: Total liabilities of \$378.8M increased by \$14.1M (3.9%) compared to prior year of \$364.7M. The increase is attributable to increases in, deferred contributions (revenue) of \$11.5M and deferred capital contributions of \$4.4M. The increases in deferrals are attributable to the current year surplus restriction (grant deferral of \$10.0M) and recognizing prior restrictions as DCC's. Changes to other liability categories are within operating norms.

Net Debt: The majority of TRU's debt financing is from the Ministry of Finance and TRU cannot assume new debt without the ministry's approval. Net debt is the calculated difference between Financial Assets and Liabilities; Financial Assets increased more than Liabilities therefore Net Debt decreased.

Accumulated Surplus: Accumulated surplus of \$219.1M increased by \$20.5M (10.3%) compared to prior year of \$198.6M. This includes operating reserves, capital reserves, equity in assets, and various restricted funds as outlined in note 14 of the audited financial statements.

The Board approved the establishment of a cumulative operating reserve, at their meeting on March 28, 2025, equivalent to 3-months operating expenditures, to be built up over the next several years. As per the details of this board motion, \$15.4M was moved from various internally restricted funds and the \$14.3M annual surplus was allocated to the operating reserve; bringing the operating reserve balance to \$29.8M.

Statement of Operations:

Revenue: Revenues of \$310.4M are \$4.6M higher than budgeted (\$305.8M), \$5.2M higher than forecasted (\$305.2M) and \$35.4M higher than prior year (\$275.0M). The most significant budget variances are in grants and tuition, with grant variances attributed to collective agreement and student award funding and tuition variance attributed to international enrolment fluctuations due to IRCC changes.

Expenditures: Total expenditures of \$296.1M are \$4.7M lower than budgeted (\$300.8M), in line with forecast (\$295.5M), and \$21.1M higher than prior year (\$275.0M).

Compensation: Overall compensation expenditures of \$194.0M are \$4.5M lower than budgeted (\$198.5M), \$2.9M higher than forecast (\$191.1M) and \$14.9M higher than prior year (\$179.1M). The significant factors to consider within compensation trending and variances are as follows:

- TRU has approximately 106 vacancies at the end of the fiscal, compared to approximately 82 vacancies in the budget. TRU is currently under hiring restrictions while it assesses its deficit mitigation strategies.
- Due to COLA clauses, the collective bargaining mandate was higher than anticipated, totalling 3.0% versus the anticipated 2.0%; excluded staff were provided comparable increases.
- Open Learning faculty costs were higher due to COLA increase and higher than anticipated enrolments in both domestic and international.

Non-compensation: Overall non-compensation expenditures of \$102.1M are in line with budget (\$102.3M) and \$6.2M higher than prior year (\$95.9M); however, \$2.3M lower than forecast (\$104.4M). The significant factors to consider within non-compensation trending and variances are as follows:

- There are budget variances throughout non-compensation categories, with negative budget variances offset by positive variances. Significant negative variances in bursaries, awards and scholarships are due to ministry funding for nursing scholarships and amortization variances are due to prior year completion of capital projects not anticipated in amortization budget. Significant positive variances are due to the removal of the planned spending on the Summit pedestrian overpass.

- Significant forecast variances are in professional fees and contracted services and building and equipment due to lower than anticipated spending in the addition of temporary modular offices, non-capital divisional renovations, and IT non-capital equipment purchases.
- Significant prior year variances, other than inflation, are in bursaries, awards and scholarships are due to ministry funding for nursing scholarships and amortization prior year completion of capital project not anticipated in amortization budget.

Annual Surplus: The annual surplus of \$14.3M is higher than originally budgeted by \$9.3M, higher than internal forecast by \$4.5M, and higher than prior year by \$14.3M.

TRU's surplus has decreased from \$20.2M in 2019-20 to \$14.3M (after \$10.0M surplus restriction) this fiscal. Participation in the government approved surplus restriction results in a lower overall surplus, in year; however, reduces the impact of future capital amortization, as revenue will be recognized at the same rate as capital is amortized.

In summary, TRU had higher than budget and prior year revenues in all areas except international tuition. Compensation was impacted by collective bargaining mandate increases and ongoing hiring restrictions while TRU assesses its deficit mitigation strategies. Primary variances in non-compensation in funded scholarships and higher than anticipated amortization, offset by changes to planned spending. TRU continues to maintain a healthy balance sheet; cash and investment balances have increased over the prior year; while deferred revenue and deferred capital contributions have increased; and accumulated surpluses total \$219.1M.

Action:

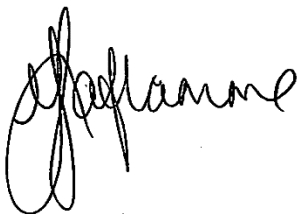
For Board approval and Board Chair signature.

Attachments:

Audited Financial Statements, March 31, 2025
KPMG Audit Findings Report

Should you have any questions or require clarification please let me know.

Yvette





MEMORANDUM

Date: May 26, 2025

To: Matt Milovick, VP Administration & Finance

From: Dorys Crespin-Mueller, AVP, Integrated Planning and Effectiveness

Re: Student Full Time Equivalent Summary Report for fiscal year 2024/25

1. Purpose:

The attached Student Full-Time Equivalent (FTE) report summarizes the institutional FTE activity for the 2024-25 fiscal year.

2. Background:

The FTEs are calculated according to the methodology outlined by the Ministry of Post Secondary Education and Future Skills (PSFS). <https://www2.gov.bc.ca/assets/gov/education/post-secondary-education/data-research/fte-manual.pdf>

In this report, FTE counts are summarized according to funding sources into the following categories: Ministry of Post-Secondary Education and Future Skills (PSFS) targeted and non-targeted, Skills Trades BC - funded, and *International*.

3. Discussion:

TRU overall generated 14,255 FTE in the 2024/25 fiscal year, a 0.5% increase (69 FTE) from the previous fiscal year. There were 9,913 domestic and 4,342 International student FTEs.

The domestic FTE is comprised of 8,142 Post-Secondary Education and Future Skills (PSFS) funded activity and 1,772 Skilled Trades BC funded activity.

The 2024/25 FY Ministry of Post Secondary Education and Future Skills FTE Utilization was 97% (8,142 actual FTE out of a target of 8,359 FTE). Only PSFS activity is counted towards institutional utilization.

The following summarizes the category changes compared to the previous fiscal year:

- PSFS funded FTE increased by 6%
- Skilled Trades BC FTE decreased by 2%
- International FTE decreased by 8%
- Domestic graduate FTE was 369, no change compared to the previous year

Attachment(s): 2024-25 Fiscal Year FTE Summary Report

Thompson Rivers University

Student Full Time Equivalent (FTE) Enrolment Report

Year ended March 31, 2025, with comparatives for 2023-24

	2023-24 Total	2024-25 Ministry Targets PSFS Activity Only	2024-25 Total
Domestic FTE			
Ministry of Post-Secondary Education and Future Skills (PSFS) Funded			
Targeted FTE	1,680	1,370	1,746
Non-Targeted FTE	5,979	6,989	6,395
Total PSFS Funded FTEs	7,659	8,359	8,141
Skilled Trades BC Funded	1,802		1,772
Total Domestic FTEs	9,461		9,913
International FTE	4,725		4,342
Total FTEs	14,186		14,255

Notes

FTE = Full Time Equivalents

Targeted FTE is for specific programs, and while there is an FTE target for the Non-Targeted FTE, it can be from any program

Does not include International Offshore FTE of 456 in 2023-24 and 495 in 2024-25

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

Enabling Strategies/Operations

FAREWELL MESSAGE — As I prepare to conclude my tenure as President and Vice-Chancellor of TRU, I want to offer a few reflections directly to the Board, my last opportunity to do so in this forum.

Over the past seven years, TRU has continued to mature as a regionally important research-informed post-secondary institution. My role, as I saw it, was to help move the university further along that path and help it to be a university grounded in place, yet open to the world; committed to access, while advancing excellence in research and teaching; and guided by a coherent vision of the future.

The foundational work of Envision TRU — the collective visioning process we undertook early in my presidency — shaped much of what followed. It set out the values, aspirations, and strategic change goals that have since guided our decisions and investments. Translating that vision into practice led to TRU's first fully integrated strategic plan, new roles and structures in planning and budgeting, and most recently, the development of TRU Bold — our first academic plan to integrate teaching, Open Learning, research, and graduate studies.

Across each of Envision's four 10-year strategic change goals, we made meaningful progress:

- In expanding access, we endowed over \$1 million for Indigenous student scholarships in partnership with Tk'emlúps te Secwépemc and T'exelc, introduced data-informed recruitment campaigns, and launched the Honours College.
- In honouring truth, reconciliation, and rights, we embraced Secwépemc knowledge and practices in university life and supported international Indigenous exchange through the Global Skills Opportunity program.
- In supporting research, creativity, and innovation, we established new research chairs, established the TRU Research Hub for students and faculty, and launched the *TRU Wildfire* research initiative — a cross-disciplinary effort with lasting significance.
- In building a strong and flexible learning environment, we laid the foundation for the TRUly Flexible strategy, recognizing the diverse pathways students need to succeed in higher education.

We have also strengthened TRU's physical campus and capacity for the future. In recent years, we opened the Nursing and Population Health building, expanded The Reach, renewed key facilities including Old Main, and nearly doubled student residence capacity. We also broke ground on the new Indigenous Education building and the LCDES, signalling our ongoing investment in academic excellence and Indigenous engagement.

Our international partnerships grew more diverse and reciprocal, with renewed collaborations in China, Mexico, and beyond. I am especially pleased that we are creating more opportunities for international students to enter skilled trades and for faculty and students alike to participate in global learning and exchange.

None of this would have been possible without the remarkable people who make up the TRU community. I continue to be inspired by our students, by the initiative they take in shaping their own futures and in supporting one another as tutors, ambassadors, and leaders. It has also been a privilege to share in sector leadership, as chair of RUCBC during the pandemic and through service on the board of Universities Canada.

Throughout my presidency, we navigated significant challenges — the COVID-19 pandemic, a major internal investigation, and now, dramatic shifts in federal immigration policy. Through each of these, I am pleased to know that we stay focused on TRU's vision and mission. I am proud of the way this university — and this Board — responded with integrity and care.

As I leave this role on June 30, I am mindful of what comes next. My focus today is not on farewells but continuing the work of moving TRU forward and ensuring a smooth and respectful handover of this office that keeps the spotlight on TRU's future. I am confident that President-designate Dr. Airini will bring new insight.

Lastly, I am grateful to the Board for your trust and support over these past seven years.

Kukwstsetsemc.

ENROLLMENT OVERVIEW AND OUTLOOK — The 2024–25 academic year marked a turning point in TRU's enrollment landscape. As institutions across Canada grappled with shifting demographics, evolving learner expectations, and the disruptive effects of federal immigration policy changes, TRU demonstrated both resilience and responsiveness. While overall enrollments remained stable and even showed modest growth, the composition and distribution of learners shifted significantly, underscoring the need for continued strategic agility.

International enrollments, once a key driver of institutional growth, began to show signs of sustained decline, particularly in campus-based programs. Meanwhile, domestic interest in TRU rose, aided by targeted policy adjustments such as the removal of application fees and

streamlined admissions processes. Open Learning continued to be a stabilizing force, with rising interest from both domestic students and course-takers across Canada.

While enrollment pressures persist, especially for international students, TRU remains focused on adaptation and innovation. Integrated Planning and Effectiveness (IPE) continues to monitor trends closely, and TRU is adjusting recruitment strategies, exploring new delivery models, and enhancing supports to ensure student success. As the institution enters a new academic planning cycle under *TRU Bold*, this work will be critical to maintaining momentum and delivering on TRU's access-driven mission in a dynamic landscape.

2024–25 Enrollment Overview — TRU closed the 2024–25 year with overall course enrollments slightly above target, achieving 101% of projections and marking a 0.4% increase over the previous year. Growth in Open Learning enrollments (+12%) offset a 5% decline in on-campus activity. Ministry-countable FTEs rose by 6%, and TRU's annual utilization rate reached 97% — up from 92% last year.

Domestic enrollments saw a notable increase, with headcount up 6% and course enrollments up 4%. International course enrollments declined by 6%, though international student headcount grew slightly (+4%), driven largely by Open Learning activity. International students now make up 20% of Open Learning enrollments.

2025–26 Projections and Application Trends — Recent federal immigration reforms continue to affect TRU's international enrollments, particularly on campus, where a 13% year-over-year decline in international headcount has been observed. Early indicators for 2025–26 point to a further 27% decline in on-campus international students, contributing to an overall projected 8% drop in total enrollments. As of June 1, international applications for Fall 2025 were down 30%, and admissions were down 32%.

In contrast, domestic demand has grown. Applications for Fall 2025 increased by 27%, and admissions rose by 16%, supported by recent policy changes. Among domestic applicants, Psychology, Biology, and Adventure Studies emerged as popular majors. International applicants showed a continued preference for general entry programs in business, science, and arts.

Summer and Open Learning Enrollments — Summer 2025 on-campus course registrations are down 19%, with domestic headcount stable and international enrollments falling by 31%. Post-baccalaureate and graduate registrations experienced the most significant declines.

Open Learning continued its positive trajectory. For the 2025–26 fiscal year to date, course registrations rose by 1%, and headcount increased by 5%. Domestic enrollments grew across all provinces and B.C. college regions, with especially strong growth from the Lower Mainland. International Open Learning enrollments declined 19% but the number of course-takers continues to grow.

LEADERSHIP TRANSITIONS — As the academic year ended, VP Research Dr. Shannon Wagner accepted an appointment to the role of Interim Provost and Vice-President Academic following Dr. Gillian Balfour's departure from the role.

In her first message to the TRU community, Shannon acknowledged the collective dedication of faculty and staff in supporting student success and advancing the university's mission. She highlighted several major initiatives launched or further developed over the past year — TRU Wildfire, TRU Bold, and TRUly Flexible, noting their enduring relevance to students, faculty, and communities.

Each initiative reflects TRU's ongoing commitment to academic innovation, research excellence, and flexible access to education. She also recognized the leadership of our former provost, whose contributions helped shape these initiatives and advance institutional renewal.

Amid financial uncertainty stemming from declines in international enrollment, Shannon emphasized that TRU's academic priorities remain clear. The university continues to respond with careful planning that balances innovation and fiscal responsibility.

"These efforts are not dependent on a single leader or moment in time," she noted. "They are shared commitments, and they will be advanced by the strength of our community."

Earlier this month, TRU announced that Dr. Brian Roy would assume temporary additional responsibilities as Acting Vice-President Research, effective July 1.

Brian was already set to join TRU as Associate Vice-President, Graduate Studies and Research, beginning July 1. In his expanded role, he will work closely with the president and senior executives to guide TRU's research strategy and support the continued advancement of graduate education and scholarly activity across the institution.

Brian brings extensive leadership experience from Brock University, where he served as Associate Dean in the Faculty of Graduate Studies and Postdoctoral Affairs, and previously as Chair of the Department of Kinesiology and Director of the Centre for Bone and Muscle Health. A nationally recognized researcher in sports and clinical science, his work focuses on muscle metabolism, physical activity, and injury prevention.

We are grateful for Brian's willingness to step into this key role during a time of transition, and we look forward to the insight and leadership he will bring to TRU's growing research and graduate portfolios.

TRU ANNOUNCES ERIIP FOR TRUFA AND CUPE — The following announcement was made via TRU Connect on May 15:

Dear colleagues,

Weytkp. With TRU's 2025–26 budget now approved by the Board, we want to take a moment to thank everyone who contributed ideas, planning, and cost-saving measures. Through collaboration and cooperation, we have identified ways to meet this year's financial challenge.

However, as we said throughout the budget planning process, TRU faces sustained financial pressure due to declining international enrollment. This trend is expected to continue for the next three to five years.

We are preparing for the likelihood that enrollment will eventually stabilize at levels closer to those we experienced in 2017–18. As a result, we'll need to reduce the number of faculty and staff at TRU to support a smaller student population.

To support this transition and reduce involuntary job losses in the future, TRU, in partnership with TRUFA and CUPE, will offer a one-time Early Retirement Incentive Plan to employees covered by collective bargaining agreements with TRUFA and CUPE.

The plan will provide defined financial incentives to those over 55 who voluntarily retire from TRU. We encourage anyone considering retirement to review the plan's details. More information about eligibility, payouts and timelines can be found on P&C's SharePoint pages.

To be clear, this is a one-time offer. Our intention is to reduce the number of involuntary job losses required in the years ahead. We recognize that uncertainty causes anxiety and stress. We hope this incentive provides an attractive option for those who may already be thinking about their next chapter — and, in doing so, helps lessen the impact on others.

These are difficult decisions in challenging times. We want to navigate this unprecedented period with as much empathy, honesty, and care as possible. Our goal is to be transparent about the challenges we face, thoughtful in the options we provide, and respectful of individuals.

We will continue to share information, listen carefully, and support one another as we move forward.

Kukwstsétsemc.

Gillian Balfour, Provost
Matt Milovick, VP Admin and Finance

Honouring Truth and Reconciliation

HONOURING NATIONAL INDIGENOUS HISTORY MONTH — June marked National Indigenous History Month — a time to honour and celebrate the histories, cultures, and contributions of First Nations, Inuit, and Métis Peoples across Canada. At Thompson Rivers University, we reaffirmed our deep commitment to respecting our host Nation, the Secwépemc, and to fostering an inclusive environment grounded in intercultural understanding.

Throughout the month, we were guided by the principle of *Re stsqéy's-kucw m-qîyém'ne tmicw ne7élye ne Secwepemcúłecw* — the laws written on the land in Secwépemc territory — as we continued to build meaningful relationships rooted in respect, reciprocity, and shared learning. I encouraged all members of the TRU community to participate in the many initiatives and events held during the month and to embrace this opportunity for reflection, education, and growth. Together, we used this time to uplift Indigenous voices and strengthen our university's ongoing commitment to reconciliation and understanding.

STRENGTHENING RELATIONSHIPS WITH SKEETCHESTN INDIAN BAND — In May, I had the honour of signing a new affiliation agreement with Kukpi7 Eddy Jules of the Skeetchestn Indian Band — a milestone that reflects the deepening relationship between Thompson Rivers University and the Secwépemc peoples. The ceremony, held at the John Jules Professional Building in Skeetchestn, was followed by a shared meal to mark the occasion.

The agreement is grounded in recognition, respect, and shared purpose. It reaffirms TRU's commitment to increasing access to post-secondary education for Indigenous learners and improving outcomes that go beyond enrollment and retention. It also acknowledges the right of Skeetchestn to lead educational efforts in accordance with Secwépemc worldviews and pedagogies.

As part of the agreement, TRU committed to co-developing programs and supports that align with community-identified priorities — including technical training, academic pathways, and culturally grounded mental health services. The agreement also includes a recommendation for Skeetchestn representation on the Qelmúcw Affairs Committee of Senate, as well as regular dialogue and shared accountability.

This formalized relationship builds on a long history of collaboration and mutual learning. It strengthens our shared efforts in reconciliation and supports TRU's goal to be the university of choice for Secwépemc and Indigenous peoples.

I would like to thank Kukpi7 Jules and the Skeetchestn community for their trust, guidance, and commitment to this partnership. It is a responsibility we carry with humility and deep respect.

TRU has anchor partnership agreements with the host communities for our Kamloops and Williams Lake campuses. Affiliation agreements such as this one with Skeetchestn supplement these partnerships and formalize our respectful relationships with other nearby communities on whose lands and with whose students TRU is engaged.

Eliminating Achievement Gaps

SPRING CONVOCATION 2025: CELEBRATING STUDENT ACHIEVEMENT — TRU celebrated the achievements of more than 3,000 graduates during Spring Convocation 2025, held over three days at the Tournament Capital Centre in Kamloops and in Williams Lake.

Six ceremonies in Kamloops honoured students from 131 programs, including the inaugural graduating class of the Master of Nursing – Nurse Practitioner program — the first of its kind offered in the Interior Health region — with six graduates.

Across our Kamloops, Williams Lake, and Open Learning communities, TRU conferred 3,082 credentials:

- 2,607 undergraduate and preparatory credentials
- 475 graduate credentials
- 190 credentials to students who self-declared Indigenous ancestry

Convocation also featured 10 valedictorians, four honorary doctorate recipients, two professor emeriti, and the presentation of the President’s Annual Merit Awards. Twenty-nine medals were awarded to 28 students, and the largest single ceremony recognized 458 graduates from the Faculties of Science and Nursing.

In her remarks, Chancellor DeDe DeRose spoke to the transformative power of education. “Education is still one of the smartest, most courageous investments you can make — not just for what it gives you, but for what it allows you to give,” she said, emphasizing the value of critical thinking, collaboration, and adaptability in a complex and changing world.

Graduate reflections echoed the spirit of community, growth, and resilience. Students expressed gratitude for their families, faculty mentors, and the diverse and welcoming environment that TRU offers. From personal challenges to academic triumphs, their stories reminded us of the power of support, belonging, and perseverance.

I would like to thank everyone — from faculty and staff to student volunteers and organizers — who contributed to the success of this year’s ceremonies. Convocation is a powerful reminder of our collective impact and the purpose that drives our work: empowering students to create positive change in their communities and beyond.

2024–25 TRU FACTBOOK RELEASED — Integrated Planning and Effectiveness (IPE) released the 2024–25 edition of the TRU Factbook, offering a comprehensive snapshot of the university’s student population and enrollment trends.

In 2024–25, TRU served just over 31,000 students, including approximately 2,400 learners who were dually enrolled in both campus and Open Learning courses. International students represented 26 per cent of the total headcount, originating from 118 countries — a testament to TRU’s global reach and diversity.

The Factbook includes detailed data on:

- Student headcount and full-time equivalent (FTE) enrollment
- Course enrollments by location and delivery method
- Credentials awarded
- Student characteristics such as Indigenous identity, age, residency, and geographic origin

These data are disaggregated by location (Kamloops, Williams Lake, regional centres, and Open Learning). If you have questions about the Factbook, please contact [Stephanie Klassen](#), associate director, IPE. I would like to thank Stephanie and the IPE team for producing this important resource. The Factbook remains a key tool in evidence-informed planning and institutional accountability.

2024 BC STUDENT OUTCOMES RESULTS RELEASED — The latest results from the 2024 BC Student Outcomes Baccalaureate Graduates Survey confirmed that TRU graduates continue to achieve strong employment outcomes. Alumni surveyed two years after graduation reported a median annual salary of \$73,000, with 84 per cent indicating their job was related to their field of study — a result that underscores the relevance and quality of TRU’s academic programs.

These results form part of a broader province-wide initiative led by BC Student Outcomes, in collaboration with the Ministry of Advanced Education, Skills and Training and BC Stats. The annual survey provides valuable insight into graduate employment, skill development, and the overall student experience, supporting both institutional planning and provincial policy development.

At TRU, the Office of Integrated Planning and Effectiveness (IPE) made the 2024 results available via its BC Student Outcomes SharePoint site and Tableau Server. Internal users can access high-level summaries as well as interactive dashboards with filters for credential type, program, and demographic variables, including Indigenous identity and geographic region.

I would like to thank Stephanie Klassen and the IPE team for their continued work in making this data accessible and meaningful. These insights are essential to TRU’s ability to assess program impact, support evidence-informed decision-making, and better serve our graduates. Those seeking tailored data or support are encouraged to connect with Stephanie directly.

Community Engagement / Partnerships

ADVANCING TRU'S GLOBAL PARTNERSHIPS — Earlier this month, I had the privilege of representing Thompson Rivers University and the Province of British Columbia on an international trade mission to Japan and Korea, as one of two presidents from the Research Universities' Council of BC (RUCBC) institutions. Our participation in the province's delegation reinforced TRU's role in supporting B.C.'s economic diversification and underscored the importance of higher education in international trade and diplomacy.

During this mission, I met with several of TRU's institutional partners in both countries. These meetings reaffirmed our university's commitment to global engagement and long-term academic collaboration, while also expanding opportunities for international student and faculty mobility, exchanges, and joint research.

Before the trade mission, I also travelled to Malaysia, where I met with four of our transnational education partners and held productive discussions with the Canadian High Commissioner. These conversations highlighted the growing strength of Malaysia's educational and economic landscape, and with it, greater opportunities for TRU students and faculty to engage globally.

Through these visits, TRU continues to build strong, reciprocal international partnerships rooted in long-term relationship-building. These engagements help ensure a steady, mutually beneficial flow of students and ideas and reflect our strategic approach to global education — one that prioritizes sustainability, collaboration, and meaningful outcomes for our learners and communities.

CELEBRATING 30 YEARS OF PARTNERSHIP WITH MAPLE LEAF EDUCATIONAL SYSTEMS — In May, I had the pleasure of joining Vice-President International Baihua Chadwick in China to mark the 30th anniversary of Maple Leaf Educational Systems and to celebrate our longstanding partnership. For nearly three decades, Thompson Rivers University and Maple Leaf have collaborated to expand global access to high-quality education and to develop innovative, cross-cultural academic pathways.

Our partnership reached a major milestone in 2015 with the launch of TRU's Bachelor of Education in Secondary STEM program, specifically designed for graduates of Maple Leaf's B.C. offshore schools. Since then, more than 190 students have completed their education degrees at TRU, with many achieving B.C. teaching certification and now teaching in classrooms across Canada and internationally.

In 2016, we further deepened our collaboration with the creation of the Maple Leaf University School-TRU, located on our Kamloops campus. This pioneering initiative brought international high school students directly into the heart of university life. Over six years, approximately 260 students earned B.C. Dogwood Diplomas, completed university credits, and gained meaningful exposure to Canadian academic and cultural environments.

This enduring partnership has enriched TRU's academic community and enhanced the educational experience for students both on campus and abroad. In recognition of this relationship, Maple Leaf founder Dr. Sherman Jen made a transformational \$5 million personal donation to TRU in 2017. His generosity established eight scholarship endowments and funded two major learning facilities: the Dr. Sherman Jen High-Fidelity Simulation Centre and the Dr. Sherman Jen Instrumentation Lab.

To date, 149 students have received scholarships through these endowments, and the facilities continue to support exceptional, hands-on learning experiences across disciplines.

I want to extend my sincere thanks to our TRU World team for their continued leadership and strategic foresight in strengthening these international connections, as well as to Dr. Jen and all those who have contributed to this remarkable partnership. It stands as a powerful example of what long-term, values-driven collaboration can achieve in the realm of international education.

UNIVERSITIES CANADA STATEMENT ON FEDERAL ELECTION AND PRIORITIES FOR HIGHER EDUCATION — Following the April 2025 federal election, Universities Canada issued a public statement congratulating Prime Minister Mark Carney and all newly elected and returning Members of Parliament. The organization affirmed its readiness to work with the new Liberal government to address Canada's most pressing economic and social challenges.

Canada's universities, including TRU, continue to play a vital role in training the skilled professionals the country needs — from health-care workers and engineers to educators and entrepreneurs. Universities are also key to driving research and innovation in areas such as artificial intelligence, sustainability, advanced manufacturing, and public health.

Universities Canada welcomed the government's campaign commitments to modernize research infrastructure, expand graduate scholarships, and invest in student housing, including the \$2 billion pledge for student and senior accommodations.

The organization emphasized the urgent need for bold investment in Canadian research and talent development, including faster visa processing and clearer immigration pathways to restore Canada's global reputation and attract international talent.

To this end, Universities Canada called on the federal government to convene a ministerial roundtable involving multiple departments, provincial partners, industry, and post-secondary institutions to shape a coordinated, data-driven strategy supporting international student success and workforce integration.

TRU supports these calls for collaboration and remains committed to contributing to national conversations on student access, research excellence, and economic resilience. We look forward to continued engagement with federal partners in the months ahead.

SFU PRESIDENT APPOINTED CHAIR OF RUCBC — On June 6, Dr. Joy Johnson, President and Vice-Chancellor of Simon Fraser University, was appointed Chair of the Research Universities' Council of BC (RUCBC) for a two-year term.

Dr. Johnson brings to the role extensive academic leadership experience, having guided SFU through the COVID-19 pandemic, the development of a new strategic plan, and the establishment of the new SFU School of Medicine.

In her remarks, Dr. Johnson emphasized the critical role of a sustainable, well-funded post-secondary sector in securing B.C.'s economic and social future. As chair, she expressed her commitment to strengthening advocacy and collaboration among B.C.'s research universities, including TRU.

RUCBC represents the province's six research-intensive universities and works to enhance the quality, accessibility, and coordination of higher education across British Columbia. TRU looks forward to continuing to work alongside Dr. Johnson and fellow RUCBC colleagues to advance shared priorities for students, communities, and the province.

Introduction

This is the first Annual Report provided by the AVP Students and AVP People and Culture as Responsible Officers under the updated [Harassment and Discrimination Prevention Policy, BRD-17](#) (the “Policy”). In addition, the Responsible Officers, General Counsel and investigators are responsible for the administration of the Policy. This Annual Report provides statistics on reports of harassment under the Policy at Thompson Rivers University for the first nine months (July 1 to March 31) of the 2024-2025 academic year. The data in this report is cited for the nine month reporting period which follows the fiscal year at Thompson Rivers University. To maintain consistency with previous years, this Annual Report is aligned with the information provided in previous reports by the Human Rights Officer.

The Policy

This report is made in response to the requirement in section 14.1 of the Policy. The Policy was adopted on May 28, 2009, after a review of the prior policy led by the University’s then Associate Vice-President of Human Relations and Planning. Implementation of the Policy began in the summer of 2009. The Policy was substantially updated on December 6, 2024. Under the amendments, the role of Responsible Officers is now determined by university position of the respondent and was designated to the AVP, Students (for Students) and AVP, People and Culture (for Employees), the President (for Vice Presidents), and the Chair of the Audit Committee (for the President). From 2009 until December 2024, the Responsible Officer had been the appointed Human Rights Officer.

The Responsible Officer(s) have several specific duties under the Policy including:

- (i) Conducts the initial review, including appropriate consultations;
- (ii) Initiates an investigation that is appropriate to the circumstances;
- (iii) Decides whether the Policy has been violated;
- (iv) Makes recommendations or decisions regarding remedies or discipline;
- (v) Assumes the role of complainant to initiate an investigation;
- (vi) Initiates interim measures;
- (vii) Collaborates with campus partners to implement an annual education strategy;
- (viii) Prepares and distributes the Annual Report.

In addition to these responsibilities, the Responsible Officers are accountable to taking steps to protect the identity and confidentiality of the personal information of both those who report allegations of harassment or discrimination (called Complainants) and those against whom the allegations (called Respondents) are made. In recognition of this need

for confidentiality, the information in this Annual Report is provided in summary form without disclosing the identity or personal information of complainants and respondents.

Complaints in 2024-25 Table 1 (below) provides the number of complaints and resolutions and lists whether the resolutions were achieved through informal procedures, mediation, or investigations. Table 1 also sets out comparative information for the previous six years. As noted above, the reporting period of the Annual Report is the University's fiscal year. Complaints involving members of the Thompson Rivers University Faculty Association, whether made by or against a member, are governed by the Collective Agreement between the University and TRUFA. The harassment and discrimination provisions of the TRUFA Collective Agreement are generally consistent with the Policy, except for the informal resolution procedures in section 10.1 of the Policy. The Collective Agreement has no corresponding provision. Up until the 2024-25 academic year, this information was collected by the Human Rights Officer who referred all TRUFA related complaints to the AVP, People and Culture.

TABLE 1: Complaints in 2024-2025

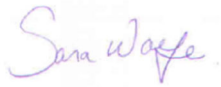
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Complaints	13	11	21	24	26	27
Informal Resolutions	2	3	0	4	0	2
Complaints which were not harassment	2	2	2	0	4	3
Mediations	0	0	0	0	0	5
Investigations	0	2	5	7	9	14
Taken to Human Rights Tribunal	0	0	0	0	0	3
Ongoing	0	0	0	0	0	5
Not pursued	8	3	11	11	12	3

Analysis and Conclusions

There was one more complaint in 2024-2025 (27 versus 26) compared to the previous year. In viewing the last five years, the number of harassment complaints have steadily risen each year. The increase in the number of complaints since 2019-2020 show an increased awareness of the Policy as an avenue to address harassment and discrimination. Of note is the increase in the number of investigations in 2024-2025. The number of investigations

has steadily risen since 2019. In 2023-2024, there were 9 investigations while in 2024-2025 there was 14. Conversely, the number of cases that were not pursued has significantly dropped. The Policy was amended in 2024-2025. The new amendments assign new responsible officers who complete a scope review. Changes in the Policy scope and process may account for the shift in cases being investigated versus cases that are not pursued. Changes in the Policy may also account for the increase in mediations in 2024-2025. Of the 27 harassment disclosures, 5 were from faculty, 4 were from CUPE, 4 were from exempt staff, and the remaining disclosures were from students. Of the respondents, 14 were faculty, 1 was an OLFM, 7 were exempt, 2 were CUPE, and the remaining 3 were students. Most reports reflect student complaints against faculty.

Respectfully submitted,



Sara Wolfe
Associate Vice President - Students
swolfe@tru.ca



Shayne Olsen
Associate Vice-President- People and Culture
solsen@tru.ca



MEMORANDUM

Date: May 23, 2025

To: Brett Fairbairn, President

From: Scott Blackford, Associate General Counsel

Re: Minor amendments to Harassment and Discrimination Policy

Attachments: Copy of Harassment and Discrimination Prevention Policy, with redline changes (the "Policy")

Background: As drafted, the Policy says that employees and students make complaints to the Responsible Officers. There is a pathway to mediation that appears at section 10 of the Policy.

Discussion: Sara Wolfe, AVP Students, has requested the ability to delegate intake of student complaints, and other functions of the Responsible Officer as necessary, to help manage the sometimes large number of requests and to align with other policy processes. The Director of Student Affairs or Case Managers would be the designates of such tasks. Decisions regarding outcomes would remain with the Responsible Officer. The Responsible Officer for employee Complaints, the AVP People and Culture, would have a similar ability to delegate tasks to a Human Resources Advisor if desired. These delegations would be consistent with processes under the Sexualized Violence Policy and the typical workflows in People and Culture and Student Affairs.

Regarding the mediation pathway, this section has been moved to section 7, "Initial Review", which is where this pathway should first be contemplated.

The above changes have been discussed with both Responsible Officers, the AVP Students and the AVP People and Culture, respectively. The Responsible Officers approve of these changes.

Recommendation(s): I recommend that you, if you are satisfied that no additional consultations are necessary, approve the changes in the attached draft of the Policy. These changes would then go to the Board of Governors for information.

A handwritten signature in blue ink, appearing to read "Brett Fairbairn".

Approved by President Brett Fairbairn
June 3, 2025



Senate Report to the Board of Governors

For Board Decision, from Senate meetings of April 28, 2025 and May 26, 2025

1. TRU Bold

Background:

Senate served [notice of motion for TRU Bold](#) on March 24, 2025. On April 2, 2025, the chair of the board sent a letter to the chair of senate asking for senate's advice on TRU Bold, in accordance with section 10 of the *TRU Act*. That letter was shared with senate at its meeting on April 28, 2025, during which senate discussed TRU Bold and the following resolution resulted:

*On motion duly made and adopted, it was **RESOLVED** that senate approve TRU Bold and advises the Board of Governors that it recommends the Board of Governors approve TRU Bold, as drafted.*

2. Proposed Revisions to Terms of Reference for the Environmental Sustainability Advisory Committee

Background:

The [Environmental Sustainability Advisory Committee](#) (ESAC) is a joint committee of the TRU Senate and Board of Governors. At its meeting on May 26, 2025, senate approved changes to the committee's terms of reference, which also need to be approved by the board before they can be implemented.

[Link to documents showing proposed revisions to ESAC, as approved by senate](#)

Motion approved by senate

*On motion duly made and adopted, it was **RESOLVED** that senate approve the proposed revisions to the terms of reference for the Environmental Sustainability Advisory Committee, as circulated.*

A handwritten signature in blue ink, appearing to read "Brett Fairbairn".

Brett Fairbairn
President and Vice-Chancellor and
Chair of Senate



MEMORANDUM

Date: June 6, 2025

To: Brett Fairbairn, President & Vice-Chancellor

From: Dorys Crespín-Mueller, AVP, Integrated Planning and Effectiveness

Re: Institutional Accountability Plan and Report 2024/25

1. Purpose:

The attached content- only copy of the annual Institutional Accountability Plan and Report (IAPR) is presented to the Board of Governors for approval for submission to the BC Ministry of Post-Secondary Education and Future Skills (PSFS), in compliance with the provincial Accountability Framework requirement.

2. Background:

This annual report forms part of the Ministry's [Accountability Framework](#). The IAPR is a public document which is intended to demonstrate TRU's alignment with the Ministry's goals and strategic priorities and our performance on system performance measures in compliance with the Provincial Accountability Framework. The IAPR is approved by the Board of Governors and submitted to the Ministry. Two key pieces included are the institutional initiatives associated with the Ministry's mandate letter and the annual results of the institutional accountability measures.

3. Discussion:

The IAPR conveys the institution's planning context, its goals, and objectives. It presents how TRU aligns with the Ministry's goals, as well as showcasing key institutional initiatives and accomplishments and the people behind them, within the context of our institutional priorities. In addition to institutional performance measures this report also communicates progress on the implementation of the Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples, and the In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in the B.C. Health Care report recommendations. Information for this report is collected from across the institution. This is a content draft for approval at the Board, once approved, Marketing and Communications will do the design work preparing it for publication prior to submission to PSFS. The report is due for submission by July 11, 2025. Once reviewed by the Ministry, the IAPR is published on the PSFS and TRU's website.

4. Recommendation:

Administration is recommending that the Board of Governors approve the 2024/25 Institutional Accountability Plan and Report.

Attachment: IAPR 2024/25 Content Draft



Date: June 13th, 2025

To: Brett Fairbairn, President and Vice Chancellor

From: Matt Milovick, Vice President Administration & Finance

Re: Campus Master Plan (CMP) Refresh 2025

Attachment: 2025 Campus Master Plan Refresh

Executive Summary: This report is being presented to the Board of Governors **FOR APPROVAL**

- The campus master plan refresh is intended to support and refine the original principles set forth in the 2013 campus master plan rather than radically change or reimagine the campus.
- This refresh process has been underway since 2023 and there have been several stakeholder engagement sessions in various formats. The consultations were not as broad as they were in 2013 due to the fact that the 2013 plan was an entirely new visioning for the campus – this process has been a refresh only.
- Changes include refinements to all aspects of the plan including but not limited to the addition of campus lands (and their potential future uses) acquired by TRU since 2013; well developed plans for TRU Property Trust lands; active transportation considerations; the refinement of student housing districts; as well as parking and accessibility recommendations.

Purpose: The purpose of this memo is to seek the Board’s approval of the 2025 Campus Master Plan Refresh.

Background: TRU’s last updated its 2013 CMP in 2014 to include an implementation plan as well as a number of supporting studies and plans (e.g. district energy, sustainability plan, utilities masterplan). Since that time, TRU has acquired additional properties adjacent to its Kamloops campus and there were assumptions made in the 2013 CMP that are no longer (and perhaps never were) feasible and so adjustments were necessary.

Discussion: The important aspect of this project is that it is simply a “refresh” of the 2013 CMP and not a completely new vision for campus. The principles that guided the 2013 plan are all deemed to continue to be relevant today. These include:

- Creating a destination campus;

- Densifying the academic core;
- Support for TRU's research growth;
- Create a University Village hub.

With the same guiding principles continuing to hold, and an adherence to the plan through the development of our campus since 2013, a refresh to the plan made the most sense.

The intention is not to replace the 2013 CMP but rather to augment it. The 2013 CMP will remain as the master planning document and the 2024 refresh will become an appendix to the 2013 CMP and will direct planning where the two plans differ. The Campus Master Plan Refresh 2025 document attached is very similar to the document that the Board received during its joint meeting with the City of Kamloops in the spring of 2024.

Consultations: The CMP refreshing exercise has gone through considerable consultation. Consultations first started with a campus wide survey conducted by IPE in the early spring of 2024. From the 104 respondents (53 staff; 30 admin and 21 faculty), aspects of the campus that respondents liked best included:

- Natural beauty and green spaces (thoughtful urban design and integration of science campus environment);
- Walkability and accessibility (pedestrian friendly design);
- Building architecture and design (modern architecture, well connected, values student learning spaces);
- Sustainability (TRU's commitment to sustainability);
- Student Spaces (expansion of student spaces appreciated);
- Market Housing (plans for additional housing welcomed).

The less desirable features identified include:

- Parking (limited, availability, accessibility);
- Building conditions and facilities (outdated buildings, inadequate classroom and study spaces);
- Infrastructure and transportation (road and walkway maintenance, signage, improvements to active transportation infrastructure);
- Market Housing (dissatisfaction with land allocated to student housing);
- Commercial offerings (need more variety and extended hours of commercial operations);

In doing their work, Stantec has worked to address the issues that the community have raised. That said, some of the issues identified are too granular to be addressed specifically in the plan.

Since the survey, Administration has met with the student caucus twice to solicit feedback – once in the fall of 2024 and again in early 2025.

On February 12th, 2025, Stantec and TRU hosted a virtual presentation for the campus to solicit feedback on the draft. There were 50+ people in attendance and feedback from that and the consensus from that session was an overall acceptance of the work that Stantec and TRU had done to refine the 2013 CMP.

The CMP has also gone to the City of Kamloops for feedback and their suggested changes (ranging from active transportation considerations to housing) were considered and incorporated where appropriate

Recommendation: Administration recommends that the Board of Governors **APPROVE** the 2025 Campus Master Plan Refresh as presented.