



THOMPSON RIVERS UNIVERSITY

BOARD OF GOVERNORS PUBLIC MEETING

Friday, December 01, 2023

1:30 PM

The Terrace, Campus Activity Centre, 2nd Floor

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. **CALL TO ORDER**

2. **TERRITORIAL ACKNOWLEDGMENT — Marilyn McLean**

3. **RECOGNITION OF EXCELLENCE — Marilyn McLean**
 - a. [Veterinary Technology Canadian Veterinary Medical Association accreditation](#) — Heather Shannon

- Page 1 4. **ADOPTION OF AGENDA**

5. **CONFLICT OF INTEREST DISCLOSURES**

- Page 4 6. **APPROVAL OF MINUTES**
 - a. Minutes of September 29, 2023

7. **BOARD CHAIR'S REPORT — Marilyn McLean**
 - a. Resignation of Governor Kathleen Kendall (Information)
 - b. Change of Board meeting date: June 21, 2024 moved to June 14, 2024 (Information)

- Page 9
Page 18
Page 25
To be
circulated
To be
circulated
8. **REPORT FROM THE FINANCE COMMITTEE — David Hallinan**
- a. 2023-24 Second Quarter Financial Results and Forecast (Information)
 - b. Post-Secondary Education and Future Skills (Government) Second Quarter Forecast
 - c. 2024-25 Budget Context presentation (Information)
 - d. 2024-2025 Domestic Tuition and Other Fees (Notice of Motion)
 - e. 2024-2025 International Tuition and Other Fees (Notice of Motion)
- Page 61
9. **REPORT FROM THE AUDIT COMMITTEE — Hee-Young Chung**
- a. BRD 27-0 Fraud Risk Management Policy (Information; Notice of Motion) — Scott Blackford / Christina Duquette
[Link to background information](#) (*policy subsequently revised, and also reviewed by the Audit Committee*)
- Page 67
10. **REPORT FROM THE GOVERNANCE AND HR COMMITTEE — Jim Hamilton**
- a. Communications Strategy (Approval)
- Page 71
11. **PRESIDENT’S REPORT — Brett Fairbairn**
- a. President’s Report to the Board (Information)
 - b. President’s Reports to Senate (Information)
 - i. September 2023
 - ii. October 2023
 - iii. November 2023
- Page 81
Page 90
Page 95
- To be
circulated
12. **SENATE REPORT — Brett Fairbairn**
- a. Research Centre Proposal: Institute for Wildfire Science, Adaptation, and Resiliency (Approval)
 - b. **(Tentative)** Senate advice regarding Visual Arts programming under Policy BRD 08-4 (Information)
 - c. **(Tentative; pending approval by Senate on November 27)** Category III, Regenerative Agriculture Certificate, Department of Natural Resource Science
 - d. **(Tentative; pending approval by Senate on November 27)** Category III, Regenerative Agriculture Diploma, Department of Natural Resource Science
 - e. **(Tentative; pending approval by Senate on November 27)** Category III, Bachelor of Business Administration, Business Law Minor, Department of Accounting, Finance, and Law
 - f. **(Tentative; pending approval by Senate on November 27)** Category III, Architectural and Engineering Technology Diploma, Department of Architectural and Engineering Technology

- g. **(Tentative; pending approval by Senate on November 27)** Policy Proposal for Instructional Days Changes (Policies BRD 26-0 Annual Academic Schedule and ED 03-9 Examinations)

13. BUSINESS

- a. **(Tentative)** Consideration of the Elimination of Visual Arts programs pursuant to Policy BRD 8-4 Program Reductions and Eliminations — Gillian Balfour
- b. Proposed revisions to Signing Authority Policy (BRD 02-1) (Update; *notice of motion served on September 29, 2023*) — Scott Blackford
- Page 102 c. Proposed new policy BRD 28-0 Indigenous Building Naming (Information — Notice of Motion)
- Page 107 d. Proposed revision to academic appeal fee (Approval) — Gillian Balfour
- Page 110 e. Proposed changes to Applied Sustainable Ranching Program (Approval) — Gillian Balfour
- f. Indigenous student tuition fees, scholarships, and awards (Information) — Gillian Balfour

14. NEXT BOARD MEETING

- a. The next board meeting is scheduled for Friday, February 23, 2023, in the Clock Tower Boardroom.

15. TERMINATION OF MEETING



THOMPSON RIVERS UNIVERSITY

BOARD OF GOVERNORS PUBLIC MEETING

Friday, September 29, 2023

1:00 PM

Clock Tower Boardroom, CT309

MINUTES

Board members Present:

Marilyn McLean (Chair), Shariyer Chowdhury, Hee-Young Chung, Heather Fader, Brett Fairbairn, David Hallinan, Jim Hamilton, Jasmine Haskell

Regrets: Tracy Christianson, Hasnat Dewan, Katy Gottfriedson-Jasper, Kathy Kendall

Absent: Jimmy Lulua, Anshuman Walia

Executive and Others Present:

Gillian Balfour (Provost and Vice-President Academic), Brian Daly (Vice-President University Relations), Matt Milovick (Vice-President Administration and Finance), Scott Blackford (Acting General Counsel), Charlene Myers (Manager, University Governance), Lynda Worth (University Governance Coordinator)

1. CALL TO ORDER

The chair, M. McLean, called the meeting to order at 1:00 p.m. and welcomed the following new board members, who introduced themselves:

- i. Shariyer Chowdhury (elected student)
- ii. Heather Fader (appointed community member)
- iii. David Hallinan (appointed community member)
- iv. Anshuman Walia (re-elected student)

2. TERRITORIAL ACKNOWLEDGMENT

M. McLean delivered the territorial acknowledgment.

3. RECOGNITION OF EXCELLENCE

On behalf of the board, M. McLean recognized the following people and presented them with framed certificates.

- a. Mike Flannigan
- b. TRU Advancement Team and Alumni Award

4. ADOPTION OF AGENDA

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

5. CONFLICT OF INTEREST DISCLOSURES

No governors declared conflicts of interest.

6. APPROVAL OF MINUTES

- a. Minutes of June 16, 2023

*On motion duly made and adopted, it was **RESOLVED** that the minutes of the public board meeting of June 16, 2023 be approved as circulated.*

7. BUSINESS ARISING

- a. Fraud Risk Management Policy

M. McLean reported that additional revisions have been recommended to this policy and it will be coming back to the board in the future for consideration of approval.

8. BOARD CHAIR'S REPORT — Marilyn McLean

- a. Mandate Letter

M. McLean spoke to the mandate letter, a copy of which had been circulated with the agenda package.

*On motion duly made and adopted, it was **RESOLVED** that the mandate letter be approved as circulated.*

9. REPORT FROM THE FINANCE COMMITTEE

H. Chung, chair of the Finance Committee, presented the committee's report.

a. Q1 Results

H. Chung invited Y. LaFlamme to present the Q1 results, which she did, for information.

b. Financial Information Act

H. Chung invited M. Milovick to present the Financial Information Act report, which the chair indicated the Finance Committee had reviewed at their meeting and recommended approval.

*On motion duly made and adopted, it was **RESOLVED** that the Financial Information Act reporting for submission to government be approved, as circulated.*

H. Chung also reported that the Finance Committee reviewed, and recommended approval of, the proposal for the Indigenous Education Building. He added that matter would be dealt with later in the agenda, under "Reports and Updates".

10. PRESIDENT'S REPORT

President Fairbairn reported on the following matters:

a. President's Report to the Board

B. Fairbairn reported on several matters in his written report, a copy of which was circulated with the agenda package.

b. Changes to policy regulations

B. Fairbairn noted that he had approved changes to the regulations for the following policies. The Secretariat displayed redlined versions of the policies showing the revisions.

- i. BRD 25-0 (Sexualized Violence)
- ii. BRD 02-1 (Signing Authority)

11. REPORTS AND UPDATES

a. Capital Update

M. Milovick presented a capital update on projects undertaken during the summer.

i. Indigenous Education Building

1. Indigenous Education Building concept design

M. Milovick welcomed Tina Matthew and Garry Gottfriedson, who presented the Indigenous Education Building concept design.

2. Indigenous Education Centre Building

M. Milovick presented this agenda item, which he noted had been considered by the Finance Committee, and recommended for approval, at their meeting earlier in the day.

*On motion duly made and adopted, it was **RESOLVED** that:*

- 1. A Control Budget of \$22M + 10% contingency is approved to build and equip the IEC.*
- 2. The University is authorized to enter into agreements to construct and equip the IEC for an aggregate price not to exceed the Control Budget + contingency.*
- 3. Administration is authorized to negotiate and execute such documents as are necessary to facilitate the construction of the IEC.*
- 4. The IEC will be built at the location identified within.*

b. Student housing

M. Milovick presented an update on student housing.

c. Office of Safety and Emergency Management Reports

M. Milovick delivered the report from the Office of Safety and Emergency Management, a copy of which had been circulated via a link on the agenda.

d. *Notice of Motion:* Proposed revisions to Signing Authority Policy (BRD 02-1)

S. Blackford reported that the Signing Authority Policy had recently undergone some proposed revisions which required notice of motion to be served by the board since the Signing Authority policy is under the authority of the board.

e. Strategic Enrolment Management update

D. Crespin-Mueller presented a strategic enrolment management update. Questions and answers ensued.

12. NEXT BOARD MEETING

- a. The next board meeting is scheduled for Friday, December 1, 2023, in the Clock Tower Boardroom.

13. TERMINATION OF MEETING

As there were no additional agenda items, the meeting terminated at 2:45 p.m.



Date: November 15, 2022
To: Matt Milovick, Vice-President, Administration & Finance
From: Yvette Laflamme, Associate Vice-President, Finance
Re: 2023-24 Second Quarter Financial Results and Forecast

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

- This report includes TRU's second quarter forecast and mid-year Statement of Financial Position.
- The forecast is a projection to March 31, 2024, and was prepared in October, using operating results as of September 30th and October enrolment projections.
- TRU is anticipating an \$8.1M surplus, including \$290.4M in revenues and \$282.2M in expenditures.
- The anticipated surplus is higher than both budget and first quarter forecast.
- Mid-year Statement of Financial Position reports increases in total assets and decreases in total liabilities.

Purpose: The purpose of this memo is to provide the Finance committee with an overview of TRU's second quarter financial results, including elements of the Statement of Financial Position and the internal financial forecast.

Background: The forecast is prepared by financial services, using the operating results as of September 30th, October enrolment projections, and in consultation with budget holders (VPs, Deans, AVPs and Directors). The Statement of Financial Position is prepared by financial services monthly, for internal use. My discussion will focus on the consolidated forecast to March 31, 2024, and variances to the first quarter forecast as well as overview of TRU's assets and liabilities.

Discussion:

Financial Forecast: TRU is projecting a surplus of \$8.1M, which is higher than first quarter projections by \$1.4M, higher than originally budgeted by \$2.0M and lower than prior year results by \$4.8M. There are variances on both revenues and expenses which I will discuss below.

Revenue: Revenues are projected to be \$290.4M which is \$2.9M lower than previous forecast, \$8.6M higher than budgeted revenues of \$281.8M and \$27.9M higher than prior year revenues of \$262.5M. The most significant changes to revenue are in grants and international tuition.

Grants: Total grants of \$102.1M are projected to be lower than budget (\$10.1M) and previous forecast (\$9.1M), due to \$10.0M increased deferral for future capital. Without the future capital deferral, grants were higher than budget primarily due to additional funding for wage increases.

Tuition and Student fees: Domestic tuition of \$40.6M is forecasted to be in-line with prior forecast and budget. International tuition of \$92.2M is forecasted to be \$13.2M higher than budget and \$4.0M higher than prior forecast. The budget was prepared based on the strategic enrolment target of 4000 on-campus international students. The forecast was prepared based 4630 students for fall and 4633 students for winter.

Sales Revenues: Sales revenues of \$21.8M are projected to be \$1.4M higher than budget and \$810K higher than prior forecast. Ancillary Services are anticipating slightly higher than budgeted sales in all categories.

Other revenues: Other revenues of \$16.8M are projected to be \$3.1M higher than budget and \$874K higher than prior forecast. This includes interest and investment revenues, contract training, sports and summer camps fees, lease revenues, donations, and internal revenue. Variances are primarily due to interest on bank deposits and cash holdings.

Expenditures: Compensation and direct expenditures are projected to be \$282.2M which are \$4.3M lower than first quarter forecast, \$6.5M higher than budget of \$275.7M, and \$32.6M higher than prior year expenditures of \$249.6M.

Compensation: Compensation expenditures of \$180.4M are expected to be \$4.6 lower than prior forecast and \$1.3M higher than budgeted. There has been significant hiring of budgeted vacancies; however, due to attrition and some failed and delayed hires TRU has approximately 77 vacancies in this forecast.

Direct Expenditures: There are variances throughout non-compensation expenditure categories; with total expenditures projected to be \$101.8M, which are in-line with prior forecast, and \$5.2M higher than budgeted. The significant changes within non-compensation are in professional fees and contracted services; bursaries and awards; cost of goods sold and other expenditures. Professional fees and contracted services variances are due to reallocation from institutional contingencies, increased international agent commissions, legal expenditures, residence profit sharing, and institutional culture project contracts. Bursaries and awards variances are due to increased faculty awards, negotiated through collective bargaining, and increased awards received from the Foundation. Cost of goods sold are higher due to increased sales in all ancillary categories. Other expenditures are \$2.1M lower than prior forecast due to reallocation and reductions to planned spending of contingencies.

Statement of Financial Position:

Assets: Assets totalling \$560.1M increased by \$23.8M (4.43%) compared to prior year end of \$536.3M. Financial assets of \$226.5M increased by \$25.4M (12.6%), with increases in cash and cash equivalents of \$26.9M offset by decreases in accounts receivable of \$1.6M since year end. Cash and cash equivalent increases are primarily due to build up of cash due to increased revenue and reduced in-year spending.

Non-financial assets of \$333.7M are lower than year end due to two primary variances offsetting each other. Tangible capital assets increased by \$2.6M and prepaid expenses decreased by \$4.2M since year end.

Liabilities: Total liabilities of \$323.9M decreased by \$18.7M (5.45%) compared to prior year end of \$342.6M. The decrease is primarily due to reductions in accounts payable, wages payable and debt.

Accumulated Surplus: Accumulated surplus of \$236.2M increased by \$42.4M (21.9%) compared to prior year end of \$193.8M. This includes capital reserves, equity in assets, and various restricted funds.

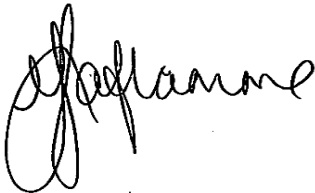
In summary, TRU is anticipating an \$8.1M surplus which is higher than budget by \$2.0M and prior forecast by \$1.4M. Overall, revenues of \$290.4M are projected to be higher than budget and prior year, but lower than first quarter forecast. Expenditures of \$282.2M are projected to be higher than budget and prior year, but lower than first quarter forecast. TRU has a healthy balance sheet; cash balances have increased over prior year end; deferred, while liabilities have decreased; and accumulated surpluses total \$236.2M.

Recommendation: Providing this memo for information only.

Attachment: 2023/24 Q2 Internal Forecast and Internal Statement of Financial Position

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

Yvette

A handwritten signature in black ink, appearing to read 'Yvette', is positioned below the name 'Yvette'.



THOMPSON RIVERS UNIVERSITY

Quarterly Financial Report

For the period Ended September 30, 2023

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

Thompson Rivers University
Quarterly Financial Report
Schedule 1 - Consolidated All Funds
For the period Ended September 30, 2023
(Forecast to March 31, 2024)

(thousands of dollars)

	Consolidated All Funds				Variances		
	Board Approved Budget	Q1 Forecast	Q2 Forecast	22/23 YE Actual	Forecast to Board Approved Budget	Q2 Forecast to Q1 Forecast	Forecast to 22/23 YE Actual
Revenue							
Provincial Grants	99,680	98,307	88,874	86,880	(10,806)	(9,433)	1,994
Grants Other	7,092	7,020	7,254	6,901	162	234	353
Deferred Capital Contributions	5,461	5,915	6,018	5,109	557	103	909
Tuition Domestic	40,683	40,395	40,593	38,654	(90)	198	1,939
Tuition International	78,993	88,157	92,197	74,071	13,204	4,040	18,126
Lab and Course Fees	13,108	13,349	13,537	13,280	429	188	257
Sales Revenue	20,460	21,015	21,825	19,894	1,365	810	1,931
Interest and Other Revenues	13,724	15,929	16,803	14,618	3,079	874	2,185
Internal Sales and Transfers	2,597	3,188	3,256	3,061	659	68	195
Revenue Total	281,798	293,275	290,357	262,468	8,559	(2,918)	27,889
Compensation and Benefits							
Faculty Tenure/Tenure Track	60,715	58,973	57,949	51,941	2,766	1,024	(6,008)
Faculty Sessional	13,348	15,483	15,419	13,478	(2,071)	64	(1,941)
Open Learning Faculty Members (OLFM)	8,517	9,828	9,908	9,096	(1,391)	(80)	(812)
Support	32,371	33,397	33,423	29,465	(1,052)	(26)	(3,958)
Excluded	31,127	33,209	31,161	26,688	(34)	2,048	(4,473)
Other Compensation	348	352	237	498	111	115	261
Benefits	32,648	33,774	32,298	27,534	350	1,476	(4,764)
Compensation and Benefits Total	179,074	185,016	180,395	158,700	(1,321)	4,621	(21,695)
Expenditures							
Professional fees and contracted services	19,979	24,335	26,143	22,334	(6,164)	(1,808)	(3,809)
Building, equipment, operations and maintenance	19,099	21,183	20,058	19,522	(959)	1,125	(536)
Supplies, postage and freight	8,318	9,187	9,223	8,327	(905)	(36)	(896)
Travel	4,993	5,818	5,912	5,077	(919)	(94)	(835)
Advertising, memberships and public relations	4,555	5,306	4,944	4,836	(389)	362	(108)
Bursaries, awards and scholarships	6,568	7,484	8,519	6,843	(1,951)	(1,035)	(1,676)
Cost of materials sold	5,092	5,728	6,331	5,434	(1,239)	(603)	(897)
Amortization of capital assets	14,660	15,387	15,705	13,926	(1,045)	(318)	(1,779)
Other Expenditures	13,377	7,070	5,007	4,599	8,370	2,063	(408)
Expenditures Total	96,641	101,498	101,842	90,898	(5,201)	(344)	(10,944)
Excess (Deficiency) of Revenues over Expenditures	6,083	6,761	8,120	12,870	2,037	1,359	(4,750)

Thompson Rivers University
Quarterly Financial Report
Schedule 2 - Consolidated Revenue Schedule
For the period Ended September 30, 2023
(Forecast to March 31, 2024)

	Consolidated Tuition & Fees				Variances		
	Board Approved Budget	Q1 Forecast	Q2 Forecast	22/23 YE Actual	Forecast to Board Approved Budget	Q2 Forecast to Q1 Forecast	Forecast to 22/23 YE Actual
(thousands of dollars)							
Grants							
Provincial Grants	93,603	91,572	82,190	80,429	(11,413)	(9,382)	1,761
ITA Grant	6,077	6,735	6,684	6,451	607	(51)	233
Research Grants	6,424	6,060	6,148	6,310	(276)	88	(162)
Other Grants	668	960	1,106	591	438	146	515
Deferred Capital Contributions	5,461	5,915	6,018	5,109	557	103	909
Grants Total	112,233	111,242	102,146	98,890	(10,087)	(9,096)	3,256
Tuition & Fees							
Domestic Tuition							
Tuition Domestic - Undergraduate - On Campus	26,342	26,133	26,228	25,011	(114)	95	1,217
Tuition Domestic - Undergraduate - Open Learning	10,647	10,659	10,748	10,347	101	89	401
Tuition Domestic - Graduate - On Campus	1,311	1,291	1,227	957	(84)	(64)	270
Tuition Domestic - Graduate - Open Learning	2,383	2,312	2,390	2,339	7	78	51
Domestic Tuition Total	40,683	40,395	40,593	38,654	(90)	198	1,939
International Tuition							
Tuition International - Undergraduate - On Campus	59,907	66,894	70,465	56,816	10,558	3,571	13,649
Tuition International - Undergraduate - Open Learning	4,867	5,586	5,638	4,624	771	52	1,014
Tuition International - Graduate - On Campus	14,101	15,351	15,690	12,335	1,589	339	3,355
Tuition International - Graduate - Open Learning	118	326	404	296	286	78	108
International Tuition Total	78,993	88,157	92,197	74,071	13,204	4,040	18,126
Lab and Course Fees							
Lab and Course Fees - On Campus	9,374	9,665	9,832	9,253	458	167	579
Lab and Course Fees - Open Learning	3,734	3,684	3,705	4,027	(29)	21	(322)
Lab and Course Fees Total	13,108	13,349	13,537	13,280	429	188	257
Sales Revenue							
Ancillary External Sales	2,076	1,804	2,513	1,974	437	709	539
Residence Revenue	13,379	13,708	13,735	12,724	356	27	1,011
Bookstore Sales Revenue	3,044	2,975	3,158	3,167	114	183	(9)
Printshop External Sales	61	193	153	87	92	(40)	66
Parking Revenue	1,129	1,399	1,621	1,369	492	222	252
Other Sales Revenue	771	936	645	573	(126)	(291)	72
Sales Revenue Total	20,460	21,015	21,825	19,894	1,365	810	1,931
Interest & Other Revenues							
Interest on Investments	4,919	6,651	6,817	5,703	1,898	166	1,114
Donations, Endowments and Fundraising	4,121	4,369	4,341	3,793	220	(28)	548
Contract Revenue	3,337	3,408	3,978	2,980	641	570	998
Other Revenue	1,347	1,501	1,667	2,142	320	166	(475)
Interest & Other Revenues Total	13,724	15,929	16,803	14,618	3,079	874	2,185
Internal Sales & Transfers							
Ancillary Internal Sales and Transfers	2,329	2,734	2,854	2,382	525	120	472
Other Internal Sales and Transfers	268	454	402	679	134	(52)	(277)
Internal Sales & Transfers Total	2,597	3,188	3,256	3,061	659	68	195
Revenue Total	281,798	293,275	290,357	262,468	8,559	(2,918)	27,889

Thompson Rivers University
Quarterly Financial Report
Schedule 3 - Operating and Non-Operating Fund by Unit
For the period Ended September 30, 2023
(Forecast to March 31, 2024)

	23/24 Q2 Forecast				23/24 Board Approved Budget		23/24 Q1 Forecast		22/23 YE Actual	
	Revenue	Compensation and Benefits	Expenditures	Total	Total	Variance	Total	Variance	Total	Variance
(thousands of dollars)										
Faculty of Science	893	21,019	2,549	(22,675)	(22,181)	(494)	(23,944)	1,269	(20,545)	(2,130)
Bob Gaglardi School of Business and Economics	6,392	16,741	1,142	(11,491)	(9,296)	(2,195)	(10,989)	(502)	(9,545)	(1,946)
Faculty of Education and Social Work	3,849	13,397	502	(10,050)	(9,151)	(899)	(9,825)	(225)	(9,045)	(1,005)
School of Nursing	1,696	8,208	686	(7,198)	(6,706)	(492)	(6,894)	(304)	(7,234)	36
Faculty of Adventure, Culinary Arts and Tourism	541	5,443	1,120	(6,022)	(5,613)	(409)	(6,120)	98	(5,482)	(540)
Faculty of Arts	1,006	13,653	223	(12,870)	(12,318)	(552)	(13,043)	173	(12,213)	(657)
Faculty of Law	5,533	4,776	693	64	47	17	46	18	(101)	165
School of Trades and Technology	1,329	7,085	1,182	(6,938)	(6,501)	(437)	(6,928)	(10)	(6,287)	(651)
University Library	1	3,147	2,049	(5,195)	(4,949)	(246)	(5,285)	90	(4,894)	(301)
Enrolment Services and University Registrar	-	6,971	431	(7,402)	(6,759)	(643)	(7,514)	112	(6,653)	(749)
Faculty of Student Development	9	7,521	499	(8,011)	(7,304)	(707)	(7,996)	(15)	(7,281)	(730)
Office of Quality Assurance	-	1,451	142	(1,593)	(1,670)	77	(1,661)	68	(1,453)	(140)
Research and Graduate Studies	-	1,642	1,175	(2,817)	(2,835)	18	(2,782)	(35)	(1,980)	(837)
Open Learning	-	18,517	1,022	(19,539)	(17,338)	(2,201)	(18,569)	(970)	(18,140)	(1,399)
Williams Lake	(124)	3,660	901	(4,685)	(4,447)	(238)	(4,702)	17	(4,126)	(559)
Regional Campuses	602	452	422	(272)	(336)	64	(237)	(35)	9	(281)
Indigenous Education	-	805	463	(1,268)	(1,112)	(156)	(1,215)	(53)	(871)	(397)
Provost and VP Academic	-	783	406	(1,189)	(1,816)	627	(1,156)	(33)	(1,105)	(84)
Office of EDI & AR	-	214	40	(254)	(467)	213	(343)	89	(1)	(253)
University Relations	-	493	461	(954)	(980)	26	(979)	25	(795)	(159)
Marketing and Communications	-	2,598	1,144	(3,742)	(3,599)	(143)	(3,716)	(26)	(3,417)	(325)
Advancement	-	2,551	395	(2,946)	(2,820)	(126)	(2,888)	(58)	(2,355)	(591)
Campus Infrastructure & Sustainability	292	2,382	7,524	(9,614)	(8,432)	(1,182)	(9,551)	(63)	(9,776)	162
Athletics and Recreation	11	1,774	1,739	(3,502)	(3,397)	(105)	(3,422)	(80)	(3,276)	(226)
IT Services	-	5,126	7,554	(12,680)	(12,302)	(378)	(12,715)	35	(9,985)	(2,695)
People and Culture	-	2,085	1,576	(3,661)	(3,186)	(475)	(3,845)	184	(3,527)	(134)
Integrated Planning & Effectiveness	-	1,863	228	(2,091)	(1,921)	(170)	(2,004)	(87)	(1,811)	(280)
Risk Management & OSEM	-	441	1,391	(1,832)	(1,852)	20	(1,825)	(7)	(1,708)	(124)
Finance and Procurement Services	-	4,719	408	(5,127)	(4,846)	(281)	(5,080)	(47)	(4,201)	(926)
Internal Audit	-	282	25	(307)	(293)	(14)	(293)	(14)	(269)	(38)
VP Administration and Finance	-	392	334	(726)	(1,048)	322	(784)	58	(664)	(62)
TRU Secretariat	-	975	1,694	(2,669)	(1,539)	(1,130)	(2,212)	(457)	(3,061)	392
Special Advisor on Indigenous Matters	-	222	14	(236)	(238)	2	(244)	8	(179)	(57)
Office of the President	-	592	137	(729)	(669)	(60)	(692)	(37)	(643)	(86)
TRU World	2,732	5,547	9,620	(12,435)	(11,707)	(728)	(12,557)	122	(11,157)	(1,278)
Faculty, School, Division Total before Surplus Allocation/Usage	24,762	167,527	49,891	(192,656)	(179,581)	(13,075)	(191,964)	(692)	(173,771)	(18,885)
Provost and VP Academic Portfolio	21,727	133,843	14,472	(126,588)	(117,917)	(8,671)	(126,375)	(213)	(114,967)	(11,621)
VP Administration and Finance Portfolio	303	19,064	20,779	(39,540)	(37,277)	(2,263)	(39,519)	(21)	(35,217)	(4,323)
VP International Portfolio	2,732	5,547	9,620	(12,435)	(11,707)	(728)	(12,557)	122	(11,157)	(1,278)
VP University Relations Portfolio	-	5,642	2,000	(7,642)	(7,399)	(243)	(7,583)	(59)	(6,567)	(1,075)
President Portfolio	-	1,789	1,845	(3,634)	(2,446)	(1,188)	(3,148)	(486)	(3,883)	249
VP Research Portfolio	-	1,642	1,175	(2,817)	(2,835)	18	(2,782)	(35)	(1,980)	(837)
Institutional	211,522	5,019	200,851		185,163	15,688	198,260	2,591	186,823	14,028
Operating Fund before Surplus Allocation/Usage	236,284	172,546	55,543	8,195	5,582	2,613	6,296	1,899	13,052	(4,857)
Professional Allowance	1,104	17	833	254	264	(10)	334	(80)	60	194
Internal Research Awards/Stipends	914	206	689	19	44	(25)	65	(46)	(21)	40
Ancillary Services, Parking & Residences	24,366	4,066	20,382	(82)	834	(916)	75	(157)	(1,226)	1,144
Capital	12,799	-	12,436	363	(41)	404	563	(200)	866	(503)
Specific Purpose - Internally Restricted	2,736	477	2,632	(373)	(481)	108	(373)	-	189	(562)
Specific Purpose - Externally Restricted	3,146	968	2,178	-	-	-	-	-	(2)	2
Bursaries and Trust	3,327	-	3,591	(264)	(142)	(122)	(207)	(57)	(72)	(192)
Research	5,145	1,698	3,447	-	-	-	-	-	(2)	2
Endowment	-	-	-	-	-	-	-	-	27	(27)
TRU Community Corporation	1	-	1	-	-	-	-	-	-	-
TRU Legal Clinic Society	535	417	110	8	23	(15)	8	-	(1)	9
Non-Operating Fund before Endowment	54,073	7,849	46,299	(75)	501	(576)	465	(540)	(182)	107
Excess (Deficiency) of Revenues over Expenditures before Surplus Allocation/Usage and Endowment	290,357	180,395	101,842	8,120	6,083	2,037	6,761	1,359	12,870	(4,750)

THOMPSON RIVERS UNIVERSITY

Statement of Financial Position

September 30, 2023

(thousands of dollars)

	September 30, 2023	September 30, 2022	March 31, 2023
Financial Assets			
Cash and cash equivalents	\$ 105,639	\$ 79,033	\$ 78,707
Accounts receivable	14,786	13,351	16,390
Inventories for resale	1,229	1,176	1,118
Investments	104,796	98,194	104,874
	\$ 226,450	\$ 191,754	\$ 201,089
Liabilities			
Accounts payable and accrued liabilities	\$ 44,354	\$ 50,649	\$ 57,410
Wages payable	23,585	22,354	27,798
Employee future benefits	2,811	2,781	2,756
Deferred contributions	43,858	31,965	46,600
Debt	32,781	34,315	33,973
Obligations under capital lease	33,620	34,332	33,921
Deferred capital contributions	141,756	132,161	138,983
Asset retirement obligation	1,157	1,023	1,157
	\$ 323,922	\$ 309,580	\$ 342,598
Net Debt	\$ (97,472)	\$ (117,826)	\$ (141,509)
Non-financial Assets			
Tangible capital assets	\$ 317,474	\$ 302,098	\$ 314,882
Inventories held for use	408	411	408
Restricted endowment investments	14,315	14,277	14,315
Prepaid expenses	1,485	1,414	5,664
	\$ 333,682	\$ 318,200	\$ 335,269
Accumulated surplus	\$ 236,210	\$ 200,375	\$ 193,760
Accumulated surplus is comprised of:			
Accumulated operating surplus	\$ 220,680	\$ 187,050	\$ 177,232
Endowments	14,392	14,340	14,392
Accumulated rereasurement gain (loss)	1,138	(1,015)	2,136
	\$ 236,210	\$ 200,375	\$ 193,760

TRU's financial projections at a glance, as of September 30, 2023 (Q2)

For the year ended March 31, 2024



\$8.1M Surplus

Revenue \$310.4M

\$28.6M higher than budget
\$7.1M higher than Q1

- International tuition higher than budget and Q1
- Interest revenues higher than budget

Also worth noting

- Domestic tuition trending with budget
- Provincial grants higher than budget (due to Collective Agreements funding) but offset by \$20M planned surplus restriction

Compensation \$180.4M

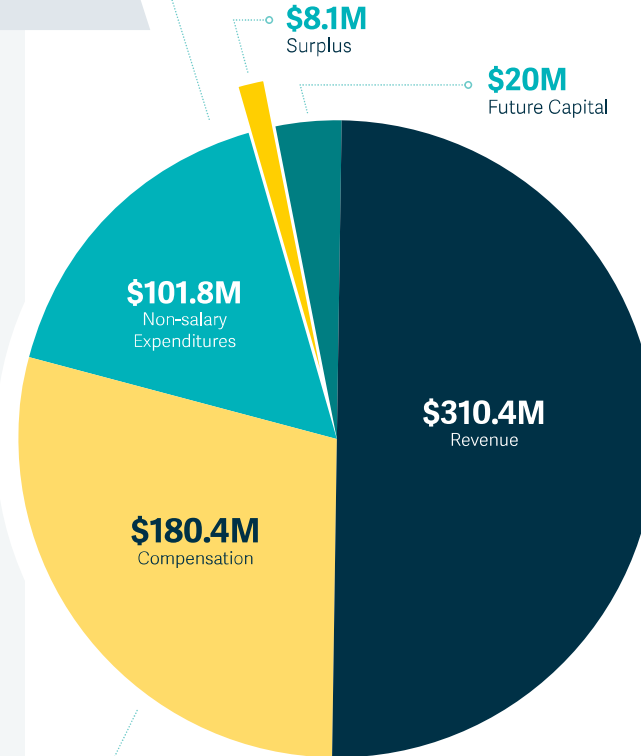
\$1.3M higher than budget
\$4.6M lower than Q1

- Cost-of-Living clause in Collective Agreements triggered; wage increases 6.75% vs budgeted 5.5%
- Some successful hiring in first quarter; however, forecast includes 76.5 vacancies due to delayed hiring and attrition

Non-salary expenditures \$101.8M

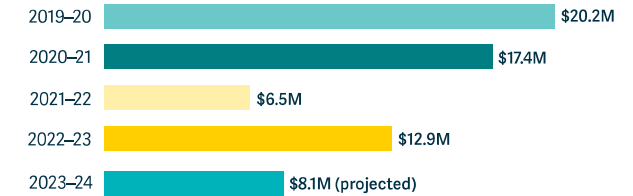
\$5.2M higher than budget
In-line with Q1

- Contingencies and reserves held in Other Expenditure budget reallocated to various expenditure categories
- Increased international agent commission due to increased international enrolments



Annual surplus trend

Downward trend due to participation in provincial surplus restriction program*

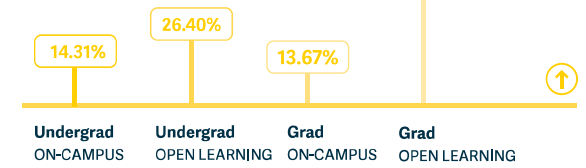


*2021-22: Restricted \$13.1M | 2022-23: Restricted \$10M | 2023-24: Projected restriction \$20M

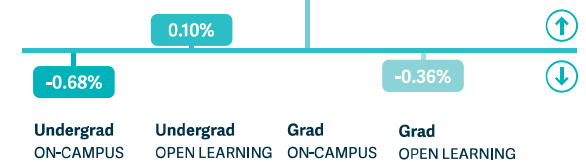
Enrolment

% change from 2022/23 actual to Q2 projections

International



Domestic



Unfilled vacancies

Full Time Equivalent (FTE) included in 2023/24 Q2 projections



Faculty

25 of 497 FTEs vacant



Support

20 of 458 FTEs vacant



Exempt

33 of 266 FTEs vacant

Does not include all employee categories, only those with vacancies.



Date: November 15, 2023

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

From: Yvette Laflamme, Associate Vice-President, Finance

Re: 2023-24 Second Quarter Forecast for
Ministry of Post-Secondary Education and Future Skills

Executive Summary: This report is going to the Finance Committee for review and Finance Committee Chair for *SIGNATURE*. In addition, this report is going to the Board of Governors *FOR INFORMATION*. The salient details of the report are as follows:

- Multi-year forecasts are prepared for Ministry of Post-Secondary Education and Future Skills (PSEFS) quarterly.
- PSEFS forecasts are prepared in accordance with PSAB accounting standards and Ministry specification.
- PSEFS forecasts are prepared ahead of the internal forecast and at a consolidated institutional level of detail.
- TRU's Q2 PSEFS forecast was for surpluses of \$6.7M (2023/24), \$5.4M (2024/25), \$8.2M (2025/26), and \$4.1M (2026/27).

Purpose:

To provide the Finance Committee with an overview of the second quarter forecast prepared for Ministry of Post-Secondary Education and Future Skills (PSEFS) Finance Branch, for the period ended September 30, 2023.

Background:

The PSEFS forecast is prepared for information and consolidation into overall provincial government forecasts and projections. It is prepared in accordance with PSAB accounting standards and excludes internal transactions.

Discussion:

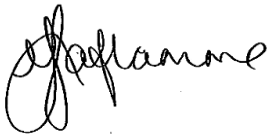
This forecast was prepared based on the 2023/24 first quarter internal forecast, presented to the Board of Governors on September 29, 2023. This forecast is prepared independent of our internal forecast which is prepared in greater detail and in consultation with Faculty, School, and Division budget holders. We will present this forecast as well as the second quarter internal forecast at the Finance Committee on November 22, 2023.

In addition to the budgeted surplus of \$6.7M in the current year, TRU is projecting surpluses in the 3 future reporting years. The forecast for years 2 through 4 (2024/25, 2025/26, 2026/27), assumes 2% domestic tuition rate increases and steady domestic enrolments; blended inflationary and guaranteed fee increases for international tuition rates and reduced international headcount from current year (4600) to forecast assumption (4300); collective bargaining mandate of 2% and 3% inflation rate for year 2 (2024/25) declining to 2.1% inflation for years 3 (2025/26) & 4 (2026/27).

Action: Provided for Finance Committee review, and the Finance Committee Chair signature, for final submission to the Government.

I am available to discuss any concerns or questions at your convenience.

Yvette

A handwritten signature in black ink, appearing to read 'Yvette', with a stylized, cursive script.

Stmnt of Contributions

Please enter amounts received as positive amounts and amounts amortized to revenue as negative.

Forecast	Projections		
	2023/24	2024/25	2025/26

Operating Contributions

	Forecast	2024/25	2025/26	2026/27
From Ministries				
Contributions deferred from previous years	19,076	25,246	31,347	37,379
plus: Operating contributions from AVED	96,085	99,365	102,175	104,985
plus: Operating contributions from other Ministries				
plus: Routine Capital (received through EFT) recognized as	1,657	1,657	1,657	1,657
minus: Amounts amortized to revenue	(91,572)	(94,921)	(97,800)	(100,679)
Deferred contribution balance at the end of the year	25,246	31,347	37,379	43,342
From Other Service Delivery Agencies				
Contributions deferred from previous years	2,219	1,561	903	245
plus: Contributions received in the current year	6,077	6,077	6,077	6,077
minus: Amounts amortized to revenue	(6,735)	(6,735)	(6,735)	(6,735)
Deferred contribution balance at the end of the year	1,561	903	245	(413)
From the Federal Government				
Contributions deferred from previous years	4,692	5,056	5,420	5,784
plus: Contributions received in the current year	6,424	6,424	6,424	6,424
minus: Amounts amortized to revenue	(6,060)	(6,060)	(6,060)	(6,060)
Deferred contribution balance at the end of the year	5,056	5,420	5,784	6,148
From Other Sources				
Contributions deferred from previous years	11,558	11,266	11,266	11,266
plus: Contributions received in the current year	668	700	700	700
minus: Amounts amortized to revenue	(960)	(700)	(700)	(700)
Deferred contribution balance at the end of the year	11,266	11,266	11,266	11,266
Endowment Deferred Contributions				
Opening Balance	1,260	1,260	1,260	1,260
New endowment spend contribution (Endowment Matching)	27	27	27	27
Unrealized gains/(losses)				
Realized gains/(losses)				
Transfers (to)/from Capitalization				
Transfers to Stmt of Remeasurement				
Amortized/Transferred to revenue	(27)	(27)	(27)	(27)
Balance at end of period	1,260	1,260	1,260	1,260

Deferred Capital Contributions

From Ministries: Cash				
Contributions deferred from previous years	104,854	111,422	108,859	104,296
plus: Certificates of Approval (COAs) received	11,131	2,000		
plus: other (please specify nature in Notes)				
minus: Amounts amortized to revenue	(4,563)	(4,563)	(4,563)	(4,563)
Deferred capital contribution balance at the end of the year	111,422	108,859	104,296	99,733
From Ministries: Depreciable Assets				
Contributions deferred from previous years	-	-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Deferred capital contribution balance at the end of the year	-	-	-	-
From the Federal Government: Cash				
Contributions deferred from previous years	18,868	18,026	17,184	16,342
plus: Contributions received in the current year				
minus: Amounts amortized to revenue	(842)	(842)	(842)	(842)
Deferred contribution balance at the end of the year	18,026	17,184	16,342	15,500
From Other Sources: Cash				
Contributions deferred from previous years	15,261	14,751	14,241	13,731
plus: Contributions received in the current year				
minus: Amounts amortized to revenue	(510)	(510)	(510)	(510)
Deferred capital contribution balance at the end of the year	14,751	14,241	13,731	13,221
From Other Sources: Depreciable Assets				
Contributions deferred from previous years	-	-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Deferred capital contribution balance at the end of the year	-	-	-	-

Contributed Surplus

Cash				
Contributed surplus from previous years	-	-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Contributed surplus balance at the end of the year	-	-	-	-
Non-depreciable Assets				
Contributed surplus from previous years	-	-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Contributed surplus balance at the end of the year	-	-	-	-

Externally Restricted Assets

Opening balance	14,392	14,365	14,338	14,311
plus: Contributions received in the current year	(27)	(27)	(27)	(27)
Endowment transfers (to)/from other institutions/entities				
Transfers to/(from) Deferred Endowment Contributions to Stmt of Remeasurement Gains/Losses	-	-	-	-
Transfers to/(from) Deferred Endowment Contribution (income permanently restricted for inflation protection)	-	-	-	-
Closing balance at the end of the year	14,365	14,338	14,311	14,284

Operating Statement

Please report all debits as positive numbers and credits as negative numbers

	Forecast	Projections		
	2023/24	2024/25	2025/26	2026/27
----- \$thousands -----				
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(91,572)	(94,921)	(97,800)	(100,679)
Operating contributions from Provincial Crown Corps & Agencies	(6,735)	(6,735)	(6,735)	(6,735)
Operating contributions from the Federal Government	(6,060)	(6,060)	(6,060)	(6,060)
Operating contributions from other sources	(960)	(700)	(700)	(700)
Deferred capital contributions from Province	(4,563)	(4,563)	(4,563)	(4,563)
Deferred capital contributions from Federal Government	(842)	(842)	(842)	(842)
Deferred capital contributions from Other Sources	(510)	(510)	(510)	(510)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)	-	-	-	-
Sales of goods and services to Crown Corps & Agencies (including contracts)	(550)	(550)	(550)	(550)
Sales of goods and services to others (contracts and other sales)	(2,858)	(2,950)	(3,020)	(3,091)
Sales of goods and services to others (Ancillary Services)	(21,015)	(21,407)	(21,807)	(22,216)
Domestic Tuition and Mandatory Fees	(44,933)	(43,554)	(44,416)	(45,494)
International Tuition and Mandatory Fees	(96,968)	(103,606)	(110,897)	(111,842)
Recognition of endowment investment income	(27)	(27)	(27)	(27)
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)	176	176	176	176
Investment Earnings (not included above + incl sinking fund earnings)	(6,651)	(5,000)	(5,000)	(5,000)
Other revenue (not included above)	(6,019)	(5,680)	(5,711)	(5,742)
Total Revenue	(290,087)	(296,929)	(308,462)	(313,875)
Expenses - debits				
Salaries and benefits	185,016	190,864	196,966	203,329
Cost of goods sold	5,728	5,712	5,949	6,195
Operating costs paid to Provincial Ministries				
Operating costs paid to Provincial Crown Corps & Agencies	2,200	2,200	2,200	2,200
Other operating costs (less amortization & debt servicing)	64,729	66,818	68,325	69,862
Capital asset amortization expense	15,387	15,387	16,119	17,338
Capital asset write-downs	-	-	-	-
ARO accretion expense	41	43	44	46
Grants to Crown corporations and agencies	-	-	-	-
Grants to third parties (Scholarships)	7,484	7,709	7,870	8,036
Grants to third parties (Foundations and Other)				
Debt service costs	2,741	2,741	2,741	2,741
Amortization of debt issue costs	-	-	-	-
Other	-	-	-	-
Total Expense	283,326	291,474	300,214	309,747
Net (Revenues)/Expenses before extraordinary items	(6,761)	(5,455)	(8,248)	(4,128)
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	(6,761)	(5,455)	(8,248)	(4,128)
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	(6,761)	(5,455)	(8,248)	(4,128)
Endowment (restricted asset) contributions	27	27	27	27
Net (Income) Loss (PSI)	(6,734)	(5,428)	(8,221)	(4,101)

Stmnt of Financial Position

Please report all debits as positive amounts and credits as negative amounts

	Forecast	Projections		
	2023/24	2024/25	2025/26	2026/27
Financial assets - debits				
Cash and temporary investments	80,741	79,526	87,310	100,126
Accounts receivable (net):				
from Ministries	-	-	-	-
from other Service Delivery Agencies	-	-	-	-
other receivables	13,204	13,204	13,204	13,204
	<u>13,204</u>	<u>13,204</u>	<u>13,204</u>	<u>13,204</u>
Sinking Funds:				
Sinking funds on Fiscal Agency Loan program debt	-	-	-	-
Sinking funds on other debt	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Inventory held for resale	1,163	2,000	2,000	2,000
Loans, advances and mortgages receivable (net)	-	-	-	-
Derivative assets	-	-	-	-
Investments in commercial subsidiaries (GBE's)	3,892	3,892	3,892	3,892
Investments - other (net)	100,681	101,181	101,681	102,181
TOTAL FINANCIAL ASSETS	<u>199,681</u>	<u>199,803</u>	<u>208,087</u>	<u>221,403</u>
Liabilities - (credits)				
Accounts payable (net):				
to Provincial Ministries	-	-	-	-
to Provincial Crown Corporations and Agencies	-	-	-	-
other payables (excluding current portion of debt and/or leases)	(77,403)	(77,403)	(77,403)	(77,403)
	<u>(77,403)</u>	<u>(77,403)</u>	<u>(77,403)</u>	<u>(77,403)</u>
Unfunded pension and other accrued liabilities	(2,781)	(2,781)	(2,781)	(2,781)
Derivative liabilities	-	-	-	-
Deferred income on externally restricted assets	(1,260)	(1,260)	(1,260)	(1,260)
Deferred contributions:				
deferred operating contributions - Ministries & SDAs	(26,807)	(32,250)	(37,624)	(42,929)
deferred operating contributions - Federal & Other	(16,322)	(16,686)	(17,050)	(17,414)
deferred capital contributions - Ministries	(111,422)	(108,859)	(104,296)	(99,733)
deferred capital contributions - Federal & Other	(32,777)	(31,425)	(30,073)	(28,721)
Deferred Tuition	(6,785)	(6,785)	(6,785)	(6,785)
Deferred Other	-	-	-	-
Unearned lease revenue	(2,548)	(2,548)	(2,548)	(2,548)
	<u>(196,661)</u>	<u>(198,553)</u>	<u>(198,376)</u>	<u>(198,130)</u>
Public debt (including current portion):				
Obligations under Capital Leases (including current portion)	(33,271)	(32,621)	(31,971)	(31,321)
P3 liabilities	-	-	-	-
Fiscal Agency Loan program debt	(26,473)	(25,773)	(25,073)	(24,373)
other debt	(6,000)	(6,000)	(6,000)	(6,000)
	<u>(65,744)</u>	<u>(64,394)</u>	<u>(63,044)</u>	<u>(61,694)</u>
Asset retirement obligations	(1,198)	(1,241)	(1,285)	(1,331)
TOTAL LIABILITIES	<u>(345,047)</u>	<u>(345,632)</u>	<u>(344,149)</u>	<u>(342,599)</u>
Net assets/(liabilities)	<u>(145,366)</u>	<u>(145,829)</u>	<u>(136,062)</u>	<u>(121,196)</u>
Non-financial assets - debits				
Inventory for operating purposes	-	-	-	-
Capitalized debt issue costs	-	-	-	-
Prepaid expenses and other deferred charges	5,295	5,000	5,000	5,000
Endowment Funds (restricted assets)	14,365	14,338	14,311	14,284
Capital assets (net of amortization)	326,200	332,413	330,894	320,156
TOTAL NON-FINANCIAL ASSETS	<u>345,860</u>	<u>351,751</u>	<u>350,205</u>	<u>339,440</u>
Accumulated (surplus)/deficit - Operating				
Share capital	-	-	-	-
Contributed surplus	-	-	-	-
Accumulated Surplus	(198,358)	(203,786)	(212,007)	(216,108)
Accumulated Remeasurement Gains and (losses)	(2,136)	(2,136)	(2,136)	(2,136)
TOTAL ACCUMULATED (SURPLUS)/DEFICIT	<u>(200,494)</u>	<u>(205,922)</u>	<u>(214,143)</u>	<u>(218,244)</u>
Guarantees of Third Party Debt	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Financial Position Changes

Please enter cash inflows as positive amounts and outflows as negative amounts

	Forecast	Projections		
	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>
Opening balance - cash & temporary investments	79,495	80,741	79,526	87,310
Operating activities:				
Net (Income) Loss (PSI)	6,734	5,428	8,221	4,101
Less:				
non-cash revenue	(111,242)	(114,331)	(117,210)	(120,089)
(gain) loss sale of assets	-	-	-	-
Add:				
non-cash expenses	15,428	15,430	16,163	17,384
cash received for operating contributions	110,911	114,223	117,033	119,843
Net change in working capital	(4,828)	(837)	-	-
Net change in investments	(487)	(500)	(500)	(500)
Net change in restricted assets & Deferred Endowment Contributor	27	27	27	27
Net change in other assets	1,628	295	-	-
	<u>18,171</u>	<u>19,735</u>	<u>23,734</u>	<u>20,766</u>
Financing activities:				
Cash received for deferred capital contributions	11,131	2,000	-	-
Cash received for contributed surplus	-	-	-	-
Capital Leases:				
New capital leases	-	-	-	-
Capital lease payments	(650)	(650)	(650)	(650)
P3 liabilities:				
Liabilities incurred (i.e. capitalized contract costs)	-	-	-	-
Reduction in liabilities (impact of unitary payments)	-	-	-	-
Fiscal Agency Loans:				
New borrowing under Fiscal Agency Loan program	-	-	-	-
Repayment of existing Fiscal Agency Loan program debt	(700)	(700)	(700)	(700)
Sinking fund instalments - Fiscal Agency Loan program debt	-	-	-	-
Other Borrowing:				
New borrowing of other debt	-	-	-	-
Repayment of other debt	-	-	-	-
Sinking fund instalments - other debt	-	-	-	-
Capitalized debt issue costs	-	-	-	-
Dividends	-	-	-	-
	<u>9,781</u>	<u>650</u>	<u>(1,350)</u>	<u>(1,350)</u>
Capital asset activities:				
Capital assets additions (with Provincial funding)	(13,006)	-	-	-
Capital assets additions (without Provincial funding)	(13,700)	(21,600)	(14,600)	(6,600)
Capital assets additions (including P3s and capital lease assets)	<u>(26,706)</u>	<u>(21,600)</u>	<u>(14,600)</u>	<u>(6,600)</u>
Capitalized interest (including IDC on P3 projects)	-	-	-	-
Proceeds from sale of capital assets	-	-	-	-
	<u>(26,706)</u>	<u>(21,600)</u>	<u>(14,600)</u>	<u>(6,600)</u>
Closing balance - cash & temporary investments	<u>80,741</u>	<u>79,526</u>	<u>87,310</u>	<u>100,126</u>

Supplemental Information

Supplemental Information

Statement of Remeasurement Gains and Losses

	Forecast <u>2023/24</u>	Forecast <u>2024/25</u>	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>
	----- \$thousands -----			
Investments & OCI (GBE)				
Balance, beginning of year	(2,136)	(2,136)	(2,136)	(2,136)
Unrealized (Gains) Losses	-	-	-	-
Transfers from Deferred Endowment Contributions	-	-	-	-
Amounts realized to Statement of Operations	-	-	-	-
Annual net change	-	-	-	-
Balance, End of Period	(2,136)	(2,136)	(2,136)	(2,136)

*Please note impacts above **are not linked** to investments on Statement of Financial Position

Capital Asset Additions (CAAs)

If total CAAs with provincial funding DO NOT match the institution's quarterly capital cashflow projection (provided to AEST's Capital Planning Unit), provide an explanation of the variance, **including dollar values**.

	Forecast <u>2023/24</u>	Forecast <u>2024/25</u>	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>
	----- \$thousands -----			
Provincially funded CAAs (cashflow)	(13,006)	-	-	-
Total Capital Asset Additions w Prov Funding	(13,006)	-	-	-
Variance (forecast to cashflow)	-	-	-	-

Variance Explanation (provide explanatory bullets below)

-
-
-
-
-



THOMPSON RIVERS UNIVERSITY

Date: November 14, 2023

To: Brett Fairbairn, President & Vice-Chancellor

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

RE: FY2024/25 Budget Context Presentation

Executive Summary: This report is going to the Finance Committee and the Board of Governors *FOR INFORMATION*. The salient details of the report are as follows:

- Every year, administration presents the context for the annual budget planning exercise to the Budget Committee of Senate, Senate and the Board of Governors;
- The FY2024/25 budget context presentation includes information on budget strategy, enrolment trends, financial trends, demographic trends and potential risks
- Domestic on-campus enrolments are expected to decline again. International on-campus enrolments are expected to decline as well, by design.
- FY2024/25 represents the first year of a 5-year integrated budget planning cycle
- TRU anticipates a FY2024/25 budget with a modest surplus of \$2M with \$10M restricted for capital

Purpose: The purpose of this memo is to provide the Board with information about administration's budget planning context for FY2024/25. The budget context presentation will be included in the Board package.

Background: Each fall, the Provost and Vice-President, Administration and Finance present the budget context presentation to the Budget Committee of Senate (BCOS), Senate and the Board. The presentation outlines key information about TRU's operating environment including demographic and enrolment trends, tuition and fee comparators, the Canadian Association of University Business Officers (CAUBO) budget comparators, expenditure trends as well as key budget assumptions and strategic considerations.

Discussion: The following are the key points from the presentation:

- TRU ended FY2022/23 in a strong financial position (\$12.9M surplus and a \$10M restriction to capital) primarily due to increased international enrolment and an inability to hire budgeted full-time positions across the university with the biggest challenge being hiring for continuing faculty. So far this fiscal, we are seeing fewer number of vacancies across all Vice Presidential portfolios indicating that the university is having successes in its hiring relative to previous years.
- TRU expects to end this current year with a \$8.1M surplus with approximately \$20M of the annual operating grant to be restricted before year end for capital purposes;
- With respect to the FY2024/25 budget, there are several key risks that could impact planning and/or year end results. These include, but are not limited to:
 - Strategic Enrolment Management -> TRU is actively working to increase on-campus domestic enrolments while maintaining international enrolments at 4-4,500 FTE's. TRU continues to monitor world events and their potential to impact future enrolment;
 - Ancillary operations have underperformed across all lines of business since the pandemic (parking, residence, food services, catering and conferences, print-shop). Administration is currently reviewing all ancillary operations to find efficiencies and adopt business models to current needs;
 - Student housing is becoming less of a concern knowing that all of our students were housed for Fall 2024. With a new residence coming online in November, assuming student numbers remain approximately the same, TRU is confident that student housing is sufficient to meet the demand at affordable rates.
 - Capital needs still outweigh available reserves and TRU is planning accordingly in its five-year modeling.
- FY2024/25 will be the first year of the five-year budget planning cycle. For FY2024/25, this process (Phase I) will connect resource allocations to institutional strategy through the use of administrative service plans, service metric plans, hiring plans, non-wage metrics, wage metrics and formal requests for budget decisions. Phase II will be implemented in 2025/26 and will formalize capital planning, as well as plans for shared and centralized services.
- Domestic tuition and fees are assumed to increase by 2% (the maximum allowed provincially) and international tuition and fees are expected to increase by 5% (based on average CPI as of September 30th, 2023).
- Total enrolment for the current years is at its highest level ever bolstered by strong international on-campus enrolment. FY2024/25 is expected to be slightly lower as TRU works to bring down international on-campus enrolment. Domestic enrolments are forecasted to be lower than the previous year.

Consultations: The budget context presentation was presented to BCOS on November 14, 2023 and will be presented at Senate on November 27, 2023.

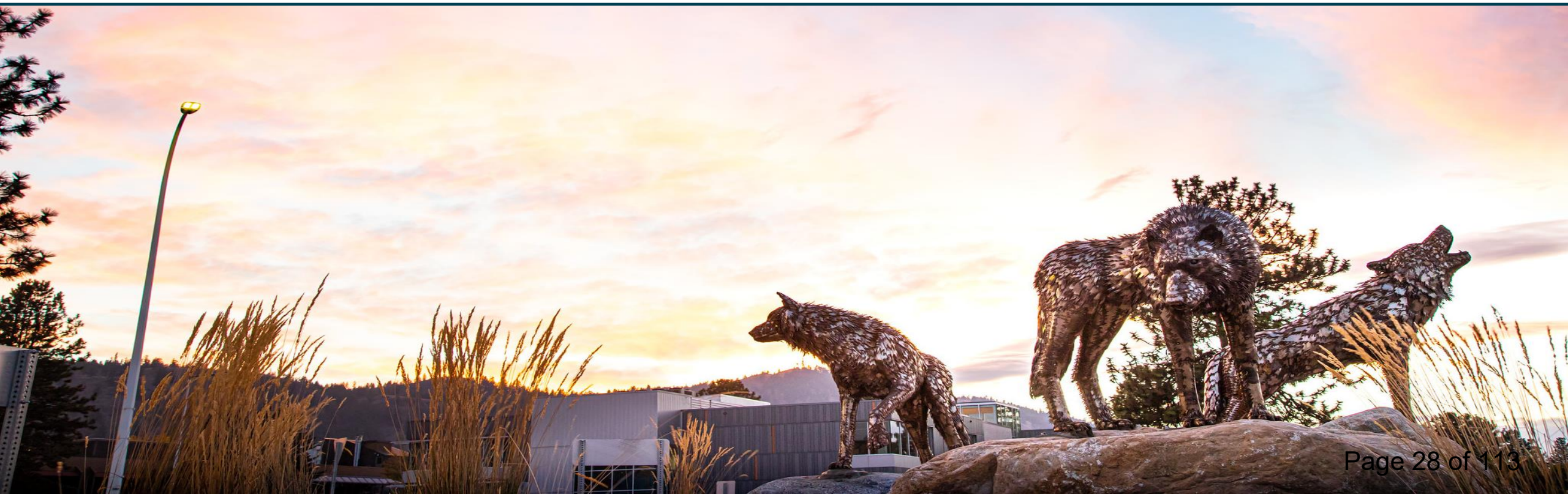
Recommendation: Administration is not making a recommendation to the board but is providing this memo for information.

2024/25 BUDGET CONTEXT PRESENTATION

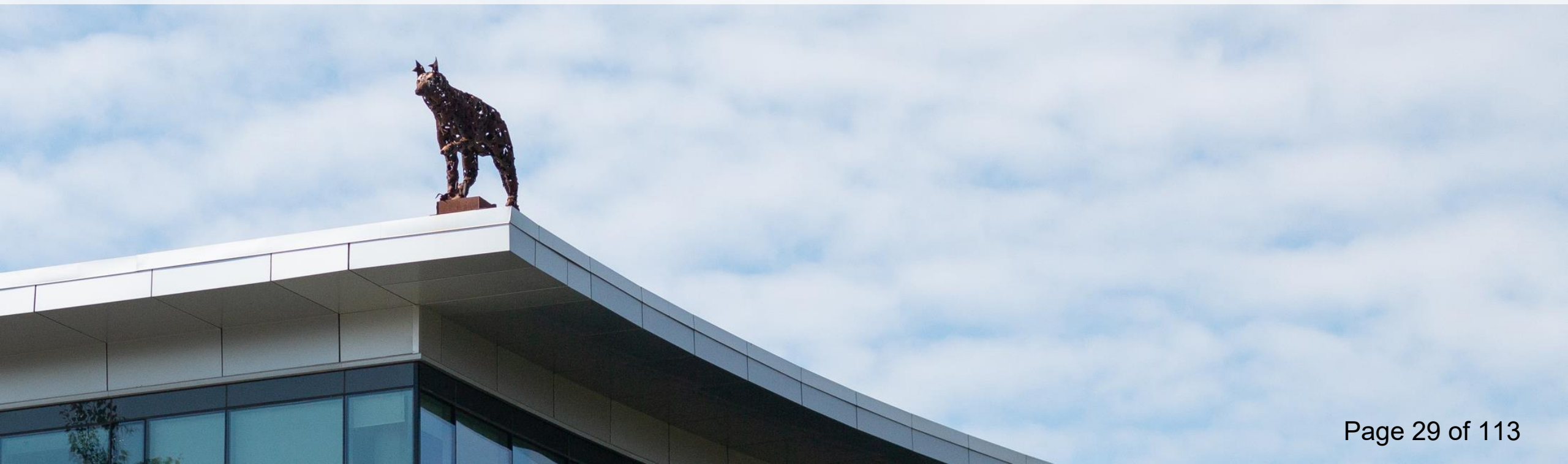
Gillian Balfour, Provost & VP Academic

Matt Milovick, VP Administration & Finance

Board of Governors | December 1, 2023



Thompson Rivers University campuses are on the traditional lands of the Tk'emlúps te Secwépemc (Kamloops campus) and the T'exelc (Williams Lake campus) within Secwépemc'ulucw, the traditional and unceded territory of the Secwépemc. The region TRU serves also extends into the territories of the St'át'imc, Nlaka'pamux, Tâilhqot'in, Nuxalk, and Dakelh, and Métis communities within these territories.



PRESENTATION OUTLINE

- Institutional Overview
- Connecting Resource Allocation to Strategy
- Demographic and Enrolment Trends
- Tuition and Fees Comparisons
- CAUBO Comparisons
- Expenditure Trends
- Budget Assumptions
- Conclusions





INSTITUTIONAL OVERVIEW

2024/25 Budget Context

2023/2024 BUDGET CONTEXT

Budget Conditions

- “Steady State Budget” - Balanced budget (\$6.1M)
- Consistent provincial operating grant – funding for CA increases
- Increases to tuition – 2% domestic, 6.9% international
- 8.3% increase to total expenditure budget
- \$2.1M ISP fund

Budget Strategy

- Plan for 3 years of sustainable budgets – move to 5-year budgets.
- Domestic enrolment recruitment & retention strategy
- Monitor international enrolment strategy; continue diversification initiatives
- Employee Recruitment & hiring campaign
- Projected surpluses restricted for TRU’s capital plan

2024/25 BUDGET CONTEXT

Budget Conditions

- Consistent provincial funding
- Decreasing on-campus enrolments
- Consistent tuition increases
- Last year of wage mandates
- Inflation stabilizing
- Second year of ISP initiatives
- Significant capital aspirations

Budget Risks

- Enrolment Management
- Ancillary operations under performing
- Student housing
- Vacant Positions
- Donor stewardship
- Capital needs outweighing Equity Reserves

Budget Strategy

- First year of 5-year planning
- Strategic Enrolment Management
- Employee Recruitment & hiring campaign
- Projected surpluses restricted for TRU's capital plan
- Resource allocation based on changing strategic priorities

STRATEGIC ENROLMENT MANAGEMENT

Domestic

- Declining rates of enrolment (75% utilization rate)
- No direct impact on tuition revenue; but not meeting mandate
- Increasing domestic enrolment is not a revenue driver for capital projects
- Redesigning budget for open learning as flexible delivery – impacts on resource allocations on campus

International

- Monitor international enrolment strategy; continue diversification initiatives
- Current SEM approve target is 4000; sitting at approximately 4600 due to IRCC approval changes
- Risks of rolling back vs risks of increased growth
 - Brand
 - Mandate
 - Caring capacity



CONNECTING RESOURCE ALLOCATION TO STRATEGY

2024/25 Budget Context

CONNECTING RESOURCE ALLOCATION TO STRATEGY

- Resource allocation according to strategic priorities : [Integrated Strategic Planning](#)
- Evidence-based assessment of impact for transfer into base funding



CONNECTING RESOURCE ALLOCATION TO STRATEGY – PHASE I

Administrative Service Plan

5-year plan to outline divisional goals and proposed service improvements

Service Metric Plan

Part of 5-year plan. Current state of divisional non-teaching service delivery supported with metrics

Request for Budget Decision

Business case required for budget augmentations, demonstrating strategic alignment.

Hiring Plans

5-year plan for current commitments, known changes and filling vacancies.

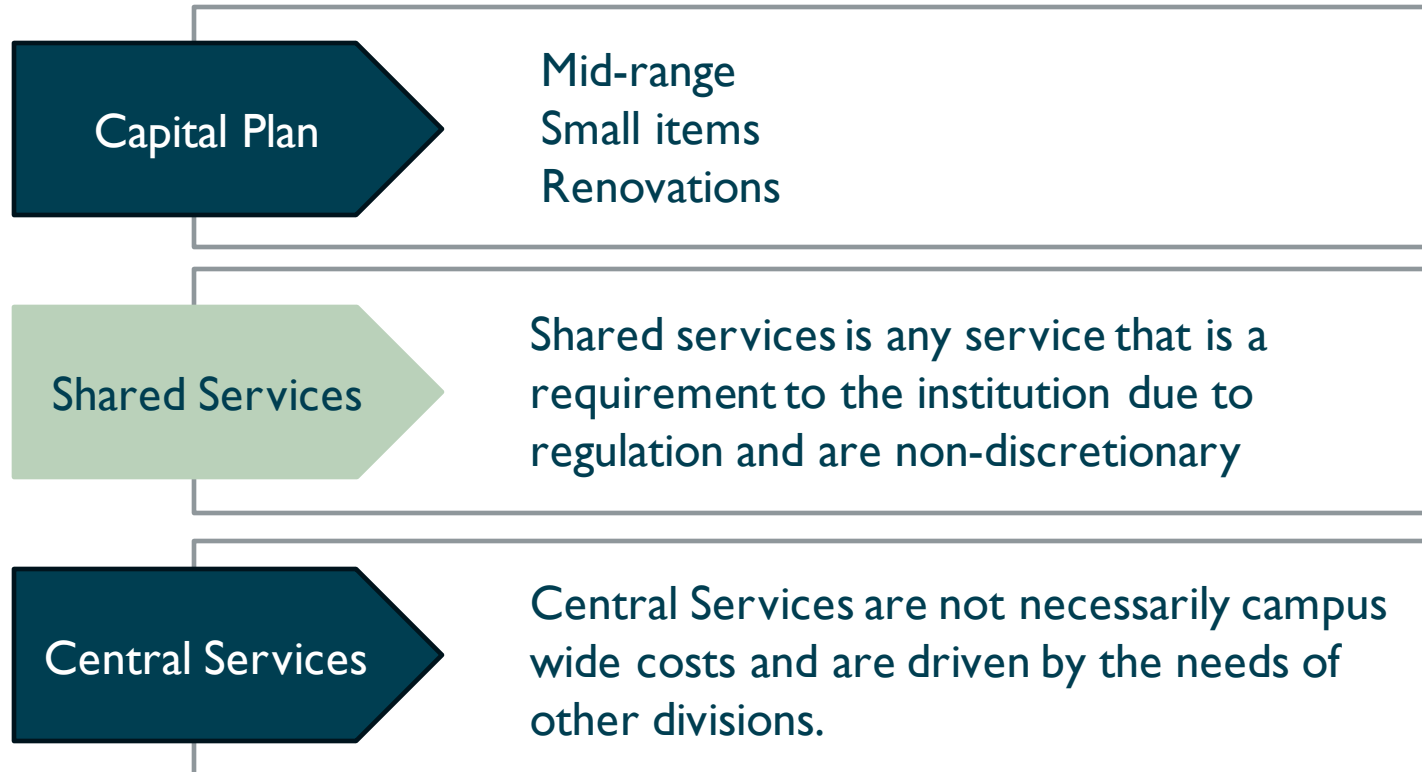
Non-Wage Metric

Expenses that have a cost per metric calculation based on activity

Non-Wage Non-Metric

Expenses that cannot be calculated using metric calculation. Estimated actual spend will be determined

CONNECTING RESOURCE ALLOCATION TO STRATEGY – PHASE II



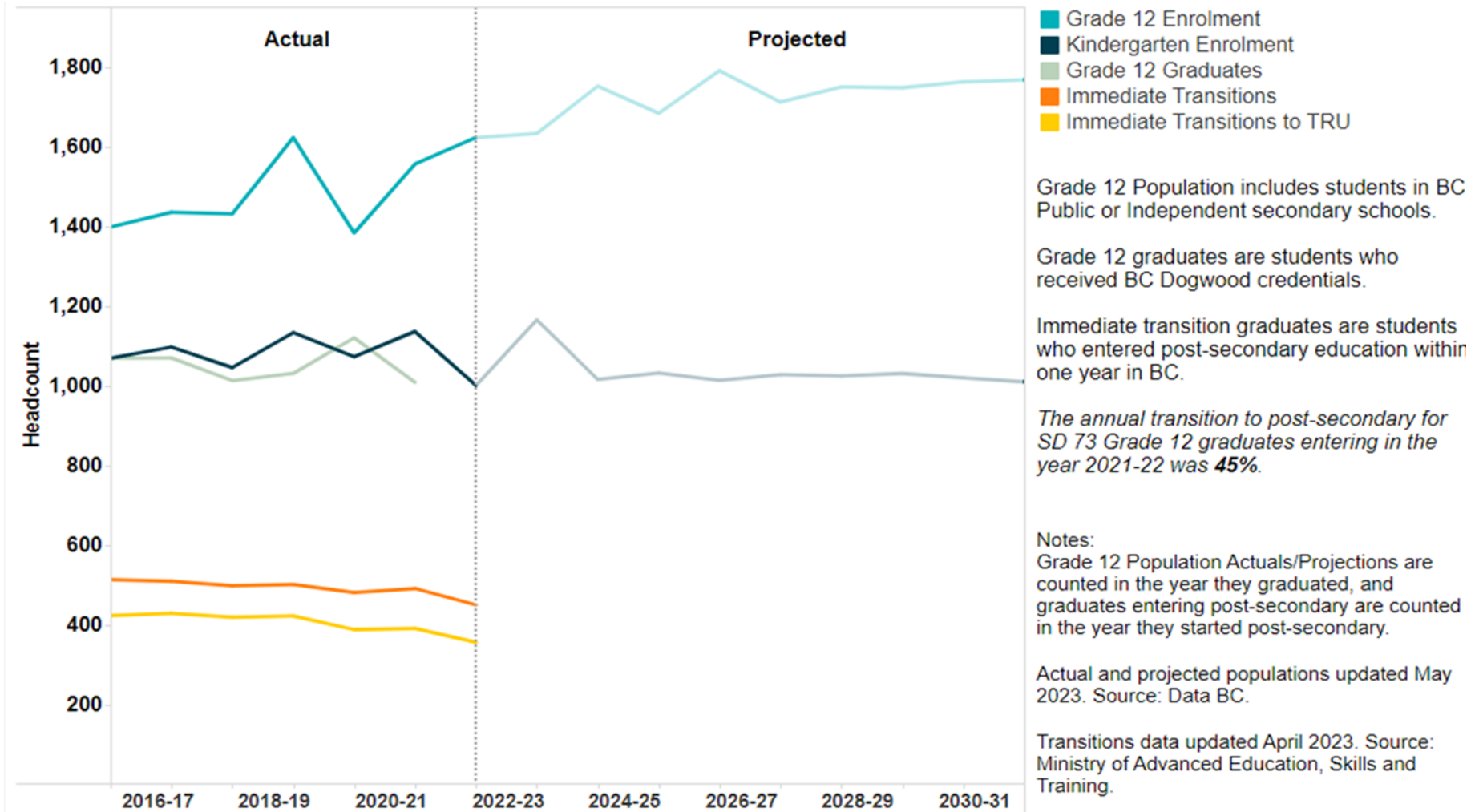


DEMOGRAPHICS & ENROLMENT TRENDS

2024/25 Budget Context

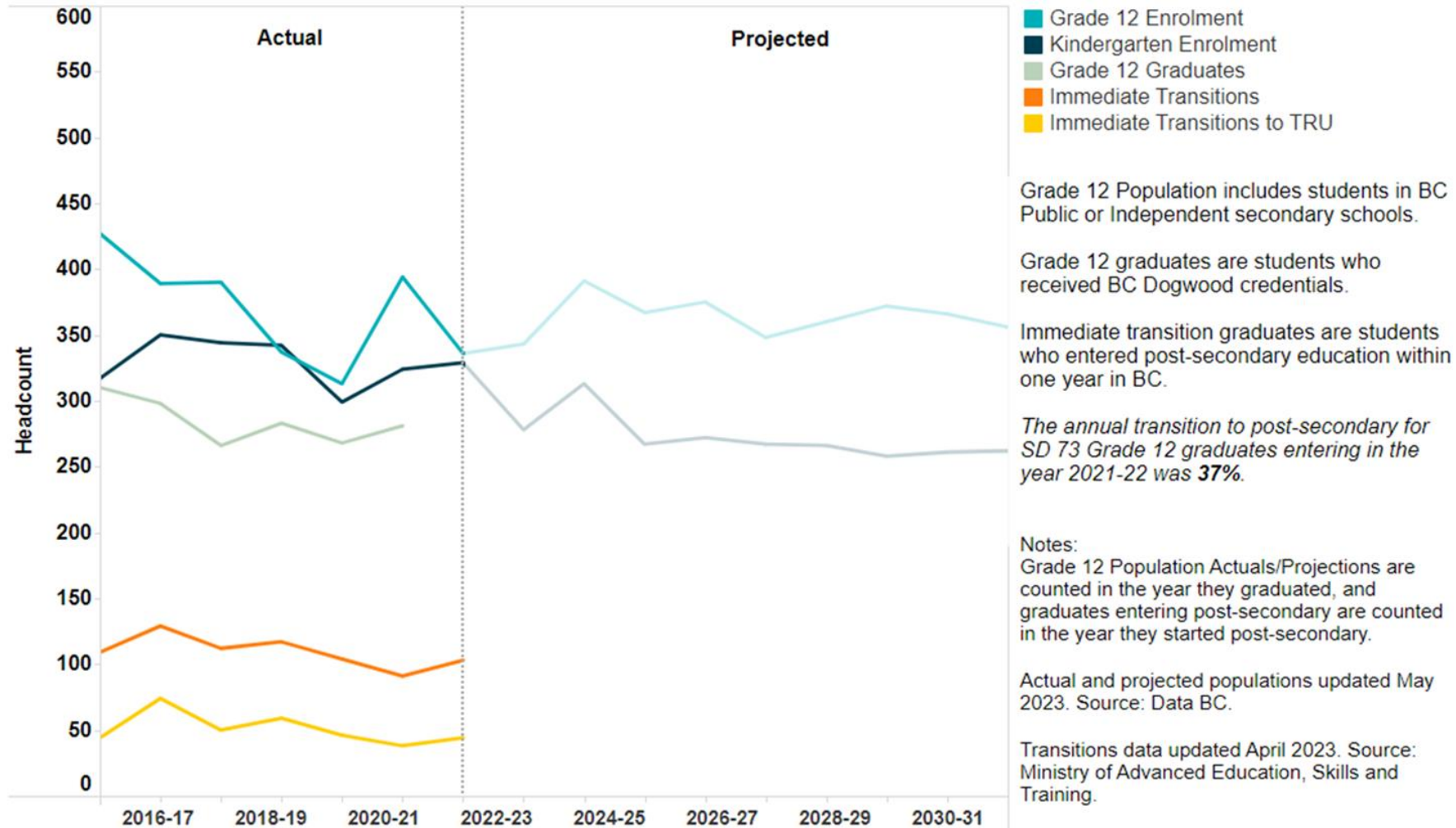
DEMOGRAPHIC TRENDS

K-12 ENROLMENT PROJECTIONS, SD73 (KAMLOOPS)



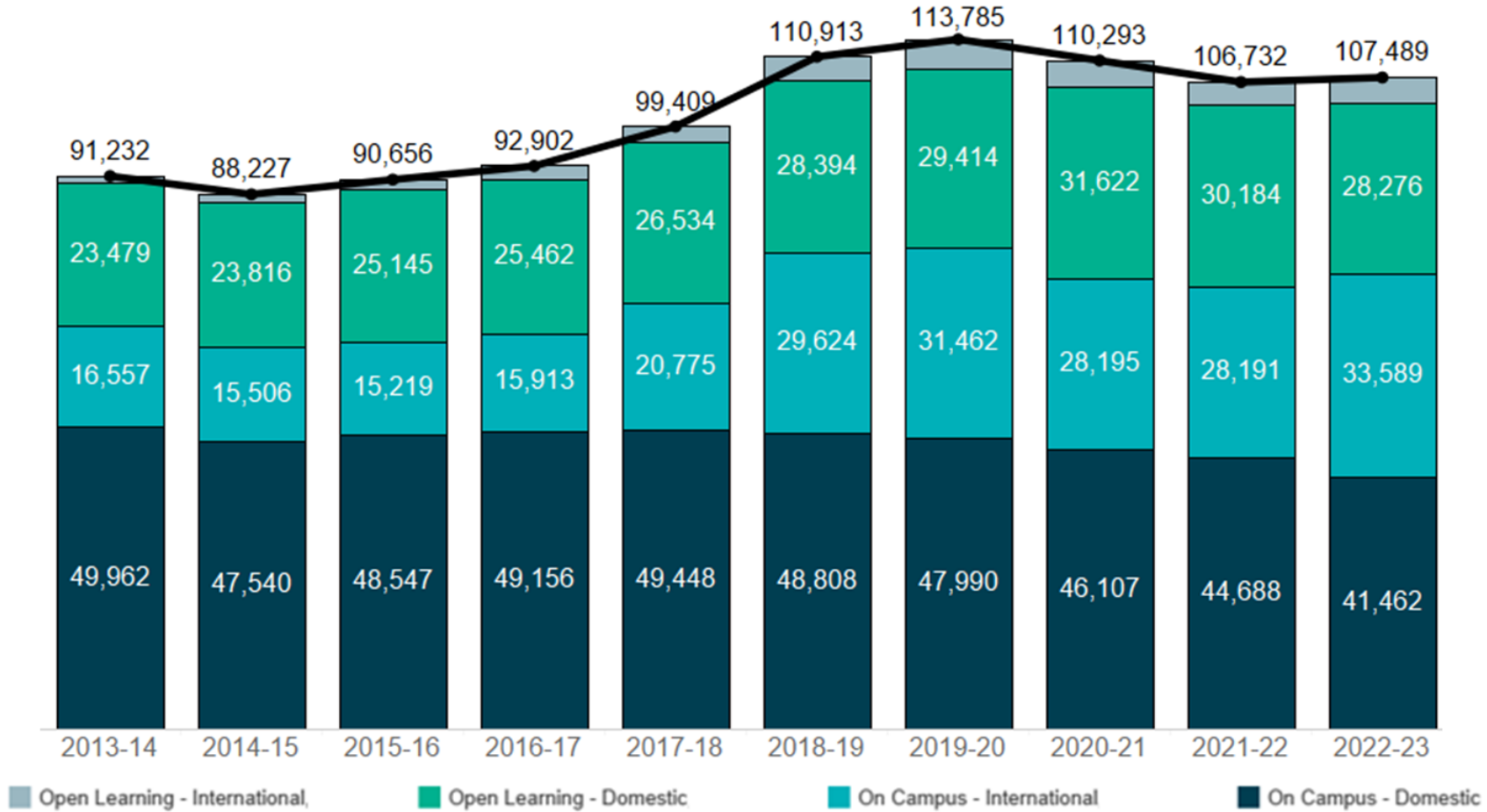
DEMOGRAPHIC TRENDS

K-12 ENROLMENT PROJECTIONS, SD27 (WILLIAMS LAKE)



ENROLMENT TRENDS

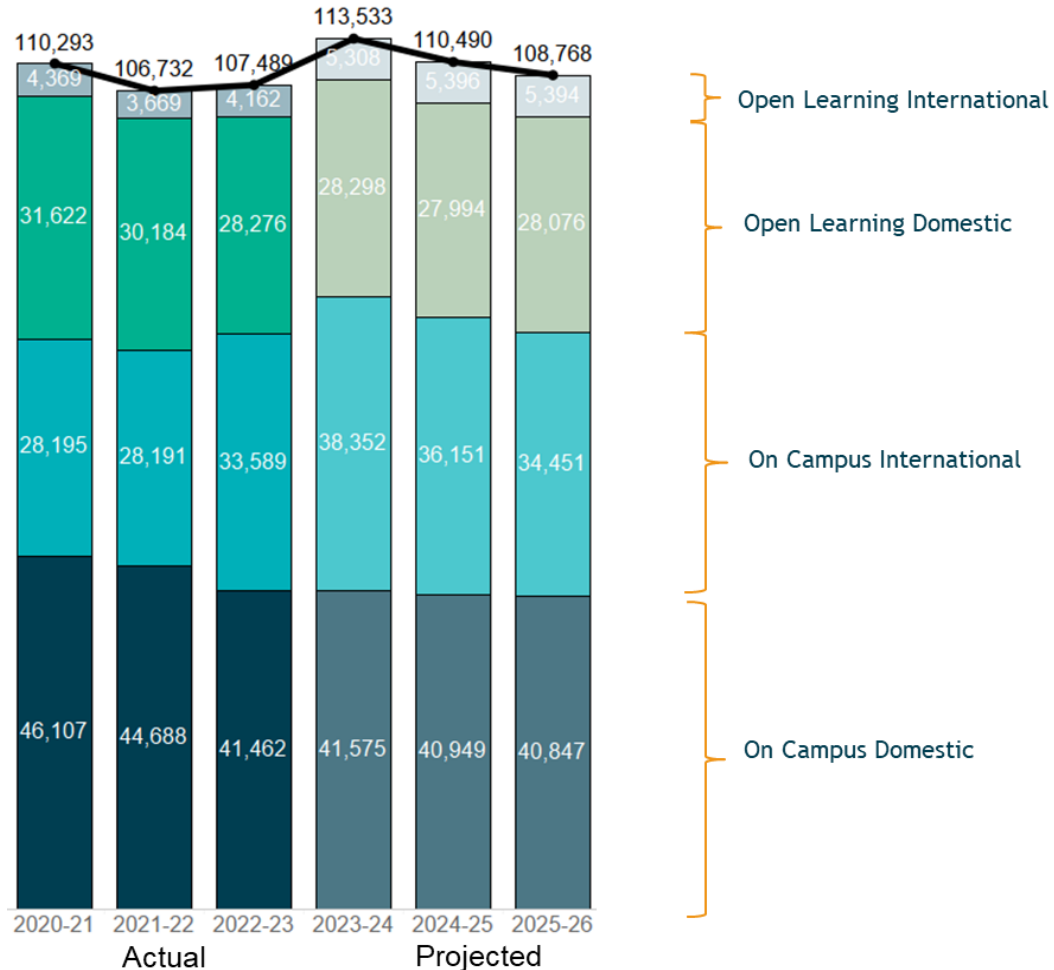
INSTITUTIONAL COURSE ENROLMENTS



Note: Regional Centres, Continuing Education and offshore activity is not included.
 Source: TRU Integrated Planning & Effectiveness enrolment reports

ENROLMENT TRENDS & PROJECTIONS

INSTITUTIONAL COURSE ENROLMENTS

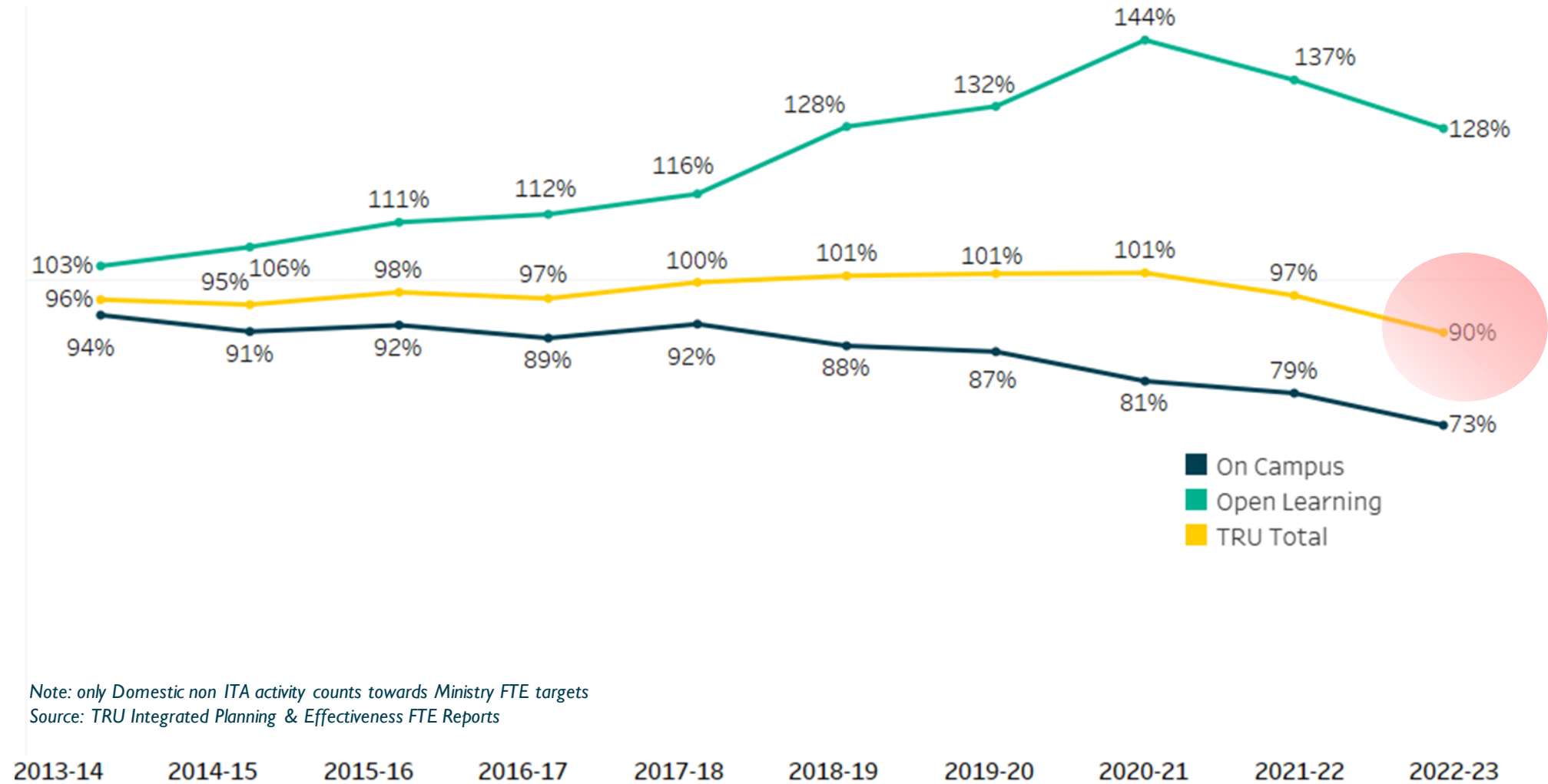


- Enrolments are continually monitored, and updated projections will be released in November. The draft projections update is currently with units for review.
- International enrolment had significant growth in Fall 2023; but is expected to be managed down over the next few years.
- Domestic enrolments kept declining during COVID and expected to remain roughly the same over next few years.

Note: Regional Centres, Continuing Education and offshore activity is not included.
 Source: TRU Integrated Planning & Effectiveness enrolment reports; October 2023 Draft Projections

STUDENT FTE UTILIZATION TRENDS

MINISTRY OF POSTSECONDARY EDUCATION AND FUTURE SKILLS



Note: only Domestic non ITA activity counts towards Ministry FTE targets
Source: TRU Integrated Planning & Effectiveness FTE Reports

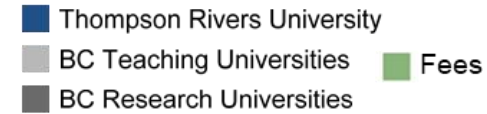
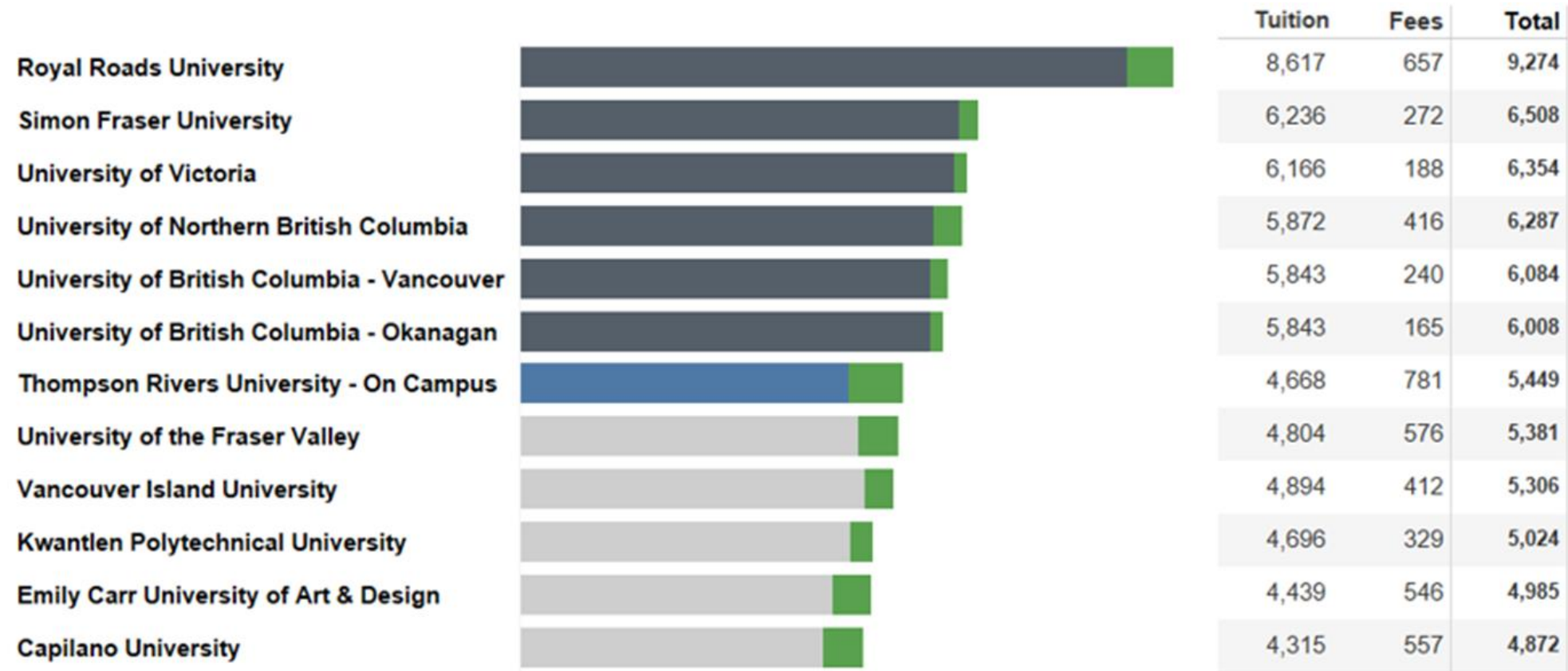


TUITION & FEES COMPARISONS

2024/25 Budget Context

TUITION & FEES COMPARISONS

DOMESTIC, BACHELOR OF ARTS, FULL TIME, FALL & WINTER 2023/24



TUITION & FEES COMPARISONS

INTERNATIONAL, FULL TIME, FALL & WINTER 2023/24

	Tuition	Fees	Total
University of British Columbia - Vancouver	44,942	240	45,183
University of British Columbia - Okanagan	44,942	165	45,107
Simon Fraser University	33,046	272	33,317
University of Victoria	29,716	188	29,904
Royal Roads University	25,428	657	26,085
University of Northern British Columbia	24,771	416	25,187
Emily Carr University of Art & Design	23,796	546	24,342
Vancouver Island University	21,741	412	22,154
Kwantlen Polytechnical University	21,368	329	21,697
Thompson Rivers University - On Campus	20,542	781	21,323
University of the Fraser Valley	20,460	576	21,036
Capilano University	19,320	557	19,877

■ Thompson Rivers University
■ BC Teaching Universities
■ BC Research Universities
■ Fees

INTERNATIONAL TUITION YEAR OVER YEAR B.C. COMPARISON

(UNDERGRADUATE, FULL COURSE LOAD)

Institution	18-19	19-20	20-21	21-22	22-23	23-24	% Change
UBC (R)	\$37,690	\$38,052	\$39,574	\$41,156	\$42,803	\$44,942	19%
SFU (R)	25,220	28,247	29,377	30,552	31,775	33,046	31%
UVic (R)	21,674	24,926	25,680	26,830	27,836	29,716	37%
Royal Roads (R)	22,590	23,040	23,501	23,971	24,450	25,428	13%
UNBC (R)	18,612	21,589	22,021	22,461	23,818	24,771	33%
Emily Carr	15,965	16,604	17,268	17,268	18,776	23,796	49%
VIU	15,240	16,680	16,680	16,680	19,227	21,741	43%
Kwantlen	19,741	19,741	20,136	20,538	20,949	21,368	8%
TRU (R)	16,800	17,304	17,820	18,354	19,216	20,542	22%
UFV	17,160	17,850	18,900	19,290	19,680	20,460	19%
Capilano	17,520	17,853	17,853	18,570	18,941	19,320	10%
Total Tuition	\$228,212	\$241,886	\$248,810	\$255,670	\$267,471	\$285,130	25%

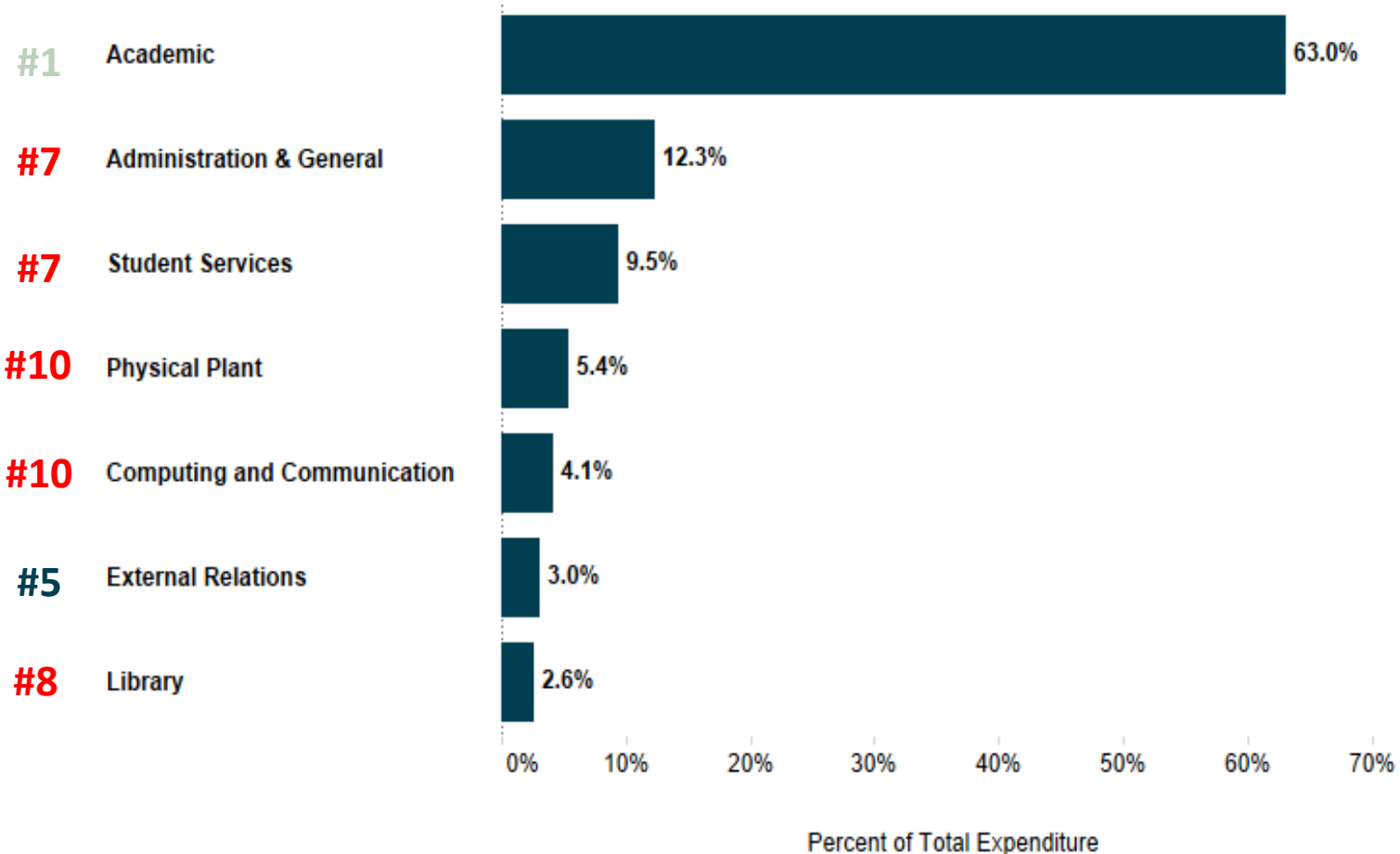
- International tuition in BC has increased by 25% since 2018/19.
- RUCBC international tuitions have increased by an average of 27% over the same period.
- TRU's international tuition has increased by only 22%



CAUBO COMPARISONS

2024/25 Budget Context

CAUBO COMPARISONS – 2021/22 ON CAMPUS



Distribution of Expenditures

- Ranking among 10 BC Institutions (#1 is highest, #10 is lowest)
- Year after year, TRU spends the most in the academic category relative to its BC peers
- Operational spending continues to lag behind in Physical Plant, Library and ITS/Communications on a comparative basis
- Student Services are down from 2020/21



EXPENDITURE TRENDS

2024/25 Budget Context

FTE TRENDS – 2018/19 TO 2022/23

EXPENDITURE TRENDS

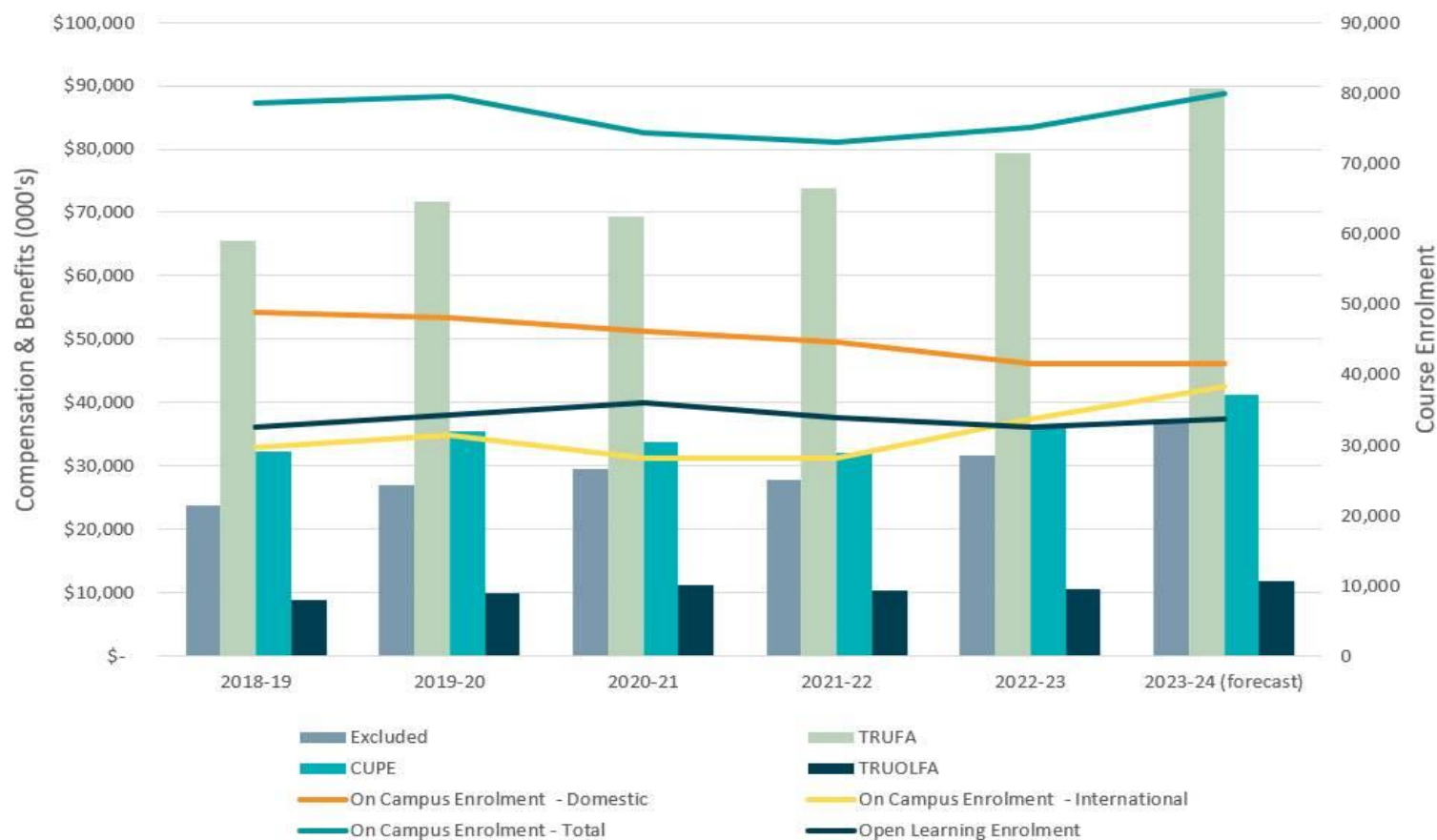
	2018-19	2019-20	2020-21	2021-22	2022-23	Change from 2018-19 to 2022-23
Admin & Management	187	201	210	217	245	+58 +31%
CUPE	515	532	483	461	501	-14 -3%
TRUFA (FT & Sessional)	179 416	181 448	185 491	200 473	172 479	+56 +9%
TRUOLFA	123	135	151	132	133	+10 +8%
Total	1,420	1,497	1,520	1,483	1,530	+110 +8%
Student FTE	13,048	13,413	12,941	12,812	13,306	+258 +2%

- 110 Employee FTE increase over 5 years.
- Five-year trend shows 8% increase in employe FTE vs 2% increase in student FTE.
- Increases in FTE in all categories other than CUPE over last 5 years.

1. Faculty includes LTC and sessionals
 2. CUPE includes auxiliary and students
 3. Student FTE is based on updated Ministry of Education methodology

5-YEAR TREND: COMPENSATION RELATIVE TO ENROLMENTS

EXPENDITURE TRENDS

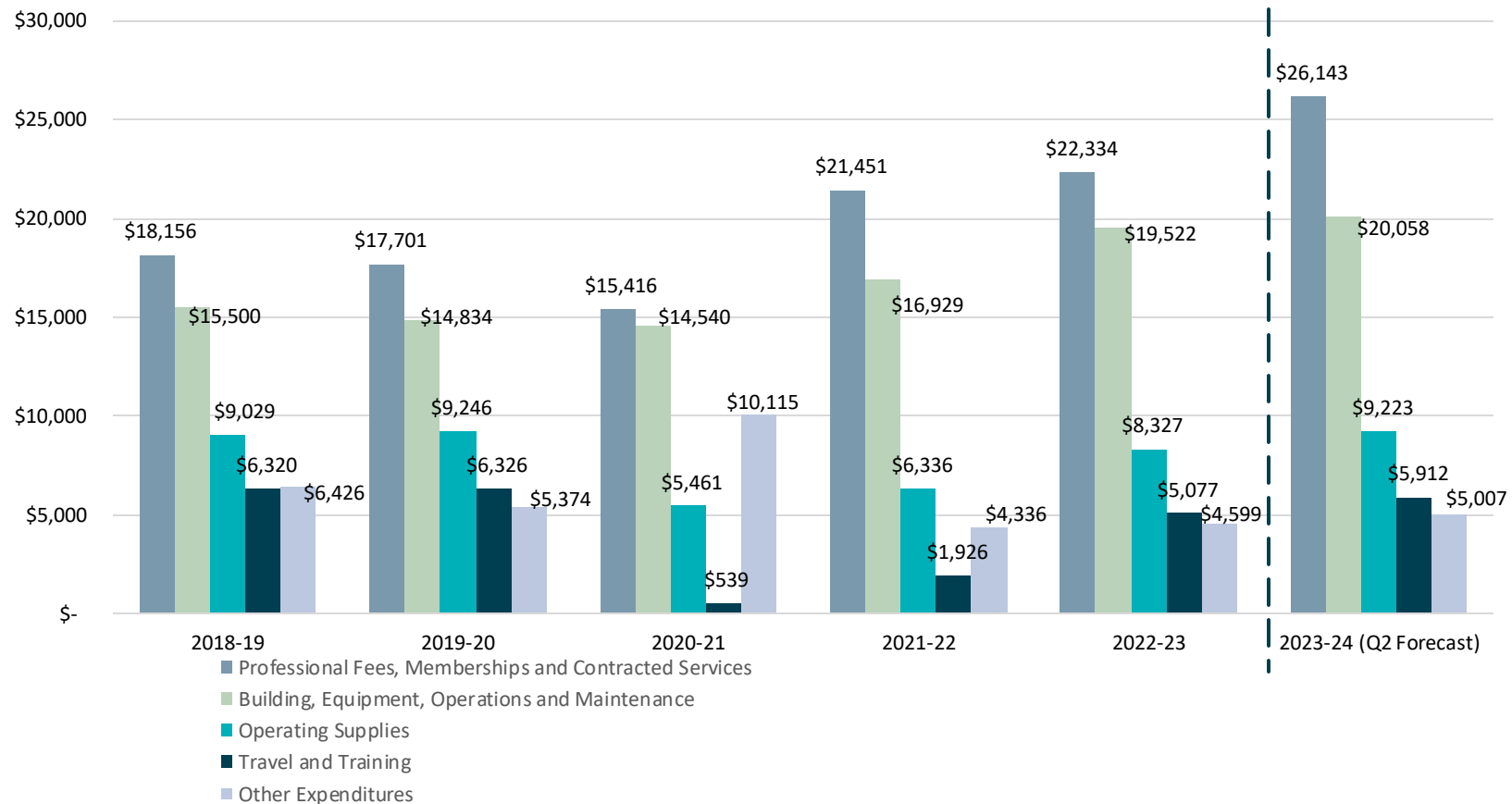


- Projecting increases in all compensation categories except OLFM in 2022/23
- International enrolment primary driver of overall enrolment increase
- Domestic on-campus enrolments continue to decline
- Consistent growth in OL enrolment

Note: Regional Centres, Continuing Education and offshore activity is not included.
 Source: TRU Integrated Planning & Effectiveness enrolment reports; October 2023 Draft Projections

5-YEAR TREND: NON-COMPENSATION EXPENDITURES (000'S)

EXPENDITURE TRENDS



- Projecting significant increases in major expenditure categories. Inflation has an impact
- Total non-compensation projected to be above pre-COVID levels
- Travel at \$4.2M, is still below 2019/20 levels



BUDGET ASSUMPTIONS

2024/25 Budget Context

MULTI-YEAR BUDGET ASSUMPTIONS

Grants

- Anticipating no change, except wage mandates

Enrolments

- Decrease in on-campus enrolment (Domestic & International)
- Flat open learning enrolments

Tuition & Fees

- Domestic as per mandate
- International blended cohort rates

Expenditures

- Wage mandates
- Inflationary increases

	2024/25	2025/26	2026/27	2027/28	2028/29
Grants	Wage Mandate	Wage Mandate	Wage Mandate	Wage Mandate	Wage Mandate
Tuition & Fees increase – Domestic OC & OL	2.0%	2.0%	2.0%	2.0%	2.0%
Tuition & Fees – Domestic OC (enrolment)	-2.3%	-0.3%	-0.1%	0.2%	0.6
Tuition & Fees – Domestic OL (enrolment)	-1.1%	0.3%	-0.8%	-1.2%	-0.5%
Tuition & Fees increase – International OC & OL	5.0%	9.0%	3.83%	2.65%	2.2%
Tuition & Fees – International OC (enrolment)	-5.7%	-4.7%	-0.8%	-0.6%	-0.1%
Tuition & Fees – International OL (enrolment)	1.7%	0%	1.3%	2.0%	1.6%
Other Revenue	2.0%	2.0%	2.0%	2.0%	2.0%
General Wage Increase	Wage Mandate	Wage Mandate	Wage Mandate	Wage Mandate	Wage Mandate
Promotions & Progressions	3.0%	3.0%	3.0%	3.0%	3.0%
Non-Compensation – Inflation	3.0%	2.0%	2.0%	2.0%	2.0%

MULTI-YEAR PROJECTIONS

	23/24 Q2 Forecast (000's)	24/25 Projection (000's)	25/26 Projection (000's)	26/27 Projection (000's)	27/28 Projection (000's)	28/29 Projection (000's)
Revenue	\$307,101	\$309,426	\$321,032	\$326,286	\$331,833	\$337,969
Compensation & Benefits	180,395	196,582	202,868	209,422	216,246	223,271
Non-compensation	98,586	100,839	103,487	106,668	110,382	114,149
Surplus Restriction for Future Capital	20,000	10,000	10,000	10,000	5,000	0
Accounting Surplus	\$8,120	\$2,006	\$4,678	\$196	\$205	\$549

Revenue

- Grant increase for wage mandate
- International enrolment reducing back to SEM target (4000)
- Annual domestic tuition rate increases
- International cohort-based fee model (25/26)
- Ancillary stable activity with annual rate increases

Compensation & Benefits

- Increases for wage mandate
- Promotions & progressions
- No additional positions assumed

Expenditures

- Inflation normalizing
- No additional allocations



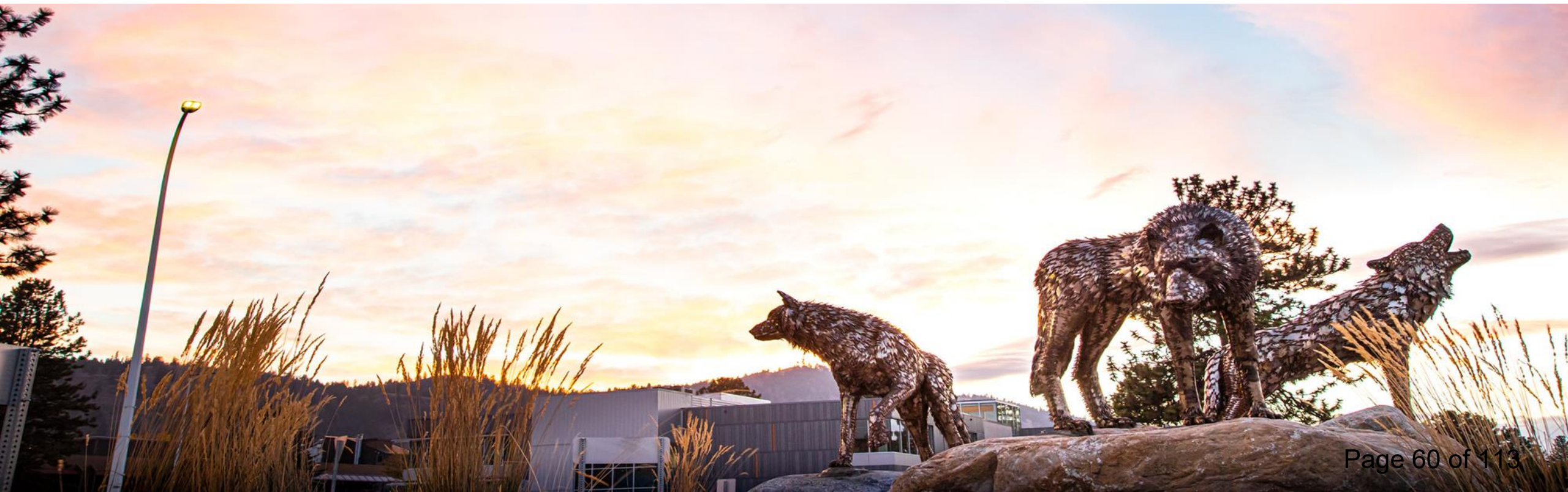
CONCLUSION

2024/25 Budget Context

PLANNING CONSIDERATIONS

- Resource allocation supports integrated planning
- First year of the 5-year planned budget inclusive of service plans, hiring plans, metric-based costing, space considerations
- Strategic Enrolment Management
 - Assess the impact of international enrolment as headcount exceeds SEM target of 4,000
 - Reverse the trend of declining on-campus and open learning enrolments
 - Monitor and react to potential threats to international enrolments (e.g. IRCC processes; Canada/India relations; war in the Middle East)
- Hiring campaign for faculty and “difficult to recruit for” admin/staff positions
- Monitor inflationary impacts and supply chain challenges
- Need to continue to plan for surpluses for "big capital" (e.g. buildings) and "small capital" (e.g. equipment replacement)
- Student housing....do we have enough??

Questions



POLICY NUMBER	BRD 27-0
APPROVAL DATE	(Leave blank; will be completed once approved)
AUTHORITY	Board of Governors – Audit Committee
PRIMARY CONTACT	Director, Internal Audit

POLICY

I. General

Thompson Rivers University (TRU) expects the University Community to act honestly, with integrity, and in a manner that safeguards TRU's resources and reputation.

Fraud and the concealment of Fraud will not be tolerated.

TRU is committed to minimizing opportunities for Fraud through implementing best practices in Fraud prevention and detection. It is expected that University Community members will participate in Fraud Awareness Training initiatives.

See Internal Audit Website for more information on Fraud Risk Management at TRU.

REGULATIONS

I. Definitions

1. "**Fraud**" means any intentional act or omission designed to deceive others, resulting in the victim suffering a loss and /or the perpetrator achieving a gain. Fraud includes but is not limited to:
 - Authorizing or receiving payment for goods or services not received or performed.
 - Authorizing or receiving payment for time not worked.
 - Altering or deliberately reporting incorrect academic, research, financial or personal information for either a personal or TRU advantage.
 - Any claim for reimbursement of expenses that are not incurred for the benefit of TRU or directly related to TRU business.
 - Misrepresentation of credentials or status with TRU.
2. "**Frivolous**" means a complaint is either clearly devoid of substance, lacking in factual basis, absent an air of reality, lacking in proper seriousness, or without importance.

FRAUD RISK MANAGEMENT

3. “**Irregularity**” means an allegation or suspicion of Fraud. Until an investigation has been conducted in accordance with this policy, all allegations or suspicions of Fraud will be termed Irregularities.
4. “**Respondent**” means the person who is alleged to have committed an Irregularity.
5. “**University Community**” includes students, employees and any person holding a University appointment. People who visit or reside on a TRU campus but who are not a student, employee or person holding a University appointment are not a member of the University Community for the purposes of this Policy.

For the purposes of this definition:

- a) “employee” means:
 - i. a person employed by the University;
 - ii. a person employed under a Part-Time Instructional Contract;
 - iii. a visiting scholar or professor;
 - iv. an adjunct faculty member;
 - v. a Post-doctoral fellow; or
 - vi. anyone otherwise employed by a subsidiary of the University (as defined in the British Columbia *Business Corporations Act*).
 - b) “person holding a University appointment” means: any person holding an appointment to instruct students or carry out research at the University, appointed or elected members of the governing board of the University or of any University subsidiary.
6. “**Vexatious**” means a complaint is clearly repetitious of one or more previous complaints that all share substantially the same theme and have already been determined.

II. Scope

1. This Policy applies to Fraud and Irregularities that occur anywhere at TRU . However:
 - a) where a Fraud or Irregularity is a matter of academic dishonesty, the matter must be addressed in accordance with the TRU Policy on Student Academic Integrity;
 - b) where a Fraud or Irregularity is a matter of misconduct in research and scholarship, the matter must be addressed in accordance with the TRU Policy on Integrity in Research and Scholarship;
 - b) where a Fraud or Irregularity is a matter of Indigenous Identity misrepresentation, the matter must be addressed in accordance with the outcomes of the TRU Indigenous Identity Task Force and
 - c) where a Fraud or Irregularity is a matter involving an external process or entity (e.g. a matter involving workers compensation benefits), the matter should be addressed in accordance with the process mandated by that external process or entity, in such circumstances, TRU may choose to suspend its investigation.

TRU may want to conduct its own Fraud investigation, notwithstanding that it is also covered by another process.

FRAUD RISK MANAGEMENT

2. A person who receives a report of an Irregularity made under this Policy which ought to have been made under a different TRU Policy, shall forward the report to the appropriate person under the relevant TRU Policy and notify the person who made the report (if possible).

III. Duty to Report

1. TRU expects all individuals to report Irregularities as soon as possible.
2. Any individual may report an Irregularity under the TRU Whistle Blower Policy, in which case it will be treated as a "Protected Disclosure" under that policy.
3. Any member of the University Community who becomes aware of an Irregularity must report their concern promptly, in one of the following ways:
 - a) Report to their supervisor or next senior level administrator;
 - b) Report directly to Director Internal Audit by:
 - i. Email: (♦@tru.ca);
 - ii. Telephone: 250-572-2113; or
 - iii. By mail marked CONFIDENTIAL to:
TRU Clock Tower Third Floor,
805 TRU Way Kamloops, BC, Canada V2C 0C8, Attention: Director Internal Audit; or
 - c) Report to the Chair of the Audit Committee under the TRU Whistle Blower Policy.
4. It is the responsibility of the supervisor or next senior level administrator to promptly forward every reported Irregularity to the Director Internal Audit. If the Irregularity involves the TRU Internal Audit Department, the Irregularity must be reported to either:
 - a) the Vice President Finance and Administration; or
 - b) The Chair of the Audit Committee under the Whistle Blower Policy.
5. A report of an Irregularity received by the Audit Committee under the Whistle Blower Policy may be delegated to the Director Internal Audit, or the Vice President Finance and Administration, in which case the Irregularity will be addressed under these Regulations and not under the Whistle Blower Policy.

IV. Confidentiality

1. Individuals reporting Irregularities should take precautions to maintain strict confidentiality and avoid all situations that may result in the communication of mistaken or unfounded accusations or alert suspected perpetrators to an impending investigation.
2. University faculty or staff must keep confidential all information provided in, or arising from, or in connection with, a reported Irregularity except where sharing such information is necessary for faculty or staff in the performance of their duties, including carrying out an investigation under this Policy.

FRAUD RISK MANAGEMENT

3. Unauthorized release of confidential information may violate the *Freedom of Information and Protection of Privacy Act*, may deter others from coming forward, and may also prevent the University from conducting a fair process.
4. Individuals who fail to respect the highly confidential nature of the investigative process, including individuals who report the Irregularity, respondents to a report, or witnesses involved in the investigation, may be subject to disciplinary measures.

V. Investigations

1. Upon receipt of a report of an Irregularity, the Director Internal Audit or the Vice President Finance and Administration (as the case may be), will investigate the report, in accordance with professional best practices for fraud investigations.
2. Any member of the University community that is the subject of an investigation of Irregularities will retain the rights, privileges and protection afforded to them by law, and applicable TRU policies and employment agreements (if applicable).
3. Appropriate internal or external expertise will be considered to assist with the investigation.
4. If more than one Irregularity report has been made about a Respondent, the investigator may decide that the reports will be investigated together. Each party will have the opportunity to make submissions in the matter.
5. Whether internal or external, the investigation will conform to the principles of natural justice and procedural fairness and will:
 - a) be undertaken promptly and diligently, and will normally be completed within 60 days of receipt of the report;
 - b) be fair and impartial; and
 - c) be sensitive to the interests of all parties involved and maintain confidentiality to the extent reasonably possible.
6. The investigator will normally review such documents and interview such people, including the person making the report and the Respondent, as the investigator considers may have relevant information pertaining to the Irregularity.
7. The Respondent has the right to know the pertinent details of the allegations made against them. Where appropriate, the University will use reasonable efforts in keeping Irregularity reports confidential. However, individuals who report an Irregularity should
8. be aware that confidentiality is not the same as anonymity, and that Respondents will, in most cases, be entitled to know the name of the person who has accused them.
9. All parties may be accompanied by a support person, who may be their legal counsel, throughout the procedures set out in this policy.

FRAUD RISK MANAGEMENT

10. The investigator may recommend that the investigation be adjourned, stayed, or terminated, or otherwise settled with the agreement of the parties.
11. The Investigator will normally prepare an investigation report.

VI. Reporting and Outcomes

1. Upon completion of the initial investigation:
 - a) If the allegation is found to be Frivolous or Vexatious then no further investigative action is required. This could result in disciplinary action against the person bringing forward allegation.
 - b) If the investigation finds that Fraud has likely been committed, the investigation report must be submitted to the Board Audit Committee and the Vice President Administration and Finance (who may share the report with other members of the TRU Executive as appropriate under s. IV.2), except that:
 - i. if the Irregularity involves a member of the TRU Executive (other than the President), the report will go to the President and Board Audit Committee only;
 - ii. if the Irregularity involves the President, the report will go to the Board Audit Committee only; and
 - iii. if the Irregularity involves a member of the Board Audit Committee, the report will go to the Chancellor.
 - iv. if the irregularity involves a student the report will also go to the AVP Students
2. Upon receipt of a report under section VI1(b), the next steps will be determined by:
 - a) the Board Audit Committee, with respect to reports received under subsection VI 1(b)(i) and (ii);
 - b) the Board (or a committee of the Board empowered by the Board for that purpose), with respect to reports received under subsection VI 1(b)(iii); and
 - c) the AVP Students and Provost if the irregularity involves a student 1(b)(iv)
 - d) The Vice President Administration and Finance in all other circumstances
3. The TRU Executive and/or the Office of the General Counsel shall provide advice and recommendations regarding the next steps, as appropriate.
4. For greater certainty, the next steps include (but are not limited to) referrals to law enforcement or other regulatory agencies, actions to recover losses, and the consideration of disciplinary actions.

FRAUD RISK MANAGEMENT

5. The Director Internal Audit will provide a summary of all reports of Irregularities, the status of any ongoing investigations, and recommendations for the mitigation of fraud risk at each Board Audit Committee meeting. The status of TRU's Fraud Risk Management initiative will also be reported at each Board Audit Committee meeting.

VII. Consequences

1. Any members of the University Community found to have been involved in Fraud may be subject to legal and/or disciplinary action, up to and including termination of employment or appointment, suspension, or civil and/or criminal proceedings, regardless of position, past performance, or length of service. Law enforcement may also be contacted.
2. Where the Respondent is covered by a collective agreement with a bargaining unit, any discipline will be imposed consistent with the terms of that agreement.

Related Policies and references include but are not limited to:

[Whistle Blower Policy](#)

[Signing Authority Policy](#)

[Responsible Use of Information Technology Facilities and Services](#)

[Expenses: Travel](#)

[Suspension of Students](#)

[Expenses: Entertainment, Hosting and Hospitality](#)

[Conflict of Interest Policy](#)

[Student Academic Integrity Policy](#)

[Integrity in Research and Scholarship Policy](#)

TRU's approach to Fraud Risk Management – Internal Audit Website

MEMORANDUM

DATE: November 6, 2023

TO: Board of Governors, Governance and Human Resources Committee

FROM: Brian Daly, VP University Relations & Darshan Lindsay, AVP Marketing & Communications

SUBJECT: TRU Communications Strategy and compliance

Please find attached the current TRU Communications Strategy document.

A few notes on next steps and compliance:

- Employee communications – TRU Connect has increased TRU’s capacity to share information with staff-employees in an engaging way, using photos, graphics, and with engagement opportunities (thumbs up/down and comments). TRU Connect was a step towards a more targeted, enriching online experience for employees. Next step is an updated Intranet, with discussions soon to start with ITS, MarCom and P&C. This will be a multi-year project.
- TRU Newsroom – MarCom did not achieve its desired goal of increasing video content on this channel due to staffing issues; it remains on our workplan.
- Official spokesperson policy – MarCom did not achieve completion of updating this policy in 22/23. This is on the workplan for 23/24.

In 2024, MarCom will conduct 1) a SWOT of its communications, and 2) a stakeholder mapping exercise. These will inform future changes to the Communications Strategy.

I look forward to providing an update in November 2024.

Thompson Rivers University Communications Strategy

Updated, November 2023

Purpose

Thompson Rivers University (“TRU”) is committed to timely and inclusive communication with key TRU stakeholders including students, faculty, staff, alumni, and community members.

This entails communication with the TRU community at large to support transparency and openness across the university. An overview of strategies related to stakeholder groups are as follows:

Internal Communications: TRU Employees (faculty and staff)

TRU has several distinct employee groups—‘on-campus’ faculty, Open Learning faculty, administrative staff, support staff, and individuals in various levels of leadership. As such, communications with employees requires a range of approaches. Depending on circumstances information may be sent to all employees, and at other times, to targeted groups. Below is a summary of TRU’s current internal communications channels.

- **TRU Connect:** TRU Connect, which operates within the MS Teams environment, is the primary mode for employee communications. Launched in Spring 2022, TRU Connect replaced a weekly email bulletin previously sent to all employees. Marketing and Communications ([MarCom](#)) can post relevant information in a timely manner and faculty and staff can subscribe to topics of interest to them. Employees are automatically subscribed to institutional news. TRU Connect offers an engagement opportunity and two-way communication with employees having the ability to like, dislike and comment on select posts. The volume of postings has steadily increased since the inception of TRU Connect, with September the busiest month with 138 posts.
- **TRU Connect Review:** At the start of the week, employees receive an email newsletter “TRU Connect Review” that captures information on TRU Connect that they have not read [as well as upcoming events](#). Each employee’s TRU Connect Review will look different depending on their subscriber preferences, hence, improving overall user experience and engagement.
- **TRU Announcements and Messages from the President:** These are announcements to faculty and staff from senior administration. Depending on the content of these emails, a TRU Announcement may be sent to smaller subsets of the employee audience, e.g., Williams Lake campus, Kamloops campus or all employees.

- **Employee Forums:** These are held twice a year, one in the fall and one early in the year. The Fall Forum brings all members of executive together, providing a forum for employees to hear updates from each VP portfolio and with time to ask questions. Employees attend in person (Kamloops campus) or online, hence broadening participation to employees in Williams Lake, satellite locations, and Open Learning. TRU holds a Budget Forum early in the year, typically in January, as led by the Provost and VP Administration and Finance.
- **OneTRU Intranet:** OneTRU is accessible by any employee at TRU, and includes institutional news, as well as specific channels from departments across TRU with information specifically relevant to employees. The SharePoint-based platform also supports efficient information-sharing for committees. **Of note, discussions are underway involving IT Services, MarCom and People and Culture on an Intranet project, to modernize the current intranet. An updated intranet would achieve a one-stop user experience for employees where employees could access all they need on one platform (including university news as currently found on TRU Connect).*

External Communications: Broad

For the purposes of this report, ‘external communications’ covers a broad stakeholder group including local and regional communities, various levels of government, alumni, and donors, the ‘general public,’ as well as students. MarCom’s reach to students is of a broader nature, separate from the direct communications with students that occur across the institution (e.g., instructors, deans, Enrolment Services, TRU World and the Faculty of Student Development).

MarCom undertakes various external communications activities that support information sharing, relationship building and the overall enhancement of TRU’s reputation. These include:

- **tru.ca Website:** TRU’s 15,000+-page website is continually updated and enhanced to be an engaging, relevant, and content-rich communication channel for all key audiences.
- **TRU Newsroom:** The Newsroom on TRU’s website highlights stories about TRU’s people, programs, and activities, including research. In growing digital storytelling, MarCom will increase video content over heavily text-based stories.
- **Social media channels:** TRU’s institutional social channels highlight people and events at TRU, as well as deliver content that is important for current or prospective students. TRU’s social channels include: Instagram, Tiktok, X (formerly twitter, Facebook, and LinkedIn.
- **Digital screens:** MarCom shares timely information relevant to students or the full campus community (students, employees) on screens throughout the Kamloops campus and when appropriate on the Williams Lake screens.

- **Alumni Communications:** The Advancement Office engages in ongoing communication with alumni, including through a regular e-newsletter.
- **Media Relations:** Both proactive and, in support of issue management, responsive media relations ensure that media are apprised of university news and developments on a timely basis through direct email communications, supplemented by relationship-building by MarCom staff.
- **Op-eds and columns:** assess opportunities for op-eds and columns, highlighting TRU's impact. **Of note, through good media relations, TRU secured a president's monthly column in Kamloops This Week in 2022, leading to publication of 19 columns prior to the paper's recent cancellation.*
- **Official Spokespeople:** Official spokespersons are determined in consultation with senior executive and based on the nature and scope of the issue or announcement and stakeholder groups involved. MarCom is reviewing the current spokesperson policy and will bring an updated policy forward to reflect evolving institutional needs and current post-secondary and public sector best practices.
- **Government Relations:** ~~Marketing & Communications~~ MarCom supports the institution in its relationship building and advocacy efforts in various ways – profile of university achievements, partnering in government-university events including ministerial visits, developing briefing notes on key issues, and developing / designing content for annual government submissions such as the Institutional Accountability Plan and Report, and the submission to the Select Standing Committee on Finance and Government Services. With the formation of the newer position of Director of Government Relations, MarCom will work closely and collaboratively with this individual to maximize stakeholder relations efforts.
- **myTRU Student Portal:** MarCom posts university announcements and other important student notices to the student portal, myTRU. All on campus, online/distance and international students use this portal and it is one of the most visited pages on TRU.ca, receiving over 50,000 views a week.
- **TRU Alert Emergency Communications:** Automatic emergency messages are relayed to students, employees and community members (who have signed up) through text messages, emails phone calls and through the TRU Safe App. These communications are only activated in urgent and emergency situations where the health and safety of our campus community is at risk.

The following sections report on work underway and progress being made in relation to executive priorities for the current year against our [four 10-year strategic change goals](#), which are based on TRU's vision and values. There are also sections on Enabling Strategies and Operations, and International Development/Community.

Enabling Strategies / Operations

NEW STUDENT HOUSING CELEBRATES GRAND OPENING — TRU's newly constructed East Village complex opened on November 22. The Coyote Den or S'kelepéllcw (the Secwepemc word for Coyote Den) is a new four-storey building constructed at TRU's East Village. The permanent housing is TRU's latest addition to help address the rising need for safe, affordable student housing.

The project, which creates 148 beds in 80 single- and double-occupancy rooms, was made possible with \$10.85 million from the province, with TRU contributing \$7.91 million toward the total project cost of \$18.76 million. Construction began in October 2022. Amenities include:

- All rooms have a kitchenette and bathroom.
- Each interconnected floor included a common space ideal for gatherings, collaboration or study.
- Students can access 38 outdoor parking spaces, including one handicapped-accessible stall, 40 enclosed bike spaces and two electric vehicle chargers.
- The area will also feature well-maintained green space, stunning mountain views and a multi-use pathway connecting Summit Drive and Dalgleish Drive.

I am thrilled to see this building come online to serve the housing needs of our students, especially at a time when affordable, quality housing is in extremely short supply both in Kamloops, B.C. and across Canada.

INSTITUTIONAL MESSAGES REGARDING GLOBAL EVENTS — Recently, TRU sent two messages to our community regarding ongoing and deeply troubling global conflicts, urging people to show empathy and compassion for those who may be directly or indirectly affected and pointing people in the direction of support services we offer.

These messages were sent amidst a national environment that is hyper-sensitive to questions regarding what is hate speech and free speech and what duty organizations have to take strong positions that denounce the actions of one group or another.

We are living in difficult times, and TRU's senior executive has taken the position that, as an institution, it is not our role to issue statements about external events or take positions related to them. Instead, we must focus on people and supporting those who need care and attention. We feel there is more value and need in these moments for compassion, empathy, and inclusion over political rhetoric.

DISTINGUISHED ALUMNI RECOGNIZED — Thompson Rivers University (TRU) is honouring five esteemed alumni with Distinguished Alumni Awards for outstanding achievement, leadership and public service.

The five are:

- Caroline Cochrane — Caroline's (BSW '99) political career began with a fervent desire to improve the lives of people living in her home territory. Now the outgoing premier of the Northwest Territories, she was elected as an MLA in 2015 and became premier upon re-election in 2019. Her tenure proved eventful and challenging — the territory endured the COVID-19 pandemic, frequent flooding and devastating wildfires during her term in office.
- Joshua Gottfriedson — Joshua grew up in Tk'emlúps te Secwépemc and is an accomplished athlete, actor and advocate for Indigenous people. Currently, he is a Tk'wenem7íple7 (councillor) for Tk'emlúps te Secwépemc. He was a student-athlete at TRU and received his MBA in Indigenous Business and Leadership from Simon Fraser University in 2017.
- Aleece Laird— Aleece (BBA '98) has been giving back to her community as a volunteer, a mentor and an expert in public relations and communications. From her teen reign as a Kamloops ambassador to her work with Operation Christmas Child Canada, Laird has always prioritized helping others. She is a committed volunteer who has held a wide variety of executive titles, including Kamloops Chamber of Commerce president, chair of the board and governor of the BC Chamber of Commerce and past director on the Canadian Chamber of Commerce board. In 2021, Laird received the City of Kamloops Exemplary Service Award, a formal recognition of her contributions to the community.
- Kuljit Minhas — Kuljit (BSc '03 RT '06) is a registered respiratory therapist who has worked with the Fraser Health Authority (FHA) for nearly 18 years. He is a professional practice leader with FHA and is a past president of the BC Society of Respiratory Therapists (BCSRT) as well as the current president of the Canadian Society of Respiratory Therapists. He was also part of a group of professionals working to establish the College of Diagnostic and Therapeutic Health Professionals in BC. Through each role, Minhas leveraged his extensive knowledge and industry connections to improve the quality of public health care in B.C.

- Greg Stewart — Greg (BBA '12) is well known in Kamloops as a former TRU WolfPack athlete and Paralympic world champion. Stewart won a gold medal at the 2020 Paralympic Games in Tokyo, Japan, persevering through delays and the COVID-19 pandemic to throw a Paralympic record of 16.75 m.

Honouring exceptional graduates has been a cherished tradition at TRU since the inception of the Alumni Association in 1995. After pausing the awards in 2020, TRU is reintroducing the Distinguished Alumni Awards with an exemplary group of recipients.

TRU WOLFPACK UNVEILS SPORTS LEGACY FUND HIGH PERFORMANCE TRAINING CENTRE — The TRU WolfPack officially opened the Sports Legacy Fund High Performance Training Centre recently.

A state-of-the-art training facility, the space was made possible with a \$500,000 donation from the Kamloops Sports Legacy Fund (KSLF), of which \$375,000 was earmarked for the Kamloops Sports Legacy Fund High Performance Centre and \$125,000 went toward supporting student awards and scholarships.

Situated in the upper level of the TRU gym building, the Sports Legacy Fund High Performance Training Centre expands training opportunities for TRU student-athletes and helps push their performance to a new level.

TRU OPEN HOUSE — This year's fall Open House at Thompson Rivers University (October 21) was bigger and better than ever, with everyone from the community and the region invited to experience what TRU has to offer.

With 15 buildings opened across campus and over 100 displays, booths and interactive activities, there was something for everyone. Prospective students were provided with an application station where they could apply for free. They were also able to tour the campus, residences and learning spaces. Faculties, programs and student services across campus were available to provide information and answer questions.

Community members, families and alumni experienced interactive drop-in sessions, including hydrogen rocket launches, nursing manikin demonstrations, adventure studies students rappelling from buildings and the physics and chemistry magic show. Visitors also found a Fun Zone for treats, tattoos and games. Kamloops' favourite clown, Uncle Chris, and Wolfie, TRU's mascot, were on hand to provide some extra fun.

There were food trucks, on-campus food services, complimentary coffee and donuts, as well as giveaways throughout the day, including an iPad, Air Pods, TRU merchandise and a full semester's tuition credit.

WHY DOES PHILANTHROPY MATTER AT A UNIVERSITY? — TRU's [Annual Report on Philanthropy](#) is published by the Office of Advancement. This report shares initiatives, programs, and success stories made possible by our community of donors, which includes many TRU staff and faculty. It is an excellent way to learn about why philanthropy matters!

As an aside, last year's 2021-22 Report on Philanthropy earned a silver medal for Best Report to Donors from the Canadian Council for the Advancement of Education (CCAЕ), an organization that promotes excellence in educational advancement. Congratulations, team!

CONSULTATION / ENGAGEMENT — Here is a list of recent events and meetings that have allowed me to connect with stakeholders:

- October 21 — TRU Open House
- October 23 – 26 — Ottawa
 - Meeting with Science and Technology Branch, Agriculture and Agri-Food Canada
 - Meeting with Strategic Policy and Innovation Sector, Natural Resources Canada
 - Meeting with Parks Canada
 - Meeting with Senior Policy Advisor, Policy and Cabinet Affairs, Prime Minister's Office
 - Universities Canada Membership Meetings (Oct 24 & 25)
 - Meeting with Innovation, Science and Economic Dev, Science & Research, and Strategic Policy
 - Meeting with MP Kamloops-Thompson-Cariboo
 - Meeting with MP South Okanagan-West Kootenay
 - Meeting with Sr Regional Advisor & Policy Advisor, Office of the Deputy PM and Min. of Finance
 - Meeting with an Alum
 - Meeting with Director of Operations, Office of the Prime Minister
- October 30 - Victoria
 - Meeting with President RUCBC
 - Meeting with DM PSFS
- November 1
 - Fall Forum
 - Minister and DM meeting with PSI Presidents & Associations (virtual)
- November 3 - Vancouver
 - RUCBC Presidents' Meeting
- November 7-17
 - Travel to the Caribbean and Mexico, visiting new partner institutions and federal and state agencies.
- November 22 — East Village Opening Event
- November 24 – TteS/TRU semi-annual partnership meeting

Recent university meetings I have attended nationally and regionally confirm that we are in an environment where higher education's importance is less valued than other pressing public priorities.

Cases for increased funding for operations, enrolment growth, graduate students and graduate programs, and for research are not having a significant impact.

Generally, universities must present new narratives about how our activities positively impact society; these new narratives must include compelling quantitative and qualitative dimensions. Housing, health, and electoral issues dominate public agendas; it is good for TRU and other universities to speak to these, for example, by building housing and promoting health programs.

Government relations activities have become more complicated, and we will have to engage with and across many ministries and agencies to find support for major initiatives, as we are doing with wildfire science. Indigenization is prominent on government and university agendas, with promising initiatives at other universities and TRU.

Lastly, I spent more than a week in November visiting new partner institutions in Mexico (states of Queretaro and Guanajuato) and the Caribbean, as well as federal and state agencies in Mexico. These are promising partners for TRU students' outbound mobility, faculty research collaboration and exchange, and, in several cases, for inbound mobility to help meet TRU's balance-related SEM goals in the last nine months.

TRU has built especially warm relations with a consortium of six universities in Queretaro whose presidents visited TRU this past summer, and we have already received 23 students from these institutions this semester, with more to come in January and later terms.

On September 27, I attended a town hall meeting with Premier David Eby and Minister of PSFS Selina Robinson at the BCIT campus in Richmond. The event was hosted by government to discuss post-secondary topics, including supporting students and the post-secondary sector, creating a sustainable and inclusive economy that leaves no one behind, and ensuring British Columbians have access to relevant education and skills training to support their life-long success.

Representatives from PSIs, student groups, and other partners were invited to the event. It was a worthwhile and productive evening that saw considerable discussion about B.C.'s need for international students, the desirability of some or many staying after graduation, and the importance of them having a good experience while they are here. Also, housing and general affordability of post-secondary education figured prominently in student comments and questions.

Eliminating Achievement Gaps

STRATEGIC ENROLLMENT MANAGEMENT — IPE has released its November 2023 student enrolment projections for TRU, based on data as of November 8th. These projections, developed after consultations with faculties, schools, and other relevant departments, reflect the latest applications, admissions, and course registration data for Winter 2024. The projections suggest an overall

institutional enrolment increase of 6.9% for the 2023-24 year compared to the previous year, with significant growth observed in Open Learning enrolments and on the Kamloops campus.

For the Kamloops campus, course enrolments are projected to rise by 6.8%, driven mainly by a 14.4% increase in international enrolments, while domestic enrolments remain relatively stable. Summer and Fall 2023 enrolments saw moderate changes, and Winter 2024 is expected to follow a similar trend. The Williams Lake campus anticipates a 3.9% increase in enrolments, led by growth in Nursing and EDSW programs, despite a drop in Arts and Science enrolments.

Open Learning is set to experience a 7.2% growth in enrolments, marking its first increase in three years. This includes domestic and international enrolments, with notable growth in the Veterinary Technology and Computing Science programs.

IPE's enrolment projections model incorporates various assumptions, including changes in cohort sizes and new programming. The next update cycle will occur in April and integrate Winter 2024 enrolments.

IPE has provided supporting documents and more detailed information on [OneTRU](#).

LATEST BC STUDENT OUTCOMES RESULTS — Integrated Planning and Effectiveness (IPE) has shared the latest BC Student Outcomes resources and results from former TRU diploma, certificate, associate degree, and apprenticeship and foundation students, which are now available on IPE's OneTRU BC Student Outcomes SharePoint site and IPE's Tableau Server.

The BC Student Outcomes Research Forum, in partnership with The Ministry of Advanced Education, Skills and Training and BC Stats, conducts annual surveys of former students from British Columbia's post-secondary institutions. The results help shape the future of post-secondary education in British Columbia by providing valuable information to post-secondary institutions, the provincial government, career counsellors, parents and prospective students.

The 2023 diploma, associate degree, certificate (DAC), apprenticeship (APP) and foundation (TFTRV) results are located on IPE's [OneTRU BC Student Outcomes](#) site and are available by credential and program. By request, these reports can be customized to include outcomes from 2019 to 2023 at an institutional, credential, discipline, or program level and can be grouped by Indigenous identity, residency, or gender.

The most recent five years of DAC, APP and TFTRV results are located on IPE's [Tableau Server](#) in an interactive dashboard which allows you to filter by year, division, credential, program name, residency, Indigenous identity, rural and gender, as well as view five-year trends for key outcomes indicators. Log into the Tableau Server using your user account credentials and navigate to the Surveys project. Results in these workbooks are intended for internal use only and may not be published or used for publication.

Another fantastic BC Student Outcomes resource is the [BC Student Outcomes Data Viewer](#), which is open to the public. The results in the Data Viewer are available by Student Group, Institution (all participating BC PSIs), Program Area and Program Name. Aggregated data for the three most recent survey years are presented. As an example of the kinds of data to be found, the BC Students Outcomes provided the following summary for the 1,465 TRU degree recipients who responded:

- Gender distribution among respondents — 32% male and 68% female.
- Median age of respondents — 28 years.
- Satisfaction rate — 94% of respondents rated the quality of instruction as very good or good.
- Employment status — 90% of those employed were working full-time.
- Further studies — 45% of respondents pursued additional studies.
- Job relevance to program — 81% of employed respondents were working in a job related to their program.

SUPPORT FROM PHILANTHROPIST KEN LEPIN — Ken Lepin, a TRU Honorary Doctorate recipient and donor, awarded numerous students prizes this fall to encourage their academic pursuits. Recipients were honoured last month with TRU Honorary Doctorate Lepin in attendance. He has been supporting TRU students since 2006. He is one of TRU’s most generous contributors, with his lifetime donations totalling more than \$3.9 million. To date, 368 students have received a total of \$1,140,850.

The Fall 2023 recipients of the Ken Lepin Research and Graduate Studies Award:

- Gabe Carpendale
- Olivier Jumeau
- Calli Lawrence
- Erin Marchio
- Olivia McLennan
- Tay Powrie
- Jacqueline Schoen
- Kara Nickerson Wright

The Fall 2023 recipients of the Ken Lepin Prize of Excellence Entrepreneur and Communication Master of Business Administration Award:

- Isabella Ferster
- Hiten Patel

TRUNITY CAMPAIGN REACHES NEW HEIGHTS — TRU's annual internal giving campaign, now known as TRUnity Employee Giving, wrapped up on October 20, and preliminary results show that TRU has amazingly generous staff and faculty. Following the campaign, participation in payroll deduction giving is up 20 per cent and total contributions through payroll deduction amount to over \$100,000.

Honouring Truth, Reconciliation, and Rights

MÉTIS FLAG IN RECOGNITION OF LOUIS RIEL DAY — TRU is proud to be home to a number of Métis students, staff and faculty. The Métis flag, with a white infinity sign on a blue background, flew high in the Campus Commons in mid-November week to acknowledge visionary activist and Métis leader Louis Riel on the anniversary of his execution on Nov. 16, 1885.

Featured on the Métis flag, the infinity symbol represents the joining of European and First Nations cultures and traditions. It also represents the immortality of the Métis Nation. Louis Riel Day provides the opportunity to recognize the life and legacy of an honourable hero who defended and protected Métis rights and the Métis way of life.

TRU WILLIAMS LAKE INVITES ALL TO THOUGHT-PROVOKING INDIGENOUS EXHIBIT — TRU Williams Lake, in partnership with the Museum of the Cariboo Chilcotin, proudly welcomes the Witness Blanket, a nationally recognized art installation, to campus.

Developed by the Canadian Museum for Human Rights and Indigenous artist Carey Newman, the [Witness Blanket](#) is a powerful and thought-provoking work of art that recognizes the dark and difficult legacy of residential schools in our country. Inspired by a woven blanket, the cedar-framed artwork is made of more than 800 reclaimed items — including braids of hair, a hockey trophy and a piece of stained glass — from 77 sites across Canada, including residential schools, churches and cultural organizations.

Dates: Currently on display until Mon., Jan. 8, 2024

Times: 8:30 a.m. – 8 p.m. (Mon. to Thurs.); 8:30 a.m. – 4:30 p.m. (Fri.); 9 a.m. – 5:30 p.m. (Sat.); and 12 p.m. – 5:30 p.m. (Sun.); *Opening event on Mon., Nov. 27 at 1 p.m.*

Location: 1250 Western Avenue, TRU Williams Lake*

KNOWLEDGE MAKERS SHARES INDIGENOUS APPROACH TO RESEARCH WORLDWIDE — The [Knowledge Makers program](#) has expanded its reach from Kamloops to around the globe, since it first inspired Indigenous students to participate in and publish research. Launched in 2016, the program brings together Indigenous researchers, beginning at the undergraduate level. It's a collaborative teaching initiative where Indigenous students learn how to research and publish research as Indigenous researchers.

Focused on engaging Indigenous students across borders, [TRU partnered with the Food and Agriculture Organization of the United Nations](#) in 2022, inviting Indigenous women from seven socio-cultural regions — with countries such as Burkina Faso, Tanzania, Bangladesh, Russia, Hawaii and New Zealand represented — to apply for a special edition of the Knowledge Makers program.

The new partnership provided an opportunity for Indigenous women from around the world to advance their research and have it published in the [Knowledge Makers Journal](#) (volume 9).

Leading in Community Research and Scholarship

TRU'S PARTICIPATION IN US-CANADA WILDFIRE PREDICTION INITIATIVE — TRU has joined the U.S.-Canada Centre on Climate-Resilient Western Interconnected Grid, aiming to improve wildfire prediction models. This initiative is led by the Universities of Utah and Calgary.

The Western Interconnected Grid is one of two major power grids in North America, stretching from the northern edge of British Columbia to the border of Baja, Mexico, and from the California coast to the Rockies. The backbone of one of the largest regional economic engines in the world, the grid serves roughly 80 million people over 4.6 million square kilometres.

Dr. Mike Flannigan, the BC Innovation Research Chair in Predictive Services, Emergency Management and Fire Science at TRU, is working closely with other leading experts to enhance the power grid's resilience to the rising frequency, intensity and duration of extreme weather events, such as wildfires and heatwaves.

This partnership closely follows the introduction of TRU's proposed Institute for Wildfire Science, Adaptation and Resiliency, which is a significant step forward in providing British Columbians and Canadians with solutions to living with wildfires and highlights the university's growing expertise of wildfire researchers.

The academic members of the U.S.-Canada centre include the University of Utah; the WIFIRE Lab at the University of California San Diego; the University of New Mexico; the Desert Research Institute; the University of Calgary; the University of British Columbia; the University of British Columbia Okanagan Campus; the University of Alberta; the University of Saskatchewan; the University of Regina and Thompson Rivers University.

The centre has received \$5 million from the U.S. National Science Foundation and \$3.75 million from NSERC (Natural Sciences and Engineering Research Council of Canada).

International Development / Building Our Community

PLANNING THE FUTURE OF INTERNATIONALIZATION — TRU is embarking on a process to develop a 10-year strategic plan for internationalization. As a university, we celebrated 40 years of international education this year. We're ready to take this leadership to new heights at this stage in our history with a pan-institutional strategy.

Over the past four decades, TRU has achieved a level of excellence in international education, and we did this without a comprehensive framework. In the future, we want our internationalization efforts to be grounded in our Vision and Values and informed by the input of our university community and the communities we serve. We will embark on a broad consultation process in 2024 that will culminate with

a strategic plan to guide our international education, partnerships, and development for the next ten years.

We have sought applications from our community for participation on the Strategic Internationalization Plan Advisory Committee (SIPAC). This planning process will involve broad and ongoing consultation with the TRU community.

INTERNATIONAL EDUCATION STRATEGY — There's a call from Universities Canada for a renewed International Education Strategy to prioritize student mobility and diversification, highlighting the importance of international education in today's globalized world.

Universities Canada recently submitted its **consultation to Global Affairs Canada to renew the International Education Strategy** (IES). University Canada's recommendations call on the government to support the **EduCanada** brand through market diversification activities, research collaboration, in-country trade commissioner support, commitments to funding mobility programs and addressing issues with study permit processing.

The objective of the renewed IES is to prioritize investing in diversification, research collaboration and student mobility through the **Global Skills Opportunity** program. The current strategy's objectives include:

- Encouraging Canadian students to gain new skills through study and work abroad opportunities in key global markets, especially Asia;
- Diversifying the countries from which international students come to Canada, as well as their fields, levels of study, and location of study within Canada; and
- Increasing support for Canadian education sector institutions to help grow their export services and explore new opportunities abroad.

STRATEGIC ENROLLMENT MANAGEMENT — IPE has provided an updated analysis of on-campus course registrations, applications, and admissions for Fall 2023. Preliminary reports indicate a promising outlook for Fall 2023 enrollments, with increased registration at all program and course levels, though some faculties differ in their growth trajectories.

Notably, there's an uptick in on-campus course registrations for both Kamloops and Williams Lake as compared to the same time the previous year, with international registrants showing a significant 27% increase. While certain high-volume international programs have halted applications early, international registrant numbers have grown, partly due to expedited study permit processing by the IRCC.

Early initiatives designed to motivate early registration have had a positive impact on these figures. However, when set against pre-pandemic numbers from Fall 2019, while international registrations have surged, domestic registrations have seen a decline.

On the application and admission front, while overall numbers seem to be tracking lower than last year, the conversion rate has shown improvement. Both domestic and international sectors have their unique challenges and performance metrics.

Course Registrations — On-campus (Kamloops and Williams Lake) course registrations and student headcount for Fall 2023 are higher than last year at the same point in time (+10% and +11%, respectively). Domestic registrants (headcount) are about the same as last year (4,596 last year vs. 4,585 this year), and international registrants are up 27% relative to the same time last year (3,496 last year vs. 4,425 this year).

Initiatives encouraging new and continuing students to register early this year contributed to an early boost in registration numbers. Eight weeks ago, course registrations and student headcount were up by 31% and 34%, respectively, so while course registration activity continues to show growth over last year, the margin of that growth is shrinking as the fall term approaches and registration activity slows.

Relative to pre-pandemic Fall 2019 at the same point in time, course registrations and student headcount are up 4% and 6%, respectively. This growth is being driven by international activity, with international course registrations up 38% (12,175 in Fall 2019 vs. 15,632 this year) and registrants up 30% as well (3,414 in Fall 2019 vs. 4,425 this year). Domestic course registrations are down 10% (21,112 in Fall 2019 vs. 19,058 this year) and registrants are down 10% (5,088 in Fall 2019 vs. 4,585 this year).

Fall 2023 Course Registrations and Registrants Kamloops and Williams Lake (excludes Trades)



Data as of **August 27, 2023** with comparisons to data from the same week last year.
(Latest Registration on August 27, 2023)

Course Registrations Summary					Registrants Summary				
	Last Year to date	Last Year total	This Year to date	% of Fall 2022 Total		Last Year to date	Last Year total	This Year to date	% of Fall 2022 Total
Domestic	19,048	19,672	19,058	97%	Domestic	4,596	4,769	4,585	96%
International	12,618	14,313	15,632	109%	International	3,496	3,814	4,425	116%
Total	31,666	33,985	34,690	102%	Total	8,092	8,583	9,010	105%

Course registration reports are a preliminary indication of Fall 2023 enrolment.

Compared to last year at the same time, there are:

- a. More registrants at all program levels.
- b. More course registrations at all course levels.
- c. Fewer domestic course registrations in all course divisions except the Faculty of Arts (up 2%; 5405 last year vs. 5488 this year), the Faculty of Law (up 13%; 1763 last year vs. 1987 this year), and the Faculty of Student Development (up 29%; 38 last year vs. 49 this year).
- d. More international course registrations in all course divisions except the Faculty of Law (down 67%; 27 last year vs. 9 this year).

For Fall 2023 (excludes Trades):

- a. The number of new and previously enrolled registrants on campus exceeds last year's totals.
- b. Registrants are taking 3.8 courses on average which is like last year (3.9).
- c. 536 domestic course registrations and 846 international course registrations are waitlisted.
- d. There are 4,425 internationals on campus registrants are from 104 countries.

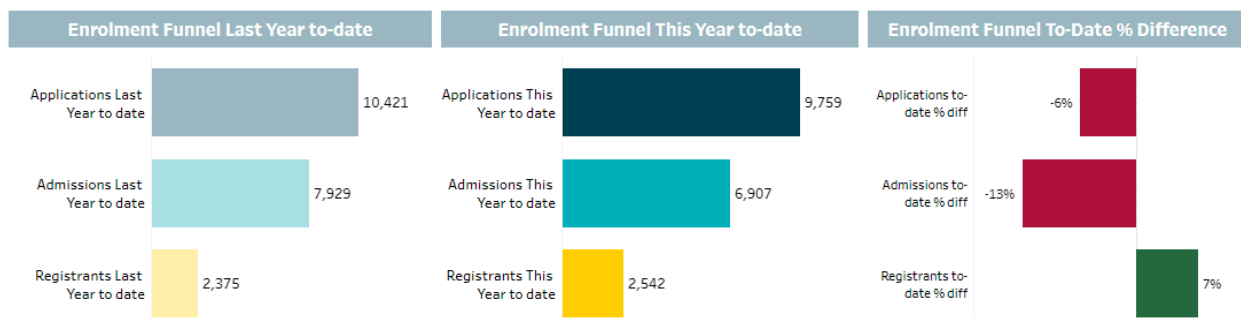
Applications and Admissions — Total applications and admissions (excluding Nursing, Trades, and Law) are currently tracking lower than last year's numbers at this time, while registrants are tracking higher. Domestic applications are down 2% and admissions are down 3% from last year at the same time, but registrants are up 3%.

The conversion rate to-date is 44% compared to 41% at this time last year. Initiatives aimed at engaging applicants and encouraging admitted students to register appear to have contributed to an early boost in registrants, but the lead over last year's activity has shrunk over the past month. In the past week, we have recorded 37 additional registrants, which is similar to the 38 additional registrants during the same period last year. IPE will continue to carefully monitor domestic activity for shifts in conversion rates as course registration continues.

The SEM plan starting point for new domestic students in open baccalaureate programs for Fall 2023 is 666 students. As of today, we are at 90% (597 headcount: no change from last week) of the target. The SEM plan assumes conversion rates (accepted applicant to enrolled) this fall return to an average of the last three years for new domestic students in these programs at the Kamloops campus.

International applications are currently down 10% from last year and admissions are down 20% while registrants are up 13%. To manage international headcount to around 4,000 international students, Fall 2023 applications from certain high-volume regions were closed early for some programs (TRU Gagliardi post-baccalaureate programs, the Bach. Computing Science and Computing Science Diploma, and the Graduate Certificate in Educational Studies).

Faster processing of study permits by the IRCC contributed to early growth in registrants despite the decline in admissions. In the past week, international registrants have grown by 97, whereas during the same week last year, 34 additional applicants had registered. IPE and TRU World will continue to work closely together to monitor factors that may impact the Fall 2023 international student intake.



Residency	APPLICATIONS			ADMISSIONS			REGISTRANTS			CONVERSION RATE	
	Last Year to-date	This Year to-date	To-date % diff	Last Year to-date	This Year to-date	To-date % diff	Last Year to-date	This Year to-date	To-date % diff	Last Year to-date	This Year to-date
Domestic	4,605	4,498	-2%	3,300	3,193	-3%	1,353	1,392	3%	41%	44%
International	5,816	5,261	-10%	4,629	3,714	-20%	1,022	1,150	13%	22%	31%
Grand Total	10,421	9,759	-6%	7,929	6,907	-13%	2,375	2,542	7%	30%	37%

SUMMER WILDFIRES — Once again, the Interior of B.C., as well as many other parts of the country, are in the throes of a devastating wildfire season. Many people connected to TRU and our community have been affected directly and indirectly.

Some of our staff and faculty with permanent or seasonal homes in the Shuswap were placed on either evacuation alert or told to leave their homes under an evacuation order. Many of our Indigenous neighbours, especially in and around Squilax, have suffered tremendous losses. As well, fires continue to burn south of Kamloops near Rossmore Lake and near Lytton. We also saw UBCO in Kelowna evacuated briefly in August as wildfires threatened the area.

This continues to be a difficult, stressful time for many, particularly those who continue to live under an alert or who have been displaced from their homes. TRU has been actively monitoring the wildfire situation through the summer. At this time, the state of emergency in B.C. is not impacting post-secondary education at our campuses but we are preparing to adapt and respond as needed.

A full range of support services for those who need assistance can be found here:

<https://onetru.sharepoint.com/SitePages/ViewPost.aspx?postId=8596af96-4b3f-4fd5-93cd-9a07282b9824>

As well, TRU has been actively monitoring the impacts of wildfire smoke on our campuses' air quality. Our region experienced many days though the summer when air quality was extremely poor. This will likely continue until fires diminish with the onset of autumn.

In response, the Office of Safety and Emergency Management (OSEM) has been monitoring indoor air quality across our campuses. OSEM works in collaboration with the facilities team to adapt ventilation systems and deploy air purifiers in the areas that are most affected.

In periods marked by air quality concerns, OSEM produces daily air quality reports which are now accessible on our [Air Quality Health Index page](#). Please reference these reports during periods of poor air quality. In addition, our dedicated [BC Wildfires resource page](#) provides information and supports for students. Several measures have been adopted to improve indoor air quality and curtail potential hazards to our community, including:

- Comprehensive testing of indoor air quality
- Adapting building airflow dynamics and installing air purification units within designated structures
- Provision of N95 masks to individuals seeking heightened personal protection (to request a mask, please email osem@tru.ca)
- Ensuring that personnel with outdoor responsibilities are advised to work indoors during times of severe smoke

If you have any questions or concerns, please reach out to your manager or supervisor, or contact OSEM for further guidance.

NEW RESPECTFUL WORKPLACE AND WHISTLE BLOW POLICIES — TRU is revising and updating our [Respectful Workplace and Harassment Prevention Policy](#) (BRD 17-0) to address concerns around bullying and harassment more effectively, with an emphasis on Equity, Diversity, and Inclusion (EDI).

Specifically, we intend to improve the clarity of TRU's reporting processes for faculty, staff, administrators, and students, and reflect current best practices for addressing bullying, harassment, and discrimination.

A draft of the revised policy has been developed by TRU's legal department, People and Culture, and the Faculty of Student Development. It has received preliminary feedback from TRUFA, and is now with the Provost for further review, including input by the Executive Director EDI & AR. Broader TRU community consultations will be scheduled for the fall.

The final policy is expected to be presented to the Board and Senate in February. Upon approval, comprehensive training will be rolled out to faculty, staff, and students, and will be included in new employee and student orientations.

Through the same time, TRU will begin the process of examining the provincial [Public Interest Disclosure Act](#) (PIDA), which all post-secondary institutions in B.C. will be required to adopt by December 2024. This act, which is B.C.'s whistle blow legislation for the public sector, requires public bodies to support employees who come forward to report serious concerns by providing information to employees about how to report wrongdoing, appointing one or more senior officials as a Designated Officer to receive and investigate reports of wrongdoing, and establishing procedures to:

- Fairly and effectively manage and investigate reports of wrongdoing,
- Protect the confidentiality of information for those involved,
- Report on the outcomes of investigations and any recommendations made, and
- Provide information to employees about their rights and responsibilities under the Act and under TRU's policies and regulations.

Developing and implementing these policies is important work designed to safeguard people from harm while protecting individuals' rights to privacy regarding personal information and workplace employment matters.

FEDERAL GOV'T CONSIDERS INTERNATIONAL STUDENT CAP — In the midst of a housing crisis in Canada, there has been media attention regarding the number of international students studying in Canada and their impact on housing availability and affordability, including blaming them for the problem.

Recent media attention (August 2023) has included comments from two federal ministers — Sean Fraser (Housing, Infrastructure and Communities) who suggested a cap on international students, and Marc Miller (Immigration), who suggested the integrity of the immigration system was at risk with increasing international students but did not support a hard cap being the only solution.

TRU recognizes the importance of quality housing for our students and its role in their overall well-being and academic success. Since 2018, TRU has increased the number of on-campus residence beds by 71%, which will increase to 88% (total on campus beds = 1,646) once the new East Village residence opens this fall. Details on on-campus housing increases:

- Before 2018: 876 beds
- Current: 1,498 beds as a result of recent increases:

- 509 beds from the 2018 purchase of Upper College Heights (now East Village), later renovated through a 2019 investment of \$5M
- 113 temporary beds at West Gate Dormitories (January 2022 to April 2025)
- 148 beds will be added to East Village (Fall 2023)
- After opening: 1,646 beds

The international diversity present at TRU is one of our institution's greatest strengths. The mixing of ethnicity and international perspectives in such an environment helps our students and our community broaden their knowledge and understanding of different worldviews.

Universities Canada came out with a statement critical of the federal government's proposed student cap, which can be found here: <https://www.univcan.ca/media-room/media-releases/response-to-international-student-caps/>.

As well, I wrote an opinion piece related to this topic, which published in Kamloops This Week on September 30, and can be found here: <https://www.kamloopsthisweek.com/opinion/view-from-tru-dont-blame-international-students-7477329>

UNIVERSITIES CANADA CALLS ON GOV'T TO INVEST IN 'PEOPLE, IDEAS, AND COMMUNITIES' — In a budget submission to the federal government in August, Universities Canada urged the government to make new investments in post-secondary education designed to: attract, develop and retain talent; strengthen research excellence; and build healthy green communities.

According to the submission, Canada's future depends upon its people, its ideas and its communities. Society is experiencing transformative technological, social, economic and political changes. Across the country, Canadians are stepping up to solve the challenges of our increasingly competitive and complex world.

Canada's universities are leading this work. Institutions are training more than 1.4 million students to build a highly skilled, diverse and adaptable workforce. They are anchors of communities and engines of prosperity across Canada, employing nearly 410,000 people and spearheading the research and development that facilitate innovation and economic growth.

The full submission can be found here: <https://www.univcan.ca/wp-content/uploads/2023/08/Universities-Canada-Submission-to-the-House-of-Commons-Standing-Committee-on-Finance-EN.pdf>

LEADERSHIP UPDATES — As a reminder, for those who may have missed these announcements, TRU has several new individuals serving in senior administrative or management positions, including:

- [Dr. Oren Shtayermman](#) — The Faculty of Education and Social Work is pleased to welcome its new associate dean, Dr. Oren Shtayermman. For the past two decades, Oren has served

- in numerous teaching and leadership roles at private and public academic institutions and universities in the United States.
- [Pauline Streete](#) — Joined TRU on July 1 as our new executive director of equity, diversity, inclusion (EDI) and anti-racism (AR). Pauline comes to us from the University of Regina, where she was senior advisor to the president on EDI and anti-oppression. She has held formal roles in EDI for over a decade, bringing expertise in anti-racism, anti-oppression and EDI principles and practices in post-secondary education.
 - Dr. Faheem Ahmed — Associate Vice-President Academic (Interim), as of July 1.
 - [Dr. Shannon Wagner](#) — Officially started as TRU's VP of Research on July 1.
 - Scott Blackford — Acting General Counsel, pending John Sparks' return.
 - Ted Gottfriedson Jr. — The TRU Office of Indigenous Education is pleased to welcome Ted as the new TRU Secwepemc Cultural Advisor. Ted started this position on September 5.
 - [Kylie Thomas](#) — TRU's new Academic Director for the Williams Lake campus.

CHINA'S AMBASSADOR TO CANADA VISITS KAMLOOPS — Chinese Ambassador to Canada, Cong Peiwu, visited Kamloops on September 7, including TRU. The Ambassador met informally with TRU faculty and students, toured our campus, and attended a luncheon which I hosted. This visit follows my and VP International Baihua Chadwick's visit to China for graduation ceremonies at Tianjin University of Technology and the Shanghai Institute of Technology in June. The Ambassador also met with Kamloops Mayor Reid Hamer-Jackson and attended an evening event with members of the Kamloops Chinese cultural community.

KAMLOOPS INNOVATION FINDS NEW HOME AT TRU CAMPUS — The Kamloops Innovation Centre (KIC) has moved from its North Shore location since 2012 to TRU's Kamloops campus. A small amount of office space has been secured on the top floor of the Clock Tower and is a close distance to the already existing TRU Generator, an on-campus accelerator jointly operated by TRU and Kamloops Innovation to support students, faculty, staff and alumni with mentorship, workshops and events.

KIC support includes entrepreneurial-minded students and faculty members who want to be best support those students. The centre also connects faculty members with emerging technologies and innovations to support their research. KIC is one of 11 accelerators as part of Innovate BC's Venture Acceleration program.

CONSULTATION / ENGAGEMENT — Here is a quick list of recent (or upcoming) events and meetings that have allowed me to connect with stakeholders:

- June 12 — Presentation to the B.C. Select Standing Committee on Finance and Government Services
- June 13 — Hosted a reception for employees who received Merit Awards and Tenure and/or Promotion
- June 14 — FACT Faculty Council Meeting
- June 15 — Board dinner with Williams Lake community leaders
- June 16 — Breakfast with Williams Lake MLA

- June 19 — Meeting with MLA Cariboo North, Shadow Minister Post-Secondary Education
- June 20-26 China — TUT Convocation and visit partner institutions
- June 29 — RUCBC/BCAIU Reception in Victoria
- June 29/30 — RUCBC Planning Session
- July 13/14 — Visiting delegation from Kazakhstan
- July 27 — Alum Event in Calgary
- August 29 — Presentation to Kamloops West Rotary Club
- September 8 – Back to Class Barbeque
- September 9-17 – Germany, EMES Research Conference and visits with partner institutions

FROM TRU'S NEWSROOM

[Discovery Grants boost student assistance](#) — From programmable robots and machine learning to old-growth forests and ecosystem reclamation, six TRU researchers — Drs. Geoff Fink, Jillian Harvey, Emad Mohammed, Richard Brewster, Lauchlan Fraser and Yasin Mamatjan — have received a total of \$912,500 through the [Natural Sciences and Engineering Research Council \(NSERC\) Discovery Grants Program](#) for students to do more field and lab work.

Dr. Geoff Fink, an assistant professor in the Department of Engineering, has been awarded \$155,000 and a \$12,500 [Discovery Launch supplement](#) to improve the autonomy of quadruped robots using visual-inertial simultaneous localization and mapping. This is a technique used in robotics and computer vision to help a robot understand its surroundings and navigate in an unknown environment. The research is performed by a team of flying and ground-based robots, contributes to new theories and bridges the gap between theory and actual implementation.

Dr. Jill Harvey, Canada Research Chair in Fire Ecology and assistant professor in the Department of Natural Resource Science, received \$190,000 to study forest-grassland ecotones, areas of steep transition between diverse biomes. She uses information from tree-ring data and historical and contemporary perspectives to characterize the resilience of these ecosystems to wildfire and drought. Harvey was also awarded a \$12,500 Discovery Launch supplement for her research.

Dr. Emad Mohammed, an assistant professor in the Department of Engineering, was awarded \$160,000 and a \$12,500 Discovery Launch supplement to develop methods to address machine-learning challenges. Mohammed uses these methods as configurable data to build robust machine-learning frameworks for critical applications across industries, including health care.

Dr. Rick Brewster, a professor in the Department of Mathematics and Statistics, received \$162,500 to study ways to design efficient algorithms to solve complex problems such as scheduling and routing transit vehicles. The design of the algorithms is completed using mathematical structures intrinsic to the problem.

Dr. Lauch Fraser, an NSERC Industrial Research Chair in Ecosystem Reclamation and professor in the Department of Natural Resource Science, has been awarded a \$40,000 [Discovery Development Grant](#) to test the effects of climate change and disturbance on grassland plant communities.

Dr. Yasin Mamatjan, an assistant professor of Software Engineering in the Department of Engineering, received \$155,000 plus a Discovery Launch Supplement of \$12,500 to develop techniques using artificial intelligence to guide cancer clinicians in making decisions about patient prognosis, diagnosis and treatment options.

[Tulo Centre, University of Canterbury and TRU sign MOUs to collaborate on innovative Indigenous-led programming and research](#) — The Tulo Centre of Indigenous Economics (Tulo Centre), the University of Canterbury and Thompson Rivers University (TRU) commit to further collaboration and exploration of opportunities to deliver unique Indigenous-led programming through the signing of two memorandums of understanding in Kamloops on July 31, 2023.

The MOU signed by all parties creates a formal pathway for the institutions to cooperate and collaborate to research, support and build capacity for Indigenous public administration, governance, leadership and economic development.

The Tulo Centre and TRU renewed their existing MOU to strengthen the relationship between the two institutions who have worked together since 2008 to deliver accredited certificate programs in First Nation tax administration, applied economics and lands governance.

Note — I will not attend the October 23 meeting, as I will be travelling to Ottawa for meetings with Universities Canada, as well as with federal government officials regarding wildfire, community adaptation, and resiliency.

STRATEGIC ENROLLMENT MANAGEMENT — IPE provides ongoing reporting about enrollment. At this time of year, we typically report on the admission and registration trends for the in-person fall and winter terms.

Enrollment data reveal a complex picture with several overlapping trends and ongoing impacts from the pandemic years. Overall, the data indicate of TRU's approximately 19,500 students, roughly 10,000 study in-person. Fall numbers are up and winter is on track to follow this trend. Domestic student numbers remain lower than before the pandemic, but international numbers have so far made up the difference.

We have seen a surge in on-campus course registrations and student headcount at Kamloops and Williams Lake for the winter term, showing a rise of 21% and 20% compared to the same period last year. Notably, domestic registrants have increased by 2% while international registrants have increased by 58%. It is important to note that some of this growth can be attributed to students registering earlier than they have in previous years. This trend was observed during Fall 2023 term course registrations and appears to be playing out for Winter 2024 as well.

Applications and admissions for Winter 2024 are well below last year's numbers, primarily due to internal factors such as early program closures for international students. These early closures are meant to gradually bring international headcount back to the SEM target of 4,000 international students, and to diversify international enrolment into new academic programs. Excluding Nursing, Trades, and Law, applications have dropped by 33% overall, with international applications down 36% while domestic applications are seeing a 9% increase. Admissions have decreased by 37% in total, with a 37% rise in domestic admissions but a 40% decrease for international admissions.

Relative to Winter 2020 (pre-pandemic) course registration at approximately the same point in time, course registrations and student headcount are up 3% and 5%, respectively. The growth is due to international registrants, which are up 41%. Relative to pre-pandemic, domestic registrants are down 12%. Again, some of the growth in international registration can be attributed to students registering earlier than in past years.

SUPPORT FOR THOSE AFFECTED BY ISRAEL-GAZA WAR — On Wednesday, October 11, I sent the following message to faculty, staff, and students, urging all to be supportive for house in need of support in difficult times:

One more time, the world must come to grips with unexpected violence and terrible loss of life in both Israel and Gaza following Hamas's attack on Israel this past weekend.

For those who are from the affected regions or know people there, times like this must be exceptionally difficult and stressful. I can't imagine the shock and pain that people must have felt this weekend to see violence rise to cause such destruction. As always, our thoughts are with those who are suffering. It is too often innocent victims who pay the price of these kinds of events.

If you need help to cope with circumstances, please ask. Talk to your manager or reach out to People and Culture. Students have a range of supports available to them as well, through TRU World, the Multi-Faith Chaplaincy or the Wellness Centre. Find out more through the following links:

- Counselling Services:
 - In person (urgent situations): <https://www.tru.ca/current/wellness/counselling.html>
 - Here2Talk (virtual or phone): <https://here2talk.ca/main>
- Wellness Centre: <https://www.tru.ca/current/wellness/wellness.html>
- Multi-faith Chaplaincy: <https://www.tru.ca/current/wellness/chaplaincy.html>

TRU World has already been in touch with a small number of students from the region who are studying here, ensuring they have the resources they need at this time. If you know of a colleague or a student who is suffering, please suggest they access one of the resources above. Our ability to weather harsh storms comes from our collective empathy, and our willingness to support those who need it.

Once again, I urge everyone to take care of themselves and each other, and come together as a community as we collectively hope for a peaceful resolution to avoid needless violence.

I want urge everyone to be vigilant and prepared to help those who show signs of needing support. TRU is based on the idea that our community is stronger together. Please reach out if you need help, or know of someone who does.

TRU OPEN HOUSE — This year's fall Open House at Thompson Rivers University (October 21) is bigger and better than ever, and everyone from the community and the region has been invited to experience what TRU has to offer.

I am cognizant of the fact that by the time of the Senate meeting, TRU's Open House will be over. However, this report will reach you via the Senate package a week before the event, so I wanted to take advantage of this written opportunity to encourage everyone to attend.

With 15 buildings open across campus and over 100 displays, booths and interactive activities, there is something for everyone. Prospective students will find an application station where they can apply for free. They can also tour campus, residences and learning spaces.

Community members, families and alumni can experience interactive drop-in sessions, including hydrogen rocket launches, nursing manikin demonstrations, adventure studies students rappelling from buildings and the physics and chemistry magic show. Visitors can stop by the Fun Zone for treats, tattoos and games. Kamloops' favourite clown, Uncle Chris, and Wolfie, TRU's mascot, will be there to join in on the fun.

Faculties, programs and student services across campus are available to provide information and answer questions. There will be food trucks, on-campus food services and complimentary coffee and donuts, as well as giveaways throughout the day, including an iPad, Air Pods, TRU merchandise and a full semester's tuition credit.

So please, keep October 21 open on your calendar and drop by to help share the word about TRU and the tremendous value it offers our community at large. If you want to volunteer, reach out to Future Students and let them know.

Even if you're unable to volunteer that day, I encourage you to visit campus anyway. Bring your family, friends, and neighbours. There will be food trucks, family entertainment, campus tours, etc. This is a great opportunity for people to learn more about TRU and what it offers.

TRU BOARD UNANIMOUSLY APPROVES INDIGENOUS EDUCATION CENTRE — The Board of Governors of Thompson Rivers University (TRU) unanimously approved to move ahead with construction of a \$22-million Indigenous Education Centre. The decision was made at the board's Sept. 29 meeting.

The centre will be built at the former location of the Cariboo Child Care Society day care that was in the heart of the Kamloops campus. An Indigenous blessing ceremony was held at the site in August 2021. The building is based on Secwépemc structural designs for meeting houses and was designed by Stantec in partnership with Indigenous architect Patrick Stewart. It will provide much-needed space for Indigenous students, ceremonies, culture and scholarly work.

The building has been in the university's long-term capital plan since 2018, as recommended by the Capital Project Planning Advisory Group and approved by President Fairbairn. Consultations were held with Indigenous faculty, staff and students, and consultation has been planned with Tk'emlúps te Secwépemc. Construction on the building is expected to begin in the spring of 2024.

WHY DOES PHILANTHROPY MATTER AT A UNIVERSITY? — TRU’s annual [Report on Philanthropy](#) is published by the Office of Advancement. This report shares initiatives, programs, and success stories made possible by our community of donors, which includes many TRU staff and faculty. It is an excellent way to learn about why philanthropy matters!

As an aside, last year’s 2021-22 Report on Philanthropy earned a silver medal for Best Report to Donors from the Canadian Council for the Advancement of Education (CCAЕ), an organization that promotes excellence in educational advancement. Congratulations, team!

KNOWLEDGE MAKERS SHARES INDIGENOUS APPROACH TO RESEARCH WORLDWIDE — The [Knowledge Makers program](#) has expanded its reach from Kamloops to around the globe, since it first inspired Indigenous students to participate in and publish research. Launched in 2016, the program brings together Indigenous researchers, beginning at the undergraduate level. It’s a collaborative teaching initiative where Indigenous students learn how to research and publish research as Indigenous researchers.

Focused on engaging Indigenous students across borders, [TRU partnered with the Food and Agriculture Organization of the United Nations](#) in 2022, inviting Indigenous women from seven socio-cultural regions — with countries such as Burkina Faso, Tanzania, Bangladesh, Russia, Hawaii and New Zealand represented — to apply for a special edition of the Knowledge Makers program.

The new partnership provided an opportunity for Indigenous women from around the world to advance their research and have it published in the [Knowledge Makers Journal](#) (volume 9).

COALITION FOR CANADIAN RESEARCH ESTABLISHED TO CALL FOR AN URGENT FEDERAL INVESTMENT IN CANADA’S RESEARCH SYSTEM — The Coalition for Canadian Research, made up of organizations representing post-secondary institutions, research hospitals, leading life sciences companies, university and hospital-based researchers, university faculty, health charities, student leaders, graduate students, post-doctoral fellows and early career researchers across Canada have called on the federal government to increase funding for Canadian research.

After two successive years without any new funding and stagnant levels of support for researchers, the Coalition for Canadian Research has been formed by organizations representing the broad spectrum of Canada’s research community to express the urgency for the federal government to make a major new investment in research funding that reflects the pressing need to secure highly qualified talent, attract investment and foster innovation to underpin Canada’s success in a turbulent world.

Learn more here: <https://www.univcan.ca/media-room/media-releases/coalition-for-canadian-research-established/>

TOWN HALL WITH BC PREMIER AND PSFS MINISTER — On September 27, I attended a town hall meeting with Premier David Eby and Minister of PSFS Selina Robinson at the BCIT campus in Richmond.

The event was hosted by government to discuss post-secondary topics including supporting students and the post-secondary sector, creating a sustainable and inclusive economy that leaves no one behind, and ensuring British Columbians have access to relevant education and skills training to support their life-long success.

Representatives from PSIs, student groups, and other partners were invited to the event. It was a worthwhile and productive evening that saw considerable discussion about B.C.'s need for international students, the desirability of some or many staying after graduation, and the importance of them having a good experience while they are here. As well, housing and general affordability of post-secondary education figured prominently in student comments and questions.

CONSULTATION / ENGAGEMENT — Here is a quick list of recent (or upcoming) events and meetings that have allowed me to connect with stakeholders:

- September 26 — Indigenous Chancellors' Virtual Talking Circle, Indigeneity in Universities
- September 27 — TRU Pride Parade
- September 29 — TRU and Tk'emlúps te Secwépemc event to mark the National Day for Truth and Reconciliation
- October 5 — Women in Leadership Breakfast
- October 12 — President's and Superintendent's Meeting hosted by DM PSFS
- October 13 — Fall Convocation
- October 18 — President's Welcome, Clean BC Leadership Symposium

TRU'S PARTICIPATION IN US-CANADA WILDFIRE PREDICTION INITIATIVE — TRU has joined the U.S.-Canada Centre on Climate-Resilient Western Interconnected Grid, aiming to improve wildfire prediction models. This initiative is led by the Universities of Utah and Calgary.

The Western Interconnected Grid is one of two major power grids in North America, stretching from the northern edge of British Columbia to the border of Baja, Mexico, and from the California coast to the Rockies. The backbone of one of the largest regional economic engines in the world, the grid serves roughly 80 million people over 4.6 million square kilometres.

Dr. Mike Flannigan, the BC Innovation Research Chair in Predictive Services, Emergency Management and Fire Science at TRU, is working closely with other leading experts to enhance the power grid's resilience to the rising frequency, intensity and duration of extreme weather events, such as wildfires and heatwaves.

This partnership closely follows the introduction of TRU's proposed Institute for Wildfire Science, Adaptation and Resiliency, which is a significant step forward in providing British Columbians and Canadians with solutions to living with wildfires and highlights the university's growing expertise of wildfire researchers.

The academic members of the U.S.-Canada centre include the University of Utah; the WIFIRE Lab at the University of California San Diego; the University of New Mexico; the Desert Research Institute; the University of Calgary; the University of British Columbia; the University of British Columbia Okanagan Campus; the University of Alberta; the University of Saskatchewan; the University of Regina and Thompson Rivers University.

The centre has received \$5 million from the U.S. National Science Foundation and \$3.75 million from NSERC (Natural Sciences and Engineering Research Council of Canada).

INSTITUTIONAL MESSAGES REGARDING GLOBAL EVENTS — Recently, TRU sent two messages to our community regarding ongoing and deeply troubling global conflicts, urging people to show empathy and compassion for those who may be directly or indirectly affected and pointing people in the direction of support services we offer.

These messages were sent amidst a national environment that is hyper-sensitive to questions regarding what is hate speech and free speech and what duty organizations have to take strong positions that denounce the actions of one group or another.

We are living in difficult times, and TRU's senior executive has taken the position that, as an institution, it is not our role to issue statements about external events or take positions related to them. Instead, we must focus on people and supporting those who need care and attention. With this in mind, we issued our past two statements. We will also keep this in mind in the face of future events.

LATEST BC STUDENT OUTCOMES RESULTS — Integrated Planning and Effectiveness (IPE) has shared the latest BC Student Outcomes resources and results from former TRU diploma, certificate, associate degree, and apprenticeship and foundation students, which are now available on IPE's OneTRU BC Student Outcomes SharePoint site and IPE's Tableau Server.

The BC Student Outcomes Research Forum, in partnership with The Ministry of Advanced Education, Skills and Training and BC Stats, conducts annual surveys of former students from British Columbia's post-secondary institutions. The results help shape the future of post-secondary education in British Columbia by providing valuable information to post-secondary institutions, the provincial government, career counsellors, parents and prospective students.

The 2023 diploma, associate degree, certificate (DAC), apprenticeship (APP) and foundation (TFTRV) results are located on IPE's [OneTRU BC Student Outcomes](#) site and are available by credential and program. By request, these reports can be customized to include outcomes from 2019 to 2023 at an institutional, credential, discipline, or program level and can be grouped by Indigenous identity, residency, or gender.

The most recent five years of DAC, APP and TFTRV results are located on IPE's [Tableau Server](#) in an interactive dashboard which allows you to filter by year, division, credential, program name, residency, Indigenous identity, rural and gender, as well as view five-year trends for key outcomes indicators. Log into the Tableau Server using your user account credentials and navigate to the Surveys project. Results in these workbooks are intended for internal use only and may not be published or used for publication.

Another fantastic BC Student Outcomes resource is the [BC Student Outcomes Data Viewer](#), which is open to the public. The results in the Data Viewer are available by Student Group, Institution (all participating BC PSIs), Program Area and Program Name. Aggregated data for the three most recent survey years are presented. As an example of the kinds of data to be found, the BC Students Outcomes provided the following summary for the 1,465 TRU degree recipients who responded:

- Gender distribution among respondents — 32% male and 68% female.
- Median age of respondents — 28 years.
- Satisfaction rate — 94% of respondents rated the quality of instruction as very good or good.
- Employment status — 90% of those employed were working full-time.

- Further studies — 45% of respondents pursued additional studies.
- Job relevance to program — 81% of employed respondents were working in a job related to their program.

THANK YOU FOR SUPPORTING TRUNITY — TRU's annual internal giving campaign, now known as TRUnity Employee Giving, wrapped up on October 20, and preliminary results show that TRU has amazingly generous staff and faculty. Following the campaign, participation in payroll deduction giving is up 20 per cent and total contributions through payroll deduction amount to over \$100,000. Together, we are positively impacting students' lives!

NEW STUDENT HOUSING CELEBRATES GRAND OPENING — TRU's newly constructed East Village complex opened on November 22. The Coyote Den or *Skelepéllcw* (the Secwepemc word for Coyote Den) is a new four-storey building constructed at TRU's East Village. The permanent housing is TRU's latest addition to help address the rising need for safe, affordable student housing.

The project, which creates 148 beds in 80 single- and double-occupancy rooms, was made possible with \$10.85 million from the province, with TRU contributing \$7.91 million toward the total project cost of \$18.76 million. Construction began in October 2022. Amenities include:

- All rooms have a kitchenette and bathroom.
- Each interconnected floor included a common space ideal for gatherings, collaboration or study.
- Students can access 38 outdoor parking spaces, including one handicapped-accessible stall, 40 enclosed bike spaces and two electric vehicle chargers.
- The area will also feature well-maintained green space, stunning mountain views and a multi-use pathway connecting Summit Drive and Dalglish Drive.

I am thrilled to see this building come online to serve the housing needs of our students, especially at a time when affordable, quality housing is in extremely short supply both in Kamloops, B.C. and across Canada.

PLANNING THE FUTURE OF INTERNATIONALIZATION — TRU is embarking on a process to develop a 10-year strategic plan for internationalization. As a university, we celebrated 40 years of international education this year. We're ready to take this leadership to new heights at this stage in our history with a pan-institutional strategy.

Over the past four decades, TRU has achieved a level of excellence in international education, and we did this without a comprehensive framework. In the future, we want our internationalization efforts to be grounded in our Vision and Values and informed by the input of our university community and the communities we serve. We will embark on a broad consultation process in 2024 that will culminate with a strategic plan to guide our international education, partnerships, and development for the next ten years.

We have sought applications from our community for participation on the Strategic Internationalization Plan Advisory Committee (SIPAC). This planning process will involve broad and ongoing consultation with the TRU community.

INTERNATIONAL EDUCATION STRATEGY — There's a call from Universities Canada for a renewed International Education Strategy to prioritize student mobility and diversification, highlighting the importance of international education in today's globalized world.

Universities Canada recently submitted its **consultation to Global Affairs Canada to renew the International Education Strategy** (IES). University Canada's recommendations call on the government to support the **EduCanada** brand through market diversification activities, research collaboration, in-country trade commissioner support, commitments to funding mobility programs and addressing issues with study permit processing.

The objective of the renewed IES is to prioritize investing in diversification, research collaboration and student mobility through the **Global Skills Opportunity** program. The current strategy's objectives include:

- Encouraging Canadian students to gain new skills through study and work abroad opportunities in key global markets, especially Asia;
- Diversifying the countries from which international students come to Canada, as well as their fields, levels of study, and location of study within Canada; and
- Increasing support for Canadian education sector institutions to help grow their export services and explore new opportunities abroad.

INVESTMENT IN ON-CAMPUS MENTAL HEALTH CARE — Universities, colleges, and students called on the government to invest in on-campus mental health care on World Mental Health Day, emphasizing the need for the federal government to fulfill its promises in this area.

According to Universities Canada, in 2021, universities and colleges welcomed the government's promise to introduce a new fund to expand student mental health services at Canadian post-secondary institutions. First introduced in the 2021 Liberal platform and then included in the mandate letter of the inaugural minister of mental health and addictions, the fund was promised to support student well-being and increase access to mental health care at colleges and universities.

Two years later, cohorts of students directly impacted by the pandemic are graduating without that additional support. By prolonging the investment in student mental health care, Canada risks prolonging the mental health effects of the pandemic on students—our future leaders, decision-makers and community members.

On World Mental Health Day 2023, students and post-secondary institutions from coast to coast to coast called on the federal government to fulfill its promise to introduce a \$500-million fund to improve wait times and increase access to mental health care on post-secondary campuses nationwide.

Read more here: <https://www.univcan.ca/media-room/media-releases/call-on-government-to-invest-in-on-campus-mental-health-care/>

SUPPORT FROM PHILANTHROPIST KEN LEPIN — Ken Lepin, a TRU Honorary Doctorate recipient and donor, awarded numerous students prizes this fall to encourage their academic pursuits. Recipients were honoured last month with TRU Honorary Doctorate Lepin in attendance. He has been supporting TRU students since 2006. He is one of TRU’s most generous contributors, with his lifetime donations totalling more than \$3.9 million. To date, 368 students have received a total of \$1,140,850.

The Fall 2023 recipients of the Ken Lepin Research and Graduate Studies Award:

- Gabe Carpendale
- Olivier Jumeau
- Calli Lawrence
- Erin Marchio
- Olivia McLennan
- Tay Powrie
- Jacqueline Schoen
- Kara Nickerson Wright

The Fall 2023 recipients of the Ken Lepin Prize of Excellence Entrepreneur and Communication Master of Business Administration Award:

- Isabella Ferster
- Hiten Patel

CONSULTATION / ENGAGEMENT — Here is a list of recent events and meetings that have allowed me to connect with stakeholders:

- October 21 — TRU Open House
- October 23 – 26 — Ottawa
 - Meeting with Science and Technology Branch, Agriculture and Agri-Food Canada
 - Meeting with Strategic Policy and Innovation Sector, Natural Resources Canada
 - Meeting with Parks Canada
 - Meeting with Senior Policy Advisor, Policy and Cabinet Affairs, Prime Minister's Office
 - Universities Canada Membership Meetings (Oct 24 & 25)
 - Meeting with Innovation, Science and Economic Dev, Science & Research, and Strategic Policy
 - Meeting with MP Kamloops-Thompson-Cariboo
 - Meeting with MP South Okanagan-West Kootenay
 - Meeting with Sr Regional Advisor & Policy Advisor, Office of the Deputy PM and Min. of Finance

- Meeting with an Alum
 - Meeting with Director of Operations, Office of the Prime Minister
- October 30 - Victoria
 - Meeting with President RUCBC
 - Meeting with DM PSFS
- November 1
 - Fall Forum
 - Minister and DM meeting with PSI Presidents & Associations (virtual)
- November 3 - Vancouver
 - RUCBC Presidents' Meeting
- November 7-17
 - Travel to the Caribbean and Mexico, visiting new partner institutions and federal and state agencies.
- November 22 — East Village Opening Event

Recent university meetings I have attended nationally and regionally confirm that we are in an environment where higher education's importance is less valued than other pressing public priorities. Cases for increased funding for operations, enrolment growth, graduate students and graduate programs, and for research are not having a significant impact.

Generally, universities must present new narratives about how our activities positively impact society; these new narratives must include compelling quantitative and qualitative dimensions. Housing, health, and electoral issues dominate public agendas; it is good for TRU and other universities to speak to these, for example, by building housing and promoting health programs.

Government relations activities have become more complicated, and we will have to engage with and across many ministries and agencies to find support for major initiatives, as we are doing with wildfire science. Indigenization is prominent on government and university agendas, with promising initiatives at other universities and TRU.

Lastly, I spent more than a week in November visiting new partner institutions in Mexico (states of Queretaro and Guanajuato) and the Caribbean, as well as federal and state agencies in Mexico. These are promising partners for TRU students' outbound mobility, faculty research collaboration and exchange, and, in several cases, for inbound mobility to help meet TRU's balance-related SEM goals in the last nine months.

TRU has built especially warm relations with a consortium of six universities in Queretaro whose presidents visited TRU this past summer, and we have already received 23 students from these institutions this semester, with more to come in January and later terms.



THOMPSON RIVERS UNIVERSITY

Date: November 24, 2023

To: Brett Fairbairn, President & Vice-Chancellor

From: Matt Milovick, Vice-President Administration and Finance

RE: Indigenous Building Naming Policy

Attachment: Indigenous Building Naming Policy

Executive Summary: This report is being presented to the Board of Governors as a *NOTICE OF MOTION*. The salient details of the report are as follows:

- As a response to Truth and Reconciliation, TRU is committed to ensuring the preservation, use and promotion of indigenous language on its campuses;
- The policy is being proposed to ensure that the University has a protocol for assigning indigenous names to University buildings in a respectful manner;

Purpose: The purpose of this memo is to provide the Board with information about Administration's rationale for proposing a new Board policy for assigning indigenous names to campus buildings.

Background: Over the years, as new facilities have been built or repurposed, there have been suggestions to provide those facilities with indigenous names. It was clear to the Administration that a formalized means of accomplishing this was required. For the Administration, it was important that a process be developed that was respectful of Secwepemcúlcw and that naming be done in a systematic way.

Discussion: The policy presented here proposes that TRU will provide Indigenous names to all of its buildings through a process of consultation with its First House (Tk'emlúps) for buildings at the Kamloops campus and its Second House (T'exelc) for buildings at the Williams Lake campus.

A committee will be established by the office responsible for Indigenous education at TRU (which encompasses local Secwepemc language experts to ensure accuracy, cultural appropriateness, and respect for Secwepemc language and culture for the proposed Indigenous name of a building). The committee will provide building name recommendations to the office responsible for Indigenous education and that office will then present its recommendations to either the Tk'emlúps or T'exelc for recommendations pertaining to buildings on the Kamloops or Williams Lake campus, respectively. Before approving any building names, the office responsible for Indigenous education will take into account any feedback of Tk'emlúps or T'exelc; once approved, it will provide its recommendation to the President.

Both names will appear on exterior building signage and 3 versions of the campus map will be available online – one map with English Names, one map with Indigenous Names and one map which includes both.

It should be noted, this process has already begun as a pilot, in advance of this policy being approved. In building the new residence at East Village, the City insisted that our residence buildings each have distinct names (i.e. the City did not want us referring to our residence buildings as East Village A, East Village B, etc.). It was this requirement that prompted Administration to engage in discussions with the Indigenous Education Office to start this process using the draft policy as its guide. As such, our new residence building is called the Coyote Den / Skelepélcw (see image below) with the other residence buildings to have indigenous animal names.



Consultations: This policy was developed collaboratively with the Office of Indigenous Education; Campus Infrastructure, Sustainability and Ancillary

Services, Legal Services and the Office of the Vice-President Administration. A review of other university policies was also completed to inform the policy presented here. Feedback received from the Executive have been incorporated into the latest version.

Recommendation: Administration is presenting the Indigenous Building Naming Policy for the purposes of Notice of Motion. Depending on the feedback received, Administration hopes to formalize the policy at the February 2024 meeting of the Board of Governors.

Respectfully submitted,

A handwritten signature in blue ink, appearing to be 'Matt Milovick', written over a horizontal line.

Matt Milovick
Vice-President Administration & Finance

POLICY NUMBER	(If a new policy, leave blank) <u>BRD 28-0</u>
APPROVAL DATE	(Leave blank; will be completed once approved)
AUTHORITY	Board of Governors
PRIMARY CONTACT	Vice-President, Administration & Finance

POLICY

I. General

Building names are an important part of creating a sense of identity and acknowledging the ~~history of an institution~~ relationships an institution has with local First Nations. As both TRU campuses are located on traditional and unceded Secwépemc ~~Secwepemc~~ territory, Secwepemcúlcw, ~~[Note to Draft: I think this word is now part of our vocabulary and should be used in our policies.]~~ with the TRU Kamloops campus on Tk'emlúps te Secwépemc (TteS) and the TRU Williams Lake campus on T'éxelc (Williams Lake First Nation), it is important to acknowledge the local Secwépemc First Nations people ~~that~~ who have occupied these lands since time immemorial and their history. This policy ~~outlines~~ establishes the guidelines for naming buildings that incorporates the use of Secwépemc ~~Secwepemc~~ names.

REGULATIONS

I. Scope

1. This policy applies to all TRU buildings possessed by TRU on all of its campuses in ~~Secwepemcúlcw~~ Secwepemcúlcw. All agreements to be entered by TRU in the future with regard to naming of buildings in Secwepemcúlcw will take this policy into account.

II. Procedure

1. Wherever possible, the university will provide eEnglish names and Secwépemc ~~Secwepemc~~ names for all of its buildings on ~~Secwepemcúlcw~~ Secwepemcúlcw. All agreements to be entered by TRU in the future with regard to naming of buildings in Secwepemcúlcw will take this policy into account.
2. Both names will appear on external building signage.

3. A committee will be established by the ~~o~~Office ~~responsible for~~ Indigenous ~~e~~Education at TRU [NTD: Just in case the name of the office changes.] which encompasses local ~~Secwépemc~~~~Secwepeme~~ language experts to ensure accuracy, cultural appropriateness, and respect for ~~Secwépemc~~~~Secwepeme~~ language and culture for the proposed ~~Indigenous~~ Secwépemc name of a building names.
4. The committee will provide building name recommendations to the ~~O~~office ~~responsible for~~ Indigenous ~~e~~Education and that office will then present these all its recommendations will be presented to both either the two local Secwepemc bands TteS andor T'excelc the Williams Lake First Nationfor both TRU campuses for recommendations pertaining to buildings on the Kamloops or Williams Lake campus, respectively. Before approving any building names, the office responsible for Indigenous education will take into account any feedback of TteS or T'excelc; oOnce approved ~~by, the O~~office ~~responsible for~~ of Indigenous ~~e~~Education, it will provide ~~the its~~ recommendation to the President.
5. Online campus maps will be updated to include 3 versions of the campus map – one with the ~~e~~English building names, one with ~~Secwépemc~~~~Indigenous~~ building names and one with both names.

Related Policies include but are not limited to:

- [BRD 04-01: Fundraising and Recognition](#)



TO: Dr. Brett Fairbairn, President and Vice-Chancellor

FROM: Dr. Gillian Balfour, Provost and Vice-President Academic,
Chair, Budget Committee of Senate

DATE: November 21, 2023

RE: Approval of Consolidation of Academic Appeal Fees (attachment)

Attachments: Memorandum from Mr. Michael Bluhm, Associate Vice-President
Strategic Enrolment and University Registrar

Purpose: The purpose of this memo is to provide an update to the Board on the following item:

It is proposed that TRU have one fee amount for appealing a campus course grade or appealing an Open Learning course grade.

Background: TRU has a formal grade appeal process for students. This process is governed by Senate policy ED 4-0, Student Academic Appeals which identifies that an *approved fee* must be paid with the submission of an academic appeal. The appeal fee is refunded if the appeal is upheld.

Academic appeals pre-date the merger of BCOU and University College of the Cariboo. Separate academic appeal fees have prevailed since the merger; one fee amount for appealing a campus course grade and a different fee amount for appealing an Open Learning course grade.

Discussion: Administration is recommending that TRU have only one formal grade appeal fee, equal to the campus fee of \$32.29, effective immediately.

- **Risks**

- From a student perspective, it is inequitable and disadvantages students in Open Learning courses and programs in their ability to access this mechanism for ensuring students are treated fairly in their academic assessments.

- **Budgetary Implications**
 - Based on the most recent annual increase to domestic tuition and fees approved by the Board of Governors in March 2023, the academic appeal fees effective September 1, 2023 are as follows:

Formal grade appeal – Campus	\$ 32.29
Formal grade appeal – Open Learning	\$139.66
 - There have been a total of 9 Open Learning grade appeals in the last four years with no more than 4 in a given year. Assuming 4 Open Learning grade appeals in the coming academic year, the difference in appeal fees collected will be \$429.48 [(\$139.66 - \$32.29) x 4]. Assuming 50% of appeals are upheld, the difference in appeal fees retained will be half that, or \$214.74.
 - The work involved in administering student academic appeals is the same regardless of the modality of the course being appealed. In fact, the administrative burden is increased in maintaining and communicating two separate fees.
- **Consultation**
 - A motion to consolidate formal grade appeal fees for both online and on campus students was brought to the Budget Committee of Senate on November 14th, 2023. The motion was approved following consultation and review.
- **Communications Desirable**
 - Appeal fees are communicated to students via the office of Student Affairs when they inquire about launching an appeal. Information regarding appeal fees are also posted to the website, which will be updated once the Board makes its decision.

Recommendation(s): Administration is recommending that the Board of Governors approve the consolidation of formal grade appeal fees for both online and on campus students effective immediately.

RESOLVED that the university will:

1. Consolidate formal grade appeal fees for both online and on campus students effective immediately, at the current on campus appeal fee of \$32.29.

Attachment: Memorandum from Mr. Michael Bluhm, Associate Vice-President Strategic Enrolment and University Registrar



Date: August 21, 2023
To: Board of Governors
From: Michael Bluhm, AVP Strategic Enrolment & University Registrar
Re: **Consolidation of Formal Grade Appeal fees**

Overview

TRU has a formal grade appeal process for students. This process is governed by Senate policy ED 4-0, Student Academic Appeals which identifies that an *approved fee* must be paid with the submission of an academic appeal. The appeal fee is refunded if the appeal is upheld.

Academic appeals pre-date the merger of BCOU and University College of the Cariboo. Separate academic appeal fees have prevailed since the merger; one fee amount for appealing a campus course grade and a different fee amount for appealing an Open Learning course grade.

Based on the most recent annual increase to domestic tuition and fees approved by the Board of Governors in March 2023, the academic appeal fees effective September 1, 2023 are as follows:

Formal grade appeal – Campus	\$ 32.29
Formal grade appeal – Open Learning	\$139.66

The work involved in administering student academic appeals is the same regardless of the modality of the course being appealed. In fact, the administrative burden is increased in maintaining and communicating two separate fees.

From a student perspective, it is inequitable and disadvantages students in Open Learning courses and programs in their ability to access this mechanism for ensuring students are treated fairly in their academic assessments.

Proposal

It is proposed that TRU have only one formal grade appeal fee equal to campus fee, effective immediately.

Formal grade appeal – Campus or Open Learning	\$ 32.29
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Financial impact

There have been a total of 9 Open Learning grade appeals in the last four years with no more than 4 in a given year. Assuming 4 Open Learning grade appeals in the coming academic year, the difference in appeal fees collected will be \$429.48 [(\$139.66 - \$32.29) x 4]. Assuming 50% of appeals are upheld, the difference in appeal fees retained will be half that, or \$214.74.



MEMORANDUM

TO: Dr. Brett Fairbairn, President & Vice-Chancellor

FROM: Dr. Gillian Balfour, Provost & Vice-President Academic
Chair, Budget Committee of Senate

DATE: September 13, 2023

RE: Approval of Changes to Applied Sustainable Ranching Program

At its June 1, 2023 meeting, the Academic Planning & Priorities Committee (“APPC”) moved to recommend to Senate that the program modifications to the Regenerative Agriculture Diploma and the Regenerative Agriculture Certificate be approved pending review by BCOS.

At its September 12, 2023 meeting, the Budget Committee of Senate (“BCOS”) voted to approve the following motion:

1. *On motion duly made and adopted it was RESOLVED THAT the Budget Committee of Senate recommend that the President recommend to Senate that changes to the Applied Sustainable Ranching program be approved as presented.*

Attached supporting documentation includes:

1. [Regenerative Agriculture Certificate](#),
2. [Regenerative Agriculture Diploma](#),
3. Letter of support from Dr. Greg Anderson, Dean of Science,
4. Budget Template prepared by Finance, and
5. Memo to BCOS from Finance.

If you are in agreement with the above recommendation, I would ask that you place this item and supporting documentation on the agenda for the September 18, 2023 meeting of Senate as a late addition.

Thank you.

Gillian Balfour



THOMPSON RIVERS
UNIVERSITY

Faculty of Science

September 12, 2023

To: Budget Committee of Senate

Re: Endorsement of change to structure and focus of Applied Sustainable Ranching program

This letter confirms my firm support for changes to the Applied Sustainable Ranching (ASUR) program as proposed by the Department of Natural Resource Science. The changes resulted from suggestions by external reviewers during the program review conducted in 2021-22.

These proposed changes to the structure of the program are necessary for broadening the focus to Regenerative Agriculture (RGEN), which will create wider appeal for the program, improve student enrollment numbers, and allow students to transition from the diploma/certificate to other programs at TRU or elsewhere. They also incorporate strong consultation with the community including Indigenous partners —that resulted in a new course focused on Secwépemc knowledge to be delivered by Indigenous instructors, and a food sovereignty course to meet local needs. Overall, I am confident that the changes will enrich and strengthen the program.

Please do not hesitate to contact me should you require further information regarding my support of these changes.

Greg Anderson, PhD
Dean, Faculty of Science

Tel: (250) 852-7137

E-mail: ganderson@tru.ca



THOMPSON RIVERS UNIVERSITY

Date: September 5, 2023
To: Budget Committee of Senate
From: Kelly Hartt, Director of Finance
Re: Regenerative Agriculture (prev. Applied Sustainable Ranching)

Budget Office has verified and reviewed the budget for the program changes to Regenerative Agriculture, previously Applied Sustainable Ranching (ASUR). The budget was prepared based on TRU's Budget Methodology and information provided by ASUR including the following assumptions:

- The School provided the tuition rates as follows:
 - o Domestic - \$247.18 per credit.
 - o International - \$8,438.64 (per semester 12 credits or less); \$611.50 (per credit 13 credits or more).
- The tuition rates were set using the 2022-2023 Board Approved rates plus a 2% increase for both the 2023-2024 and 2024-2025 academic years for domestic. For international, the rate is based on a 6.9% increase in the 2023-24 academic year and a 3% increase in the 2024-2025 academic year. The increases in tuition rates for years 2-5 were estimated at 2% for domestic and 3% for international. Actual increases will follow the annually approved board increases, once approved.
- The Indirect Operating Costs are calculated at 15% of tuition (less Capital Building Levy for international) in accordance with the 2023-2024 Budget Principles & Policies. The Capital Building Levy is calculated as 12% of international tuition.
- Projected enrolments were provided by ASUR.

Based on projected enrolments provided, the program is expected to have an immediate deficit of \$11,195, increasing to an accumulated deficit of \$19,645 by year three. However, starting in year four the program is expected to generate an in-year surplus of \$63,225, which grows to \$65,227 in year five. The profitability of the program is dependant on headcount growing to 96 by year five. It should be noted that the overhead rate for this program is set to 15% and not the standard of 35%. As such the program is not fully covering the institutional costs. Additionally, international tuition rate increases may not be at the same rate as assumed.

In conclusion, with the lower overhead rate and if the Regenerative Agriculture program increases enrolments as projected while maintaining the previous cost structure, the program will become self-sustaining by year four.

A handwritten signature in cursive script, appearing to read "KHartt", written in black ink.

Kelly Hartt

WL ASUR (RGEN)

	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Tuition Revenue					
<u>Intake 1</u>					
Domestic - First Year (Sept-March)	\$ 99,843				
Domestic - First Year (Apr-July)	\$ -				
Domestic - Third Year (April-July)	\$ -				
Domestic - Second Year (Sept-March)	\$ 55,469				
International - First Year (Sept- March)	\$ 27,713				
International - First Year (Apr-July)	\$ -				
International - Third Year (Apr-July)	\$ -				
International - Second Year (Sept-March)	\$ 13,857				
<u>Intake 2</u>					
Domestic - First Year (Sept-March)		\$ 113,156			
Domestic - First Year (Apr-July)		\$ 60,178			
Domestic - Third Year (April-July)		\$ 27,775			
Domestic - Second Year (Sept-March)		\$ 84,867			
International - First Year (Sept- March)		\$ 14,272			
International - First Year (Apr-July)		\$ 8,434			
International - Third Year (Apr-July)		\$ 8,953			
International - Second Year (Sept-March)		\$ 14,272			
<u>Intake 3</u>					
Domestic - First Year (Sept-March)			\$ 126,961		
Domestic - First Year (Apr-July)			\$ 64,792		
Domestic - Third Year (April-July)			\$ 29,904		
Domestic - Second Year (Sept-March)			\$ 98,106		
International - First Year (Sept- March)			\$ 14,700		
International - First Year (Apr-July)			\$ 8,687		
International - Third Year (Apr-July)			\$ 9,221		
International - Second Year (Sept-March)			\$ 14,700		
<u>Intake 4</u>					
Domestic - First Year (Sept-March)				\$ 147,159	
Domestic - First Year (Apr-July)				\$ 83,479	
Domestic - Third Year (April-July)				\$ 25,686	
Domestic - Second Year (Sept-March)				\$ 105,955	
International - First Year (Sept- March)				\$ 30,283	
International - First Year (Apr-July)				\$ 17,894	
International - Third Year (Apr-July)				\$ 18,996	
International - Second Year (Sept-March)				\$ 30,283	
<u>Intake 5</u>					
Domestic - First Year (Sept-March)					\$ 168,115
Domestic - First Year (Apr-July)					\$ 88,697
Domestic - Third Year (April-July)					\$ 32,750
Domestic - Second Year (Sept-March)					\$ 90,061
International - First Year (Sept- March)					\$ 31,191
International - First Year (Apr-July)					\$ 18,431
International - Third Year (Apr-July)					\$ 19,565
International - Second Year (Sept-March)					\$ 31,191
TOTAL DOMESTIC TUITION	\$ 155,312	\$ 285,976	\$ 319,763	\$ 362,279	\$ 379,623
TOTAL INTERNATIONAL TUITION	\$ 41,570	\$ 45,931	\$ 47,309	\$ 97,456	\$ 100,380
Grant Revenue	1,000	1,000	1,000	1,000	1,000
Capital Levy (12%)	(4,988)	(5,512)	(5,677)	(11,695)	(12,046)
IOC (15%)	(28,784)	(48,959)	(54,209)	(67,206)	(70,194)
TOTAL REVENUE	\$ 164,109	\$ 278,436	\$ 308,186	\$ 381,835	\$ 398,763
Compensation					
Faculty Tenure/Tenure Track	\$ 65,926	\$ 118,667	\$ 124,600	\$ 130,830	\$ 137,372
Faculty benefits	14,767	26,581	27,910	29,306	30,771
Regular sessionals	52,510	94,518	99,244	104,206	109,417
Faculty sessional benefits	10,501	18,901	19,846	20,839	21,881
Support Staff	-	-	-	-	-
Support Staff benefits	-	-	-	-	-
TOTAL COMPENSATION	\$ 143,704	\$ 258,668	\$ 271,601	\$ 285,181	\$ 299,440
Direct Expenses					
Professional fees, memberships and contracted services	\$ 15,200	\$ 15,504	\$ 15,814	\$ 16,130	\$ 16,453
Building, equipment, operations and maintenance		-	-	-	-
Operating supplies	300	306	312	318	325
Travel and training	5,000	5,100	5,202	5,306	5,412
Advertising, promotion and recruitment	11,000	11,220	11,444	11,673	11,907
Bursaries, awards and scholarships		-	-	-	-
Other expenditures		-	-	-	-
TOTAL DIRECT EXPENSES	\$ 31,500	\$ 32,130	\$ 32,773	\$ 33,428	\$ 34,097
TOTAL EXPENSES	\$ 175,204	\$ 290,798	\$ 304,374	\$ 318,609	\$ 333,537
TOTAL REVENUE OVER EXPENSES	\$ (11,095)	\$ (12,362)	\$ 3,812	\$ 63,225	\$ 65,227
Accumulated Surplus / Deficit	(11,095)	(23,457)	(19,645)	43,581	108,808