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- 1:00**      **1. CALL TO ORDER — Christine Sorensen**
- a. Acknowledgement of departing Governors (Information)
    - i. Jim Hamilton
    - ii. Tim Webber
    - iii. Inderpreet Bains
- 1:05**      **2. TERRITORIAL ACKNOWLEDGMENT — Christine Sorensen**
- 1:10**      **3. RECOGNITION OF EXCELLENCE — Christine Sorensen**
- a. [Barbara Crutchley Memorial Award](#) recipient – Anita Sharma
- 1:15**      **4. ADOPTION OF AGENDA**
- 1:20**      **5. CONFLICT OF INTEREST DISCLOSURES**
- 1:22**      **6. MINUTES OF PREVIOUS MEETING**
- [Page 3](#)
- a. Minutes of Board Public meeting of March 27, 2026 (**For Decision**)
- 1:25**      **7. CHANCELLOR’S REPORT – DeDe DeRose**
- 1:30**      **8. BOARD CHAIR’S REPORT — Christine Sorensen**
- 1:35**      **9. PRESIDENT’S REPORT – Dr. Airini**
- [Page 7](#)
- 1:45**      **10. REPORT FROM THE FINANCE COMMITTEE — David Hallinan**
- [Page 12](#)
- a. Letter of Agreement between Thompson Rivers University and SkilledTradesBC (**For Decision**) - Matt Milovick (for Gordon Binsted)
  - b. Aramark Contract Renewal (**For Decision**) - Matt Milovick
  - c. CURIE letter vs UCIPP (**For Decision**) – Matt Milovick/Steve Pottle
- [Page 14](#)
- [Page 16](#)

- [Page 24](#) d. 2025/26 Student Full-Time Equivalent Summary Report (for Information) – Matt Milovick
- 2:00** **11. REPORT FROM AUDIT COMMITTEE - Tim Webber**
- [Page 26](#) a. Audited 2025/26 Financial Statements and Fourth Quarter Results (**For Decision**) - Matt Milovick
- i. Audited Financial Statements, March 31, 2026
- ii. KPMG Audit Findings Report for the year ended March 31, 2026
- 2:10** **12. SENATE REPORT — Airini**
- [Page 29](#) a. 2028/29 Academic Schedule of Dates (For Information) CA
- 2:15** **13. BUSINESS**
- a. Williams Lake Campus – Dr. Airini
- [Page 32](#) i. Report on Public Engagement in Reimagining Post-secondary Education in Williams Lake (**For Decision**)
- [Page 39](#) ii. Recommendation to move the decision on the facility to the December Board meeting (**For Decision**)
- [Page 43](#) b. Delivering on Envision TRU (**For Decision**) – Dr. Airini
- [Page 58](#) c. Proposed changes to Board Bylaws and Board Manual (**For Decision**)
- 2:35** **14. REPORTS AND UPDATES**
- [Page 59](#) a. Institutional Accountability Plan and Report (IAPR) (**For Decision**) – Dorys Crespin Muller
- 2:45** **15. PRESENTATIONS**
- a. Deficit Mitigation Report Presentation (for Information) - Matt Milovick / Christina Duquette
- 2:55** **16. NEXT BOARD MEETING**
- a. The next board meeting is scheduled for Friday, September 25, 2026 in the Clock Tower Boardroom, room CT309.
- 3:00** **17. TERMINATION OF MEETING**



## BOARD OF GOVERNORS PUBLIC MEETING

Friday, March 27, 2026

1:00PM

*Clock Tower Boardroom, CT309*

## MINUTES

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### **Board members present:**

President Airini, Hasnat Dewan, Heather Fader, David Hallinan, Dian Henderson, Niki Remesz, Dancing Water Sandy, Christine Sorensen, Tim Webber

### **Regrets:**

Inderpreet Bains, Hee Young Chung, Amisha Patel

### **Executive and others present:**

Baihua Chadwick (Vice-President International), Matt Milovick (Vice-President Administration and Finance), Shannon Wagner (Interim Provost and Vice-President Academic, Vice-President Research), Gordon Binsted (Provost and Vice-President Academic, designate), Mike Henry (Chief of Staff), Andrew Guerra (General Counsel), Scott Blackford (Associate General Counsel), Andrea Li (Special Advisor to the President), Lily Copeland (Office of the President).

### **1. CALL TO ORDER — Christine Sorensen**

The meeting was called to order at 1:00 p.m.

### **2. TERRITORIAL ACKNOWLEDGMENT — Christine Sorensen**

The Board Chair provided a territorial acknowledgment

### **3. INTRODUCTIONS**

- i. Introduction of Andrew Guerra, General Counsel — Matt Milovick

Andrew Guerra was introduced and welcomed as the new General Counsel.

### **4. RECOGNITION OF EXCELLENCE — Christine Sorensen**

- a. Dani Collins, Open Press Publication Manager

Dani Collins was recognized for receiving the BCcampus Award for Excellence in Open Education.

Her contributions to open education and leadership in establishing TRU Open Press were acknowledged.

## 5. **ADOPTION OF AGENDA**

The Board Chair asked if Governors have any comments regarding the adoption of the agenda.

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

## 6. **CONFLICT OF INTEREST DISCLOSURES**

No governors disclosed conflicts of interest.

## 7. **APPROVAL OF MINUTES**

- a. Minutes of board public meeting of February 20, 2026 (For Decision)

*On motion duly made and adopted, it was **RESOLVED** that the minutes of the Public meeting of February 20, 2026 be approved as circulated.*

## 8. **BUSINESS ARISING FROM THE MINUTES**

- a. Planning Goals (2025-2030) (Information) — President Airini

An Ad Hoc Senate committee has been established to collect and review feedback on the planning goals. Senate has also created a process through which advice will be provided to the Board for consideration. The planning goals advice is expected to be brought forward to the Board at its June meeting to inform deliberations.

- b. Reimagining post-secondary education in the Williams Lake region (For Decision) – President Airini.

Dr. Airini emphasized that **no decisions have yet been made** regarding programming or facilities in Williams Lake.

Following discussion, the Board agreed to sever the three components and consider them separately.

*On motion duly made and adopted, it was **RESOLVED** that the three recommendations related to reimagining post-secondary education in the Williams Lake region be severed and considered individually.*

### **Motion 1: Launch of Planning Process (Programming Focus)**

The Board considered a motion to approve administration to launch planning (2026–2028) to reimagine post-secondary education in the **Williams Lake region**, including TRU’s ongoing contribution.  
An amendment was proposed to strengthen transparency and trust.

*On motion duly made and adopted, it was **RESOLVED** that administration be approved the motion with amendment (in red) as follows:*

approve Administration to launch of planning from 2026-2028 to reimagine post-secondary education in the Williams Lake region and Thompson Rivers University’s contribution to this; with a first report to the Board in June 2026 on project scope, governance, **communications, engagement plan** and initial scenarios;

**Motion 2: Consultation with Senate (Facilities and Land)**

The Board discussed the need for consultation with Senate regarding the grounds and facilities at the **TRU Williams Lake campus**, as required under legislation.

*On motion duly made and adopted, it was **RESOLVED** that administration be approved the motion with amendment as follows:*

To approve administration to support the Board’s consultation with Senate on the closure and disposal of the grounds and facilities at the TRU Williams Lake campus, **and by June 2026, the Board will receive an initial report on the consultation process of Senate**

**Motion 3: Closure and Disposal of Facilities (Bricks and Mortar)**

Administration clarified that this motion relates **only** to the physical facilities and land, not programming.

Financial implications of maintaining the building were outlined, including significant deferred maintenance costs.

*On motion duly made and adopted, it was **RESOLVED** that consideration of the motion regarding the closure and disposal of the grounds and facilities at the TRU Williams Lake campus be postponed until the **June 2026 Board meeting**.*

**9. BOARD CHAIR’S REPORT — Christine Sorensen**

a. Board Calendar from Board Governance Manual (Information)

The Board Calendar, as set out in the Board Governance Manual, was noted. Minor date changes to committee meetings were identified.

**10. CHANCELLOR’S REPORT — Chancellor DeRose**

The Chancellor reported on initiating a national gathering of Indigenous Chancellors to share challenges and best practices, including discussions on Indigenous identity fraud and campus safety issues.

**11. PRESIDENT AND VICE-CHANCELLOR'S REPORT — President Airini**

a. President's Report to the Board (Information)

Reaffirmation of TRU's commitment to open governance and public access to Board and Senate materials  
Appreciation for Board members' service and the importance of relational time and hosting

**12. REPORT FROM THE FINANCE COMMITTEE — David Hallinan  
2026–2027 Budget**

**12a. 2026–2027 Operating Budget**

The Committee presented a **balanced operating budget**. Significant expense reductions achieved since 2024 were outlined.

*On motion duly made and adopted, it was **RESOLVED** that the **2026–2027 operating budget** be approved as presented.*

**12a (i) Capital projects budget**

*On motion duly made and adopted, it was **RESOLVED** that the **capital projects budget** be approved.*

**12.b Procurement Policy Revisions**

*On motion duly made and adopted, it was **RESOLVED** that the **revised procurement policy** be approved.*

**13. REPORT FROM THE GOVERNANCE AND HUMAN RESOURCES COMMITTEE —  
Christine Sorensen**

Notice provided of proposed revisions to Board bylaws and the Board Manual, including the creation of a second Vice-Chair position. To be brought forward for decision at the June 2026 meeting.

**14. NEXT BOARD MEETING**

The next board meeting is scheduled for Friday, June 19, 2026 in the Clock Tower Boardroom, room CT309.

**15. TERMINATION OF MEETING**

The meeting was adjourned.

**MEMO**

**To: Board of Governors**  
**Date: 19 June 2026**  
**From: Prof. Airini, President and Vice-Chancellor**  
**Re: Public President's Report**

**PURPOSE**

The purpose of this President's Report is to share the forward momentum we are making towards *Envision TRU*. Over the past quarter (April-June 2026), Thompson Rivers University has continued to make progress in advancing the strategic change goals of *Envision TRU* (2020–2030). Across our campuses and communities, we are seeing tangible evidence of impact — in student success, Indigenous partnership, community-engaged research, and expanded pathways for lifelong learning. This report highlights key areas of progress aligned with the *Envision TRU* four strategic change goals.

**Eliminate Achievement Gaps**

Progress this quarter reflects TRU's ongoing commitment to inclusive student success and equitable outcomes.

TRU continues to expand student supports, access pathways, and recognition of student achievement. New financial awards for students entering nursing programs at the Williams Lake campus are aimed at directly strengthening access to priority health programs for regional learners.

Across the university, student achievement has been recognized through leadership awards and experiential learning successes. Students and faculty have received international recognition for work-integrated learning research, reinforcing the impact of use-inspired education in supporting student success.

Initiatives that strengthen belonging and wellbeing are also contributing to student success. Campus initiatives designed to increase connection and reduce loneliness reflect the university's commitment to creating inclusive learning environments where all students can thrive.

Taken together, these efforts demonstrate a sustained focus on removing barriers, increasing opportunity, and supporting all learners accepted to TRU to experience success.

*Selected TRU News Highlights*

- [Work-integrated learning research earns international recognition](#) — TRU students and faculty received international awards for applied learning research, highlighting the effectiveness of experiential education in supporting student success.

- [Student leadership recognized through major award](#) — A TRU student was honoured for contributions to equity, inclusion, and social justice, reflecting strong student engagement and leadership development.
- [New awards support Williams Lake nursing students](#) — Targeted financial supports are expanding access to high-demand health programs for regional learners.
- [Accessibility advocate propelled by bravery, empowered through connectivity](#) — A TRU student leader is advancing accessibility and inclusion, demonstrating the university’s commitment to equitable student success and lived-experience leadership.
- [Prolific ambassador, EDI enthusiast awarded for exceptional leadership](#) — A student recognised for equity and inclusion leadership reflects the strength of TRU’s student engagement and success initiatives.

### **Honour Truth, Reconciliation, and Rights**

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

A major milestone was the signing of the Knucwetwécw partnership agreement and implementation plan (Me7 Elkstwécw-kt – “We will work together”) between Tk'emlúps te Secwépemc and TRU. This agreement affirms a relationship based on respect, mutual recognition and shared responsibility across education, research, and community priorities. It also establishes concrete mechanisms for implementation, and accountability.

Additional partnerships, including a new memorandum of understanding with the First Nations Health Authority, further strengthening TRU’s role in advancing Indigenous health, education, and community wellbeing. TRU leadership attended the Tulo Centre of Indigenous Economics graduation event in June, recognising graduates in First Nations economic development programs delivered in partnership between our organisations.

#### *Selected TRU News Highlights*

- [TRU and First Nations Health Authority sign MOU](#) — Strengthens collaboration in Indigenous health, education, and community wellbeing.
- [Knucwetwécw Agreement with Tk'emlúps te Secwépemc](#) — Formalizes a partnership grounded in mutual recognition and shared responsibility.
- [In-community carpentry training supports Lytton First Nation rebuild](#) — TRU delivered apprenticeship training directly in community, enabling learners to rebuild homes while completing their education.
- [Lead counsel discusses landmark Cowichan title case at TRU Law](#) — TRU Law students engaged with leading legal experts on Indigenous title litigation, strengthening understanding of Indigenous rights and legal practice.

### **Lead in Community Research and Scholarship**

Research is an institutional asset at TRU and core to delivering on *Envision TRU*. We continue to serve our region’s economic and social development, attract high quality faculty and

students, and secure external grants in areas of critical importance to the Interior, British Columbia and beyond.

During this quarter we explored ‘use-inspired research’, highlighting foundations in the vision of TRU as a university where “all people are empowered to transform themselves, their communities and the world”. Two big ideas were discussed:

- ‘Use-inspired research’ is uniquely TRU: Anchored in our values of inclusion and diversity, community-mindedness, curiosity and sustainability; and empowering through all the academic disciplines of TRU and support services.
- ‘Use-inspired research’ at TRU is about transformation: From our vision that every person is empowered to transform self, community, the world; and through our change goals to eliminate achievement gaps; honour truth, reconciliation and rights; lead in community research and scholarship; and design lifelong learning.

Research at TRU during this period included wildfire preparedness, environmental sustainability, and land management. New initiatives such as a national fire weather outlook and applied research into low-carbon fuel management are contributing directly to community resilience. TRU continues to build strong partnerships that connect research with community needs.

*Selected TRU News highlights:*

- [TRU faculty awarded federal grants to advance global research partnerships](#) — Federal funding is enabling international research collaboration, expanding TRU’s global impact and student research opportunities.
- [New Canada Research Chair in climate change, disasters and inequality](#) — Expands TRU’s research capacity to address climate, wildfire, and social impacts at regional and global scales.
- [National fire weather outlook strengthens wildfire preparedness](#) — TRU research is informing communities and agencies on emerging wildfire risks.
- [Low-carbon fuel management project with Sun Peaks](#) — Applied research is advancing sustainable approaches to reducing wildfire risk.
- [TRU research examines how soil life can support land management](#) — Faculty of Science researchers are applying genomics and machine learning to improve environmental monitoring and sustainable land management.

### **Design Lifelong Learning**

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

New academic partnerships, including accelerated pathways to graduate study with international partners, are opening additional routes for students to advance their education. We are now a member of the Association of Commonwealth Universities.

Regionally, TRU is strengthening its role in workforce development through collaboration with communities and employers. The Letter of Understanding with the City of Williams

Lake reflects a shared commitment to accessible education and training that supports local needs and future growth.

Community-based delivery remains a key strength. Programs delivered in partnership with First Nations communities — including our first in-community apprenticeship training supporting rebuilding efforts in Lytton First Nation — demonstrate TRU’s ability to meet learners where they are and respond to community priorities.

#### *Selected TRU News Highlights*

- [City of Williams Lake and TRU sign Letter of Understanding](#) — A joint commitment to co-design future education and training pathways for the region.
- [Accelerated international pathways to graduate study launched](#) — Expands access and progression opportunities for students across borders.
- [In-community skilled trades training in Lytton First Nation](#) — Demonstrates flexible, place-based delivery of education aligned with community needs.
- [TRU Law students get behind-the-scenes look at Kamloops Airport](#) — Experiential learning opportunities are connecting legal education with real-world systems and regulatory environments.
- [TRU and Universidad EIA launch new accelerated pathways to graduate studies](#) — New international pathways are expanding flexible and progressive routes into graduate education for students.

### **Convocation and Community Recognition**

This period also marked TRU’s Spring Convocation, one of the most significant milestones in the life of the university and a powerful expression of our impact.

In 2026, TRU awarded 2,989 credentials across the Williams Lake and regional campuses (89), Kamloops campus (2,380), and Open Learning (520). This included 2,611 undergraduate and preparatory credentials and 378 graduate credentials, reflecting both the breadth and depth of our offerings as a dual-sector university.

Convocation continues to reflect TRU’s commitment to access, inclusion, and community. This year, 260 credentials were awarded to students who self-declared Indigenous ancestry, and our graduating cohort represented 73 countries and 120 programs.

We also celebrated innovation in program design and responsiveness to emerging needs, with the first graduating cohorts from three new credentials: the Wildfire Science Certificate, Wildfire Communications and Media Certificate, and Sociocultural Dynamics of Wildfire Certificate.

Convocation ceremonies were vibrant and well attended, with the largest ceremony welcoming 398 graduates. Across all ceremonies, we recognized excellence through 41 medals awarded to 40 students, alongside 10 valedictorians, 5 honorary doctorate recipients, and 4 emeriti recipients. These ceremonies were made possible through the contribution of 90 faculty and staff working behind the scenes.

I extend my sincere appreciation to the Chancellor for her leadership, including her role in presiding over ceremonies and delivering speeches that inspired our graduates, and to the Chair of the Board of Governors for attending and representing the Board at all convocation ceremonies and the Indigenous graduation celebration.

While these numbers are significant, they tell only part of the story. What remains most powerful are the moments of pride on stage, the celebrations with family and friends, and the conversations with graduates about where their journeys will take them next. Convocation reminds us, in the most tangible way, of TRU's role in transforming lives and strengthening communities.

### **Looking Ahead**

At the midpoint of *Envision TRU* (2020–2030), the university continues to build momentum across all four strategic change goals.

Across April through June, the work of our students, faculty, staff, and partners demonstrates a university that is:

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

TRU is well-positioned to continue this progress through focused action and shared commitment.

I extend my thanks to the Board, Senate, partners, students, faculty, staff, leaders, and community collaborators for your leadership and dedication to this work of building a future TRU that delivers on the decade of transformation to which we committed through the vision, mission, values, and strategic change goals of *Envision TRU*.



## MEMORANDUM

Date: May 22, 2026

To: Christine Sorensen, Board Chair

From: Dr. Airini, President & Vice Chancellor

Re: SkilledTradesBC Annual Letter of Agreement (2026/27)

Attachments: [Letter of Agreement – 2026/27](#)

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**Purpose:** The purpose of this memo is to bring forward the annual SkilledTradesBC Letter of Agreement for approval.

**Background:** TRU receives funding annually for its programming from the Ministry of Post Secondary Education and Future Skills (PSFS) and SkilledTradesBC (STBC). STBC was formerly known as the Industry Training Authority. The former has a 'block funded model' grant for non-trades programs and the latter is a Letter of Agreement (LOA) which entails a trades training plan of specific courses and programs. The training plan has been developed in collaboration between the Dean of School of Trades & Technology (STT) and the STBC. STBC requires the LOA to be signed by the TRU Board of Governors which confirms that TRU accepts the commitment to deliver the listed course/programs. The funding amount is \$7,056,336. This process of Board sign-off has been in place for the last twenty years.

The Provost and VP Academic and the Dean of STT recommends TRU signs the LOA.

### Discussion:

- **Risks:** TRU is committing to deliver the documented training to trades students and apprentices. The risk is minimal as TRU has the capacity and infrastructure to fulfill the requirement.
  - Risk of not approving: TRU will not receive the funding amount noted above.
- **Budgetary Implications:** The implications are the same as if we did not receive the grant from the Ministry of PSFS. We will lose the opportunity of \$7M+ to deliver Trades programs if the LOA is not signed.

- **Consultation:** STBC and Trades Training BC (Presidents of Trades Training providers in BC) have high-level discussions on policy and direction of trades training. The Deans' offices at each of the training providers collaborate with STBC to develop the training plan in the LOA. The Dean of STT collaborates with the Provost & Vice-President Academic and the Vice-President, Administration & Finance to develop the budget and resources required to deliver the training plan.

**Recommendation(s):** Administration recommends that the Board approve the STBC Letter of Agreement for 2026/27.

Attachment(s): Letter of Agreement – 2026/27



Date: June 19<sup>th</sup>, 2026

To: Board of Governors

From: Dr. Airini, President & Vice Chancellor

Re: Food Services RFP (25-018) – Aramark Contract

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**Executive Summary:** This report is being presented to the Board of Governors **FOR APPROVAL**. As TRU’s food services contract with Aramark was expiring in 2025 with no additional renewals permissible under the existing agreement, in 2024, TRU hired FsStrategy Inc. to conduct a full review of TRU’s food services operation from which to build a request for proposals (RFP) for a food services provider. From the RFP (25-018) which was publicly competed, Aramark was the successful proponent. The total value of the first term is \$8.34M and requires Board approval.

**Purpose:** The purpose of this memo is to provide a rationale for the selection of Aramark Canada Ltd. as the successful proponent of RFP 25-018 for the provision of food service management at TRU’s Kamloops Campus.

**Background:** For the past decade, Aramark has been TRU’s food services provider. With the renewal periods at an end, TRU was required to go to market for its food services provider in 2025.

**Discussion:** The planning work for this RFP began in 2024 when TRU went to market for NRFP 2024\_005 Food Services Consultant which was awarded to FsStrategy Inc. to conduct a full review of TRU’s food service operations. This review included campus community consultation, and an on-site evaluation of all operations with a finalized report providing a five-and ten-year directional plan. This directional plan was used to develop the scope of work for RFP 25-018 to ensure TRU maintains a successful, mission-aligned, and financially stable food services program that offers diverse, affordable, healthy, sustainable, and stakeholder-focused dining options. It also ensures food services deliver real value, uphold best practices, provide first-class catering, support campus events, and maintain a positive, clean, and welcoming environment.

The evaluation committee was composed of representatives from Ancillary Services, CUPE, TRUFA, TRUSU, Administration and the Food Service Consultant. The committee reached consensus to move forward with Aramark Canada Ltd as the successful proponent.

Here are some of the new changes this contract will make to food service operations on campus:

- Expanded menu options and enhanced services, including updated hours of operation and refreshed programming across all retail locations
- A food truck dedicated to retail food services and campus events during the academic year and catering operations during the summer months
- A stronger commitment to sustainability, aligning food services with TRU’s institutional sustainability goals
- Greater emphasis on direct purchasing, prioritizing BC-grown and hyper-local

ingredients and suppliers (Aramark at TRU is already exceeding the FeedBC target of 30% local food)

- Targeted programs to support food insecurity initiatives across campus
- Specialized catering services designed to meet a wide range of event types, needs, and budgets

**Consultations:** Between October 22–24, 2024 an on-site review of retail food services and catering operations was conducted, along with interviews with campus stakeholders. Participating groups included Administration Departments, Culinary Arts, Housing, Athletics, the Faculty of Student Development, TRU World, the Food Services Committee, the Event Coordinator Committee, catering clients, and TRUSU.

- 16 stakeholder interviews
- 7 focus groups

Between October 7-29, an open survey was available to all campus community members and yielded 873 responses. In addition, a benchmarking report was completed to compare TRU with similar institutions, identifying key performance indicators and leading practices. The TRU Food Services Five- and Ten-Year Directional Plan were also reviewed and considered.

The consultation findings and data collected informed the development of the Food Services Directional Plan, which in turn guided the preparation of the RFP.

**Financial Considerations:** Over the first 5 years of the service agreement the following financial contributions are to be made/projected:

- Commission for catering and retail projection of \$4,276,793
- Capital grant of \$1,500,000
- Capital investments of \$2,084,110
- Value added pricing/support of \$480,537

Given the dollar value of the agreement, the university requires Board approval per the University's Signing Authority policy, BRD 02-1.

**Legal Considerations:** General Counsel was engaged during the development of the service agreement prior to the RFP posting. The agreement, based on TRU's standard template, was included in the RFP for proponents to review. Revisions to the service agreement were reviewed with TRU Legal during contract negotiations with Aramark. A Privacy Impact Assessment (PIA) has been completed.

**Recommendation:** Administration recommends the Board approve the awarding of the Agreement of Services to Aramark Canada Ltd. effective July 1, 2026. The term of the agreement would be five years with an optional five, one-year extensions for a total contract value of \$8,341,440 in the first term.

## Memorandum - FOR APPROVAL

Date: June 8, 2026

To: Board Audit and Finance Committee/Board of Governors

From: Dr. Airini, President and Vice-Chancellor

CC: Steve Pottle, Director, Risk and Safety Services; Audrey Trim, Risk Manager

Re: Review of TRU's Insurance Portfolio and Alternative Insurance Options

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### Executive Summary

TRU currently participates in the University, College and Institute Protection Program (UCIPP), a provincially administered self-insurance program for property and liability coverage. As part of due diligence, Risk and Safety Services evaluated the Canadian Universities Reciprocal Insurance Exchange (CURIE) as an alternative.

### Key Findings:

- Coverage: CURIE provides significantly higher property limits (>\$1B per occurrence), guaranteed replacement cost, and enhanced risk management services, improving certainty in a catastrophic loss scenario.
- Structure: As a reciprocal, CURIE allows members to share in governance and potential underwriting surpluses.

### Key Implications:

- Cost Increase: Estimated annual costs would rise from ~\$371K (UCIPP) to ~\$687K (CURIE), reflecting higher premiums and loss of Ministry subsidization.
- Risk Retention: TRU would assume greater financial responsibility through higher deductibles and the loss of coverage for certain claims (e.g., employment and human rights), increasing annual retained losses.

### Strategic Consideration:

The decision represents a trade-off between:

- CURIE: Higher limits, greater coverage certainly, and increased autonomy; and
- UCIPP: Lower net cost, broader bundled coverage, and continued provincial support.

Transitioning to CURIE would shift TRU from a provincially supported model to a more autonomous, self-managed approach—requiring higher financial commitment, but enhancing protection against high-severity, low-frequency risks.

The Vice President Finance and Administration supports the decision to transition TRU's property and liability insurance to CURIE.

***Time Sensitive Decision Required: CURIE has extended a time-limited offer, with acceptance required by July 31, 2026, and coverage commencing on July 31, 2027.***

**Background:** TRU is currently insured through the University, College and Institute Protection Program (UCIPP), a self-insured program in British Columbia that provides property and liability coverage and is administered by the Risk Management Branch of the Ministry of Finance. As part of an ongoing effort to ensure TRU's insurance portfolio continues to meet the needs of the institution, Risk and Safety Services was asked to explore alternative insurance options, including the private market and the Canadian Universities Reciprocal Insurance Exchange (CURIE). The private market, however, is too cost prohibitive for post-secondary institutions and has proven unsuccessful as a viable option for TRU. Previously the University of Toronto and University of Ottawa were insured privately and have since rejoined the CURIE program. Of the six RUCBC members, SFU and UVIC are already members of the reciprocal, with UBC—an original CURIE member that later transitioned to UCIPP—rejoining in June 2027.

TRU approached CURIE early in the new year to understand the intake process, timelines, and to determine if CURIE would be a good fit. Initial discussions concluded that TRU would begin the application and assessment process. The application process typically takes a full year to complete providing preliminary underwriting information for TRU's Property, General Liability, Errors & Omissions Liability, Cyber, and Equipment Breakdown Insurance. In addition to the extensive reporting, Risk and Safety also completed an appraisal of our buildings, and a loss control inspection on April 14. Both were well received with TRU being considered a good risk for CURIE.

CURIE opens applications to join the reciprocal every five years, with the next intake scheduled for January 1, 2028. However, if TRU chose to join CURIE our intake would begin July 1, 2027, to coincide with the end of the UCIPP coverage period. To accommodate this early intake and meet underwriting requirements there is a July 31, 2026, deadline to accept their offer.

### **CURIE/UCIPP Comparison:**

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- 1) Program Structure and Stability:** CURIE operates as a reciprocal insurance exchange owned by its members, with a long track record of providing tailored coverages with premium stability to the Canadian post-secondary sector. This model allows members to benefit from underwriting surpluses and influence program governance. There are currently 79 members across the country within CURIE; this allows for a larger spread of risk and cost stability. In contrast, UCIPP is a provincially administered self-insurance program, with financial backing and cost subsidization from government; risks are only shared within provincial members, increasing the financial and operational impact to the province should a large-scale catastrophic weather or seismic event occur. **Advantage: CURIE**
- 2) Coverage Comparison:** CURIE provides significantly higher limits, particularly for property (>\$1B per occurrence vs. \$50M annually under UCIPP optional coverage), and includes guaranteed replacement cost without reliance on provincial approvals and funding. From a liability perspective, CURIE offers dedicated \$65M limits for Comprehensive General Liability, Directors and Officers, and Errors and Omissions Liability; this limit is per Director on the D&O coverage.

However, UCIPP provides broader bundled liability coverage, including Employment Practices Liability (EPL), Human Rights Tribunal (BCHRT), and auto-liability-related coverages; which would need to be self-funded or separately insured if TRU moved to CURIE. **Advantage: Neither (both have respective advantages)**

- 3) Claims Management:** CURIE offers a dedicated claims management approach with sector-specific expertise and direct member engagement. CURIE members have a direct influence on how their claims are managed; including selection of counsel (where appropriate). CURIE's claim management and legal staff are in-house and reduce overall claims costs. UCIPP claims are managed through the Province by trained staff but not necessarily insurance professionals. Claims can involve additional administrative steps to its members including providing substantive proof of damages and costs. UCIPP does provide a centralized coordination and consistency across member public institutions which is overseen by the Ministry of Finance. **Advantage: CURIE**

**Value-Added Services:** CURIE provides a comprehensive and structured suite of fully funded value-added services that support proactive risk management and loss prevention, including specialized inspections and advisory services (e.g., property, laboratory, and aquatic safety reviews), targeted programs addressing key risks (such as hot work and climate change vulnerability), and access to tools such as certificate of insurance management software, waiver libraries, and a centralized loss control and benchmarking system that links risk improvement performance to premium incentives. CURIE also offers extensive sector-specific education and collaboration opportunities, including online training, enterprise risk management and contract workshops, webinars, and national/regional conferences, as well as enhanced supports such as cyber incident response tools and international travel risk monitoring. Effective November 2026, CURIE will offer its own brokerage services to its members. This will allow members to access commercial markets to obtain non-CURIE coverage. Members will also receive reduced pricing and returns on investment income through CURIE.

By comparison, UCIPP provides value-added support primarily through guidance materials, risk notes, and advisory resources that assist institutions in managing specific risk scenarios (e.g., insurance requirements for contracts, rental vehicle coverage, and governance-related risks), along with access to internal expertise and direct claims management support. UCIPP also supports members with general risk management guidance, incident reporting protocols, and consultation through institutional risk management contacts and UCIPP advisors, but these services are typically delivered as reference materials and responsive support rather than a formally structured program of inspections, benchmarking, and coordinated sector-wide training initiatives. **Advantage: CURIE**

- 4) Alignment with TRU Strategic Goals:** The move to CURIE would continue to align with institutional goals of achieving value through a shared service model, with several major institutions participating in CURIE. However, timing considerations are relevant, as entry into

CURIE is limited to a five-year intake cycle, and membership represents a long-term strategic commitment rather than a short-term market adjustment. There is no impact to TRU's goals by remaining in UCIPP **Advantage: Neither (both have respective advantages)**

**Risks:**

**Financial Risk:** A transition to CURIE would result in an increase in TRU's annual insurance-related costs (premiums and increased deductibles)

**Estimated Annual Cost Comparison**

<b>Cost Component</b>	<b>UCIPP - Current</b>	<b>CURIE - Expected</b>
Program Premium	\$ 489,467.00	\$ 591,896.00
Less: Ministry Contribution	\$ (288,616.00)	NA
<b>TRU Net Premium</b>	<b>\$ 200,851.00</b>	<b>\$ 591,896.00</b>
Additional Insurance (cyber, fleet, etc.)	\$ 170,158.00	\$ 95,158.00*
<b>Estimated Total Annual Cost</b>	<b>\$ 371,009.00</b>	<b>\$ 687,054.00</b>

\*Change is driven by inclusion of cyber coverage in CURIE program and the addition of non-owned and excess auto insurance.

(See below for detailed comparison)

**UCIPP Premium Actuals (F2026)**

<b>Policy</b>	<b>Limits of Coverage</b>	<b>Deductible</b>	<b>Premium</b>
Core Program – Liability*	\$50M per occurrence	\$ 2,000.00	<b>\$ 288,616.00**</b>
Core Program - Property	Cost of loss or damage	\$ 10,000.00	
Optional Property	\$50M aggregate	\$ 10,000.00	\$ 200,851.00
Equipment Breakdown	By agreement w/ Prov.	\$ 2,000.00	\$ -
			<b>\$ 200,851.00</b>

\*Includes Directors and Officers (D&O); Errors and Omissions (E&O); Employment Practices Liability (EPL), BC Human Rights (BCHRT), Non-owned and excess auto liability

**\*\*Note:** Ministry of Post-Sec Educ. paid \$288,616 on behalf of TRU for the Core Program (liability/property).

**CURIE Premium Indication**

<b>Policy</b>	<b>Limits of Coverage</b>	<b>Deductible</b>	<b>Premium</b>
Liability	\$65M per occurrence	\$ 10,000.00	\$ 232,798.00
D&O and E&O	\$65M per occurrence	\$ -	Included
Property (Building, Contents, Library Holdings)	\$1.3B per occurrence	\$ 100,000.00	\$ 266,648.00
Equipment Breakdown	\$200M per occurrence	\$ 10,000.00	\$ 30,298.00
Cyber	\$2M FP/\$5M TP per occur.	\$ 75,000.00	\$ 62,152.00
			<b>\$ 591,896.00</b>

**Current Additional Insurance Expenses (Private Market)**

<b>Policy</b>	<b>Limits of Coverage</b>	<b>Deductible</b>	<b>Premium</b>
Cyber	\$5M per occurrence	\$ 75,000.00	\$ 95,000.00
Wolfpack Emer. Medical	\$1M lifetime of Insured	Nil	\$ 6,700.00
Fleet renewal insurance	\$1M - \$10M	Varies	\$ 61,208.00
Personal Accident Program	Coverage varies	Nil	\$ 7,250.00
			<b>\$ 170,158.00</b>

**Coverage and Retention Risk:** While CURIE provides materially higher limits, it introduces gaps in coverage that are currently included under UCIPP.

Notably:

- Human rights and employment-related claims would be fully retained.
- Certain auto and ancillary coverages would need to be procured separately.
- Property deductibles would increase from \$10,000 to \$100,000 per claim.

**Historical Claims (UCIPP) & CURIE Retention Implications**

<b>UCIPP Claims 2016 - 2026</b>	<b>Total # /average amount per claim</b>	<b>Deductible per claim</b>	<b>Paid on behalf of TRU</b>
BCHRT & EPL claims	22 / \$27,045 per claim	\$ 2,000.00	\$ 595,000.00*
Property claims	18 / \$97,318 per claim	\$ 10,000.00**	\$ 1,751,715.00

\*Under CURIE, these claims would not be insured and costs would be retained by TRU

\*\*Under CURIE, applying a \$100,000 per-claim deductible to historical property losses results in approximately \$1.75M in retained costs, as most claims fall within the deductible.

	<b>UCIPP</b>	<b>CURIE</b>
Estimated Annual Retained Losses*	\$ 22,400.00	\$ 234,000.00

\*Estimated annual retained losses are based on the average number of claims per year, multiplied by either the applicable deductible (UCIPP) or the average claim cost where losses fall below the deductible (CURIE).

**Catastrophic Loss:** UCIPP presents potential uncertainty in the event of a major catastrophic loss, as rebuilding of core academic infrastructure would require provincial approval and funding through capital budget processes. This introduces significant uncertainty as to whether TRU would be able to continue operations for core programs such as: Science, Nursing, or Trades should a total loss occur in any of their respective buildings.

CURIE mitigates this risk through guaranteed replacement cost coverage with no requirement for external approval, providing greater certainty and speed of recovery in a catastrophic event. However, this benefit must be weighed against TRU’s relatively low historical exposure to catastrophic losses and higher exposure to frequent, lower-value claims, which would increasingly be retained under CURIE.

Over its almost 40 years of operation, CURIE has offered its members \$77M in surplus distributions as it operates on a non-profit basis and returns surplus revenues back to its members. CURIE may provide surplus distributions to TRU, but these are not predictable and depend on overall program performance.

**Consultation:**

Risk and Safety Services worked closely with Facilities to complete the required documentation for the CURIE application. Consultation also took place with the Associate Vice-President, Campus Infrastructure and Sustainability (AVPCIS) regarding the implications of a potential move to CURIE for the property portfolio. While CURIE would provide substantially higher property limits and guaranteed replacement cost coverage on all buildings, the transition would have budgetary implications, as property deductibles would increase. Under CURIE, TRU would retain responsibility for property losses under \$100,000 per claim, compared to the current \$10,000 deductible under UCIPP.

The AVPCIS noted that TRU’s exposure to catastrophic property loss is considered relatively low and that UCIPP coverage has been adequate to date based on historical loss experience. It was further suggested that directing resources toward addressing deferred maintenance, rather than increased insurance premiums, could reduce overall exposure and help mitigate the likelihood of future property claims.

The Office of Legal Counsel was also consulted regarding the implications of a move to CURIE and the potential impact on departmental capacity and risk exposure. The Office of General Counsel (OGC) identified several considerations requiring further evaluation, including the loss of coverage for human rights and employment practices liability claims and associated defense costs. While these matters have not historically resulted in significant insured losses, Human Rights Tribunal proceedings arise with some

regularity and can be resource-intensive to manage, presenting potential budgetary and operational impacts for OGC.

From a positive perspective, Legal noted that CURIE's Commercial General Liability coverage includes punitive and exemplary damages, which are excluded under UCIPP and, although rarely awarded against public institutions, represent a coverage enhancement.

People and Culture was also consulted regarding the retention of Employment Practices Liability (EPL) claims. Based on this consultation, the impact to the university is expected to be minimal, as these matters are typically managed through unions and professional associations; however, larger or more complex claims would require assessment on a case-by-case basis.

### **Next Steps and Timeline:**

**Phase 1 – Decision (Q2 2026):** Communication to Senior Leadership and Finance Committee will be required to support decision-making and ensure awareness of the financial, operational, and risk implications of transitioning to CURIE.

- May 14 – 22, 2026 – Review by Vice President Administration and Finance
- June 8, 2026 – Present to Audit and Finance Committees
- June 19 – Recommendation to the Board of Governors
- **July 31, 2026 – *Deadline to accept CURIE's offer and submit Subscriber's Agreement documentation***

**Phase 2 – Pre-Implementation and Onboarding (2026–2027):** If approved, targeted communication will be required in advance of the August 1, 2027, effective date to prepare key stakeholders for the transition, including:

- Extensive onboarding process led by CURIE
- Finance and Facilities: to plan for increased deductibles and budget for retained losses;
- Legal and People & Culture: to prepare for the retention and management of employment and human rights-related claims;
- Operational units: as appropriate, to reinforce risk management practices and clarify any changes to claims processes.

External communication is not anticipated, as the transition would not materially impact students, partners, or the public.

## **Summary:**

Overall, the decision reflects a trade-off between enhanced coverage certainty, reduced reliance on provincial budgetary decisions, and value-added services (CURIE) versus lower net costs and broader government-supported coverage (UCIPP).

While both programs offer value, the decision to remain with UCIPP or the decision to move to CURIE comes with uncertainty. The stability of staying within UCIPP comes with the uncertainty of reliance on government to fund major losses through already limited provincial budget constraints with the likelihood of a catastrophic loss within the province impacting future budget and building replacement considerations. There is no indication at this time that the government's approach to self-insurance will change or enhance over time.

The option to move to CURIE comes with higher front-end financial impacts but should mitigate over time in the reciprocal. The option to move all our commercially placed coverages within the newly founded CURIE brokerage which will reduce our reliance on private/for profit brokerages with possible returns on member investments within the first five years. By moving to CURIE, TRU will need to make a long-term investment in its risk financing and ability to manage its own risks, which Risk believes will see greater returns than remaining within UCIPP.

CURIE has extended a time-limited offer, with acceptance required by July 31, 2026, and coverage commencing on July 31, 2027. The Vice President Finance and Administration supports the decision to transition TRU's property and liability insurance to CURIE.

## **Recommendation:**

Administration is recommending the Audit and Finance Committee accept this proposal to transition to CURIE and table a motion to the full board for approval.

### **PROPOSED MOTION:**

Be it resolved that the Audit and Finance Committee recommend to the Board of Governors to:

- 1) Authorize administration to accept the Canadian Universities Reciprocal Insurance Exchange (CURIE) offer to enter into the reciprocal effective July 31, 2027, with the necessary documentation signed and returned to CURIE by July 31, 2026.



## MEMORANDUM

Date: May 20, 2026  
To: Board of Governors  
From: Dr. Airini, President and Vice-Chancellor  
Re: Student Full Time Equivalent Summary Report for fiscal year 2025/26

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### 1. Purpose:

The attached Student Full-Time Equivalent (FTE) report summarizes the institutional FTE activity for the 2025/26 fiscal year.

### 2. Background:

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

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

### 3. Discussion:

TRU overall generated 13,358 FTE in the 2025/26 fiscal year, a 6% decrease (897 FTE) from the previous fiscal year. There were 10,176 domestic and 3,182 international student FTEs.

The domestic FTE is comprised of 8,245 Post-Secondary Education and Future Skills (PSFS) funded activity and 1,931 Skilled Trades BC funded activity.

The 2025/26 FY Ministry of Post Secondary Education and Future Skills FTE Utilization was 99% (8,245 actual FTE out of a target of 8,363 FTE). Only PSFS activity is counted towards institutional utilization.

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

- PSFS funded FTE increased by 1%
- Skilled Trades BC FTE increased by 9%
- International FTE decreased by 27%
- Domestic graduate FTE was 387, a 5% increase from previous fiscal year

Attachment(s): TRU FTE 2025-26.xlsx

**Thompson Rivers University**

Student Full Time Equivalent (FTE) Enrolment Report



Year ended March 31, 2026, with comparatives for 2024-25

	2024-25 Total	2025-26 Ministry Targets PSFS Activity Only	2025-26 Total
<b>Domestic FTE</b>			
<b>Ministry of Post-Secondary Education and Future Skills (PSFS) Funded</b>			
Targeted FTE	1,746	1,374	1,665
Non-Targeted FTE	6,395	6,989	6,580
<b>Total PSFS Funded FTEs</b>	<b>8,141</b>	<b>8,363</b>	<b>8,245</b>
<b>Skilled Trades BC Funded</b>	<b>1,772</b>		<b>1,931</b>
<b>Total Domestic FTEs</b>	<b>9,913</b>		<b>10,176</b>
<b>International FTE</b>	<b>4,342</b>		<b>3,182</b>
<b>Total FTEs</b>	<b>14,255</b>		<b>13,358</b>

**Notes**

FTE = Full Time Equivalents

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

Does not include International Offshore FTE of 495 in 2024-25 and 506 in 2025-26



Date: June 1, 2026

To: Board of Governors

From: Dr. Airini, President & Vice Chancellor

Re: Audited Financial Statements and Fourth Quarter Results  
for the Year Ended March 31, 2026

Attachment: [Audited Financial Statements, March 31, 2026](#)  
[KPMG Audit Findings report](#)

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**Executive Summary:** This item is being presented to the Audit and Finance Committee for review and recommendation to the Board of Governors **FOR APPROVAL**.

**Key Takeaways for the Board:**

- **Reported financial strength remains solid, but flexibility is more limited than the balance sheet suggests.**
  - Accumulated surplus increased to \$231.6M from \$219.1M supported by an annual operating surplus of \$8.9M plus endowments of \$5.2M totaling an overall surplus of \$14.1M
  - Total accumulated capital and internally restricted reserves increased by \$8.9M, Endowments increased by \$5.2M and Accumulated remeasurement gains decreased by \$1.6M.
- **Operating performance is positive, but as expected, revenue mix shows a meaningful shift away from tuition.**
  - Tuition and student fees fell sharply to \$123.8M (from \$145.5M)
- **Capital spending increased primarily due to IE and LCDES projects—and McGill Housing assets were impaired.**
  - TRU invested \$31.6M in capital assets in 2026, up from \$22.5M in 2025. Impairments were \$3.5M
- **Deferred contributions dropped sharply because of a major accounting/presentation shift**
  - The key driver was a \$45.7M transfer to deferred capital contributions, alongside a policy change effective April 1, 2025
- **Liquidity remains solid, but cash generation slowed sharply and obligations remain long-dated**
  - Net change in cash was only \$2.3M in 2026 versus \$19.0M in 2025

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

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

**Discussion:** TRU generated an operating surplus of \$8.9M before endowments of \$5.2M, which is an overall surplus of \$14.1M. This surplus is higher than the original budget which was projected to be balanced. See detailed variance explanation in presentation.

The key components contributing to the \$8.9M operating surplus are:

- Reduced non-salary spending (Travel, Supplies, and Professional Fees) -\$6.2M
- Provincial grants - \$4.0M
- Realized Gain on Investments - \$3.8M
- Cancellation of funding for pedestrian overpass - \$2.5M
- Donation revenue - \$2.3M
- Interest and investment income - \$1.5M
- Savings on Sessional/University Instructor faculty cost - \$1.5M

These are offset by these key components:

- Employee Severance – (\$9.8M)
- International Tuition- (\$5.4M)

Total revenues of \$309.9M are \$13.4M higher than budgeted, and \$10.5M lower than prior year after considering the \$10M surplus restriction deferral in 2024/25; while total expenditures of \$301.0M are higher than budget, forecast and prior year. TRU continues to maintain a healthy balance sheet with increased liabilities offset by increased assets and accumulated surpluses totaling \$231.6M.

**Risks:** The TRU Financial Reporting team are professional accountants who exercise due care and judgement in the preparation of the financial statements. KPMG are a globally recognized Audit firm. This annual process reduces our financial risk.

**Budgetary Implications:** The external audit is a legislative requirement and is budgeted appropriately.

**Consultation:** Consultation for the external audit included Financial Services, IT services, Secretariat, and other areas as appropriate.

**Communications Desirable:** As per TRU secretariat requirements.

**Recommendation:** The Audited Financial Statements and Fourth Quarter Results for the Year Ended March 31, 2026 are being submitted for Audit and Finance Committee for review and recommendation to the Board of Governors for approval.



**Date:** January 21, 2026

**To:** Senate and Board

**From:** Michael Bluhm, AVP Enrolment Services & University Registrar

**Re:** **2028/29 Academic Schedule of Dates**

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**FOR INFORMATION**

The dates for the 2028/2029 Academic Schedule have been established in accordance with Board policy BRD 26-0, Annual Academic Schedule, and ED 03-9 Examinations. These dates, along with all other operational dates, deadlines, and recognized holidays are included for information.

A handwritten signature in black ink, appearing to be 'Michael Bluhm'.

Michael Bluhm  
AVP Enrolment Services & University Registrar

## FOR INFORMATION

### 2028 – 2029 Academic Schedule [BRD 26-0 – ED 03-9]

Term/Intersession	Fall Term 2028 (Sep-Dec)	Winter Term 2029 (Jan-Apr)	Two-term courses (Sep-Apr)		Summer Term 2029 (May-Aug)	Summer Intersession 1 (May-June)	Summer Intersession 2 (June-Aug)
<b>Class Dates</b>							
Orientation day	September 5, 2028						
Start of classes	September 6, 2028	January 8, 2029	September 6, 2028		May 7, 2029	May 7, 2029	June 25, 2029
Mid-term break	November 9-10, 2028	February 20-23, 2029	Nov. 9-10, 2028	Feb. 20-23, 2029			
End of classes	December 5, 2028	April 13, 2029	April 13, 2029		August 10, 2029	June 22, 2029	August 10, 2029
Last day to <b>withdraw</b> from a course with no academic penalty	October 27, 2028	March 9, 2029	January 26, 2029		June 29, 2029	May 25, 2029	July 13, 2029
<b>Exams &amp; Grades</b>							
Start of examinations	December 7, 2028	April 16, 2029	April 16, 2029		The exam period for summer courses is included in the term.		
End of examinations	December 20, 2028	April 28, 2029	April 28, 2029				
Final day for faculty to submit semester grades (as per Policy ED 3-11)	January 4, 2029	May 4, 2029	May 4, 2029		August 17, 2029	June 29, 2029	August 17, 2029

### 2028 – 2029 Operational Dates and Deadlines

Term/Intersession	Fall Term 2028 (Sep-Dec)	Winter Term 2028 (Jan-Apr)	Two-term courses (Sep-Apr)	Summer Term 2029 (May-Aug)	Summer Intersession 1 (May-June)	Summer Intersession 2 (June-Aug)
<b>Registration Dates</b>						
Registration Opens	June 2028	June 2028	June 2028	March 2029	March 2029	March 2029
Registration Deadline	September 1, 2028	January 5, 2029	September 1, 2028	May 4, 2029	May 4, 2029	June 23, 2028
End of course change period (add/drop/audit, late registration deadline)	September 19, 2028	January 19, 2029	September 19, 2028	May 18, 2029	May 11, 2029	June 29, 2029
<b>Tuition &amp; Refund Dates</b>						
Due date for tuition and fee payment (Domestic and International)	September 1, 2028	January 5, 2029	September 3, 2027	June 22, 2029	June 22, 2029	June 22, 2029
End of 100% refund period (minus tuition deposit) (Domestic students only)	September 19, 2028	January 19, 2029	September 19, 2028	May 18, 2029	May 11, 2029	June 29, 2029

## 2028 – 2029 Other Important Dates

Deadline to apply to graduate for Fall Convocation	July 31, 2028
Deadline for program advisors to submit lists of eligible graduates for Fall Convocation	Four weeks prior to Convocation
Fall Convocation – Kamloops	October 2028 TBA
Fall Mid-term Break (no classes, campus open)	November 9-10, 2028
Winter Mid-term Break	February 20-23, 2029
Campus Wide Professional Development Day	February 21, 2029
Deadline to apply to graduate for Spring Convocation	March 31, 2029
Deadline for program advisors to submit lists of eligible graduates for Spring Convocation	Four weeks prior to Convocation
Spring Convocation - Kamloops	June 2029 TBA

## 2028 – 2029 Recognized Statutory Holidays (University Closed)

Labour Day	September 4, 2028
National Day for Truth and Reconciliation	September 30, 2028 <b>(Observed Monday, Oct. 2, 2028)</b>
Thanksgiving Day	October 9, 2028
Remembrance Day	November 11, 2028 <b>(Observed Monday, Nov. 13, 2028)</b>
Winter Break	December 25, 2028 - January 1, 2029
BC Family Day	February 19, 2029
Good Friday	March 30, 2029
Easter Monday	April 2, 2029
Victoria Day	May 21, 2029
Canada Day	July 1, 2029
British Columbia Day	August 6, 2029

Date: June 11, 2026  
To: Board of Governors  
From: Dr. Airini, President & Vice-Chancellor  
Subject: Report on Public Engagement in Reimagining Post-secondary Education in Williams Lake

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**Executive Summary:** This report is provided to the Board of Governors **FOR DECISION** at the meeting on June 19, 2026. As requested by the Board at its March 27, 2026, meeting, Administration provides an update to the Board on the process for engaging with the Williams Lake community regarding the future of post-secondary education in the region.

In addition, the Administration recommends that the Board approve an engagement plan with the Williams Lake region to reimagine post-secondary education in the region.

**RECOMMENDATION**

*THAT the Board of Governors approve the proposed engagement plan to reimagine post-secondary education in the Williams Lake region.*

**Purpose:** To provide the Board with a plan to engage the Williams Lake region in a process to consider future models for post-secondary education delivery in the region. This engagement will provide a report to the board for a decision by March 2027 on alternatives for the operation of post-secondary education in the region.

**Background:** In March 2026, TRU’s Board of Governors approved the launch of a planning process to reimagine how post-secondary education can best serve learners in the Williams Lake region, and the nature of TRU’s contribution to that future. The Board directed administration to:

- co-develop an engagement process and timeline with internal and external partners;
- engage TRU communities in Williams Lake and Kamloops campuses. Provide the Board with an initial report on project scope, governance, and scenarios by June 2026;
- Complete a planning process with community engagement by March 2027.

**Values guiding the Engagement Process:**

TRU is committed to a value-led engagement process that upholds *Envision TRU* values, high standards of integrity, and community trust.

- **Inclusion and Diversity.** Engagement is open and genuine. We welcome engagement from the Williams Lake region and beyond. We embrace diversity of thought and people. The process will ensure that different populations are heard, including those who may be unlikely to attend a public event. We will have a shared understanding of what is and is not within scope for change. The consultant will help TRU communicate clearly and honestly about the process.
- **Community-Mindedness.** We come together to help one another (Me7 Plúłkw̓t es Knucwentwécw-kt) reimagine postsecondary education for learners in the Williams Lake region. Mutual benefit guides us to connect meaningfully. Engagement with Indigenous Peoples and Nations is respectful of place and rights, and meaningful.
- **Curiosity.** We seek out new ideas and embrace change, understanding they may involve risks. We break paths with creative, critical, yet thoughtful purpose. We push boundaries as a university and encourage students, faculty, staff, and the community to do the same.
- **Sustainability.** This process is about reimagining post-secondary education for learners in the Williams Lake region, not the future of TRU Williams Lake facilities and campus. Findings should reflect what communities need for post-secondary education in the Williams Lake region. TRU's role in meeting some/all of those needs should be identified explicitly and will not be assumed. Scenarios presented in the final report will reflect the financial, operational, and institutional realities TRU faces. The report will not overstate what is feasible. Engagement will inform TRU's decision-making and the Board of Governors as the decision-maker. Engagement processes will be structured for informed governance decisions.

The engagement process will explore how post-secondary education can best meet the post-secondary needs of learners in the Williams Lake region, and identify TRU's contributions, within our financial means, within a context shaped by significant financial pressures across the BC post-secondary sector.

The process will have a focused, phased community engagement process in five phases:

- Project set up and design
- Convene regional leaders for structured dialogue on post-secondary needs and futures for learners in the Williams Lake region.
- Engage the broader community — including Indigenous peoples, students, employers, and local governments — in a meaningful consultation process.
- Synthesize findings into actionable scenarios and a recommended future model(s);
- Produce a final report that informs the TRU Board of Governors' decision-making process.

Phase	Scope of Work	Key Deliverables
<p><b>Phase 1 Project Setup and Design</b> <i>July – August 2026</i></p>	<p>Onboarding, co-design of consultation approach with TRU and key partners, finalization of engagement strategy, materials development, and establishment of an advisory circle or oversight group.</p>	<ul style="list-style-type: none"> <li>• Consultation design document</li> <li>• Stakeholder mapping</li> <li>• Draft engagement materials</li> <li>• Phase 2 and 3 workplan confirmed</li> </ul>
<p><b>Phase 2 Leadership Forum</b> <i>September – October 2026</i></p>	<p>A focused, facilitated forum engaging senior regional leaders across Indigenous nations, local government, employers, provincial government, and TRU governance. Designed to generate structured, dialogue on post-secondary needs, regional priorities, and viable future models.</p>	<ul style="list-style-type: none"> <li>• Leadership Forum convened (1–2 sessions)</li> <li>• Summary of forum findings</li> <li>• Preliminary scenario options</li> <li>• Interim report to TRU Exec (steering committee) in advance of Board of Governors briefing</li> </ul>
<p><b>Phase 3 Broader Community Consultation</b> <i>November 2026 – January 2027</i></p>	<p>A multi-method engagement phase sharing the leadership forum report, reaching students, community members, Indigenous community members, employers, and service providers across Williams Lake, 100 Mile House regions. Includes in-person events, targeted sessions (youth, elders, industry), and an online engagement channel.</p>	<ul style="list-style-type: none"> <li>• Public open houses (minimum 2 locations)</li> <li>• Indigenous community sessions (separate from government-to-government)</li> <li>• Employer and sector sessions</li> <li>• Online survey open throughout</li> <li>• Engagement summary report</li> </ul>
<p><b>Phase 4 Draft Report and Model</b> <i>February 2027</i></p>	<p>Synthesis of all consultation findings into a draft report presenting a recommended future model for post-secondary education in the region, with supporting rationale, scenarios, implementation considerations, and risk factors.</p>	<ul style="list-style-type: none"> <li>• Draft report: “Reimagining Post-Secondary Education learners in the Williams Lake.”</li> <li>• Presented to the TRU project team for review and feedback</li> </ul>

<p><b>Phase 5 Final Report</b> <i>March 2027</i></p>	<p>Incorporation of feedback from TRU and any final community validation. Delivery of final report suitable for presentation to the TRU Board of Governors.</p>	<ul style="list-style-type: none"> <li>• Final report (Board-ready)</li> <li>• Executive summary (public-facing)</li> <li>• Presentation deck for Board of Governors</li> </ul>
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The final report will include:

- a small number of clearly defined future scenarios for post-secondary education for learners in the Williams Lake region, with assessment of the benefits, trade-offs, risks, and financial implications of each;
- a recommended model with supporting rationale; and
- institutional, governance, and partnership considerations for implementation;

### Project governance

The key roles for this project are described in the following table:

Role	Function	Responsibility
Project Sponsor	Owns the business case and ensures the project aligns with the overall business strategy	Provost and Vice-President Academic
Steering Committee	Acts as the primary governance board to monitor project activities and maintain strategic oversight,	Executive Team
Project Management Office	Standardizes governance processes, ensuring compliance, tracking metrics and providing project support.	Office of Provost and Vice-President Academic, with TRU Williams Lake administration/Dean
Project Manager	Executes project plan and implements the governance requirements at the day-to-day delivery level.	Dean & Academic Director, Williams Lake Campus

**Responsible:** The role that completes the task and does the work is the Provost and Vice-President Academic.

**Accountable:** The President and Vice-Chancellor owns the outcome and approves the report to the Board regarding reimagining postsecondary education for learners in the Williams Lake region.

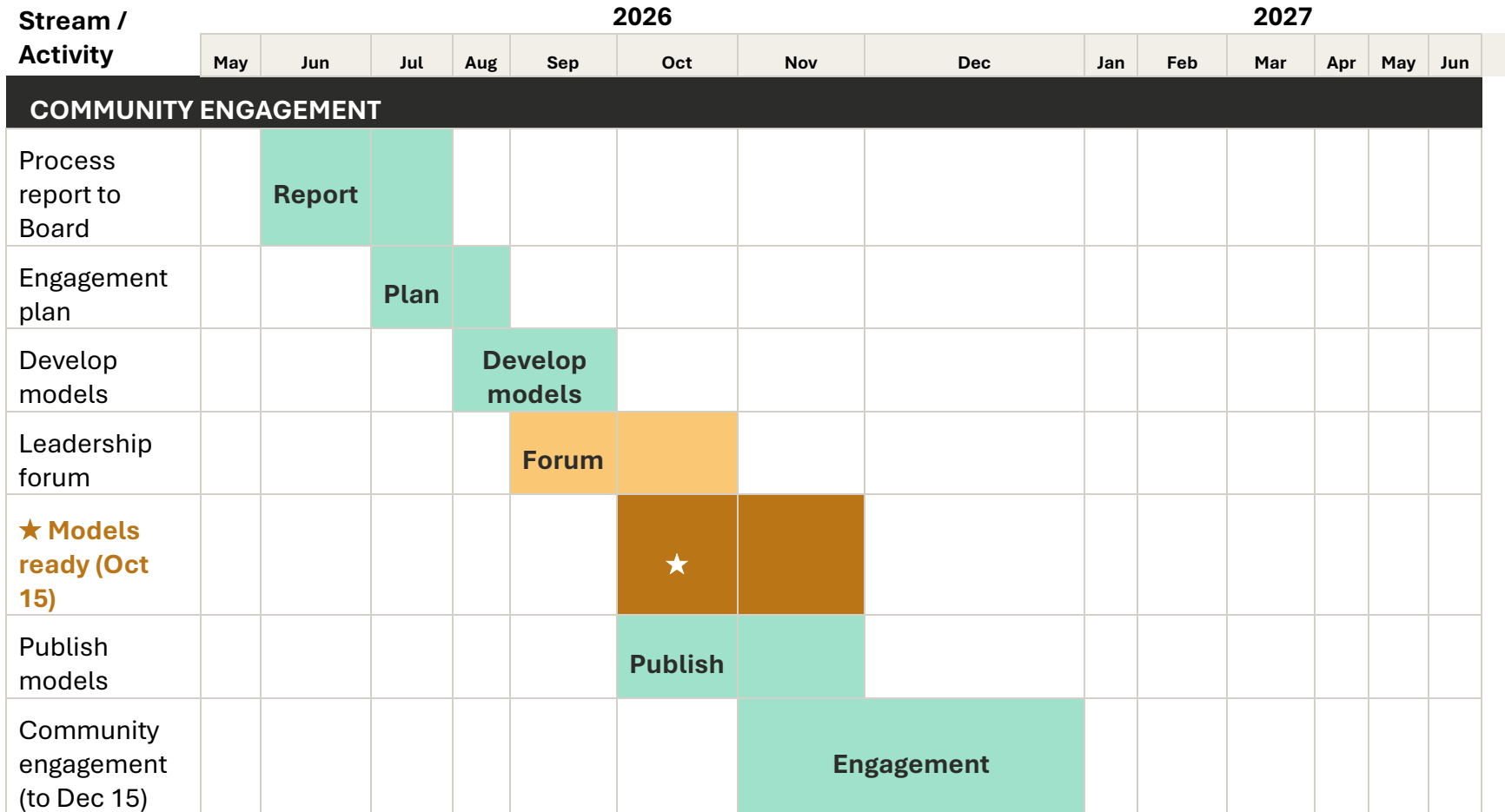
### Conclusion

The Administration has prepared this report following discussions with the City of Williams Lake administration and four potential consulting groups capable of executing this process. Approving this plan will support the Administration working with the community to develop alternatives for Board consideration.

**GANTT Chart of Proposed Process:**

**Reimagining Post-Secondary Education for Learners in the Williams Lake Region**

*July 2026 to April 2027*



Senate input on models														
Draft report to Board														
Final report with model(s)														

Date: June 11, 2026  
To: Board of Governors  
From: Dr. Airini, President & Vice-Chancellor  
Subject: Report on Senate consultation over TRU Williams Lake Campus and recommendation for postponement of agenda item to December 2026

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### **Executive Summary**

This report is provided to the Board of Governors **FOR DECISION** at the meeting on June 19, 2026.

As requested by the Board at its meeting on March 27, 2026, Administration provides an update to the Board on the process of consultation with Senate in respect of the Board’s decision regarding the potential closure and disposition of the TRU Williams Lake Campus (the “**WL Campus Decision**”).

In addition, Administration recommends that the Board postpones its consideration of the WL Campus Decision agenda item until the Board’s meeting in December 2026 to allow further engagement with Senate and completion of consultation activities.

### **RECOMMENDATION**

*THAT the Board of Governors postpones consideration of the agenda item relating to the potential closure and disposition of the Williams Lake Campus to the Board’s meeting in December 2026 to allow further engagement with Senate and completion of consultation activities supporting the Board’s decision.*

### **Purpose**

To provide the Board with an initial report on the consultation process with Senate relating to the WL Campus Decision, as contemplated in the Board’s March 2026 motion, and to recommend that the Board’s consideration of the WL Campus Decision agenda item be postponed until December 2026.

### **Background**

At its March 2026 meeting, the Board passed the following motion:

*“Approve Administration to support the Board’s consultation with Senate on the closure and disposal of the grounds and facilities at TRU Williams Lake campus; and by June 2026, the Board will receive an initial report on the consultation process of Senate.”*

The Board further postponed its consideration of the WL Campus Decision presented at its March 2026 meeting to its June 19, 2026 meeting.

The March 2026 Board materials emphasized that, while the Board holds authority over property and facilities, Senate has an important advisory role in academic matters and in supporting effective governance, particularly where decisions may affect programming, delivery, and student experience.

### **Report on Consultation Activities to Date:**

#### *1. Initiation of Consultation Process – President and Vice Chancellor’s Presentation to Senate on Williams Lake (April 27, 2026)*

Following the meeting of the Board on March 27, 2026, Administration initiated the consultation process with a presentation given at the Senate’s meeting on April 27, 2026.

At this meeting, TRU’s President and Vice-Chancellor presented to Senators on the issues and opportunities concerning the Williams Lake Campus, the work and planning underway to re-imagine post-secondary education in the Williams Lake region, and the Board’s direction that Administration support the Board’s consultation with Senate regarding the WL Campus Decision to be considered by the Board.

#### *2. General Counsel Presentation to Senate on Consultation, Advice and Effective Governance (May 25, 2026)*

On May 25, 2026, General Counsel presented to Senate regarding consultation, advice, and effective bicameral governance. The presentation addressed the respective roles of the Board and Senate, clarified the distinction between Board authority over property and facilities and Senate’s advisory role on matters with academic implications, and outlined key governance principles and effective governance practices intended to support informed Senate engagement in respect of the WL Campus Decision.

The presentation was well received and provided a common foundation for effective consultation planning and process. Senate members engaged in discussion regarding the scope of their advisory role, and the importance of access to sufficient information to enable meaningful input.

#### *3. Formation of Senate Working Group – Senate Meeting (June 8, 2026)*

At Senate’s meeting on June 8, 2026, General Counsel responded to questions arising from the presentation given at the May 2026 Senate meeting and Senators passed a motion to form a working group and invite the Board representatives to clarify terminology, timelines, and processes for consultation and advice in practice (and according to law) for the purpose of effective communication and governance.

With Administration’s support, as needed, this working group would serve as an effective opportunity to create a workable consultation plan for the Williams Lake matters to be considered by the Board and Senate, helping to align expectations on process, roles and timelines to support the timely deliberations.

Administration has confirmed its commitment to supporting Senate’s meaningful participation in the consultation process.

## Information to Support Senate Consultation

Consistent with Senate feedback and effective governance practices, Administration is preparing further materials to support Senate's engagement, including:

- (a) planning proposals related to the future of the Williams Lake campus;
- (b) options for reimagining TRU programming and delivery models in the Williams Lake region;
- (c) analysis of academic impacts, including program pathways, delivery modalities, and student supports; and
- (d) emerging concepts related to partnership, distributed learning, and regional service models.

This work builds on the March 2026 and June 2026 Board materials, which emphasized that the proposed changes relate to facilities and service delivery models rather than program elimination, and that alternative approaches to serving the region remain under development.

These materials will be provided to Senate in the coming months to enable informed deliberation and advice.

## Recommendation: Timing of WL Campus Decision

In light of the above, Administration recommends:

***THAT the Board of Governors postpones consideration of the agenda item relating to the potential closure and disposition of the Williams Lake Campus to the Board's meeting in December 2026 to allow further engagement with Senate and completion of consultation activities supporting the Board's decision.***

This additional time will:

- (a) enable Administration to provide Senate with the necessary planning and academic information relevant to their consultation deliberations in respect of the WL Campus Decision;
- (b) allow Senate to engage substantively and provide informed advice;
- (c) support alignment with bicameral governance principles and Board deliberation timelines; and
- (d) reduce governance and reputational risks associated with proceeding without the benefit of Senate's meaningful input.

## Next Steps

If the Board accepts this recommendation, Administration will:

1. provide Senate with relevant Williams Lake planning and program-related materials (Summer–Fall 2026);
2. support and facilitate structured consultation with Senate, relevant committees and other stakeholders;
3. gather and synthesize Senate advice for Board consideration prior to its deliberations on the WL Campus Decision;

4. continue engagement with other internal and external stakeholders, as necessary, to support TRU's planning and implementation of the Board's decisions; and
5. report back to the Board in advance of the December 2026 meeting with:
  - a summary of the output of Senate consultation;
  - refined options and recommendations, as applicable; and
  - any implications for decision-making.

## **Conclusion**

Administration has initiated the consultation process with Senate in accordance with the Board's direction. While progress has been made, further time and information are required to ensure that Senate can provide meaningful advice. Postponing the Board's decision to December 2026 will support sound governance and meaningful consultation, enhance decision quality, and align with institutional commitments to transparency and engagement.



## MEMORANDUM

Date: 18 June 2026  
To: Board of Governors  
From: Dr. Airini, President & Vice Chancellor  
Re: Delivering on *Envision TRU*

### Executive Summary:

This agenda item is being presented to the Board of Governors **FOR NOTING AND DECISION**

**Key Take-Aways for the Board:** This paper responds to Senate advice regarding TRU planning goals (2025-2030), proposes a refined approach to advancing *Envision TRU*.

### PURPOSE

To update the Board on changes made in response to Senate advice on the planning goals (2025-2030), to seek withdrawal of the February 2026 motion to approve the planning goals (2025-2030), and to seek approval in principle for a revised framework of aspirations and indicators for *Envision TRU*, together with approval for Administration to engage with Senate and other relevant bodies, develop an implementation plan, including budget, and return to the Board with a final implementation report and recommendation for approval.

### RECOMMENDATIONS

#### THAT the Board of Governors:

1. note that changes have been made to planning goals (2025-2030) in response to Senate advice;
2. approve withdrawal of the motion to approve the Planning Goals (2025-2030);
3. approve, in principle, the establishment of ten aspirations and indicators (2026-2030) for *Envision TRU*;
4. approve Administration to:
  - engage with Senate and other relevant bodies;
  - develop an implementation plan, including budget; and
  - return to the Board with a final implementation report and recommendation for approval.

### BACKGROUND

*Envision TRU* (2020-2030) is in its mid-years as the university's strategy. What will be different and better, from a decade of the university mobilizing through its mission, vision, values and strategic change goals and an estimated \$3 Billion in investment?

At the midpoint of this ten-year horizon, Thompson Rivers University is operating in a context of:

- evolving expectations of post-secondary institutions;
- significant financial pressures; and

- a need for clear, coordinated institutional action to deliver on *Envision TRU*.

Between August 2025 and May 2026, ten aspirations and indicators have been identified that translate *Envision TRU* into action, provide clarity on what success looks like, and enable alignment across institutional plans.

### **INPUT 2025-2026**

Committees of Senate (APPC, Qelmúcw), Senate, TRUSU, Senior Leadership Team, and the wider university community have provided important advice between August 2025 and May 2026 that has been integrated into iterations of this planning.

In February 2026 the Board received a paper on planning goals (2025-2030), with recommendations to approve the planning goals and to seek Senate advice first to inform that decision. Senate subsequently provided advice not to approve the planning goals at that time, based on the information available.

Revisions have since been made to reflect Senate advice. As a result, the planning goals (2025-2030) will not proceed in their original form and will be replaced by a revised approach of aspirations and indicators for *Envision TRU*.

Key themes from Senate advice include:

- alignment with *Envision TRU*: The need for clear alignment with the University's vision, mission, values, and strategic change goals, notably the value of inclusion and diversity;
- clarity of measures and reference points; and
- process and engagement.

Senate advice has also highlighted the importance of:

- strengthening communication;
- ensuring transparency; and
- maintaining clarity regarding Senate's authority over academic policy.

Changes are outlined in the Appendix.

### **RESPONDING TO SENATE ADVICE**

Administration acknowledges and values the advice provided by Senate. In response, revisions have been made to the planning goals (2025-2030), and the revised approach is now framed as aspirations and indicators for *Envision TRU*.

- revisions have been made to planning materials: Changes have been made to a majority of the original planning goals to strengthen alignment with *Envision TRU*.
- reference points have been strengthened to explain how progress will be assessed; and
- commitment to ongoing engagement: Senate and its committees will continue to be engaged through regular reports and reviews on progress and outcomes for *Envision TRU*.

### **MOVING TO ASPIRATIONS AND INDICATORS**

Committees of Senate and Senate signaled the need to retain *Envision TRU*'s mission, vision, values and strategic change goals; and that planning and associated language should reflect this.

Accordingly, the original planning goals (2025-2030) are superseded by a revised framework of aspirations and indicators for *Envision TRU*.

The naming language for 'goals' has been changed from 'planning goals' to 'aspirations' and 'results' to 'indicators':

- 'goals' is used only when referring to the strategic change goals; and
- 'indicators' signal a forward direction towards Envision TRU.

### ASPIRATIONS FOR ENVISION TRU (2026-2030)

Ten aspirations and indicators in support of *Envision TRU* are proposed:

Table 1: Aspirations and indicators for *Envision TRU* (2026-2030)

Aspiration	Indicators
Excellence in post-secondary education for Interior BC, the province and Canada.	By 2030 TRU leads as Canada's ranked dual sector research university
Long-term financial strength	TRU has a balanced budget by 2027/2028, and growing surplus to FY 2030/31 for investment in the university's core mission of teaching and research.
New-era student enrolment growth and success for all.	By 2030 TRU's enrolment growth ensures access and success by traditional and under-served students of Interior BC and the province.
Impactful student outcomes	By 2030 TRU is in the top three BC universities for students in the labour force or further education in a field related to their studies two years after graduation
Elevating use-inspired research aligned with <i>Envision TRU</i> .	By 2030 TRU is consistently in the top 40-50 Research universities in Canada, and elevating use-inspired research aligned with <i>Envision TRU</i> .
Dynamic internationalisation.	By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization.
Leading environmental sustainability.	By 2030 Thompson Rivers University is a world class university in environmental sustainability.
Leading in responsible and applied AI.	TRU is a national leader by 2030 in responsible and applied AI.
Meaningful reconciliation and partnerships	By 2030 TRU closes education achievement gaps experienced by Indigenous students.
Thriving workplace wellness for all.	Thompson Rivers University is recognised for promoting health, EDI and AR, and is amongst the best places to work in BC and Canada by 2030.

A comparison between the original planning goals (2025-2030) and aspirations and indicators (2026-2030) is provided in the Appendix. In addition, the reference for each indicator is provided.

The aspirations (2026-2030) align explicitly with *Envision TRU* strategic change goals (see Table 2, appendix) and the provincial government's [Look West Plan](#) (see Table 3, Appendix).

It is recommended that the Board note the changes made to the planning goals (2025-2030) in response to Senate advice, approve withdrawal of the February 2026 motion to approve the planning goals (2025-2030), approve in principle the establishment of ten aspirations and indicators (2026-2030) for *Envision*

TRU, and approve Administration to engage with Senate and other relevant bodies, develop an implementation plan, including budget, and return to the Board with a final implementation report and recommendation for approval.

### **SUPPORT FOR ONGOING PLANS**

The ten aspirations and indicators are one component of building a future TRU described in *Envision TRU*. We continue to affirm our commitment to the institutional plans created to advance key strategies in *Envision TRU* (e.g. TRU Bold, TRU Research Strategy). These important plans are transforming TRU, but work remains to be done to fully realize our shared vision. The ongoing implementation of these plans, together with aspirations and indicators, will help us achieve both our 2030 vision and near-term priorities, as they enable and support academic and research excellence across TRU.

Figure 1 describes how *Envision TRU* is actioned through ongoing plans.

### **GOVERNANCE CONSIDERATIONS**

The aspirations and indicators for *Envision TRU*:

- complement institutional plans created to advance key strategies in *Envision TRU*.
- do not establish new academic policy; and
- provide a framework for implementation and monitoring progress.

The decision sought at this stage is to note the changes made in response to Senate advice, withdraw the earlier February 2026 motion to approve the planning goals (2025-2030), and approve in principle a revised framework of aspirations and indicators for *Envision TRU*. Final approval would follow engagement with Senate and other relevant bodies, together with a detailed implementation plan and budget for Board consideration.

This distinction reflects the respective roles of Senate and the Board:

- Senate: authority over academic policy and educational matters; and
- Board: responsibility for institutional oversight, performance, and sustainability.

# Envision TRU 2020-2030

Vision. Mission. Values. Strategic Change Goals



INCLUSION AND DIVERSITY	COMMUNITY MINDEDNESS	CURIOSITY	SUSTAINABILITY
Eliminate achievement gaps	Honor Truth and Reconciliation	Lead in community research and scholarship	Design lifelong learning

## Lead agendas

TRU Bold	TRU Research Strategy
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## Enablers

Faculty Plans	Service Team Plans	TRU horazon	International Plan (SIP)	Secwépemc Agreements	EDI plan	Campus Sustainability Plan	TRUly Flex
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## Ten aspirations and indicators 2030

TRU leads as Canada's ranked dual sector research university	Long-term financial strength	New-era student enrolment growth and success for all	Top three BC universities for students in the labour force two years after graduation	Top 40-50 research universities of Canada	Recognised internationally in global engagement and internationalization	Leading nationally and internationally in environmental sustainability	A national leader in responsible and applied AI	Education gaps experienced by Indigenous students are closed	Awarded in BC and Canada for workplace wellness
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## **OPTIONS FOR THE BOARD**

### **Option 1: Note the changes, withdraw the earlier motion, and approve the revised approach in principle (Recommended)**

Note that changes have been made to the planning goals (2025-2030) in response to Senate advice; approve withdrawal of the earlier motion to approve the planning goals (2025-2030); approve, in principle, the establishment of ten aspirations and indicators (2026-2030) for *Envision TRU*; and approve Administration to engage with Senate and other relevant bodies, develop an implementation plan, including budget, and return to the Board with a final implementation report and recommendation for approval.

#### **Implications:**

- Acknowledges Senate advice and the revisions made in response;
- Clarifies that the February 2026 planning goals motion will not proceed in its original form;
- Signals Board support in principle for the revised aspirations-and-indicators framework while respecting bicameral governance; and
- Authorizes engagement with Senate and other relevant bodies, implementation planning, and return to the Board for final approval.

### **Option 2: Note the changes and withdraw the earlier motion, but defer approval in principle**

Note the changes and withdraw the February 2026 motion, but defer approval in principle of the aspirations and indicators pending further discussion.

#### **Implications:**

- Resolves the status of the February motion;
- Delays Board endorsement in principle of the revised framework; and
- May slow engagement, implementation planning, and final approval.

### **Option 3: Retain the earlier motion and do not proceed with approval in principle**

Retain the February 2026 motion to approve the planning goals (2025-2030) and do not proceed with approval in principle of aspirations and indicators.

#### **Implications:**

- Would not reflect Senate advice and the revisions subsequently made;
- Risks inconsistency between the February motion and the revised material now before the Board; and
- Could create governance and communication confusion.

## **RISKS**

### **Risk of Approval in Principle**

- Perceived misalignment with Senate advice.
- Potential concerns regarding process and engagement.

#### **Mitigation:**

- Clear communication of governance roles;
- Ongoing engagement with Senate; and
- Transparent reporting and iterative refinement.

### **Risk of Non-Approval in Principle or Delay**

- Reduced ability to plan for tracking and demonstrating progress;
- Weakened alignment across planning and budgeting; and
- Reduced clarity and confidence across the institution to deliver on *Envision TRU*.

### **FINANCIAL IMPLICATIONS**

Withdrawing the earlier motion and approving aspirations and indicators in principle do not in themselves create new financial commitments.

Budget implications would be developed through the implementation planning process and presented to the Board as part of the final implementation report and recommendation for approval.

### **CONCLUSION**

Ten aspirations and indicators (2026-2030) have been identified over ten months to provide a bridge between strategy and action. They enable Thompson Rivers University to:

- operationalise *Envision TRU*;
- amplify institutional effort associated with *Envision TRU* vision, mission values and strategic change goals;
- demonstrate progress during a period of transformation; and
- affirm our commitment to the institutional plans created to advance *Envision TRU*.

The advice of Senate, the committees of Senate, and the wider university community has strengthened this work. The next step is for the Board to note the changes made in response to Senate advice, approve withdrawal of the earlier motion to approve the planning goals (2025-2030), approve in principle the establishment of ten aspirations and indicators (2026-2030) for *Envision TRU*, and approve Administration to engage with Senate and other relevant bodies, develop an implementation plan, including budget, and return to the Board for final approval.

The decision before the Board is whether to acknowledge the revisions made in response to Senate advice, approve withdrawal of the February 2026 motion to approve the planning goals (2025-2030), approve in principle the establishment of ten aspirations and indicators (2026-2030) for *Envision TRU*, and authorize Administration to engage with Senate and other relevant bodies, develop an implementation plan, including budget, and return with a final recommendation for approval.

### **ATTACHMENTS**

I. Overview of changes in response to Senate advice

Table 1: Comparison of planning goals (2025-2030) and aspirations and indicators (2026-2030)

Table 2: Alignment between *Envision TRU* strategic change goals and aspirations and indicators

Table 3: Alignment between aspirations and indicators and provincial government's [Look West Plan](#)

## APPENDIX

### I. OVERVIEW OF CHANGES IN RESPONSE TO ADVICE FROM SENATE

Advice from Senate is genuinely appreciated. There were eight submissions made to the ad hoc committee of Senate, with advice on 9/10 of the planning goals. Associated changes include:

- Naming language has been changed to more clearly signal alignment with *Envision TRU* and the associated strategic change goals. The naming language is changed to *aspirations and indicators for Envision TRU ('The TRU 10')*. This ensures that 'goals' is used only when referring to the strategic change goals of *Envision TRU*.
- Three of the goals received more comment than others. At least half of the submissions provided critical advice on use-inspired research (4/8), transformative applied AI (5/8), and thriving workplace wellness (4/8). This advice included how to strengthen alignment between *Envision TRU* (mission, vision, values and strategic change goals) and the planning goals. Changes have been made to integrate the advice.
- The timeframe has been adjusted to 2026-2030. All timelines have been adjusted to 'by 2030' or FY 2030/31.
- There are forthcoming TRU plans for advancing *Envision TRU* (vision, mission, values, strategic change goals) – sustainability, EDI, workplace wellness, enrolment. TRU 10 will be updated to reflect these during the annual review.
- *Envision TRU* values include 'Inclusion and Diversity'. The ad hoc committee's report signals that EDI and AR must be explicitly present to align with the values of *Envision TRU*. This is agreed. During 2026/27 the first EDI plan for TRU will be created and reflected in updates to aspirations and indicators. In the short term, changes have been made to TRU 10 to signal work (and associated reporting) must include action for inclusion and diversity.
- Future input opportunities will be structured into TRU governance: (a) Specific committees of Senate have been identified for briefings and advice-seeking on TRU 10; (b) all planning, updates, and progress will be reported regularly and transparently to TRU, Senate, the Board and externally; (c) there will be a streamlined process for an annual review of aspirations and indicators (aspirations, indicators, preliminary targets) with input sought from relevant Senate and Board committees, and reports to Senate and Board that include how this advice has been integrated into planning; (d) in contrast to the Mission Fulfilment initiative, tracking of progress will be low touch and low in time requirements for faculty, department and Faculty leaders. Where possible, existing surveys and analytics (e.g. NSSE, IPE analytics) will be used.

Further changes are detailed in Table 1, below.

**TABLE 1: COMPARISON OF PLANNING GOALS (2025-2030) AND ASPIRATIONS (2026-2030)**













February 2026		June 2026		
Goal	Key performance indicator	Aspiration	Indicator	Reference
Excellence for Interior BC, the province and Canada.	By 2028 TRU leads as Canada’s ranked dual sector research university	Excellence in post-secondary education for Interior BC, the province and Canada.	By 2030 TRU leads as Canada’s ranked dual sector research university	<u>Macleans</u> _____ primarily undergraduate universities
Long-term financial strength	TRU has a balanced budget by 2027/2028, and growing surplus to FY 2030/31	Long-term financial strength	TRU has a balanced budget by 2027/2028, and growing surplus to FY 2030/31 for investment in the university’s core mission of teaching and research.	<u>Board approved annual budgets</u>
New-era student enrolment growth and success	By 2030 TRU’s enrolment growth ensures access and success by traditional and under-served students of Interior BC and the province.	<u>New-era student enrolment growth and success for all.</u>	By 2030 TRU’s enrolment growth ensures access and success by traditional and under-served students of Interior BC and the province.	<u>TRU SEM</u>
Impactful student outcomes	By 2028 TRU is in the top three BC universities for students in the labour force or further education in a field related to their studies two years after graduation	Impactful student outcomes	By 2030 TRU is in the top three BC universities for students in the labour force or further education in a field related to their studies two years after graduation	<u>BC Student Outcomes, BC Stats</u>















Use-inspired research	By 2030 TRU is consistently in the top 40-50 Research universities in Canada, elevating use-inspired research.	Elevating use-inspired research aligned with <i>Envision TRU</i> .	By 2030 TRU is consistently in the top 40-50 Research universities in Canada, and elevating use-inspired research aligned with <i>Envision TRU</i> .	<u>Research infSOURCE</u>
Dynamic internationalisation.	By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization	Dynamic internationalisation.	By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization.	<u>QS Global Engagement</u>
Leading sustainability	By 2027 Thompson Rivers University is a world class university in sustainability	Leading environmental sustainability.	By 2030 Thompson Rivers University is a world class university in environmental sustainability.	<u>STARS</u> <u>Times Higher Education Impact Ratings</u>
Transformative applied AI	TRU is a national leader by 2030 in applied and responsible AI.	Leading in responsible and applied AI.	TRU is a national leader by 2030 in responsible and applied AI.	There is no framework for rating or ranking universities for applied and responsible AI – in BC, Canada or globally. TRU will create indicators, drawing on promising practices.
Meaningful reconciliation and partnerships	By 2030 TRU closes education achievement gaps experienced by Indigenous students.	Meaningful reconciliation and partnerships	By 2030 TRU closes education achievement gaps experienced by Indigenous students.	<u>IPE</u>
Thriving workplace wellness.	Thompson Rivers University is recognised amongst the best places to work in BC and Canada by 2030	Thriving workplace wellness for all.	Thompson Rivers University is recognised for promoting health, EDI and AR, and is amongst the best places to work in BC and Canada by 2030.	<u>Top employers</u>

**TABLE 2: ALIGNMENT BETWEEN ENVISION TRU STRATEGIC CHANGE GOALS AND ASPIRATIONS AND INDICATORS**







Notes:








1. While each aspiration and indicator may contribute to all four TRU SGCs, primary impact areas have been identified below.
2. Financial strength and workplace wellness are recognised as enablers.





Aspiration	Indicator	TRU SGC: Eliminate achievement gaps	TRU SCG: Honour truth, reconciliation and rights	TRU SCG: Lead in community research and scholarship	TRU SCG: Design lifelong learning
Excellence for Interior BC, the province, and Canada	By 2030 TRU leads as Canada’s ranked dual sector research university				
Long-term financial strength	TRU has a balanced budget by 2027/2028, and growing surplus to FY 2030/31 for investment in the university’s core mission of teaching and research.				
New-era student enrolment growth and success for all	By 2030 TRU’s enrolment growth ensures access and success by traditional and under-served students of Interior BC and the province.				
Impactful student outcomes	By 2030 TRU is in the top three BC universities for students in the labour force or further education in a field related to their studies two years after graduation				
Elevating use-inspired research aligned with Envision TRU	By 2030 TRU is consistently in the top 40-50 Research universities in Canada, and elevating use-inspired research aligned with <i>Envision TRU</i> .				

Dynamic internationalisation	By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization.				
Leading environmental sustainability	By 2030 Thompson Rivers University is a world class university in environmental sustainability.				
Leading in responsible and applied AI	TRU is a national leader by 2030 in responsible and applied AI.				
Meaningful reconciliation and partnership	By 2030 TRU closes education achievement gaps experienced by Indigenous students.				
Thriving workplace wellness	Thompson Rivers University is recognised for promoting health, EDI and AR, and is amongst the best places to work in BC and Canada by 2030.				

**TABLE 3: ALIGNMENT BETWEEN TRU ASPIRATIONS AND INDICATORS AND [BC LOOK WEST PLAN](#)**

Aspiration	Indicator	Strengthening our workforce	Delivering major projects faster	Diversifying markets and growing targeted sectors
Excellence for Interior BC, the province, and Canada	By 2030 TRU leads as Canada’s ranked dual sector research university	 <p>Focused on skilled trades training</p> <p>Leveraging talent from across Canada</p> <p>Advancing training for highly qualified professions</p> <p>Connecting industry to quality training</p> <p>Investments in micro credentials and work-integrated learning</p>	 <p>Workforce needed to build major projects over the next decade</p> <p>Expanding our skilled trades training to align with B.C.’s major project needs</p> <p>Launching targeted talent streams in our existing training programs to attract and train highly qualified professionals needed for priority sectors</p>	 <p>Construction innovation</p> <p>Growing agriculture &amp; food production, exports</p>
Long-term financial strength	TRU has a balanced budget by 2027/2028, and growing surplus to FY 2030/31 for investment in the university’s core mission of teaching and research.			
New-era student enrolment growth and success for all	By 2030 TRU’s enrolment growth ensures access and success by traditional and under-served students of Interior BC and the province.	 <p>Focused on skilled trades training</p> <p>Leveraging talent from across Canada</p>	 <p>Workforce needed to build major projects over the next decade</p> <p>Partnership between industry and post-secondary institutions to optimize</p>	 <p>Strengthening Tourism and outdoor recreation.</p>

		<p>Advancing training for highly qualified professions</p> <p>Connecting industry to quality training</p>	<p>and make sure skills training is in sync with evolving fields and major projects needs</p> <p>Establishing sector-specific training aligned with B.C.'s major project needs</p>	
Impactful student outcomes	By 2030 TRU is in the top three BC universities for students in the labour force or further education in a field related to their studies two years after graduation	 <p>Connecting industry to quality training</p>	 <p>Workforce needed to build major projects over the next decade</p>	
Elevating use-inspired research aligned with Envision TRU	By 2030 TRU is consistently in the top 40-50 Research universities in Canada, and elevating use-inspired research aligned with <i>Envision TRU</i> .	 <p>Specialized highly qualified professionals needed for strategic sectors and economic diversification</p>	 <p>Specialized highly qualified professionals needed for strategic sectors and economic diversification</p>	 <p>Driving economic growth through construction innovation, creating a hub for advancing building technologies</p>
Dynamic internationalisation	By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization.	 <p>Maximise access to external talent</p> <p>Making it easier for skilled workers to move to B.C. by streamlining credential recognition in high-demand jobs</p> <p>Advocating to the federal government for increasing the BC PNP allocation that will allow the province to build a robust workforce</p>		 <p>Improving labour mobility so projects of national interest can leverage B.C.'s skilled workforces.</p>

Leading environmental sustainability	By 2030 TRU is a world class university in environmental sustainability.	 Specialized highly qualified professionals needed for strategic sectors and economic diversification		
Leading in responsible and applied AI	TRU is a national leader by 2030 in responsible and applied AI.	 Specialized highly qualified professionals needed for strategic sectors and economic diversification		 Investing in high-tech and emerging technologies, expanding market potential
Meaningful reconciliation and partnership	By 2030 TRU closes education achievement gaps experienced by Indigenous students.	 Specialized highly qualified professionals needed for strategic sectors and economic diversification		
Thriving workplace wellness	TRU is recognised for promoting health, EDI and AR, and is amongst the best places to work in BC and Canada by 2030.			



## **MEMORANDUM**

Date: June 10, 2026

To: Board of Governors  
From: Christine Sorensen, Board Chair

Re: Proposed Revisions to Board Bylaws and Board Manual

Attachment(s): [Red-lined versions of Board Bylaws and Board Manual with amendments](#)

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### **Executive Summary:**

This agenda item is being presented to the Board of Governors **FOR DECISION**

**Key Take-Aways for the Board:** At the March 27, 2026 Board meeting, notice of motion was served regarding proposed revisions to the Board Bylaws and Board Manual. The proposed changes are related to the addition of a second Vice-Chair.

The proposed revisions to the Board Bylaws and Board Manual are presented for consideration as part of the agenda package, with redlined versions attached. The proposed changes are limited to the addition of a second Vice-Chair and are intended to:

- Strengthen Board succession planning;
- Reduce transition periods between Board Chairs and support continuity of leadership;
- Enhance support to the Board, as well as the Chair and Vice-Chairs, through improved distribution of responsibilities; and
- Formalize regular meetings of the Board Executive Committee to increase capacity and provide greater input into agenda development in advance of both public and in-camera Board meetings.

Implementation of these succession enhancements requires amendments to the Board Bylaws, along with corresponding updates to the Board Manual. Redlined versions of both documents are included in the meeting materials for the June 19, 2026 Board meeting.

The Board Chair recommends approval of the proposed amendments to the Board Bylaws and Board Manual, including the addition of a second Vice-Chair, and brings forward the following resolution:

**RESOLVED** *THAT the Board of Governors approve the proposed amendments to the Board Bylaws and Board Manual as presented.*



Date: June 11, 2026  
To: Board of Governors  
From: Dr. Airini, President & Vice-Chancellor  
Re: Effectiveness Institutional Accountability Plan and Report 2025/26

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**1. Purpose:**

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

**2. Background:**

This annual report forms part of the Ministry's [Accountability Framework](#). The IAPR is a public document which is intended to demonstrate TRU's alignment with the Ministry's goals and strategic priorities and our performance on system performance measures in compliance with the Provincial Accountability Framework. The IAPR is approved by the Board of Governors and submitted to the Ministry. In addition to institutional highlights for 2025/26 FY, the document includes initiatives associated with the Ministry's mandate letter and the annual results of the institutional accountability measures.

**3. Discussion:**

The IAPR conveys the institution's planning context, its goals, and objectives. It presents how TRU aligns with the Ministry's goals, as well as showcasing key institutional initiatives and accomplishments and the people behind them, within the context of our institutional priorities. In addition to institutional performance measures this report also communicates progress on the implementation of the Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples, and the In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in the B.C. Health Care report recommendations.

Information for this report is collected from across the institution and much gratitude and acknowledgement is extended to all contributors. The report comes together as a collaboration between Integrated Planning & Effectiveness and Marketing and Communications.

This report is presented as a content draft for approval. Once approved, any further design work needed will be finalized by Marketing & Communications prior to submission to PSFS. The report is due for submission by July 10, 2026. Once reviewed by the Ministry, the IAPR is published on the PSFS and TRU's website.

**4. Recommendation:**

Administration is recommending that the Board of Governors approve the 2025/26 Institutional Accountability Plan and Report.

[Attachment: IAPR 2025/26 Content Draft](#)