

Institutional Accountability

PLAN & REPORT | 2018/19 TO 2020/21



**THOMPSON
RIVERS
UNIVERSITY**



THOMPSON RIVERS UNIVERSITY

Office of the
PRESIDENT AND VICE-CHANCELLOR

July 10, 2018

The Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
PO Box 9043, STN Provincial Government
Victoria BC V8S 1V9

Dear Minister Mark,

We are pleased to present you with the Thompson Rivers University (TRU) Institutional Accountability Plan and Report for 2018/19 to 2020/21.

In addition to outlining our alignment with ministry goals and our commitment to ministry priorities, you will find highlights of projects, initiatives, and student and faculty achievements that describe the unique attributes of Thompson Rivers University.

With a provincial mandate to provide open access to excellent education to every student who comes to us, we are extremely proud of what we are able to offer. From traditional academics to trades, from certificates to graduate degrees, students have the flexibility to learn at our campuses in Kamloops and Williams Lake, our regional centres in 100 Mile House, Clearwater, Barriere, Ashcroft and Lillooet, or in distance or online courses and programs through Open Learning. In total, over 28,000 students study with TRU each year.

At TRU we connect the dots – making meaningful connections for our students between education, career and life. Our students apply what they learn in co-op work terms, study abroad opportunities, undergraduate research, field schools and practicums, service learning and other experiential opportunities — with guidance and mentorship by our accessible faculty. Examples include the Faculty of Law Community Legal Clinic in downtown Kamloops (see page 47); TRU's Training House partnership with local builders that not only nets carpentry students on-the-job skills, but accolades through awards (see page 36); and a new Adventure Studies course that combines learning about sustainable trail development with Indigenous cultural perspectives (see page 40). Research, creation and innovation also thrive at TRU among our students and faculty, examples of which you'll find throughout this report.

Creation and innovation also includes our physical teaching and learning environments. TRU is investing in significant capital infrastructure projects with the support of ministry and federal funding. The \$30-million Industrial Training and Technology Centre will welcome students in September, allowing TRU to expand programs in the future to meet the needs of regional economies. Groundwork started in the spring on the site of the future \$37.2-million Nursing and Population Health Building and a \$5-million classroom renovation project began in May to modernize the learning and teaching environment in TRU's oldest building, Old Main.

TRU's vision of creating a more vibrant, livable campus is coming true with the start of construction of a market housing project via the Thompson Rivers University Community Trust. The project is the first of a planned community at TRU known as The Reach, a place where people enjoy the ambience of living on campus and contribute to its vitality, and also to the sustainability of the university through 99-year leases. The proceeds go to support students and the university's research mandate.



THOMPSON RIVERS UNIVERSITY

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At Thompson Rivers University, student success is the first of our five strategic priorities and everything we do touches on this. Included is the success of our Indigenous learners who comprise 10 percent of our students. Our commitment to them is also embedded in our second strategic priority, increasing intercultural understanding. Selected highlights of work undertaken at TRU can be found under section 3.1 and also in our response to the ministry's mandate letter priorities (see section 3.2). While TRU has taken steps in developing a supportive and inclusive environment for our Indigenous students, as well as our Indigenous faculty, we know there is more we can do.

TRU's remaining priorities – increasing research capacity, entrepreneurial capacity and sustainability – all underscore the positive impact post-secondary institutions have on communities. In this report, you will find examples of how TRU partners with industry, First Nations and others for the betterment of our students, our communities and society as a whole.

The summer of 2017 was a devastating year for wildfires in our region and Thompson Rivers University was able to assist during the emergency response, working with the City of Kamloops, the City of Williams Lake, the District of 100 Mile House, Interior Health and Emergency Management BC to support evacuees. TRU received several acknowledgements for our role, including 103 volunteers from the university who were awarded Above and Beyond certificates from the province. See page 13 for more information on the wildfire response.

TRU has a long history in the province. In 2020, we mark the 50th anniversary of our origins as a college. This year, we are celebrating the 40th anniversary of our origins as the BC Open Learning Agency.

As TRU marks these milestones, the university also enters other new stages in its evolution. In March, we welcomed our third chancellor, Nathan Matthew, a well-known and highly regarded advocate for Aboriginal education. And in April, the university was pleased to announce the selection of its next president and vice-chancellor, Brett Fairbairn of the University of Saskatchewan, who starts at TRU in December. Dr. Fairbairn is a distinguished academic and researcher who will bring 30 years in post-secondary education, including experience at a senior leadership level, to TRU.

The students, faculty and staff of TRU revel in the university's unique mandate. We look forward to continuing our partnerships with the Government of BC for the benefit of all people.

Sincerely,

A handwritten signature in black ink, reading "Alan Shaver".

Alan Shaver
President and Vice-Chancellor

A handwritten signature in black ink, reading "Jim Thomson".

Jim Thomson
Chair, Board of Governors

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Institutional Overview



1. INSTITUTIONAL OVERVIEW

1.1 TRU'S MANDATE

Thompson Rivers University recognizes and honours the location of its main and regional campuses in the traditional territories of Indigenous people. The Kamloops campus is situated in Tk'emlúps territory; the Williams Lake campus is situated in that of the T'exelcemc; the 100 Mile House regional centre is situated in Tsq'escenemc lands; the Ashcroft regional centre is situated in the Ashcroft First Nation belonging to the Nlaka'pamux Nation; the Barriere and Clearwater regional centres are situated in Simpcw territory; and the Lillooet regional centre is situated in the St'át'imc Nation, which includes Bridge River (Xwisten), Pavilion (Ts'kw'aylaxw), Cayoose Creek (Sekw'el'was), Mt. Currie (Lil'wat), Seton Lake (Tsal'ah), Skatin and Samahquam. Thompson Rivers University recognizes the need to include learning opportunities for all Indigenous students, including First Nations, Inuit and Métis learners.

Thompson Rivers University evolved from a community college, established in 1970, into a university in 2005. TRU's mission is to be a comprehensive, learner-centred, environmentally responsible institution serving regional, national and international learners and their communities through high quality and flexible education, training, research and scholarship. These values led to a unique mandate from British Columbia's provincial government, articulated in the *Thompson Rivers University Act (2005)* and based on amalgamating the University College of the Cariboo with BC Open University and other aspects of the Open Learning Agency.

OUR LEGISLATED MANDATE

- 1) The purposes of the university are: a) to offer baccalaureate and master's degree programs, b) to offer post-secondary and adult basic education and training, c) to undertake and maintain research and scholarly activities for the purposes of a) and b), and d) to provide an open learning educational credit bank for students.
- (2) The university must promote teaching excellence and the use of open learning methods.
- (3) In carrying out its purposes, the university must serve a) the educational and training needs in the region specified by the Lieutenant Governor in Council and b) the open learning needs of British Columbia.

(Thompson Rivers University Act, 2005)

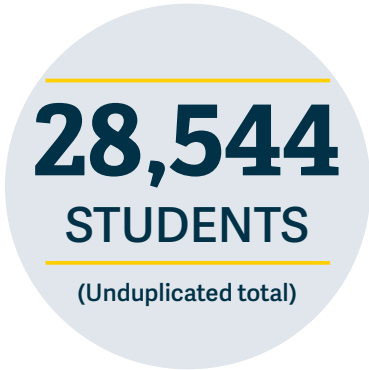
In the *TRU Act*, the province designated TRU as a university that offers undergraduate and master's degrees, certificate and diploma programs, vocational training and adult basic education, foundation and apprenticeship programs in trades and technology, and Open Learning programs and courses, and also undertakes research and scholarly activities.

1.1.1 GOVERNANCE

Governance at TRU is overseen by three bodies responsible for corporate and academic decision-making. This tri-cameral system of governance consists of a Board of Governors, Senate, and Planning Council for Open Learning. The composition, powers and duties of each body are legislated by the Province of British Columbia in the *Thompson Rivers University Act (2005)*.

1.2 ABOUT TRU

1.2.1 TRU AT A GLANCE 2017/18




28,544
STUDENTS

(Unduplicated total)



15,019
ON CAMPUS



1,458
DUALY
ENROLLED



14,983
OPEN LEARNING



3,389

TOTAL INTERNATIONAL STUDENTS
FROM MORE THAN 88 COUNTRIES
(Unduplicated total)

12,584

STUDENT FULL-TIME EQUIVALENT ENROLMENT

10,027

DOMESTIC FTE

2,557

INTERNATIONAL FTE



2,260

TOTAL
ABORIGINAL STUDENTS
(Unduplicated total)
*2015/16 data

9 FACULTIES AND SCHOOLS



1,292

FULL-TIME EMPLOYEES



\$65.6M

PROVINCIAL OPERATING
GRANT



\$204M

REVENUE

Strategic Direction and Context



2. STRATEGIC DIRECTION AND CONTEXT

2.1 OUR STRATEGIC DIRECTION

TRU is redefining 'university' by breaking through traditional boundaries of higher education with the range of programs provided, diverse learning paths and research opportunities extended — to students in Kamloops, in surrounding BC communities and around the world. TRU offers more than 140 programs on campuses in Kamloops and Williams Lake, as well as at five regional centres in the BC Interior, and almost 600 courses and 57 programs online through TRU Open Learning..

OUR TRADITIONAL FOUNDATIONS

TRU serves our Indigenous, local, regional, national and global communities by cultivating::

- Student, faculty, staff and community engagement and service excellence
- Faculty and student engagement in scholarly research and creative activity
- Innovative, interdisciplinary and experience-based learning environments
- Open and flexible learning environments
- Indigenous education, culture, traditions, opportunities and partnership
- Environmental, economic, social, cultural and creative sustainability
- International opportunities for students, faculty and staff

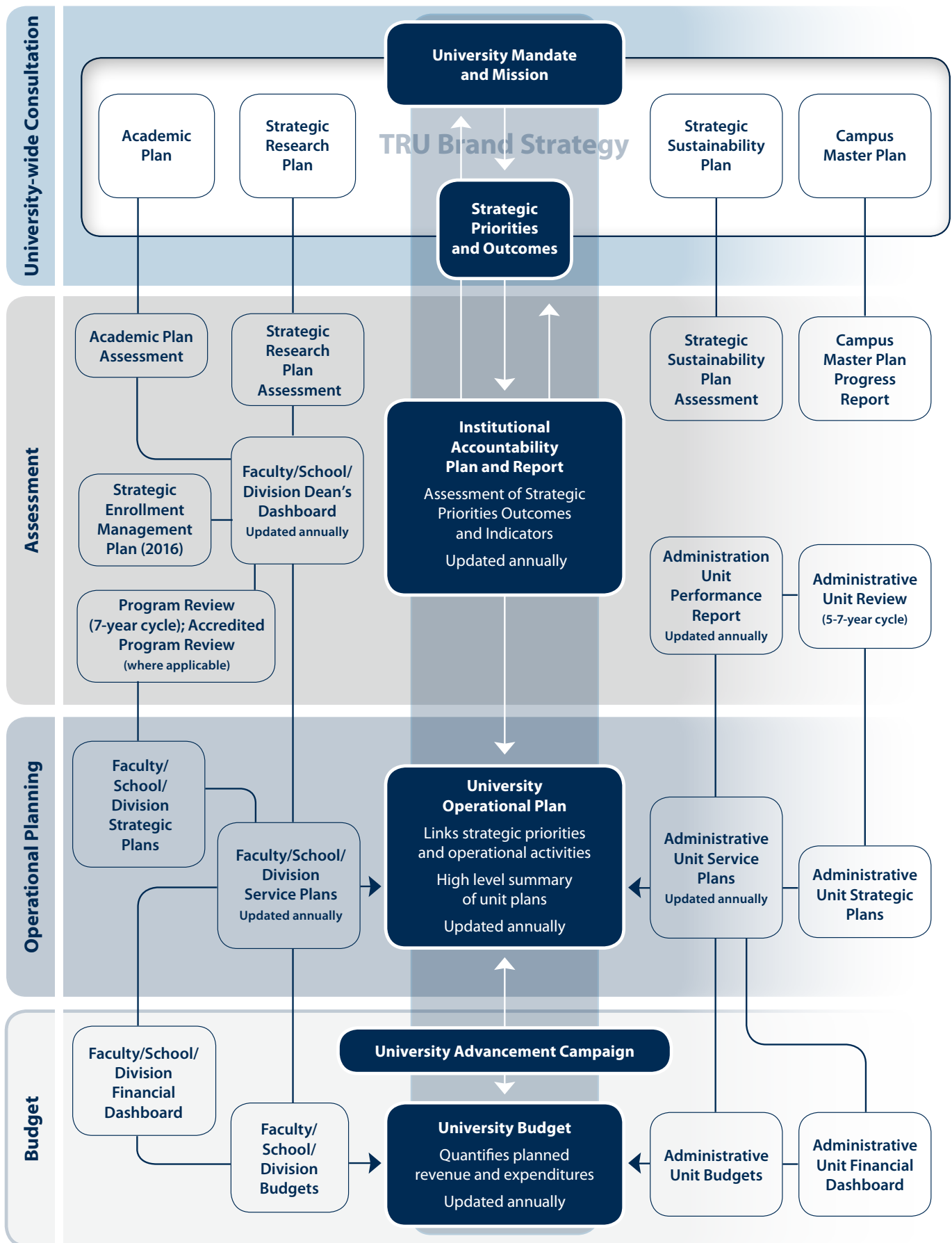
TRU's strategic priorities (2014-2019) inform all other planning processes at the university. The planning process was guided by four existing strategic documents: the mandate articulated in the *Thompson Rivers University Act*, the TRU mission statement, the 2007-2013 TRU Strategic Plan and the Academic Plan. The strategic priorities outline areas the university will enhance between 2014 and 2019 are:

- Increasing student success
- Increasing intercultural understanding
- Increasing research capacity
- Increasing entrepreneurial capacity
- Increasing sustainability

The strategic priorities for Redefining the Modern University are discussed in detail below with the performance outcomes for 2017/18 and the plans moving forward.

2.2 INTEGRATED PLANNING AND ASSESSMENT

A framework has been established to map existing planning processes and better support and formalize the planning processes at the level of individual units. The Integrated Planning and Assessment Framework (IPAF) was adopted in late 2014. Figure 2.3 illustrates the relationship and alignment between existing approved university strategic planning documents: the Academic Plan, Strategic Research Plan, Strategic Priorities and Outcomes, Strategic Sustainability Plan and Campus Master Plan. The IPAF is a living and iterative document that will be refined in future years.



2.3 STRATEGIC CONTEXT – EXTERNAL

The convergence of many external and internal forces of change continues to push higher education institutions to think differently about how to manage the business they are in and deliver on their mission in a meaningful way.

2.3.1 ECONOMY AND DEMOGRAPHY

ECONOMIC CONTEXT: THE WORLD AND CANADA

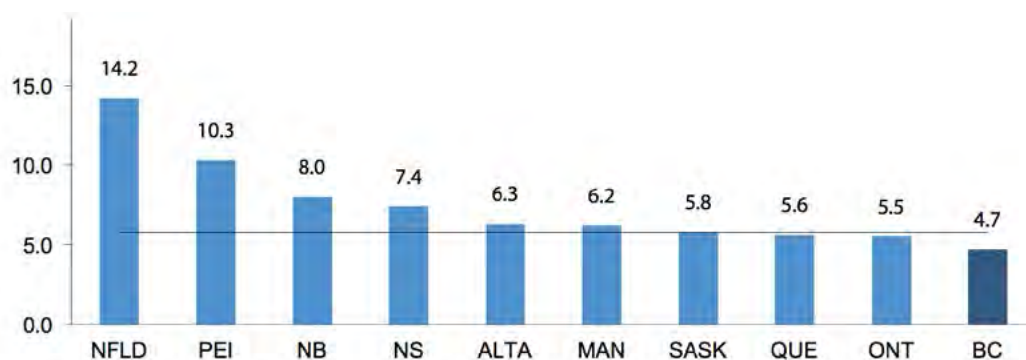
Overall, the economic environment is expected to be positive for the world and Canada in the next three years. However, economic uncertainty exists with international trade agreements, including NAFTA, and with US protectionism policies.¹

The Canadian dollar exchange rate is expected to remain about \$0.80² US. The lower rate will continue to help Canadian exports of both goods and services, including international education. Stable natural gas prices and small increases in oil prices will create interest in continuing pipeline projects (LNG, Keystone and TransCanada). However, these major projects face challenges.

Within Canada, the Conference Board of Canada³ predicts that all provinces will experience growth. Alberta's economy will continue its recovery from leading the country in economic growth in 2017 (6.2 percent), to predicted growth of 2.8 percent in 2018 and 1.9 percent in 2019. The BC economy is expected to lead the country in growth this year.

Labour markets across Canada will be tight, especially in the larger metropolitan centres. According to the RBC's April 2018 *Econoscope*, the Canadian labour market is very tight with the unemployment rate the lowest it has been since the 1970s. As of the end of March 2018, BC has the lowest unemployment rate in the country at 4.7 percent. With low unemployment rates across most provinces, interprovincial migration alone will not be able to relieve labour shortages.

Unemployment Rates (%), March 2018 Line represents Canada at 5.8%*



**Seasonally adjusted*

Prepared by: BC Stats

Source: Statistics Canada, Labour Force Survey.

British Columbia

The economic indicators for the BC economy are positive. Predictions from Central 1 are that the BC real GDP growth will be 3, 2.3 and 3.3 percent from 2018 to 2020.

Labour market

The BC unemployment rate, currently at 4.7 percent, is expected to fall to 4 percent by 2020 and the labour market is “operating at full employment.”⁵

Over the last few years, high housing costs in Vancouver have made it difficult to attract talent to the area and are “encouraging some well-educated people in their 30s to consider relocating to more affordable communities.”⁶ The Central Okanagan real estate market has already benefited from people leaving Metro Vancouver. As the Okanagan markets become more expensive, there may be an opportunity for other Interior BC cities to attract young Vancouverites.⁷

The BC Labour Market Outlook: 2017 edition (November 2017) forecasts there will be 917,000 job openings between now and 2027 with 70 percent due to workers leaving the workforce, mainly as retirees. Almost half will be filled by entrants, while immigrants and workers from other provinces will fill 36 percent. Seventy-eight percent of jobs will require post-secondary education or training. With an aging population, health and social development will be more than 15 percent of openings. The Mainland/Southwest is expected to lead in job openings; in the Thompson-Okanagan region, job openings will be due to replacement rather than growth.⁸

TRU region: Kamloops and Thompson-Okanagan

According to an economic impact study in 2014,⁹ TRU’s economic impact in 2012/13 on the Thompson-Nicola region was estimated at \$355.1 million. A new study is planned for this year.

According to Venture Kamloops, locally there are seven core or driver industries with significant export activity:¹⁰

- Transportation and logistics
- Health care
- Forestry
- Manufacturing
- Agriculture
- Retail
- Mining

With the exception of forestry, the core industries should all see reasonable levels of growth with mining helped by firm resource prices.¹¹ According to Central 1, forestry is expected to decline in the province in the next three years. Supporting services including information and cultural, health care and social assistance and accommodation and food services are expected to increase.

Venture Kamloops has identified three emerging industries for the region: High technology, green energy and tourism. The local technology industries are supported locally through the TRU Generator, a technology incubator.

The local tourism industry is mostly comprised of sports and adventure with Kamloops known as Canada’s Tournament Capital. Nearby Wells Gray Provincial Park is a centre for adventure sports such as rafting, fishing, kayaking, hiking, etc. Sun Peaks ski resort is less than an hour’s drive from town. A Tourism Kamloops spokesperson describes the sector with five ‘passion-based’ categories: mountain biking, gold, sports, fishing and winter experiences.¹² Thompson Rivers University supports this labour market segment with the Faculty of Adventure, Culinary Arts and Tourism.

Thompson Rivers University also participates in the local economy through research and innovation.

For example, the Centre for Innovation in Ranching provides grasslands research and meat production. TRUGen is the first high-throughput genomics lab in BC outside of the Lower Mainland with a primary focus on environmental remediation, waste treatment, agriculture and the Canadian food, beverage and nutraceutical industries.

Arguably, international education could be included as a local emerging industry. According to the BC Council on International Education, BC's export in international education services during 2015 was equivalent to almost 10 percent of its total value of exports of goods.¹³

Wildfire Recovery

According to a survey by the Thompson-Nicola Regional District, "the estimated total direct economic loss due to wildfires to date in the study area was almost \$31 million, and this number is expected to grow."¹⁴ Despite the wildfires, a Tourism Kamloops official reported that tourism brought in \$449 million into the local economy in 2017, up from \$377 million two years earlier.¹⁵ The Kamloops and District Real Estate Association reported the year-to-date average home price was \$377,518, up 7.2 percent from the first four months of 2017. In April 2018, the median residential price (not including condominiums or mobile homes) was \$454,900,¹⁶ less than half the median price in Vancouver of \$984,000.¹⁷

Thompson Rivers University assisted during the 2017 wildfire emergency and received several acknowledgements for stepping up and helping evacuees during the fire season that devastated parts of the BC Interior.

Thompson-Nicola Regional District board Chair John Ranta expressed thanks for the assistance and support the university provided.

"The offer of the TRU facility as an emergency social services reception area was incredibly generous. Greatly appreciated were the services and support provided by your administration and the staff at the main building, gymnasium and at the TRU dorms. Please pass on our sincere thanks to all of the TRU employees.

"True community spirit is never more evident than in times of adversity. The assistance provided by your organization was truly an example of compassion, community support and co-operation in times of need."

Minister of Advanced Education, Skills and Training Melanie Mark sent thanks on behalf of the provincial government:

"This summer's wildfires tested the province's ability to respond to the crisis and I am proud to see that TRU played a major role in ensuring that no lives were lost and impacts were managed to a minimum.

"I am aware that TRU was instrumental in providing the following services:

- Emergency social services check-in and reception centre from July 8 to 15
- Evacuee group accommodation and support services in TRU's dorm facilities and gymnasium
- Evacuation support for the City of Williams Lake and 100 Mile House, and accommodating the needs of TRU students from your Williams Lake campus and 100 Mile House regional centre
- Temporary large-vehicle parking
- Organizing and scheduling volunteers
- Shuttles to and from grocery stores
- Pet food and supplies
- Liaison and co-ordination with the City of Kamloops, the City of Williams Lake, the District of 100 Mile House, Interior Health and Emergency Management BC.

"Not only were these services delivered by TRU professionally and with care and compassion, they were sustained over the three-month provincial state of emergency and while continuing with summer classes and ensuring the TRU campus was ready to accept students for the 2017/18 academic year.

"No doubt there were countless actions and impacts beyond those stated here. Again, please accept my thanks

for all efforts at TRU during this summer's time of need and kindly extend my gratitude to all those involved."

The Bonaparte Indian Band sent a certificate of appreciation to the TRU board to say thanks for the university's contribution and dedication during the wildfires.

Interior Health Authority President and CEO Chris Mazurkewich wrote a letter of thanks to TRU President Alan Shaver. In it, he noted the wildfire season was the worst on record and it put immense pressure on IHA to serve people, patients, clients and residents of the Interior.

"During this emergency response, TRU immediately stepped up to provide and find safe and suitable locations for our home and community clients, assisted living clients and Aboriginal elders. The commitment to ensure these clients were comfortable at the university dormitories was truly exceptional.

"As I reflect on the major events of this summer's wildfires, IH is fortunate to have the support of institutions such as TRU to help ensure that those in need receive the highest level of care. Your generosity is genuinely appreciated and we look forward to collaborating in the future."

The efforts of 103 volunteers from the university were also individually acknowledged with certificates for going Above and Beyond Awards from the premier.

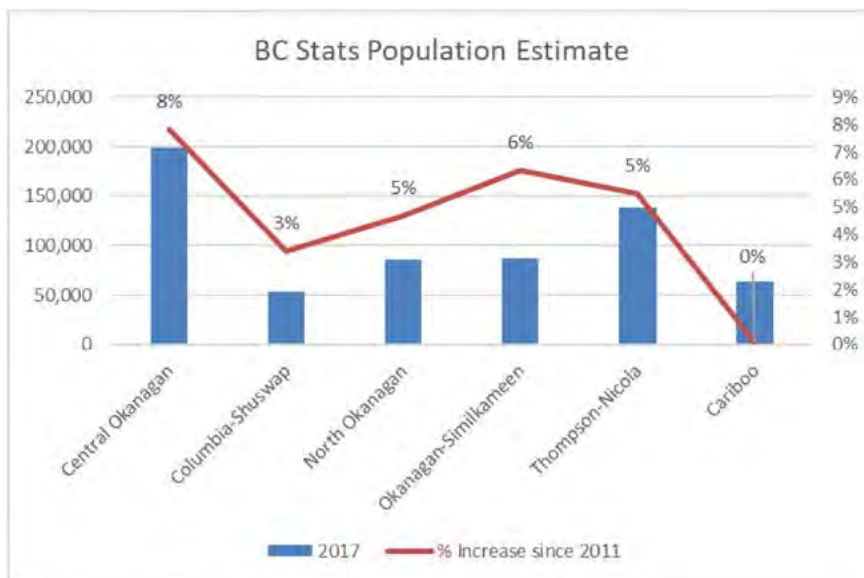
Major Projects in Progress

There are several major projects in progress in the region:¹⁸

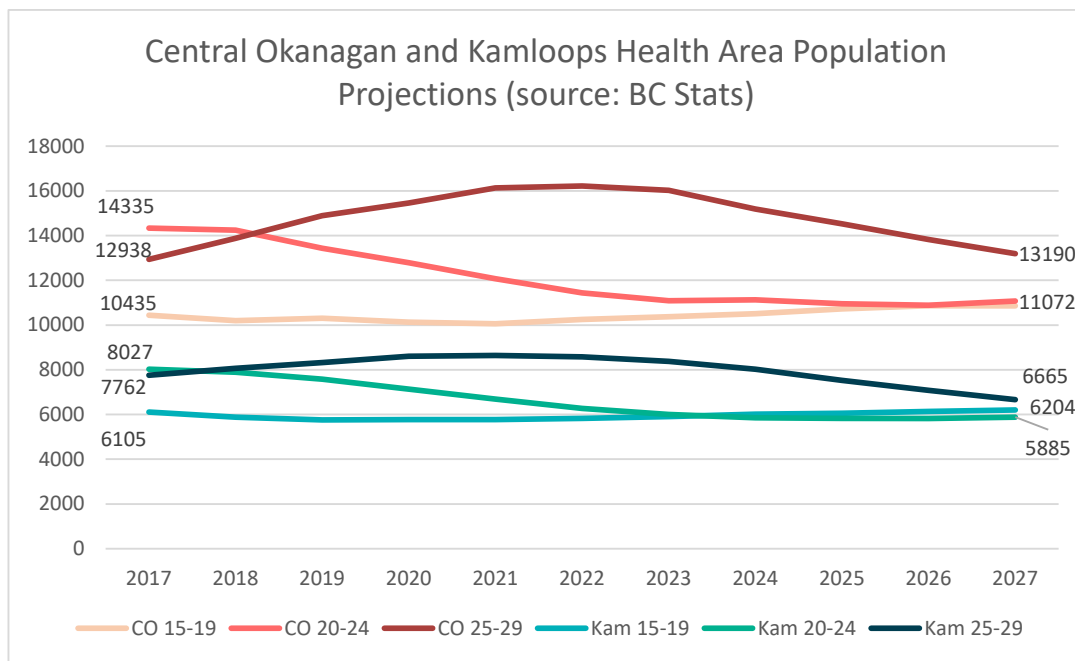
B.C. Major Projects In Progress Inventory - Fourth Quarter 2017	
	Estimated Costs Cdn\$
Kamloops	906
Juniper West residential development	150
Kamloops substation	56
Landmark Place at Landmark Heights	20
Orchards Walk	150
Sun Rivers community	450
Trades and Technology Building	30
West Highlands residential community	50
Kamloops area	635
Sun Peaks Ski Resort	635
Merritt region	40
Sagebrush Golf and Sporting Club	40
Total	1,581

Changing Regional Demographics

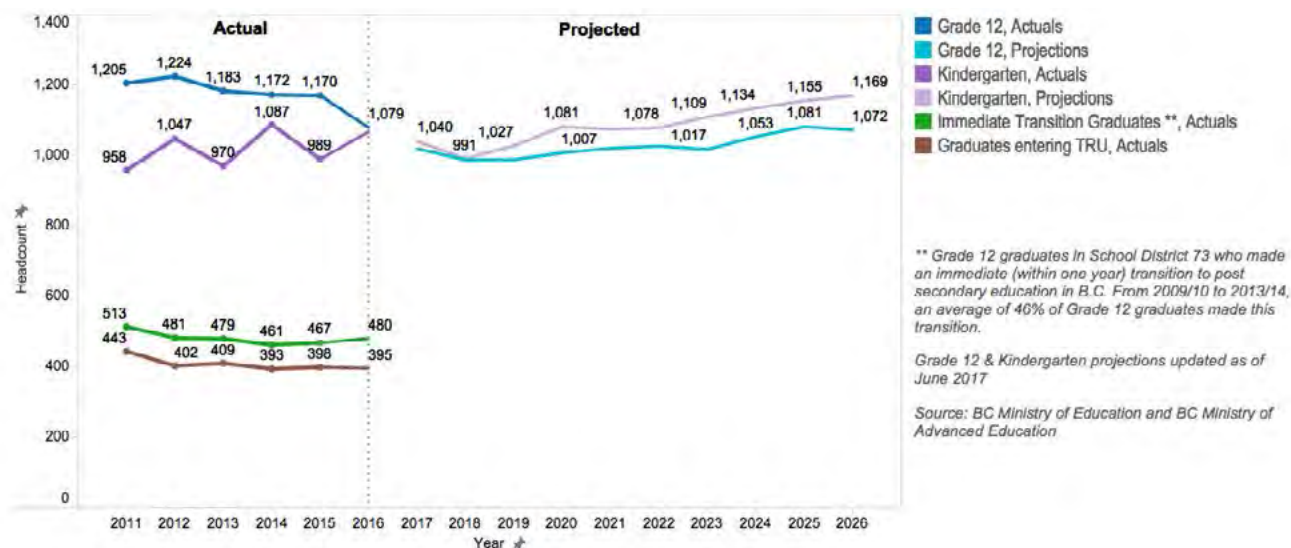
The Central Okanagan has the largest population of the Thompson-Okanagan economic development region and has seen the largest percentage of population growth since 2011. The Thompson-Nicola region's population is almost 140,000 and has seen five percent growth since 2011.¹⁹



Both the Central Okanagan and Kamloops regions face similar patterns with post-secondary aged population cohorts, with gains in the next four years in the 25- to 29-year-old cohort and declines in the 20- to 24-year-old cohort. The 15- to 19-year-old cohort numbers are relatively flat.²⁰



With tight labour markets and rising wages, the cost to go to post-secondary is greater. TRU could expect to continue to see lower on-campus domestic enrolments and a corresponding increase in online. With the Canadian dollar low and tighter American immigration policies (and more inviting Canadian policies), international education in the region is likely to continue to see strong demand. TRU's challenge will be to diversify international markets, increase domestic immediate regional transitions from high school, while working on programming for the 25- to 29-year-old cohort including masters and other post-baccalaureate certification for the regional labour force to continue to develop relevant skills.



2.4 OUR STRATEGIC CONTEXT – INTERNAL

2.4.1 NEW LEADERSHIP

On February 6, 2018, the TRU Board of Governors selected Nathan Matthew as the university's next chancellor. Matthew was chief of the Simpcw First Nation of Chu Chua near Barriere, a position he has held for more than 20 years. He is also an educator, a well-known advocate for the advancement of Indigenous education in BC and TRU's first executive director of Aboriginal Education. "At TRU, we believe in open access to education for individuals of all backgrounds. We also promote a culture of inclusion that fosters intercultural understanding between all people groups. Nathan Matthew represents these values," said TRU President and Vice-Chancellor Alan Shaver. Past chancellors are Olympian, Order of Canada recipient and Senator Nancy Greene Raine and former judge and BC MLA Wally Oppal.

On April 12, 2018, a new president for TRU was announced. Dr. Brett Fairbairn will be the next president and vice-chancellor of Thompson Rivers University, starting December 1, 2018. Dr. Fairbairn is a distinguished academic who has taught and conducted research at the University of Saskatchewan for more than 30 years. He is a Rhodes Scholar, a fellow of the Alexander von Humboldt Foundation and has held numerous grants from the Social Sciences and Humanities Research Council of Canada. During his time at the University of Saskatchewan, Dr. Fairbairn held senior leadership positions including provost and vice-president academic, head of the department of history and director of the Centre for the Study of Co-operatives.



2.4.2 INSTITUTIONAL ACCREDITATION

As of January 31, 2018, Thompson Rivers University has been approved for continued status as a candidate for accreditation at the associate, baccalaureate and master's degree levels by the Northwest Commission on Colleges and Universities (NWCCU).

In June 2016, TRU was granted candidacy status through the NWCCU. The candidacy period lasts five years and requires two interim evaluation reports and site visits. The first report was in fall 2017 and an on-site visit was made in October 2017. During this period, TRU demonstrated a progression to meeting the accreditation standards in full. Institutional accreditation of post-secondary institutions is a voluntary, non-governmental, self-regulatory process of quality assurance and improvement. Regular external assessment of TRU's adherence to best-practice standards will support enhanced accountability to stakeholders, foster public confidence in TRU's ability to deliver on its mission and reinforce that a TRU education is high quality and based on objective, comprehensive and internationally recognized criteria.

For more information about institutional accreditation, visit www.tru.ca/vpacademic/accreditation

2.4.3 STUDENT FEEDBACK

Student feedback is key to TRU's planning and operations at TRU. Information about the satisfaction and experience of our students is continuously gathered through internal, provincial and national surveys. The feedback continues to reflect a high degree of satisfaction with the institution.

TRU baccalaureate students who responded to the Canadian University Survey Consortium's 2017 Survey of Graduating Students indicated that their experience was as good or better compared to graduating students' experiences at other Canadian universities on several aspects:

- I feel as if I belong at this university
- Has this university exceeded, met or fallen short of your expectations?
- Generally, I am satisfied with the quality of teaching I have received
- How satisfied are you with your decision to attend the university?
- How satisfied are you with the concern shown by the university for you as an individual?
- A university degree is worth the cost
- Would you recommend this university to others?

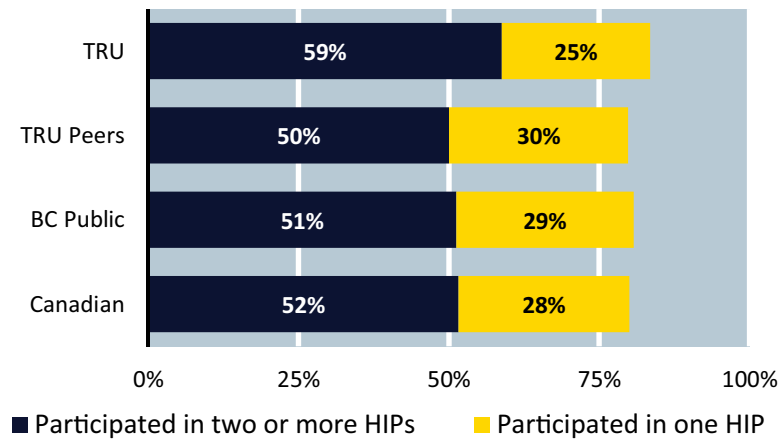
Results from the 2017 National Survey of Student Engagement (NSSE) show TRU's fourth-year baccalaureate respondents scored significantly higher on six of the 10 engagement indicators compared to respondents at TRU's peer institutions, at BC public post-secondary institutions, and to all Canadian respondents (– indicates no significant difference).

NSSE 2017 Engagement Indicators: TRU fourth-year respondents compared with ...

Theme	Engagement Indicator	TRU Peers	BC Public	Canadian
Academic Challenge	Higher-order learning	–	–	–
	Reflective and integrative learning	Higher	Higher	Higher
	Learning strategies	Higher	Higher	Higher
	Quantitative reasoning	–	–	–
Learning with Peers	Collaborative learning	Higher	Higher	Higher
	Discussions with diverse others	–	–	–
Experiences with Faculty	Student-faculty interaction	Higher	Higher	Higher
	Effective teaching practices	Higher	Higher	Higher
Campus Environment	Quality of interactions	–	–	–
	Supportive environment	Higher	Higher	Higher

Results from the 2017 NSSE show that, as expected, more fourth-year TRU respondents (84 percent) reported participating in High Impact Practices (HIPs) compared to first-year TRU respondents (48 percent). Also, 59 percent of fourth-year TRU respondents had participated in two or more HIPs compared to eight percent of first-year TRU respondents. A similar percent of first-year and fourth-year TRU respondents participated in HIPs, as did TRU peers, BC public and Canadian respondents.

NSSE 2017 HIPs: Fourth year



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- ¹²Progress 2018 Kamloops this Week, "Visitor numbers keep going up" page 38
- ¹³BCCIE, An Assessment of the Economic Impact of International Education in British Columbia in 2010 and 2015
<http://bccie.bc.ca/wp-content/uploads/2017/02/RKA-International-education-Rpt-to-BCCIE-final-revised-1.pdf> Accessed April 11, 2018
- ¹⁴Colin O'Leary, TNRD Economic Recovery Recovery Work Plan and Recovery Needs: 5 January, 2018
<https://tnrd.civicweb.net/document/140893> Accessed May 14, 2018
- ¹⁵Progress 2018 Kamloops this Week "Visitor numbers keep going up" page 38
- ¹⁶Kamloops and District Real Estate Association Kamloops and District home sales bounce back in April 2018 <http://creastats.crea.ca/kaml/>
<http://www.kamloopsrealestateblog.com/wp-content/uploads/2018/05/MLS-Activity-April-2018.jpg> Accessed May 14, 2018
- ¹⁷Vancouver Real Estate Trends, Housing Market Report for May 2018 <https://www.zolo.ca/vancouver-real-estate/trends>
Accessed May 14, 2018
- ¹⁸BC Major Projects Inventory <https://www2.gov.bc.ca/gov/content/employment-business/economic-development/industry/bc-major-projects-inventory> Accessed May 1, 2018
- ¹⁹BC Stats Population Estimates, <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates> Accessed May 1, 2018

Institutional Highlights and Mandate Letter Priorities



3. INSTITUTIONAL HIGHLIGHTS AND MANDATE LETTER PRIORITIES

3.1 INSTITUTIONAL HIGHLIGHTS FOR 2017/18

Research/Partnerships

TRUGen: The BC Interior's first high-throughput genomics lab is now open at TRU under the direction of biology faculty member Jonathan Van Hamme.

Read more: <http://inside.tru.ca/2017/12/11/tru-genomics-lab-a-first-for-the-bc-interior/>

Seven TRU researchers received nearly \$950,000 over five years through the NSERC Discovery Grants program, which funds innovations in chemistry, physics, life sciences, mathematics, computer science, geoscience and the many branches of engineering.

Read more: <http://inside.tru.ca/2017/09/08/tru-researchers-net-nearly-950000-in-federal-grants/>

Indigenous health research got a \$1-million boost for an international network of Indigenous health researchers, led by Dr. Rod McCormick. This is the largest health research grant in TRU's history.

Read more: <http://inside.tru.ca/2017/06/21/indigenous-health-research-gets-1-million-boost/>

The Interior University Research Coalition research agreement was struck with UBC Okanagan, UNBC and TRU. The three universities form a core of research and innovation talent in the BC Interior that will further develop the innovation ecosystem of the region.

Read more: <http://inside.tru.ca/2017/12/15/bcs-interior-universities-join-forces-to-take-research-to-a-new-level/>

Building a Future for Students

On March 24, 2017, Kamloops-South Thompson MLA Todd Stone announced the funding for the TRU Nursing and Population Health Building on the Kamloops campus, with the province contributing \$8 million and TRU providing \$22.6 million toward construction of the new facility. The 4,100-square-metre building will house the Bachelor of Science in Nursing, Health Care Assistant and the new Master of Nursing programs, and will support TRU's efforts to meet the need for nurses throughout BC. On April 5, 2018, Premier John Horgan and Advanced Education, Skills and Training Minister Melanie Mark were joined by students, staff and faculty to celebrate the groundbreaking for the new building. In addition to providing for new technology and equipment, the Nursing and Population Health Building will add space for classrooms, labs, interdisciplinary health clinics, home-care space and breakout rooms, creating opportunities for collaborative learning. The new building will also allow for additional student seats in the future.

Read more: <http://inside.tru.ca/2017/03/24/green-light-for-nph-building/>

<http://inside.tru.ca/2018/04/05/premier-breaks-ground-on-new-nursing-building/>

<http://inside.tru.ca/2018/04/05/nursing-student-excited-for-opportunities-nph-building/>

The Industrial Training and Technology building opens in fall 2018. It was first announced in 2016, with funding from the Government of Canada (\$13.25 million), BC Ministry of Advanced Education (\$7.03 million), TRU and donors, including Western Economic Diversification Canada (\$9.72 million). The 5,344-square-metre facility will allow TRU to expand programs by an additional 550 full-time equivalent student (FTE) spaces for a total of more than 2,000 FTEs.

Read more: <http://inside.tru.ca/2016/09/20/world-class-trades-building-to-open-in-2018/>

<http://inside.tru.ca/2017/02/09/construction-starts-on-industrial-training-and-technology-centre/>

<http://inside.tru.ca/2017/04/05/building-tech-potential/>

Institutional accreditation

As of January 31, 2018, Thompson Rivers University has been approved for continued status as a candidate for accreditation at the associate, baccalaureate and master's degree levels by the Northwest Commission on Colleges and Universities.

Read more: <http://inside.tru.ca/2016/08/08/candidate-for-accreditation-by-nwccu/>
<http://inside.tru.ca/2018/02/16/commission-affirms-candidacy-status/>

Capital Planning

Starting with the Old Main expansion in 2014 and concluding with the Industrial Training and Technology Centre and the recently announced Nursing and Population Health Building, TRU has fulfilled the last long-term capital plan. In November 2016, a Capital Projects Planning Advisory Group was formed to provide recommendations to the president on which capital projects should be included in TRU's next five-year Capital Plan, based on TRU's strategic priorities.

Read more: <http://inside.tru.ca/2017/04/18/capital-planning-from-idea-to-reality/>

After 18 months of planning, community wide consultations and information sessions, the university's capital projects planning process formally kicked-off in November, 2017, with the first meeting of the advisory group. Since that time, project proponents across the university have submitted concept papers for nine unique projects. From that list, all but one project was approved to move forward to the workbook stage of the process and four have come forward for consideration by the board for inclusion in TRU's next five-year Capital Plan.

Concluding the last capital plan involves the following:

Classroom Revitalization Project: A thorough modernization of the outdated classroom inventory in the Old Main building is expected provide students and faculty with an exceptional teaching and learning environment that offers maximum flexibility for various teaching styles and formats. Renovations will include new flooring, glass alcove entries to classrooms, enhanced and updated multi-media, new flexible furniture, sound proofing, more electrical outlets and improved access to electrical outlets, upgraded washroom facilities, aesthetic upgrades to hallways and upgraded lighting. The project will occur in two phases starting in the spring of 2018 and wrapping up in March 2019. The total project is expected to cost \$5 million.

Read more: <http://inside.tru.ca/2018/05/10/old-main-gets-new-life/>

ITTC: The Industrial Training and Technology Centre is expected to be substantially complete by the end of June 2018 and will open its doors to students in September 2018. This \$32-million, 5,344-square-metre LEED gold facility is funded in part through the federal government's Strategic Initiatives Fund program and through contributions from the Province of British Columbia and TRU's own capital reserves and fundraising efforts. The ITTC will allow TRU to offer new high-demand programs in instrumentation, heating, ventilation and cooling, and power engineering.

Read more: <http://inside.tru.ca/2016/09/20/world-class-trades-building-to-open-in-2018/>
<http://inside.tru.ca/2017/02/09/construction-starts-on-industrial-training-and-technology-centre/>
<http://inside.tru.ca/2017/04/05/building-tech-potential/>

NPH: The Nursing and Population Health Building broke ground in April, 2018. This \$37-million, 50,000-square-foot LEED gold project is expected to be substantially complete in April 2020 and is funded from TRU's capital reserves, fundraising and an \$8-million contribution from the Province of British Columbia. Boasting state-of-the-art low-, medium- and high-fidelity simulation labs, the facility will set a high standard for nurse training facilities in the province.

Read more: <http://inside.tru.ca/2017/03/24/green-light-for-nph-building/>
<http://inside.tru.ca/2018/04/05/premier-breaks-ground-on-new-nursing-building/>
<http://inside.tru.ca/2018/04/05/nursing-student-excited-for-opportunities-nph-building/>

WolfPack Athletics Hosted Canadian University Men's Soccer

Thompson Rivers University hosted the 2017 U SPORTS Canadian Interuniversity Sports National Men's Soccer Championship in November, 2017. The Cape Breton Capers won the championship with a 3-2 win over the Montreal Carabins at Hillside Stadium. The host team, TRU WolfPack, won the bronze medal, beating the UBC Thunderbirds. TRU students Ryan Glanville, Mitch Popadynetz and Colton Walker were named tournament all-stars.



Read more: <https://athletics.inside.tru.ca/2016/07/21/its-official-wolfpack-get-2017-cis-mens-soccer-nationals/>
<https://athletics.inside.tru.ca/2017/11/10/wolfpack-mens-soccer-open-national-championships-with-victory/>
<https://athletics.inside.tru.ca/2017/11/15/tru-beats-ubc-in-penalty-kick-shootout-ktw-article-nov-12-2017/>

Prior to the U SPORTS championship, the men's soccer team made the Canada West playoffs for the first time and captured bronze.

- John Antulov: Kamloops Sports Council coach of the year 2017
- Men's soccer team: Kamloops Sports Council team of the year 2017

Curling

WolfPack Women won silver in U SPORTS Curling Nationals, March 28, 2018.

Read more:

<https://athletics.inside.tru.ca/2018/03/28/its-silver-again-for-wolfpack-at-usports-womens-curling-nationals/>

TRU's first employee engagement assessment

In November, 2017, the TRU HR department launched its first employee engagement assessment. Measuring more than 17 elements, the extensive survey reached 931 employees and had a response rate of 51 percent. The results were presented at an all-employee session on February 21, 2018, attended by more than 400 people. The project team has now widened the steering committee to include employees from across campus to review improvement initiatives and make recommendations. Department level results and consultation is also underway. The team plans to re-measure again in 2020.

Read more: <http://inside.tru.ca/2017/11/02/share-your-perspective/>

TRU Ransomware Preparedness Evaluation

TRU Internal Audit and external consultants recently performed an engagement to review and improve TRU's ransomware attack preparedness strategy. This involved assessing the overall information security posture and governance structure of TRU and reviewing various technologies in place to highlight areas requiring enhancement. Interviews were conducted with faculty members regarding their research projects to understand their data handling, privacy protocol and backup procedures.

Another part of the engagement was a ransomware tabletop exercise that involved walking key stakeholders through a specific breach incident. The tabletop exercise was helpful in increasing TRU's understanding of cyber crisis management, identifying missing processes, building consensus and a shared vision of TRU's response to a cyber-crisis, and increase TRU's probability of success if faced with a similar event.

Read more: <http://inside.tru.ca/events/event/tru-privacy-security-conference/>

3.2 MANDATE LETTER PRIORITIES

3.2.1 REPORTING ON 2017/18 MANDATE LETTER

Develop and implement an updated skills-gap plan in alignment with priorities of the BC Skills for Jobs Blueprint

TRU has implemented and met skills-gap targets each year of the program since 2014/15. In the 2017/18 Skills-gap Plan, TRU targeted a further \$1,753,435 in funding. The 138 newly targeted FTEs are in the following areas: respiratory therapy, business administration, law and social work. TRU's program offerings are highly aligned with the skills needs of the province as framed in the Top 100 Occupations list. Although outside of the scope of the Skills-gap Plan, it must be noted that TRU is also contributing funds from our AEST grant to the needs of BC's skills gap in support of our Trades and Technology offerings. A total of 847 full-time equivalent student spaces across 14 programs have been included in the Skills-gap Plan to date.

Continue to deepen BC's talent pool, in support of the #BCTECH strategy, ensuring opportunities for students in the technology sector

TRU continues to support the BCTECH initiatives through research, program and talent pool development. Below are a few highlights:

- Provincial funding announced on January 16, 2018, for a new Bachelor of Software Engineering program at TRU that will build on the current two-year Engineering Transfer program. "One of the key features of this program will be the required co-op terms, through which students will be able to obtain relevant paid workplace experiences as they put their education to work and build their careers," said Dean of Science Tom Dickinson. The first intake of third-year students is planned for fall 2019.
Read more: <http://inside.tru.ca/2018/01/16/new-software-engineering-program/>
- The BC Interior's first high-throughput applied genomics laboratory is now open at TRU thanks to nearly \$750,000 in federal and provincial funding. TRUGen launched on December 11, 2017, and is directed by microbiology faculty member Dr. Jonathan Van Hamme.
Read more: <http://inside.tru.ca/2017/12/11/tru-genomics-lab-a-first-for-the-bc-interior/>
- TRU, UBCO and UNBC will have more opportunity to work together in creating technological innovations, facilitated by funding announced in January 2018. The funding also provides a boost to the Interior University Research Coalition (IURC), launched last year. IURC is a way of sharing and pooling research resources among TRU, UNBC and UBCO that aims at student development, collaboration and joint funding proposals. The universities also allow students to transfer among the three institutions for engineering-related programs. Read more: <http://inside.tru.ca/2017/12/15/bcs-interior-universities-join-forces-to-take-research-to-a-new-level/>
- At the 2017 #BCTECH Summit, Dr. John Church's research was featured in the Future of Food exhibit. In 2018, TRU had a larger presence at the BCTECH Summit than in the past. TRU was a summit sponsor and had a booth in the marketplace that highlighted some of the areas where the university excels.
Read more: <http://inside.tru.ca/2017/03/13/tru-researcher-to-unveil-smart-cows-at-bctech-summit/>



- Jon Van Hamme and Emma Read showed off the TRUGen facility that Van Hamme has developed to do genomic analysis. Read has gained valuable co-op experience working with Van Hamme and others.
- Heather Noyes and Emily Vanderhaven demonstrated the use of preemie Ann mannequin and how high-fidelity technology simulation has transformed the field of education in the allied health disciplines.
Read more: <http://inside.tru.ca/2017/12/11/tru-genomics-lab-a-first-for-the-bc-interior/>
<http://inside.tru.ca/2017/04/06/co-op-position-an-eye-opening-experience/>
<http://inside.tru.ca/2016/11/03/co-op-work-term-interesting-fulfilling-and-fun/>
- Natural Resource Science program alumnus and entrepreneur Robert Atwood and some of his employees at Hummingbird Drones have illustrated how unmanned aerial vehicles and proprietary software have changed the landscape of firefighting and more.
Read more: http://inside.tru.ca/2015/10/26/generator_success/
<http://inside.tru.ca/events/event/fireside-chat-with-hummingbird-drones/>
- TRU's co-op education department, especially Sarah Ladd (engineering) and Nancy Bepple (computing science), was well represented as they connected students with relevant paid workplace experiences.
Read more: <http://inside.tru.ca/2018/05/18/grad-invests-in-co-op-sees-dividends/>
<http://inside.tru.ca/2017/04/18/career-education-and-the-tru-connection/>
<http://inside.tru.ca/2017/04/06/co-op-position-an-eye-opening-experience/>
<http://inside.tru.ca/2017/03/23/co-op-an-investment-into-future-dream-jobs/>
<http://inside.tru.ca/2017/01/09/from-co-op-to-ceo/>
<http://inside.tru.ca/2016/12/07/flying-the-co-op/>

Work in partnership with the government and Aboriginal communities, organizations and institutes to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan to increase the participation and success of Aboriginal learners

TRU continues to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan. The highlights for Aboriginal Education with activities that are supporting indigenization and Truth and Reconciliation efforts throughout last year include the following:

- Orange Shirt Day took place on September 29 and brought awareness concerning the Indigenous students' survival and resilience from the historic traumas of residential schools.
Read more: <http://inside.tru.ca/2017/09/27/orange-shirt-day-every-child-matters/>
- From October, 2017 to January, 2018, First Nations, Métis and Aboriginal organizations contributed to the Aboriginal Service Plan from the Ministry of Advanced Education.
Read more: <http://inside.tru.ca/events/event/aboriginal-service-plan-students-focus-group/>
- Aboriginal Affairs has worked to enhance urban Indigenous and Métis youth through Kamloops Aboriginal Friendship Society and Métis Nation. The Kamloops Aboriginal Friendship Society hosted an urban Aboriginal youth gathering in January, 2017, and the Métis Nation held a gathering in April, 2018.
- The university received an Indigenous spaces proposal and the green paper proposal was reviewed on November 16, 2017 (initial proposal), presented on March 9, 2018, and a full proposal was submitted in April, 2018.
- To further indigenization, there was an International Mother Language Day on February 16, 2018, a Moose Hide Awareness campaign on February 15, 2018, and indigenization presentation on February 21, 2018.
Read more: <https://inside.tru.ca/events/event/celebrate-international-mother-language-day/>
- On March 8, 2018, TRU scheduled two indigenization workshops during IDays.
- During the week of February 12 to 16, 2018, TRU hosted talking circles related to the outcry of injustice from the Colten Boushie/Gerald Stanley issue in Saskatchewan.
- On March 23 and 24, 2018, Tk'emlúps te Secwépemc and Thompson Rivers University's Aboriginal Affairs hosted a Truth and Reconciliation forum.
Read more: <https://inside.tru.ca/events/event/truth-and-reconciliation-forum/>
- Aboriginal Affairs hired a new position, associate director, in March of 2018.
Read more: <https://inside.tru.ca/2018/05/31/tsucwmins-t-we-greet-you-tina-matthew/>
- Thompson Rivers University and Tk'emlúps te Secwépemc (TteS) pledged to advance partnerships and co-operation with the signing of an agreement that commits to fostering greater understanding and respect between the two organizations.
Read more: <https://inside.tru.ca/2017/05/12/walking-alongside-the-tkemplups-te-secwepemc/>



Continue to deliver on provincial priorities for international education including two-way flow of students, educators and ideas

TRU continues to be at the forefront of international education. Some highlights of the last year include:

- TRU educated 2,557 international student FTEs in 2017/18, from 88 countries.
- 1,004 students from China, Ecuador, Honduras, Hong Kong, Indonesia, Japan, Korea, Mexico, Panama, Taiwan, Ukraine and Italy participated in the English Language and Cultural Immersion Short-term Study Program in summer 2017 – an increase of 25 percent from the summer of 2015.
- In the summer of 2017, TRU celebrated the 15th anniversary of its partnership with Tianjin University of Technology. Since its inception, more than 1,500 students have graduated with a TRU Bachelor of Business Administration credential.
- IDays is an annual event that involves sharing of culture, international experience, research and interests while celebrating TRU's international community and collaborations. This year's event highlighted four of the UN's Sustainable Development Goals of zero hunger, responsible consumption and production, sustainable cities and communities, and health and well-being. The event's theme was Food for Thought, Food for Life, Food for Fun. The week also included a guest scholars program, wherein scholars from around the globe shared their expertise with the campus and Kamloops community.

Read more: <https://www.tru.ca/internationaldays.html>

<http://inside.tru.ca/2018/02/16/ideays-offers-a-taste-of-diversity/>

Continue to actively encourage and promote the development and use of online resources and open textbooks to support post-secondary affordability for students

TRU continues to support the development and use of open learning and resources. The Centre for Excellence in Learning and Teaching and Open Learning announced the Open Education Resource Development Grant (OERDG) program for 2018/19. This grant program is funded by a 2018/19 Strategic Initiative Fund Grant. The OERDG program at TRU provides funding (up to \$7,000 per award) and support to TRUFA and TRUOLFA faculty members who wish to integrate open educational resources into their TRU courses. This direct support can be used by faculty to adopt, adapt, create and/or integrate open educational resources as primary materials within their TRU courses.

Continue to actively participate in the development and implementation of a common application system for all public post-secondary institutions in the province

TRU is a fully hosted institution on the EducationPlannerBC platform and it has active representation from the university's student information systems team on the phase two implementation project currently underway. TRU's AVP enrolment services and university registrar is a member of the EducationPlannerBC steering committee and is vice-chair of its policy sub-committee. Further, TRU's general counsel is a member of the EPBC governance sub-committee.

Promote safe campuses by developing policies and actions to prevent and respond to sexual misconduct and assault of all forms

In May of 2016, the provincial Legislature passed the BC *Sexual Violence and Misconduct Policy Act*. The Act required all public post-secondary institutions in BC to establish and implement a sexual misconduct policy by May of 2017.

TRU's board of governors approved policy BRD-25-0 Sexual Violence in March, 2017. https://www.tru.ca/_shared/assets/Policy_BRD_25-0_Sexual_Violence40359.pdf

The policy asserts that all members of the TRU community have the right to work, teach and study in an environment that is free from any form of sexual violence. The policy outlines educational commitments as well as processes for disclosures and reports of sexualized violence. The policy was developed in close collaboration with provincial colleagues and with community partners. In the spring of 2018, a series of consultations were conducted to review the policy in its first year of implementation; we anticipate some revisions as a result of that feedback.

Policy BRD-25-0 asserts the university's commitment "to raising awareness and educating the campus community about sexual violence, developing a consent culture, reducing the risk of incidents of sexual violence, responding to the needs of victims/survivors for support and empowerment, and to responding to incidents of sexual violence effectively and fairly."

TRU faculty and staff have participated in training about responding to disclosures, response-based practice, decolonizing rape culture and enhancing co-ordinated responses to sexualized violence. TRU student leaders and others have developed and participated in workshops on gender-based violence, consent, supporting survivors of sexualized violence and domestic violence. TRU staff have worked with colleagues at other RUCBC institutions



to develop a series of videos and learning activities related to consent education; these will be implemented in orientation activities for all incoming students, beginning in fall 2018.

Also in the last year, the WolfPack volleyball teams initiated a student-driven public service announcement as part of a partnership between TRU and the Kamloops Sexual Assault Counselling Centre. The #IBelieveYou – Supporting Survivors of Sexualized Violence campaign was spearheaded by students Kaitlin Lomas and Kendra Finch.

In addition to the online training course on discrimination and harassment that the university posted on its website, TRU is delivering face-to-face training on harassment and discrimination. This training is given in workshops presented by Corinn Bell, a leading expert in human rights law and training. Workshops last two to two and a half hours as participants discuss relevant scenarios.

Meet or exceed the financial targets identified in the ministry's three-year Service Plan as tabled under budget 2017, including maintaining balanced or surplus financial results

TRU has exceeded the ministry's financial and enrolment targets; in 2017/18 fiscal year, TRU exceeded the ministry's FTE target by 7.3 percent.

Continue to maximize the efficient use of public post-secondary administrative resources through participation in the Administrative Service Delivery Transformation initiative

TRU is a core member of the shared services model and participates in 18 of the available agreements.

Category	Agreement
Information Technology	Maplesoft
	Software VAR - Compugen
	Adobe Creative Cloud
	Microsoft Software Volume Licensing
	Hardware VAR - LVS
	Firewall - Palo Alto
	Wireless Networking - Aruba
	Server Hardware - Dell EMC
	Storage Equipment - NetApp
	Cloud & Data Consulting - Steeves & Associates
	PSTN/SIP Telephone Services - Shaw
	Shared Survey Tool - SurveyMonkey
	Mass Notification System - Regroup
Professional services	Electronic Sourcing Tool - Bonfire
Facilities	Vending Machines - Ryan Vending
	Natural Gas Program
Operational Supplies	Office Supplies - Staples Business Advantage
	Cylinder Gas - Praxair

TRU provided leadership to evolve shared services

In 2017, TRU played an important role in the success of BCNET. TRU hosted and managed DATA-SAFE, an online secondary, data backup storage and retrieval service, and operated the shared Moodle service for eight institutions in B.C. The total aggregated savings to TRU were \$2,406,905, and the total for all 25 public post-secondary institutions was \$47,326,778.20.

Members of the TRU leadership team actively participated with the board and contributed to service committees to evolve BCNET shared services.

Brian Mackay, TRU associate vice-president, Digital Strategies and Chief Information Officer, was the chair and valued member of our board of directors.

Matt Milovick, TRU vice-present, Administration and Finance, was an active and valued member of the BCNET board of directors.

Bob Munro, TRU director, Supply Chain Management, provided strategic oversight of procurements at the BCNET source procurement services committee.

3.2.2 PLANNING FOR THE 2018/19 MANDATE LETTER PRIORITIES

PRIORITY 1

Actively participate in an engagement process with the ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC calls to action and United Nations Declaration on the Rights of Indigenous Peoples.

Truth and Reconciliation Forum March 23 and 24, 2018

Truth and Reconciliation Calls to Action

The 2015 Truth and Reconciliation Commission Report calls to action had certain sections that challenged universities to transform their curricula. Specifically, the calls to action recommended changes in Action 11, 16, 62 (ii), 24, and 28 that included funding increases, language, education, history, law and health/nursing. The Truth and Reconciliation forum presenters included Dr. Wilton Littlechild, Mavis Erickson, Viola Thomas, research chairs Rod McCorminck and Shelly Johnson, instructor Natalie Clark, community members Garry Gottfriedson, Felix Arnouse, Leona Thomas, and Iris Jules and Singers.

Truth and Reconciliation: Call to Action 11. This section suggests the federal government must provide increases to funding for Aboriginal learners. In addition, this section recommends an increased funding for First Nations bands to directly support Aboriginal learners in a post-secondary setting. Funding increases could also be from an increase in funding to Canada Student Grants.

Truth and Reconciliation: Call to Action 16. This section asks for more relevant language programs that lead to certificates, diplomas and degrees. Currently, TRU has language courses in Secwépemc and Stat'imc; however, there have been requests to provide additional courses in Nlak'pamux and Michif languages. The immediate challenge is that TRU's Development Standard Term Certificate program does not adequately accommodate current language teacher concerns at a community level. This forum can help bring more clarity to this language acquisition challenge.

Truth and Reconciliation: Call to Action 62 (ii). This section recommends that we improve, enhance, transform and/or create stronger curricula in the areas of education, history and Indigenous knowledge. TRU has developed relevant curricula in education, history and arts. However, the university will need to strengthen curricula in these areas. TRU's Indigenizing the Curriculum in Higher Education project helps in this development. The university has also had Interculturalizing the Curriculum since 2008 that addresses faculty awareness and capacity to indigenize.

Truth and Reconciliation: Calls to Action 24 and 28. These two sections recommend the requirement to indigenize the Law and Nursing faculties. In this section, there are specific recommendation for law schools to have mandatory curricula on Indigenous history, knowledge and contemporary law issues. The Residential School Law school event at Tk'emlúps te Secwépemc (January 27, 2017) demonstrates TRU's commitment. The other section recommends changes to indigenize the nursing curricula. The Nursing faculty has been involved in Aboriginal research in many ways.



PRIORITY 2

Implement priority initiatives including:

- a. Tuition-free Adult Basic Education (ABE) and English Language Learner (ELL) programs for domestic students
- b. Improve education success of former youth in care
- c. Expand tech-related programming and others that align to the knowledge-based economy

ABE and ELL programs are tuition free for domestic students. The change in policy announced August 8, 2017, was implemented in the fall 2017 term.

Tuition and fees for former BC youth in care are waived for students between 19 and 26 years of age. TRU Advancement is sourcing funding for bursaries for former youth in care to further support their success in post-secondary education.

A new Bachelor in Software Engineering has been approved and intakes of third-year students starts in the fall 2019 term. A new graduate designation is being offered, a Master of Science degree in Data Science. Through the various certificates, diplomas, undergraduate and graduate degrees, Thompson Rivers University offers many opportunities and pathways for students to access the training and education for employment in the growing BC technology sector.

PRIORITY 3

Improve student mental health, safety and overall well-being

The President's Task Force on Mental Health and Well-being launched in December 2017. The task force is addressing the following objectives:

- Report on TRU's readiness to adopt the Okanagan Charter and make recommendations for its phased adoption
- Make recommendations for policy revisions, or new policies, that support the wellness of the TRU community
- Ensure TRU is strategically and tactically prepared to respond to increased demands for mental health and other health supports on its campuses
- Strengthen TRU's connections to service providers in the Kamloops and Williams Lake communities

The task force is submitting its report and recommendations in June 2018. The results will be reported in next year's IAPR.

TRU faculty member Dr. Rod McCormick is the BC Regional Innovation Chair of Aboriginal Health at TRU. He is developing All My Relations, a research and training centre for Indigenous family and community health in the Faculty of Education and Social Work.

PRIORITY 4

Align institutional processes with K-12 curriculum changes

TRU is undergoing a review of program admission requirements and course prerequisites in order to align with upcoming changes to the new BC high school graduation program. Necessary changes will move through institutional governance channels for approval in the fall of 2018. Further, representatives from TRU have been engaged in consultation and feedback through the BC Registrar's Association as well as through involvement with the Ministry of Education's Think-Tank on Graduation Assessments in Math Skills and Literacy.

PRIORITY 5

Develop a balanced approach to international education

TRU continues to develop a balanced approach to international education with international students from 88 countries in 2017/18. Over 90 students participated on inbound exchange and more than 170 TRU students participated in outbound international exchanges abroad. TRU has over 60 bilateral exchange partners and more than 300 International Student Exchange Program opportunities for students.

TRU World is participating in the Canadian Bureau of International Education Conversation on Study Abroad – Learning Beyond Borders Initiative, an initiative designed to raise the profile of Study Abroad in Canada to increase the number of students participating.

PRIORITY 6

Comply with the two percent cap on tuition and mandatory fee increases

Thompson Rivers University has complied with the two percent cap on domestic tuition and mandatory fees since 2005 when the policy was introduced. TRU's tuition remains one of the lowest of public universities in BC. TRU's annual academic Arts tuition is \$4,145, below the average BC university weighted average of \$4,998.

https://www2.gov.bc.ca/assets/gov/education/post-secondary-education/data-research/2017-18_bc_tuition_fees.pdf

Special funding priorities for Thompson Rivers University:

The Ministry of Advanced Education, Skills and Training has approved the following:

- \$1 million in funding for the Building Capacity and Community through Construction Trades Program in a collaboration with Thompson Rivers University and the Tkemlúps and Neskonlith communities.
- \$155,000 to support the delivery of a Health Care Assistant program in Williams Lake with intake in February 2019.
- \$150,000 for two \$75,000 initiatives: one to increase the success of people with disabilities in programs with high labour-market demand, and the other to support efforts to increase and enhance work-integrated learning opportunities for students.
- \$75,000 to supplement Aboriginal Emergency Assistance funding to help Indigenous students who are facing financial hardship.
- \$95,000 to support delivery of an Anesthesia Assistant Post Diploma in Vancouver through Open Learning.
- \$500,000 of a total \$5.4 million invested in industry-standard training equipment for trades and technology.
- \$180,000 to support merit-based graduate student scholarships

Performance Plan



4. PERFORMANCE PLAN

4.1 OUR ALIGNMENT WITH AEST GOALS

The strategic priorities guide TRU's institutional goals and objectives. The figure below demonstrates alignment of TRU's strategic priorities and support of the Ministry of Advanced Education, Skills and Training's goals. The matrix shows that each of TRU's strategic priorities support two or more of the ministry's goals.

Fig. 4.1: Alignment Matrix

	Ministry of Advanced Education Goals			
	Goal 1: Students	Goal 2: System	Goal 3: Society	Goal 4: Citizens
	Ensure students are supported to achieve their education, employment and training goals	Maintain a high quality post- secondary education system that provides BC with a global competitive advantage	An education and training system that maximizes return on investment and supports BC's diverse communities	Citizens are informed and engaged with government in a way that is inclusive, and builds both trust and quality of life
TRU Strategic Priorities				
1. Increasing Student Success	✓	✓	✓	
2. Increasing Intercultural Understanding	✓	✓	✓	✓
3. Increasing Research Capacity	✓	✓	✓	✓
4. Increasing Entrepreneurial Capacity	✓	✓	✓	✓
5. Increasing Sustainability			✓	✓

For more information, visit:

1. British Columbia Ministry of Advanced Education. February 2017. *2017/18 – 2019/20 Service Plan*. Retrieved from www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/ministries/advanced-education/service-plan
2. Thompson Rivers University. February 2014. *Redefining the Modern University: Strategic Priorities 2014-2019*. Retrieved from www.tru.ca/_shared/assets/2014-2019_StrategicPriorities_PDF31428.pdf

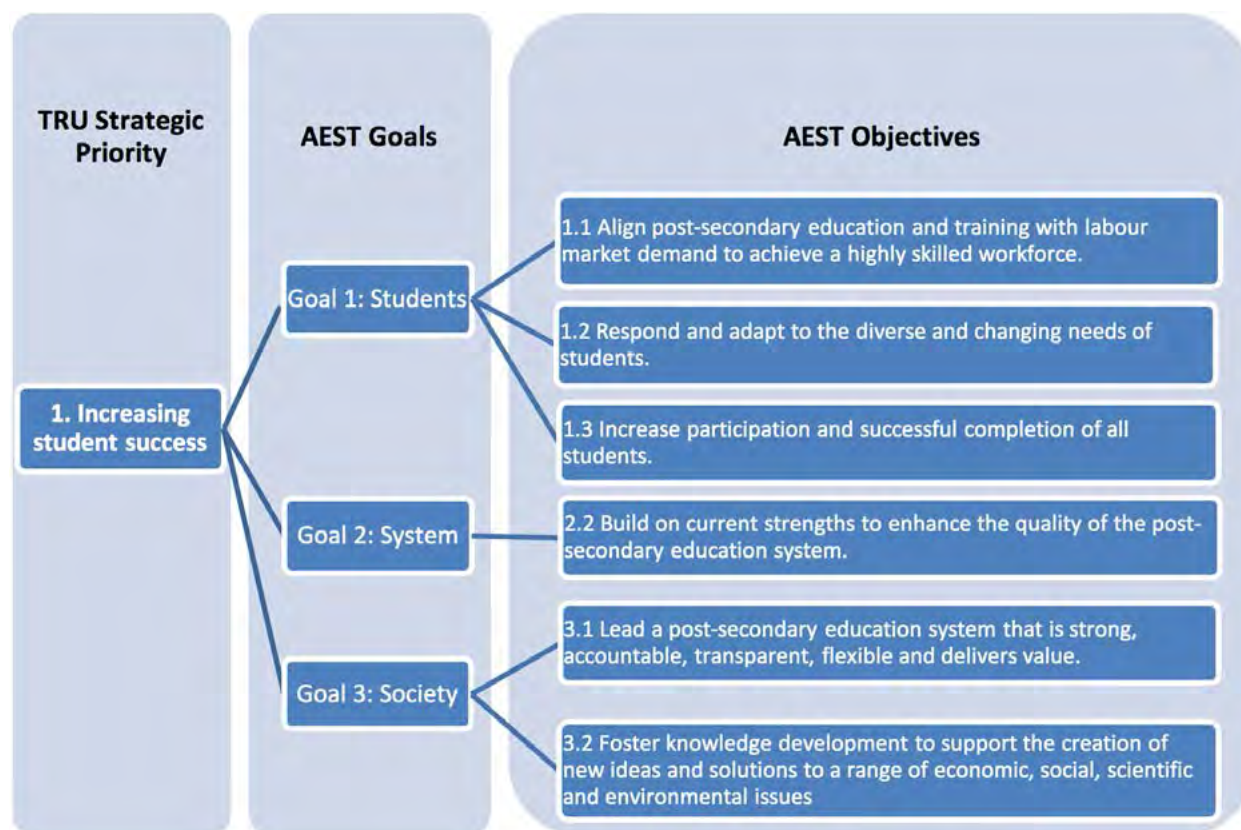
4.2 OUR STRATEGIC PRIORITIES

This section details how TRU's strategic priorities align with the Ministry of Advanced Education, Skills and Training's goals and objectives.

4.2.1 INCREASING STUDENT SUCCESS

TRU will prioritize academic engagement and programs which fully develop students' knowledge and skills and support student career success in the context of:

- Co-curricular, extracurricular and experiential learning opportunities
- Flexible delivery models for innovative programs
- Flexible learning options, such as laddering, prior learning assessment, Open Learning and lifelong learning
- Student transitions to work or further study through skills-based, competency-based and learning outcomes-based education and training
- Transitions between high schools and university; trades, vocational and academic streams; virtual, distance and face-to-face learning environments



TRU offers an outstanding range of programs, from trades to traditional academics, and from certificates to bachelor and graduate degrees. Our academic divisions provide academic and professional programs, interdisciplinary options and experiential opportunities like co-op, study abroad and undergraduate research to enrich learning. A variety of services support students to increase their success.

SELECTED STUDENT SUCCESS HIGHLIGHTS

Undergraduate Research Experience Award (UREAP)

TRU student Colleen Black spent eight weeks as an undergraduate researcher in Maui studying the impact that the observation of basking green sea turtles has on visitors, with the goal of creating more responsible tourists. Read more: <https://inside.tru.ca/2017/06/01/sand-sun-sea-turtles-and-student-research/>

Using solar panels, Arduino microcontrollers and some other components, fourth-year geography student Brandon Turner is collecting data to better understand the movement of rain water down tree trunks—otherwise known as stemflow.

Read more: <https://inside.tru.ca/2017/08/29/using-low-cost-tech-to-make-data-collection-easier/>

Jonny Davis is forever in pursuit of aviation-related research and innovation. His UREAP project focuses on furthering flight safety in regard to pilot training and current regulations as they apply to general aviation, non-professional pilots.

Read more: <https://inside.tru.ca/2018/02/13/aerobatics-3-d-freedom-full-circle-of-flight-growth-and-perseverance/>

Conferences and competitions

First-year Law students visited the former Kamloops Indian Residential School on February 1, 2018, for the law school's annual Truth and Reconciliation Day. The visit is part of TRU Law's response to the federal Truth and Reconciliation Commission's calls to action to teach students about the history and legacy of residential schools in this country. Read more: <https://inside.tru.ca/2018/02/06/reflection-supports-healing-and-reconciliation/>

Two Law students competed at the National Sports Law Negotiation Competition in San Diego. TRU Law was the only Canadian law school at the competition in September, 2017.

Read more: <https://inside.tru.ca/2017/09/29/tru-law-at-us-sports-law-negotiation/>

At the Battle of the Apps, groups of students in associate professor Katie Sykes' class Designing Legal Expert Systems: Apps for Access to Justice presented apps they developed this semester to an external panel of judges.

Read more: <https://inside.tru.ca/2017/04/20/law-students-compete-in-battle-of-the-apps/>
<https://inside.tru.ca/2017/12/07/apps-increase-access-to-justice/>

The School of Business and Economics MBA team won first place at the Canadian National Ethics Challenge on February 2, 2018, in Vancouver.

Read more: <https://inside.tru.ca/2018/05/11/business-students-test-their-ethics-in-national-team-challenge/>
<https://inside.tru.ca/2018/04/25/business-students-invest-in-ethics-for-national-competition/>

In October of 2017, TRU welding student Andrew Christensen finished 12th in his category at the 44th WorldSkills in Abu Dhabi, United Arab Emirates.

Read more: <https://inside.tru.ca/2017/11/10/training-for-the-world-stage-leads-to-personal-growth-for-welder/>
<https://inside.tru.ca/2017/06/14/supporting-local-talent-on-route-to-worldskills/>

TRU's Training House won both the categories it was a finalist in at the Canadian Home Builders Association Central Interior's (CHBA CI) 2018 Keystone Awards. The award for Best Single Family Detached Home: \$350,000 to \$500,000 was presented to the School of Trades and Technology and local contractor Fulcrum Development, which oversaw the 2017 Training House project. TRU's collaboration with the CHBA CI was named Best Public/Private Partnership.

Read more: <https://inside.tru.ca/2017/08/10/training-house-collaboration-enters-28th-year/>
<https://inside.tru.ca/2018/02/08/training-house-two-for-two-at-local-keystone-awards/>



Students Isra Jaffar and Tyson Bodor were awarded Best Poster Presentation and runner-up, respectively, in the Analytical Chemistry division of the Western Canadian Undergraduate Chemistry Conference at the University of Alberta in May of 2017.

Read more: <https://inside.tru.ca/2017/05/23/clean-sweep-for-undergrad-chemistry-researchers/>

The 13th annual TRU Undergraduate Research and Innovation Conference took place March 23 and 24, 2018. The conference has grown from about 20 to more than 200 student presenters. Graeme Hallett won with his Three Minute Thesis presentation, Dungeons and Dragons Develops Social Skills, in the competition at TRU in March, 2018 and he went on to represent TRU during the Western Canadian 3MT™ finals on April 27 at the University of Regina. Read more: <https://inside.tru.ca/2018/03/20/dungeons-dragons-research-a-critical-hit/>

On March 9 and 10, 2018, experts from around world came together at TRU for the International Conference on Optimization and Data Science with the goal of outlining solutions to current problems in the field. Organizer Dr. Roger Yu said TRU is perfectly poised to host the conference as optimization and data science is one of our longstanding research strengths.

Read more: <https://inside.tru.ca/2018/03/07/international-conference-aims-to-tackle-big-data/>



A team of TRU tourism students (Max Beertema, Erica Johnson, Hafdis Jonsdottir and Kim Smith) is among those exploring the potential of pot. Competing in the BC championship of go2HR's Winning Pitch competition, the group finished second of four teams on March 7, 2018, in Kelowna with their concept called 42 EAU Wellness Resort and Spa: a high-end business focusing on the medicinal and healing properties of marijuana.

Read more: <https://inside.tru.ca/2018/03/16/cannabis-concept-nets-students-second-place-spot/>

There were a record number of TRU Law mooters in 2017/18 competitions.

Bursaries and scholarships

TRU graduate Polina Denisova won the 2017 Governor General's Academic Gold Medal. Denisova has accepted a position in the Educational Leadership and Policy doctoral program at the State University of New York (Albany).

Read more: <https://inside.tru.ca/2017/06/05/gold-medal-research-leads-to-phd-scholarship/>

Mathew Norman just completed his second year of his Bachelor of Science degree and travelled to Germany to participate in a research project at the University of Münster, part of a RISE-Globalink Research Internship.

Read more: <https://inside.tru.ca/2017/04/26/research-internship-sends-student-abroad/>

Rhegan Williamson was one of six recipients of the 2017 TRU Ambassador's Entrance Scholarship, a \$22,000 award recognizing exemplary leadership and community service combined with strong academic performance. Her interest in art and design has led her to study in TRU's Architectural and Engineering Technology program.

Read more: <https://inside.tru.ca/2017/10/30/competitive-skier-fundraising-for-families-fighting-cancer/>

Two graduating TRU students received the annual award that goes to the top chemistry students at each Canadian university entering their final year of chemistry, biochemistry, or related programs. Tyson Bodor and Mathias Imeson were awarded with the Chemistry and the Environmental Chemistry silver medals.

Read more: <https://inside.tru.ca/2017/12/15/positive-reactions-trus-top-chemistry-grads-win-silver-medals/>

Researchers at TRU and their students were given a \$90,000 boost in October, 2017, through the Undergraduate Research Apprentice program.

Read more: <https://inside.tru.ca/2017/10/31/90000-awarded-to-undergraduate-research-apprentices/>

Through the Ch'nook Scholars Program — an initiative that supports Indigenous business students throughout BC — SoBE students Christen Pretty, Dustin Petroff, Keante Joe, Kristen Johnny and Rochelle DeLaRonde were chosen to receive mentorship, a chance to network with industry professionals and a \$2,000 scholarship.

Read more: <https://inside.tru.ca/2018/03/26/indigenous-mentoring-through-chnook-scholars-program/>

Nine exceptional students were awarded Natural Science and Engineering Research Council (NSERC) grants. Read more: <https://inside.tru.ca/2018/02/07/steady-research-growth-brings-student-opportunities/>

Agreements and collaboration

Thompson Rivers University and the Maharaja Ranjit Singh Punjab Technical University signed a memorandum of understanding that allows students from the Punjabi technical university to study and work in BC. Under the agreement, credits earned by students from Maharaja Ranjit Singh Punjab Technical University can be transferred to TRU's Bachelor of Computing Science or Bachelor of Technology programs. Those who finish their degrees in two years at TRU are eligible for a three-year work permit in Canada.

Read more: <https://inside.tru.ca/2018/06/21/indian-delegation-visits-tru-marks-phase-two-of-deal/>
<https://inside.tru.ca/2017/11/30/deal-with-indian-university-for-students-to-study-and-work-in-bc/>

The Canadian Bar Association, BC branch mentorship program kicked off at TRU Law on October 11, 2017. Sixty-three first-year law students were matched with lawyers from Kamloops, around BC, Alberta and Ontario.

Read more: <https://inside.tru.ca/2017/10/12/mentorship-program-links-lawyers-and-students/>

The School of Business and Economics (SoBE) launched a new initiative to connect graduate students with the business Kamloops community and to improve their professional skills —abilities they will need to succeed as leaders after graduation. Titled Bridge to Business, this series enhances the experience and knowledge gained in the classroom by SoBE graduate students.

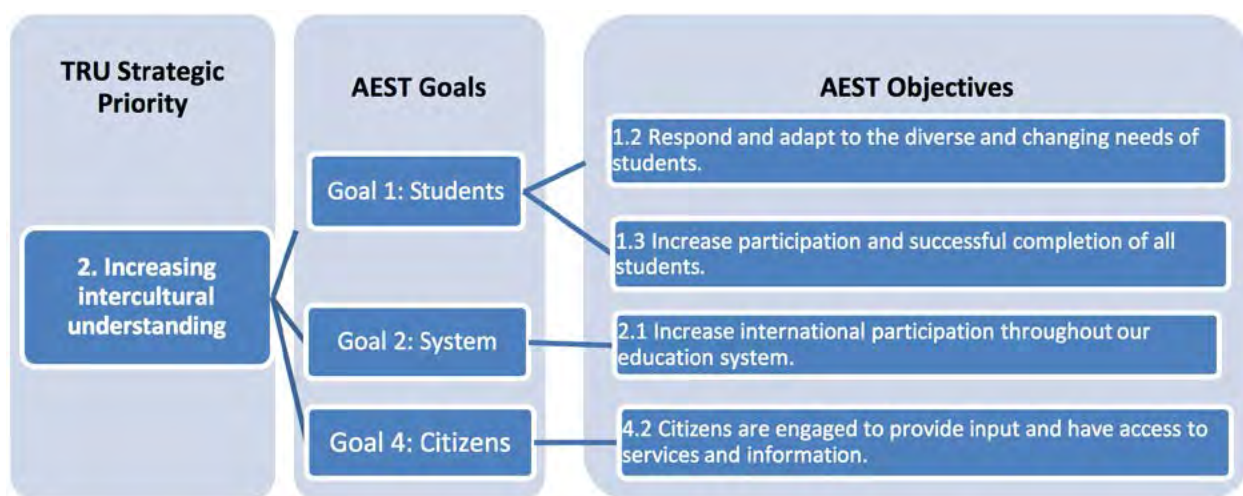
Read more: <https://inside.tru.ca/2017/10/11/bridge-to-business-for-graduate-students/>

SoBE received an INAC grant to work with four First Nations in the Northern Shuswap Tribal Council in a financial administration capacity analysis. The goal is to have a plan to build financial management capacity in the First Nations that are in the treaty negotiation process.

4.2.2 INCREASING INTERCULTURAL UNDERSTANDING

TRU will prioritize programs and practices that support diversity, inclusion and intercultural understanding among Indigenous, local, regional and global communities in the context of:

- The indigenization of the university through the inclusion of traditional and contemporary Indigenous teaching, learning, knowledge, research and creative practice
- The internationalization of the university through the inclusion of globally engaged teaching, learning, knowledge, research and creative practice
- The recognition of the diversity and uniqueness of Canadian society including a local and BC perspective
- The creation of a culture of inclusion in all aspects of university work and life



TRU's strategic priorities indicate that TRU will prioritize programs and practices that support diversity, inclusion and intercultural understanding between its Indigenous, local, regional and global communities. The TRU community is culturally diverse. TRU is home to international students from over 80 countries, a substantial Indigenous student body from a wide number of First Nations, Inuit and Métis communities across Canada and a domestic student population representing an array of cultural heritages as well as an increasing number of new Canadians.

SELECTED INTERCULTURAL UNDERSTANDING HIGHLIGHTS

Thompson Rivers University and Tk'emlúps te Secwépemc (TteS) pledged to advance partnerships and co-operation with the signing of an agreement that commits to fostering greater understanding and respect between the two organizations. TteS Kúkpí7 Fred Seymour and TRU President and Vice-Chancellor Alan Shaver celebrated the signing by exchanging gifts at a ceremony held at the Chief Louis Centre on May 9, 2017.

Read more: <https://inside.tru.ca/2017/05/12/walking-alongside-the-tkemplups-te-secwepemc/>

During a recent visit to Pipsell (Jacko) Lake in Secwépemc territory near Kamloops, 120 second-year Law students were asked to take a rock from the territory where they primarily live or grew up in and place it on a cultural heritage marker. By placing the rocks, students participated in an important cultural protocol symbolic of building an understanding of the various places and stories that connect us all. The visit is in response to the Truth and Reconciliation Commission calls to action.

Read more: <https://inside.tru.ca/2017/10/18/learning-from-the-land/>

Watch the video: <https://www.youtube.com/watch?v=DR1Au-aihCQ>

Dr. Silvia Straka of the School of Social Work and Human Service presented her research on October 11, 2017, as part of the Faculty of Education and Social Work's fall Research Provocations seminar series. Her talk was titled Decolonizing and Reconciling Pedagogies in the Academy: A Settler Social Work Educator's Perspective.

Read more: <https://inside.tru.ca/2017/10/12/edsw-research-provocations-fall-2017-series-dr-silvia-straka-presents/>

Faculty of Education and Social Work staff and faculty members joined together on October 6, 2017, for a harvest Thanksgiving gathering. The event included a potluck lunch, storytelling and opportunities to reflect and give thanks in the spirit of the season. Attendees shared dishes and recipes holding special significance to them and their families and spoke about their Thanksgiving traditions and memories.

Read more: <https://inside.tru.ca/2017/10/10/edsw-faculty-and-staff-members-gather-to-give-thanks/>

TRU offered three sets of free *Secwepemctsin* language classes to faculty and staff.

Read more: <https://inside.tru.ca/2017/06/02/weyt-kp-learn-secwepemctsin/>

Second-year Law student Domenic Cundari won the Canadian Bar Association's Real Property Essay Competition with the essay he wrote last fall for his Indigenous Peoples and Canadian Law course: The Conflict Between Aboriginal Title and Private Property in the Secwépemc Territory.

Read more: <https://inside.tru.ca/2017/05/12/law-student-wins-national-essay-contest/>

Sept. 29, 2017, was Orange Shirt Day, a legacy of the St. Joseph Mission residential school commemoration event started in 2013 in Williams Lake. It was inspired by School of Business and Economics alumna Phyllis Webstad's story and was an opportunity for residential school survivors, local government members, Indigenous youth, students, faculty and staff to come together in the spirit of reconciliation and hope for generations of children to come.

Read more: <https://inside.tru.ca/2017/09/27/orange-shirt-day-every-child-matters/>

Adventure Studies students attended a two-week field study course that combined sustainable trail development with a unique Indigenous component. The domestic field school took students to multiple communities to gain understanding of the policies, procedures and consultations around trail development, trail tourism and mountain bike tourism. The first-time course also gave students the chance to get hands-on experience while exploring unique cultural perspectives of BC First Nations.

Read more: <https://inside.tru.ca/2017/06/15/field-school-builds-more-than-just-trails/>

An international network of Indigenous health researchers and knowledge keepers now has a home. The Canadian Institute of Health Research has given a \$1-million grant for Dr. Rod McCormick (Kaniénkehaka), BC Regional Innovation Chair in Aboriginal Health, to lead the network. It will provide Indigenous health graduate students and new researchers with opportunities to learn about traditional healing, fully preparing them to become leaders in their chosen fields. This is the largest health-research grant in TRU's history.

Read more: <https://inside.tru.ca/2017/06/21/indigenous-health-research-gets-1-million-boost/>

Bannock, a traditional staple of Indigenous people's diets, is also known for being a part of gatherings and togetherness. TRU's first Bannock Bake-off event was held on Tuesday, February 27, 2018. TRU Bachelor of Commerce alum Hillary McLean was crowned the 2018 bannock bake-off champion.

Read more: <https://inside.tru.ca/2018/03/02/bannock-bake-off-brings-community-together/>

Now in its third year, the Knowledge Makers program takes place annually during reading week and is designed to inspire Indigenous students to participate in research. Each year, a new cohort of 10 to 15 students takes part in two days of workshops, enriched by Indigenous elders, scholars and mentors. Students' papers are published, following peer review, in the Knowledge Makers Journal.

Read more: <https://inside.tru.ca/2017/03/01/knowledge-makers-program-has-impressive-impact/>

The Traditional Fashion Show held on February 28, 2018, focused on reconciliation through art, the theme of the 2018 Aboriginal Awareness Week. Models showed off imaginative creations by local BC designers Jill Setah, Dinah Guichon and Ashley Michel. Following the show, Chief Joe Alphonse of the Tl'etinqox (Alexis Creek) People spoke of what reconciliation means to the Tsilhqot'in (Chilcotin) Nation.

Read more: <https://inside.tru.ca/2018/02/27/much-more-than-a-fashion-show/>

The university celebrated its cultural diversity campuswide during the annual celebration of IDays, March 5 to 9, 2018. The theme was Food for Thought, Food for Life, Food for Fun.

Read more: <https://inside.tru.ca/2018/02/16/idads-offers-a-taste-of-diversity/>

Established as a foundation and community for more than 150 Muslim students on campus, the TRU Muslim Students Association is developing on-campus services and initiatives. Along with other association representatives, vice-president Inayat Ur Rehman is striving to connect with students and inform them about where to find the multi-faith room and local mosque.

Read more: <https://inside.tru.ca/2017/10/18/muslim-students-association-fosters-community-and-combats-islamophobia/>

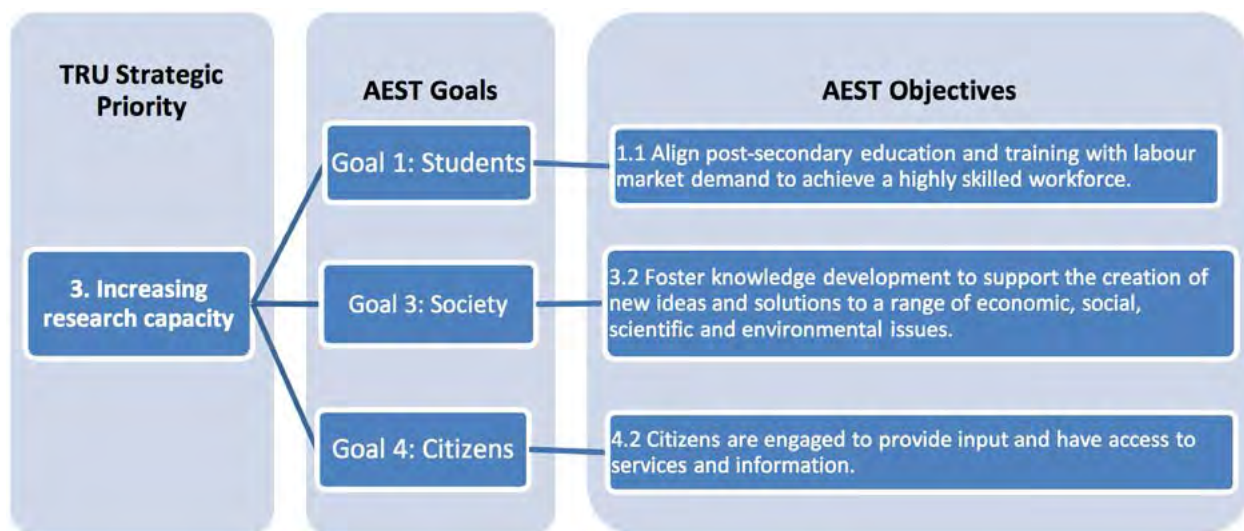
A new faculty member at TRU Law is helping to build an understanding of trans rights in Canada. Samuel Singer recently took up his new post as assistant professor at TRU Law, and while his main research area is in tax and charity law, he is also a long-time advocate for trans people. Singer recently completed a research project for the Canadian Human Rights Commission that examined the historical evolution of trans rights.

Read more: <https://inside.tru.ca/2017/09/28/new-law-faculty-member-researching-trans-rights/>

4.2.3 INCREASING RESEARCH CAPACITY

TRU will prioritize the development and mobilization of scholarship, research, training, teaching innovation, professional practice and creative capacity for the benefit of people in the context of:

- The strengths and expertise of faculty and students
- The needs of people, populations and organizations in our communities
- Program and course innovation and development for undergraduate and graduate students
- Partnerships across disciplines with industry, businesses, social and cultural organizations, and other educational institutions
- Intercultural and international career and professional development, research activity, and creative activity for students, faculty, staff and alumni



Research and creation are the heart and soul of a university. They inform who we are and why we do what we do as teachers, scholars, students, support staff and administrators. Continuing to build TRU's research profile is seen as crucial not only to student recruitment and engagement, faculty progression and renewal, and the development of new graduate programs, but also to our university's local, regional, national and international reputation.

SELECTED RESEARCH CAPACITY HIGHLIGHTS

TRUGen

The first high-throughput genomics lab in BC outside of the Lower Mainland is now open at TRU due to an injection of almost \$750,000 in federal and provincial funding. TRUGen opened December 11, 2017. Through the BC Knowledge Development Fund, the provincial government contributed \$291,000 to buy lab equipment. The Canada Foundation for Innovation's John R. Evans Leaders Fund provided matching funds. The lab is directed by microbiology faculty member Dr. Jonathan Van Hamme, with a primary focus on environmental remediation, waste treatment, agriculture and the Canadian food, beverage and nutraceutical industries. The lab is already being used by two postdoctoral researchers, three graduate students and five undergraduate researchers. Projects include using DNA to track rare species of animals, amphibians and insects in the environment.

Read more: <https://inside.tru.ca/2017/12/11/tru-genomics-lab-a-first-for-the-bc-interior/>

Environmental Science

Master of Science in Environmental Science students Jordann Foster and Jared Maida received two \$7,500 Environmental Science and Natural Resource Science Fellowships. Foster and Maida were awarded the fellowships as a result of their commitment to research and potential for future contributions to their respective fields. Under the supervision of Dr. Lauchlan Fraser, Maida's research examines rattlesnake ecology in the South Okanagan, with a focus on habitat fragmentation and habitat loss due to construction and development.

Read more: <https://inside.tru.ca/2018/01/08/7500-fellowships-awarded-to-graduate-researchers/>

Other STEM research

TRU's Dr. Naowarat (Ann) Cheeptham, Dr. Cori Lausen of Wildlife Conservation Society Canada and Dr. J.P. Xu of McMaster University, have developed a new treatment for the fungal infection that causes white-nose syndrome in bats. It uses the principle of probiotics by introducing good bacteria that are helpful to the body. The three-year project is funded in part through a \$150,000 USD research grant from the Bats for the Future Fund, a competitive grant program that supports the development of treatments for white-nose syndrome to promote the survival of bats in North America.

Read more: <https://inside.tru.ca/2017/10/24/researchers-developing-probiotic-cocktail-to-combat-deadly-bat-disease/>

Seven TRU researchers are sharing almost \$950,000 over five years through the Natural Sciences and Engineering Research Council Discovery Grants program announced by the federal government. This represents an application success rate of 64 percent — outstanding for a small university like TRU — and signifies an ongoing investment from the federal government to support fundamental science research.

Read more: <https://inside.tru.ca/2017/09/08/tru-researchers-net-nearly-950000-in-federal-grants/>

In November of 2017, Highland Valley Copper pledged \$200,000 in cash and \$150,000 in in-kind support over five years for the establishment of a Natural Sciences and Engineering Council (NSERC) Industrial Research Chair at TRU. This position supports the development of industry-based solutions to environmental challenges. Highland Valley Copper's financial contribution is eligible to be matched by NSERC. This is the fourth-largest grant TRU has received toward the development of an industrial research chair. Genome BC has pledged \$250,000 toward the project, the Real Estate Foundation of BC has promised \$150,000, and in 2016, New Gold, operators of the New Afton copper and gold mine, committed \$200,000.

Read more: <https://inside.tru.ca/2017/11/16/highland-valley-copper-supports-creation-of-centre-for-ecosystem-reclamation/>

Open Learning faculty John Prpić, a technology and innovation researcher, published a research paper surrounding the phenomenon and looked deeper into Bitcoin's blockchain software architecture and its origin.

Read more: <https://inside.tru.ca/2017/05/01/behind-bitcoin/>

Humanities, arts, and scholarly works

On October 5, 2017, TRU announced its largest single personal donation, a generous \$5 million gift from Dr. Sherman Jen of Maple Leaf Education Systems. Dr. Jen's extraordinary donation will open doors to valuable research and learning experiences for researchers and students in numerous faculties.

Read more: <https://inside.tru.ca/2017/10/05/jen-gift-is-largest-ever/>

A research project that aims to empower Cuban people of African descent to engage in planning strategies and programming that incorporates their understandings of well-being or the good life is being supported by a \$100,000 USD research grant from the Ford Foundation. Alejandro Campos Garcia, Faculty of Arts sessional instructor, is a co-investigator on the project with co-investigator Antonio Torres-Ruiz of York University and collaborator Walter Lepore of the University of Victoria.

Read more: <https://inside.tru.ca/2017/12/18/research-seeks-to-empower-cuban-communities/>

Four TRU researchers are putting their expertise into practice working to find solutions for challenges faced by community groups and organizations. The Community-Driven Research Fund supports opportunities that foster collaborations between researchers and community partners.

Read more: <https://inside.tru.ca/2017/10/27/four-new-community-research-projects-awarded-funding/>

Dr. Daphne Jeyapal received a Social Sciences and Humanities Research Council funded project looking at anti-terrorism and anti-activism. The project involves examining public and policy discourses on Canada's Anti-Terrorism Act (2015) and its implications for transnational resistance.

Read more: <http://inside.tru.ca/2017/11/15/civil-liberties-and-3d-printing-research-projects-get-federal-boost/>

Fifty percent of early childhood educators leave the profession within five years. This statistic drives Dr. Laura Doan's research, pushing her to find ways to support early childhood educators and to reduce that turnover. She is supported by a \$10,000 research grant from Make Children First Kamloops.

Read more: <http://inside.tru.ca/2017/11/01/supporting-those-who-support-our-littlest-learners/>

After spending more than a year gathering the voices of older adults living in BC's Interior, Drs. Noeman Mirza and Wendy Hulko are preparing to share their findings with the world. Their work was funded by a Michael Smith Foundation for Health Research Reach Award.

Read more: <http://inside.tru.ca/2017/10/11/no-1-concern-for-older-adults-living-with-health-conditions-transportation/>

Dr. George Johnson's screenplay, *Peace Pledge*, won Toronto's WILDsound Film Festival Screenplay Competition. *Peace Pledge* was recently accepted as an online event featured for the UN International Day of Peace on September 21, 2017.

Read more: <http://inside.tru.ca/2017/09/19/johnsons-peace-pledge-wins-screenplay-competition/>

Karen Hofmann's second novel, *What is Going to Happen Next*, was published on September 15, 2017, and received stellar reviews.

Read more: <http://inside.tru.ca/2017/09/15/hofmanns-latest-novel-incisive-and-deeply-satisfying/>

A new paper by Dr. Jim Hu, associate professor in the English as a Second Language department (Faculty of Education and Social Work) and Alana Hoare, quality assurance co-ordinator (Office of the Provost and Vice-President Academic) explores employers' expectations regarding writing accuracy of English-as-an-additional-language (EAL) employees. It looks at language issues faced by EAL employees with regard to work-related writing and the impact of writing problems on EAL employees' employment and career opportunities. Titled *Employer Perspectives on EAL Employee Writing Problems*, the paper appears in *Comparative and International Education*.

Read more: <http://inside.tru.ca/2017/06/19/new-publication-from-hu-and-hoare-explores-eal-writing/>





A \$27,000 grant from WorkSafe BC is allowing nursing faculty members Dr. Florriann Fehr and Michelle Seibel to expand their research into the use of Cognitive Rehearsal Training as an educational tool for nursing students, arming them with the skills they need to navigate a complex workplace.

Read more: <http://inside.tru.ca/2017/06/12/nurses-as-bullies-research-aims-to-end-workplace-harassment/>

In their article, The Principled Approach to Hearsay Revisited (2017) 2(1) International Journal of Evidence & Proof 68, TRU Law associate professors Chris Hunt and Micah Rankin examine the Supreme Court of Canada's decision in R v Bradshaw which modified Canada's principled exception to hearsay.

Read more: <http://inside.tru.ca/2018/01/18/chris-hunt-and-micah-rankin-on-hearsay/>

Dr. Joyce O'Mahony wants to better understand how the Syrian immigrant mothers in Canadian communities access and interact with health care. The research program, boosted by a Michael Smith Foundation for Health Research Convening and Collaborating Grant, is to build partnerships and create opportunities for collaboration between researchers, health-care professionals, immigrant support agencies and policy makers in order to enhance health-care services for Syrian women.

Read more: <http://inside.tru.ca/2018/02/22/improving-access-to-healthcare-for-refugee-women/>

TRU and the United Way are closer than ever to developing an innovation hub designed to address social issues in the community.

To further complement the community-based research already taking place, TRU is poised to sign a memorandum of understanding with the City of Kamloops, connecting TRU researchers with city staff who will work together to address and solve social problems for our community.

Read [more: http://inside.tru.ca/2016/10/28/new-research-initiative-brings-knowledge-to-the-community/](http://inside.tru.ca/2016/10/28/new-research-initiative-brings-knowledge-to-the-community/)

With the memorandum of understanding signed in 2017, the next step is to ensure the continued success of the Interior Universities Research Coalition. TRU, UNBC and UBC-Okanagan are committed to harmonizing institutional resources, enhancing academic opportunities for graduate and undergraduate students, and providing increased access to research expertise for the communities throughout the BC Interior.

Read more: <http://inside.tru.ca/2017/12/15/bcs-interior-universities-join-forces-to-take-research-to-a-new-level/>

4.2.4 INCREASING ENTREPRENEURIAL CAPACITY

TRU will prioritize entrepreneurial collaboration and social enterprise that mutually benefits the university and the communities we serve in the context of:

- Innovative practices, experiences and ideas
- Research and creative opportunities for students and faculty
- Career development opportunities for students, faculty, staff and alumni
- Partnerships with government, NGOs, industry, business, professional and academic institutions and communities
- Innovation leading to economic development



At TRU, entrepreneurial capacity does not have a narrow, business-innovation focused definition. Rather, its definition is broad and primarily community-based, deriving directly from TRU's mandate to serve the educational needs of its region. Objectives in this section reflect the institution's goals to increase community collaboration, creative, cultural and social engagement and connection to the region. Successfully increasing entrepreneurial capacity at TRU will result in a vibrant campus life that connects to and supports the community around it.

SELECTED ENTREPRENEURIAL CAPACITY HIGHLIGHTS

Interior University Research Coalition: Research agreement with UBC Okanagan, UNBC and TRU

Researchers at UBC Okanagan and Thompson Rivers University have teamed up with an industry partner to investigate useful cannabis products. "Cannabis is a source of many potentially valuable products. But because of its prohibition over the past decades, development of new products from cannabis has lagged behind other crops," said UBC Okanagan biology professor Michael Deyholos.

Read more: <http://inside.tru.ca/2017/10/03/tru-and-ubc-team-up-to-explore-useful-bioproducts-found-in-cannabis/>

TRU Generator

The Make Passion Your Paycheck speaker series and the Startup Academy workshop series were organized and presented by TRU Generator.

Read more: <http://inside.tru.ca/2017/11/02/entrepreneurs-learn-to-see-gaps-then-fill-them/>
<http://inside.tru.ca/events/event/make-your-passion-your-paycheck-speaker-series/>
<http://inside.tru.ca/events/event/make-your-passion-your-paycheck-speaker-series-treetop-flyers/>

Program development

A diploma in Applied Sustainable Ranching received board approval following full governance review and posting on the Degree Quality Assessment site. The diploma recognizes the successful completion of 120 credits of block-blended study delivered out of the Williams Lake campus. If they desire, as a result of an articulation agreement, students can continue their study in the Agribusiness degree program at Olds College in Alberta.

Ranchers in the Thompson-Cariboo have more opportunities to develop their operations through a new introductory course on agri-tourism in TRU's Applied Sustainable Ranching (ASUR) diploma program. Agri and Soft Adventure Tourism (ASUR 2040) is the result of a collaboration between two TRU faculty members: Rob Hood in Tourism Management and Gillian Watt, program co-ordinator of ASUR in the Faculty of Science. Read more: <https://inside.tru.ca/2017/10/27/trus-role-in-agri-tourism/>

The School of Business and Economics launched two graduate degrees in Environmental Economics and Management, and a post-baccalaureate diploma in Economics was approved.

Read more: <https://www.tru.ca/business/eem.html>
<http://inside.tru.ca/2016/05/26/msceem/>

TRU received approval and funding from the Ministry of Advanced Education, Skills and Training for its Bachelor in Software Engineering program and aims to welcome its first intake of third-year students in fall 2019 with the first 35 graduates in 2021.

Read more: <http://inside.tru.ca/2018/01/16/tru-moves-forward-with-bachelor-in-software-engineering/>

A Master of Science degree in Data Science has been reviewed by all of the governance bodies at TRU and is ready to be submitted for review and comment by the Degree Quality Assessment board. Graduates' studies will have great value in addressing a wide-ranging array of topics — from the environment to the stock market.

Accreditation has been renewed for the Animal Health Technology diploma from the Canadian Veterinary Medical Association. Accreditation for the Architectural and Engineering Technology program is under review by Technology Accreditation Canada. And the Respiratory Therapy program has been preparing for its accreditation review by the Canadian Council on Accreditation for Respiratory Therapy Education.

Read more: <https://www.tru.ca/science/programs/aht.html>

Approval was received for a certificate in Land Management in conjunction with the TULO First Nations Education Council. The first course in this program is underway.

A post-baccalaureate diploma in Mathematics and Economics is in the process of being approved.



TRU Law

Since the TRU Community Legal Clinic opened in February 2016, it has opened 505 client files. During the winter 2018 semester alone, the clinic opened 108 client files — an increase of more than 86 percent over fall 2017.

Read more: <http://inside.tru.ca/2018/05/10/tru-community-legal-clinic-opens-new-office/>

A new TRU Law student club will provide free legal services to local organizations. The TRU chapter of Pro Bono Students Canada (PBSC) was launched. Partnering with PBSC, a trio of TRU Law students is helping people with multiple sclerosis through the Volunteer Legal Assistance Program co-ordinated by the MS Society of Canada BC and Yukon chapter.

Read more: <http://inside.tru.ca/2017/09/12/law-students-launch-pro-bono-club/>

Innovations across campus

TRU instructor Amie Schellenberg's company Lodgepole Electric did the power hookup for solar panels on the roof of the Haida Heritage Centre in Skidegate, BC. Among other projects, she and students put up panels on the roof of the Trades and Technology building. Schellenberg and student Tawny Fortier voluntarily helped install 300 panels on the Lower Nicola Indian Band's gymnasium roof.

Read more: <http://inside.tru.ca/2017/06/02/solar-passion-paying-off-for-electrical-instructor/>

Kamloops Innovation has launched the Built in Kamloops Contest, which awards an early-stage startup with a six-month intensive package in Kamloops to begin a business, valued at more than \$50,000.

Read more: <http://inside.tru.ca/2017/05/18/build-your-business-bring-your-dog/>

Dr. John Church's research examining the use of drones to track cattle and manage rangeland was featured in Alberta Farmer Express. According to the article, Church's research holds "the promise of ushering in a new age of automated, precision technology in the cattle industry."

Read more: <https://inside.tru.ca/2017/05/11/a-new-kind-of-cattle-ranch/>

Beez Pleez, a new venture by Master of Business Administration student Brayden Hearne, Bachelor of Business Administration student Kolby Klassen and Brayden's younger brother Jaylen, aims to increase bee populations and improve the local ecosystem while producing natural beeswax candles.

Read more: <https://inside.tru.ca/2017/04/26/students-give-bees-a-chance/>

Globalink Research intern Houssem Zouaghi was presented with the 2017 Mitacs Award for Outstanding Innovation – Undergraduate, at a ceremony in Ottawa. Zouaghi enhanced Dr. Andrew Park's model, Agent-Based Modeling and Simulation of Police Strategy for Crowd Control, which was inspired by the 2011 Stanley Cup riots in Vancouver. Park has since showcased the simulation system to a crowd-control specialist with the Vancouver Police Department.

Read more: <https://inside.tru.ca/2017/11/22/crowd-control-research-gets-national-student-award/>

Innovation, technology and art combined last year with the construction of Canada's first solar electric walkway. The solar compass on the walkway gathers enough energy from the sun to produce about 10,000 kilowatt hours of electricity annually, or enough to power all of the computers in the student computer labs in the Arts and Education building year-round.

Read more: <https://inside.tru.ca/2017/04/28/solar-road-project-shines-light-on-renewable-energy/>

Impressed by The Conversation Canada's journalistic quality, commitment to open access and global reach, TRU became a partner. The membership allows TRU researchers to directly connect with The Conversation's thousands of daily readers.

Read more: <https://inside.tru.ca/2018/03/27/tru-enters-the-conversation/>

In 2013, John Belshaw began working with media and curriculum teams at TRU and BCcampus to produce his first text: Canadian History: Pre-Confederation. There are more than 230 open textbooks currently available on the BCcampus website and Belshaw now has two on the list.

Read more: <https://inside.tru.ca/2018/01/30/open-textbooks-reach-a-milestone/>



Awards and recognition

Larissa Pepper, Bachelor of Business Administration grad, was a finalist for the 2017 Chartered Professionals in Human Resources BC and Yukon Rising Star Award.

Read more: <https://inside.tru.ca/2017/04/25/hr-rising-star/>

Irwin DeVries, who has been instrumental in making post-secondary education more available to everyone, received BCcampus's first Award for Excellence in Open Education.

Read more: <https://inside.tru.ca/2017/11/15/devries-wins-bccampus-award/>

Eureka Carty is a passionate youth softball coach, McLeod Lake Indian Band trustee and future small-business owner. She received the TRU Potential Entrance Award, a \$4,000 scholarship. "My dream is to open up my own custom meat cutting shop, preferably in the Rocky Mountains," said Carty.

Read more: <https://inside.tru.ca/2017/10/18/meat-artist-carving-her-future/>

Melodie Hull, an Open Learning faculty member since 2003, received a 2017 Nursing Excellence Award for Lifetime Achievement, conferred through the Association of Registered Psychiatric Nurses of BC at the BC Coalition of Nursing Associations awards ceremony.

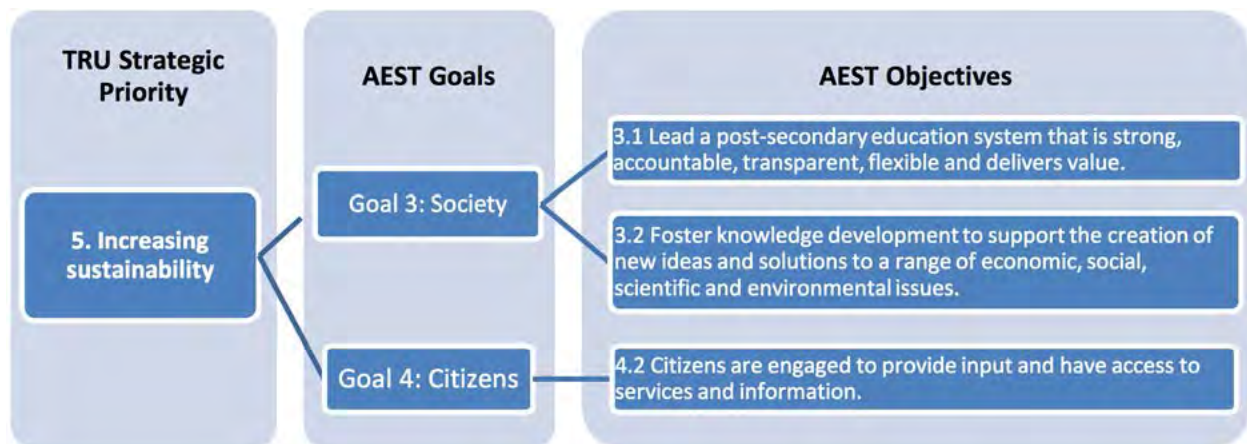
Read more: <https://inside.tru.ca/2018/01/11/hull-wins-award-for-contribution-to-mental-health-practice/>

Chris Hunt, associate professor of Law, was awarded the President's Award for Excellence in Scholarship, an honour given annually to one faculty member at the university.

Read more: <https://inside.tru.ca/2018/04/25/dr-chris-hunt-receives-excellence-in-scholarship-award/>

4.2.5 INCREASING SUSTAINABILITY

Planning to fulfill the priority to increase sustainability is primarily driven by the Strategic Sustainability Plan. The plan is intended to be strategic but also operationally practical. TRU has adopted a broad and wide-ranging definition of sustainability, including human and financial resources, social, cultural and creative capacity and environmental sustainability. TRU's proactive approach incorporates risk assessment as a fundamental component of sustainability.



SELECTED SUSTAINABILITY HIGHLIGHTS

Based on the STARS report, the Association for the Advancement of Sustainability in Higher Education placed TRU sixth on the overall top performers list — the only Canadian institution on the list. The list looks at institutions offering the best sustainable practices on campus.

Reducing the environmental impact of providing food and beverage services on campus is a passion for the TRU Food Services team. They are collaborating with the Sustainability office and TRU's other partners on various initiatives including recycling, reducing energy consumption, energy from one of the largest solar hot water systems in BC, local sourcing and fair-trade products.

Read more: <https://www.tru.ca/campus/life/food-services/did-you-know/sustainability.html>

Co-op student Aaron Wiebe facilitated and co-ordinated the installation of biofilters that he developed for the on-campus composters. The project was so massive that a large crane was used to install the filters. "The absence of smell, the lack of concerns and complaints from compost neighbours is the reward," Wiebe said.

Read more: <http://inside.tru.ca/2018/01/10/real-world-impact-on-campus-sustainability-practices/>

TRU helped raise \$192,116 through this year's TRUly United campaign, a unique, collaborative campaign with TRU Foundation and the United Way.

Read more: <http://inside.tru.ca/2017/11/27/we-are-truly-united-thank-you/>

The TRU Community Trust and The Reach moved into another phase with a partnership agreement with the Kamloops real estate company Kelson Group. The Reach is a master-planned community being built on the TRU campus to provide the university with financial support for students and research.

Read more: <http://inside.tru.ca/2017/09/07/the-reach-partners-with-kelson-group/>

The Sustainability Grant Fund was created with the goal to advance sustainability at TRU. Grants are awarded to improve the university's operational environmental performance, foster sustainability literacy and campus community engagement, advance applied research and demonstrate the viability of sustainability technologies. The TRU Tree Care Project has been given the green light in the latest round of funding through TRU's Sustainability Grant Fund.

Read more: <http://inside.tru.ca/2017/06/08/tru-sustainability-grant-fund-supports-new-tree-care-project/>

Carbon sequestration is one of the potential ways we can mitigate climate change by pulling carbon dioxide out of the atmosphere, according to Dr. Lauchlan Fraser, whose research into soil carbon sequestration in grasslands was recently highlighted in The Western Producer. In the article, Fraser explained he and his research team are using a remote sensing system to predict soil carbon across all BC grasslands. The system measures the greenness of plants, which is correlated with productivity.

Read more: <http://inside.tru.ca/2017/04/28/mitigating-climate-change-impact-through-grassland-management/>

Performance Plan: Ministry Performance Measures, Targets, Results



5. PERFORMANCE PLAN: MINISTRY PERFORMANCE MEASURES, TARGETS, RESULTS

Each year, TRU's performance is reported on measures and targets that are set by the Performance Measures Working Group, a collaboration between BC public post-secondary institutions and the Ministry of Advanced Education. TRU, along with other public post-secondary institutions in the province, is accountable to the ministry and the public for its performance related to ensuring students receive quality educational opportunities relevant to their needs and the needs of the labour market.

The performance results below are calculated for TRU as a whole, including the Kamloops campus, Williams Lake campus, regional centres and Open Learning. Consult the ministry's Accountability Framework Standards Manual for a full description of each measure.

5.1 STUDENT SPACES (FTE ENROLMENT) – FTE ENROLMENT REPORTS

Ministry accountability strategic objective: Capacity

Operational definition: The number of Full-Time Equivalent (FTE) student enrolments delivered overall and in designated program area

Performance measure	2016-17	2017-18	2017-18		2018-19	2019-20
Student spaces (FTE)	Actual	Target	Actual	Assessment	Target	Target
Total student spaces	8,368	7,981	8,561	Achieved	7,981	7,981
Nursing and other allied health programs	1,181	736	1,271	Exceeded	n/a	n/a
Developmental	306	944	328	Not Achieved	944	944

Note: Results are based on fiscal year; excludes Industry Training Authority student spaces.

During 2017/18, TRU's developmental FTE enrolment was 328 compared to the target of 944, giving TRU a utilization rate of 35 percent of the target. This is a slight increase from 2016/17. As in previous years, most of the developmental FTE accrued through Kamloops on-campus delivery. The 2017/18 data show a continued year-on-year slight increase in these on-campus Adult Basic Education (ABE) enrolments and continuing low enrolments in regional delivery.

While the target for developmental student spaces was not met, steps signalled in last year's report were taken to increase utilization, including:

- Regular media promotion of ABE course offerings and careful alignment and timing of promotion strategies with program offerings
- Open days for prospective developmental students from regional/rural and Kamloops high schools
- Expanded offerings of ABE in the 2017 summer semester which resulted in increased summer enrolments
- A targeted communications plan (social media, radio, etc.) to create greater awareness of free tuition and how to access the Adult Upgrading Grant, following reinstatement of ABE tuition in 2015
- Further enhancement of internal admission processes and simplified, user-friendly registration processes
- Increased focus on support services for students new to the university environment, taking into consideration the need for culturally responsive student success supports in both regional and on-campus ABE delivery

- Continuing collaboration and partnership with local school districts to support students in preparing for success in the university environment. In the 2017/18 year, TRU provided free tutorial support three times a week on the Kamloops campus for people doing high-school courses. Average attendance was 20 to 30 people each night for this Peer-Assisted UPrep Learning initiative
- Continued work on the TRU ABE Futures initiative, with the purpose of advancing ABE broadly through on-campus, Open Learning and regional delivery options, and exploring flexible, open, innovative and responsive delivery formats. In 2016/17, a review of strengths, outcomes, opportunities and innovative program practices was conducted. Following the final report from this research phase, an implementation plan will be developed for 2018/19 to 2021/22
- Continued exploration of First Nations based specific program delivery options, designed to create pathways to career and further education

5.2 CREDENTIALS AWARDED

Ministry accountability strategic objective: Capacity

Operational definition: The average number of credentials awarded in the most recent three years.

Performance measure	2016-17	2017-18	2017-18		2018-19	2019-20
Credentials awarded	Actual	Target	Actual	Assessment	Target	Target
Number	2,120	2,111	2,176	Achieved	TBD	TBD

TBD = To Be Determined – Data released in round 3 mid-June.

5.3 ABORIGINAL STUDENT SPACES - FTE ENROLMENT

Ministry accountability strategic objective: Access

Operational definition: The number of Full-Time Equivalent (FTE) enrolments of Indigenous students delivered in all program areas.

Performance measure	2016-17	2017-18	2017-18		2018-19	2019-20
Aboriginal student spaces (FTE)	Actual	Target	Actual	Assessment	Target	Target
Total Aboriginal student spaces	1,184	Maintain or increase	1,202	Achieved	Maintain or increase	Maintain or increase
a)	Ministry	982		1,001		
b)	Industry Training Authority (ITA)	202		201		

n/a = not applicable

5.4 STUDENT SATISFACTION WITH EDUCATION – BC STUDENT OUTCOMES

<http://www2.bcstats.gov.bc.ca/Dashboard/>

Ministry accountability strategic objective: Quality

Operational definition: The percentage of former students who were very satisfied or satisfied with the education they received.

Performance measure	2016-17		2017-18	2017-18		Assessment	2018-19	2019-20
Student satisfaction with education	Actual		Target	Actual			Target	Target
	%	+/-		%	+/-			
Former diploma, associate degree and certificate students	90.4%	1.8%	≥ 90%	91.8%	1.6%	Achieved		
Former apprenticeship students	97.8%	1.7%	≥ 90%	93.0%	3.3%	Achieved	≥ 90%	≥ 90%
Bachelor degree graduates	94.0%	1.7%	≥ 90%	95.9%	1.4%	Achieved		

5.5 STUDENT ASSESSMENT OF THE QUALITY OF INSTRUCTION

Ministry accountability strategic objective: Quality

Operational definition: The percentage of students who rated the quality of instruction in their program positively.

Performance measure	2016-17		2017-18	2017-18		Assessment	2018-19	2019-20
Quality of instruction	Actual		Target	Actual			Target	Target
	%	+/-		%	+/-			
Former diploma, associate degree and certificate students	92.6%	1.6%	≥ 90%	92.6%	1.6%	Achieved		
Former apprenticeship students	99.3%	1.0%	≥ 90%	96.5%	2.4%	Achieved	≥ 90%	≥ 90%
Bachelor degree graduates	95.0%	1.5%	≥ 90%	94.7%	1.6%	Achieved		

5.6 STUDENT ASSESSMENT OF SKILL DEVELOPMENT

Ministry accountability strategic objective: Quality

Operational definition: The percentage of students who indicated their education helped them to develop various skills.

Performance measure	2016-17		2017-18	2017-18		Assessment	2018-19	2019-20
Skill development (overall)	Actual		Target	Actual			Target	Target
	%	+/-		%	+/-			
Former diploma, associate degree and certificate students	86.1%	2.0%	≥ 85%	86.1%	1.8%	Achieved		
Former apprenticeship students	87.0%	3.5%	≥ 90%	87.2%	3.9%	Achieved	≥ 85%	≥ 85%
Bachelor degree graduates	86.7%	2.0%	≥ 90%	87.7%	1.9%	Achieved		

5.7 STUDENT ASSESSMENT OF THE USEFULNESS OF KNOWLEDGE AND SKILLS IN PERFORMING JOB

Ministry accountability strategic objective: Relevance

Operational definition: The percentage of employed graduates who indicated the knowledge and skills they acquired through their education were useful in performing their job.

Performance measure	2016-17		2017-18	2017-18		Assessment	2018-19	2019-20
Usefulness of knowledge and skills for job	Actual		Target	Actual			Target	Target
	%	+/-		%	+/-			
Former diploma, associate degree and certificate students	82.1%	2.6%	≥ 90%	84.4%	2.5%	Substantially achieved		
Former apprenticeship students	96.7%	2.3%	≥ 90%	95.1%	3.2%	Achieved	≥ 90%	≥ 90%
Bachelor degree graduates	89.4%	2.5%		91.6%	2.1%	Achieved		

5.8 UNEMPLOYMENT RATE

Ministry accountability strategic objective: Relevance

Operational definition: The percentage of graduates who were unemployed at the time of the survey, compared with the percentage of British Columbia unemployed individuals with high school credentials or less.

Performance measure	2016-17		2017-18	2017-18		Assessment	2018-19	2019-20
Unemployment rate	Actual		Target	Actual			Target	Target
	%	+/-		%	+/-			
Former diploma, associate degree and certificate students	8.7%	1.8%	≤ 13.1%	9.3%	1.8%	Exceeded	TBD	≤ unemployment rate for individuals with high school credentials or less
Former apprenticeship students	11.0%	3.6%		7.3%	3.6%	Exceeded		
Bachelor degree graduates	6.7%	1.9%		4.7%	1.6%	Exceeded		

Notes:

TBI - Institutions are required to include their target and assessment.

TBD - for measures where results are still to be received, the fields have been labelled as To Be Determined.

N/A - Not applicable

Please consult the 2017/18 Standards Manual for a current description of each measure. See https://www2.gov.bc.ca/assets/gov/education/post-secondary-education/institution-resources-administration/accountability-framework/standards_manual.pdf

Results from the 2016/17 reporting year are based on data from the 2016/17 fiscal year; results from the 2017/18 reporting period are based on data from the 2017/18 fiscal year.

Annual performance is measured using a rolling three-year average of the most recent fiscal years, e.g., the results for the 2017/18 reporting year are a three-year average of the 2014/15, 2015/16, and 2016/17 fiscal years. Changes have been made to the Credentials Awarded methodology. The details of the new methodology can be found on page 17 of the 2017/18 Standards Manual. Results from the 2016/17 reporting year have been recalculated to reflect the change in methodology.

Results from the 2016/17 reporting year are based on data from the 2015/16 fiscal year; results from the 2017/18 reporting period are based on data from the 2016/17 fiscal year.

Results from the 2016/17 reporting year are based on 2016 survey data; results from the 2017/18 reporting year are based on 2017 survey data. For all survey results, if the result plus or minus the margin of error includes the target, the measure is assessed as achieved. In all cases, the survey result and the margin of error are used to determine the target assessment. Survey results are not assessed if the number of respondents is fewer than 20 or the margin of error is greater than 10 percent.

Changes have been made to the student assessment of skill development methodology to better reflect the answers provided by individual students. The details of the new methodology can be found on page 21 of the 2017/18 Standards Manual. Results from the 2016/17 reporting year have been recalculated to reflect the change in methodology.

Target assessment scale	Description
Exceeded	110% or more of the target
Achieved	100% - 109% of the target
Substantially achieved	90% - 99% of the target
Not achieved	Less than 90% of the target
Not assessed	Survey results with fewer than 20 respondents or a margin of error of 10% or greater, descriptive measures, and measures without targets

Financial



6. FINANCIAL

In accordance with targets in the ministry's three-year service plan, TRU maintained a balanced budget in 2017/18. TRU's audited financial statements can be viewed at TRU financial statements.

<https://www.tru.ca/finance/financialstatements.html>



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