



BOARD OF GOVERNORS PUBLIC MEETING

Friday, October 7, 2022

1:30 PM (Please note change of start time from 1:00pm)

The Terrace, 2nd Floor, Campus Activity Centre

AGENDA

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

1. CALL TO ORDER

- a. Welcome new board members:
 - i. Anshuman Walia (elected student)
 - ii. Divyani Pathak (elected student)

[Link to biography](#)
- b. Welcome Gillian Balfour (Provost and Vice-President Academic)

[Link to biography](#)

2. TERRITORIAL ACKNOWLEDGMENT — Marilyn McLean

3. RECOGNITION OF EXCELLENCE — Marilyn McLean

- a. Significance of [3M National Teaching Fellowship Award](#) — Catharine Dishke Hondzel
- b. Naowarat (Ann) Cheeptham — 3M National Teaching Fellowship Award Recipient

[Microbiologist joins prestigious national fellowship](#)

Page 1 4. ADOPTION OF AGENDA

5. CONFLICT OF INTEREST DISCLOSURES

- Page 4 **6. APPROVAL OF MINUTES**
a. Minutes of June 17, 2022
- 7. BOARD CHAIR’S REPORT — Marilyn McLean**
a. [Chancellor search process](#) (update)
- Page 9 **8. FINANCE COMMITTEE REPORT — Kathy Humphrey**
a. Q1 Results (Information)
[Link to presentation](#)
- Page 18 b. Financial Information Act (Approval)
[Link to supporting documents](#)
- Page 20 c. Letter of Agreement between Industry Training Authority and Thompson Rivers
University for the 2022/23 fiscal year (Approval)
[Link to letter of agreement](#)
- Page 21 d. Budget Context Presentation (Information)
[Link to presentation](#)
- Page 23 e. International Tuition fees (Notice of Motion)
[Link to presentation](#)
- Page 26 f. Tuition fees for Master of Engineering Science (Approval)
[Link to supporting documents](#)
- Page 31 **9. PRESIDENT’S REPORT — Brett Fairbairn**
a. President’s Report to the Board (Information)
i. Policy revisions (Approval)
1. Proposed revisions to policy BRD 20-0 Greek Organizations (*notice of motion served on July 18, 2022*) — Sara Wolfe / Julie Taylor
[Notice of Motion Documents](#)
2. Proposed revisions to policy BRD 24-0 Risk Management (*notice of motion served on July 18, 2022*) — Steve Pottle
[Notice of Motion Documents](#)
- Page 38 **10. REPORTS AND UPDATES**
a. [Indigenous Service Plan](#) — Gillian Balfour / Tina Matthew
b. [Capital Update](#) — Matt Milovick
c. [Housing Update](#) — Matt Milovick
- Page 40 d. Office of Safety and Emergency Management Report — Matt Milovick
- 11. PRESENTATION**
a. [Fall 2022 Enrolment Update](#) — Dorys Crespin-Mueller

12. NEXT BOARD MEETING

- a. The next Board meeting is scheduled for Friday, December 9, 2022, in The Terrace (2nd floor, Campus Activity Centre).

13. TERMINATION OF MEETING



BOARD OF GOVERNORS PUBLIC MEETING

Friday, June 17, 2022
1:00 PM

The Terrace, 2nd Floor, Campus Activity Centre

MINUTES

Board members Present:

Marilyn McLean (Chair), Nathan Matthew, Brett Fairbairn, Tracy Christianson, Hee-Young Chung, Hasnat Dewan, Jim Hamilton, Jasmine Haskell, Kathy Humphrey, Bhavika Jain, Kathy Kendall, Lillian Kwan, Jimmy Lulua

Regrets:

Adam Burke

Absent:

Katy Gottfriedson

Executive and Others Present:

Donna Murnaghan (Provost and Vice-President Academic), Matt Milovick (Vice-President Administration and Finance), Will Garrett-Petts (Vice-President Research and Graduate Studies, Interim), John Sparks (General Counsel and Corporate Secretary), Charlene Myers (Manager, University Governance)

Guests:

Recognition of Excellence recipients (TRU Risk Management Services staff): Steve Pottle (Director, Risk Management Services), Henry Chan (Health and Safety Technician), Stephanie Lawrence (Health and Safety Advisor), Sarah Martin (Manager, Health, Safety, and Environment), Matt Rapparlle (Manager, Risk and Community Safety)
Christine Adam (Associate Vice-President of Students)

1. CALL TO ORDER

The chair, M. McLean, called the meeting to order at 1:00 p.m. She thanked Donna Murnaghan, Interim Provost and Vice-President Academic, for her service and reported that the new Provost, Gillian Balfour, would assume the role on July 4, 2022. She also thanked outgoing student governors Bhavika Jain and Adam Burke.

2. TERRITORIAL ACKNOWLEDGMENT

M. McLean delivered the territorial acknowledgment.

3. RECOGNITION OF EXCELLENCE

- a. TRU Risk Management Services (including Office of Safety and Emergency Management)

M. Milovick introduced Steve Pottle, who in turn said a few words and introduced the other members of Risk Management Services, whom the chair recognized on behalf of the board for their work during the pandemic.

4. ADOPTION OF AGENDA

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

5. CONFLICT OF INTEREST DISCLOSURES

No governors declared conflicts of interest.

6. APPROVAL OF MINUTES

- a. Minutes of April 1, 2022

*On motion duly made and adopted, it was **RESOLVED** that the minutes of the Board meeting of April 1, 2022 be approved as circulated.*

7. BOARD CHAIR'S REPORT

- a. 2022 Letter of Direction from Ministry of Advanced Education and Skills Training

The board chair and president commented on the letter from the ministry, circulated with the agenda package.

*On motion duly made and adopted, it was **RESOLVED** that the board chair sign the 2022 Letter of Direction as circulated.*

- b. 2021-2022 Summary of Board Activities

M. McLean highlighted some of the items on this year's summary of board activities document, which was circulated for information.

8. REPORT FROM THE FINANCE COMMITTEE

K. Humphrey, chair of the Finance Committee, reported that the committee met jointly with the Audit Committee, and that the Audit Committee chair would report on the Audited Financial Statements and Fourth Quarter Results.

9. REPORT FROM THE AUDIT COMMITTEE

H. Chung, chair of the Audit Committee, delivered the committee's report.

a. Audited 2021/22 Financial Statements and Fourth Quarter Results

H. Chung reported that, in conjunction with the Finance Committee, the Audit Committee reviewed the Audited 2021/22 Financial Statements and Fourth Quarter Results and agreed to recommend to the Board their approval.

Y. Laflamme then presented the audited financial statements and fourth quarter results. Discussion ensued.

*On motion duly made and adopted, it was **RESOLVED** that the Audited 2021/22 Financial Statements be approved as circulated.*

10. REPORT FROM THE GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Committee chair K. Kendall reported that Darshan Lindsay, AVP Marketing and Communications, delivered a report to the committee on how the university is communicating with its stakeholders. She added that the secretariat planned to meet with Marketing and Communications over the summer to discuss the Communications Strategy and would report back at the November meeting of the Governance and Human Resources Committee.

11. PRESIDENT'S REPORT

B. Fairbairn delivered his President's Report.

a. President's Report to the Board

The president commented on several matters in his written report, a copy of which was circulated with the agenda package.

i. Post-secondary Funding Review

President Fairbairn spoke to the information circulated with the agenda package in relation to the post-secondary funding review. Discussion ensued.

ii. Annual Report to the Board on the implementation of the Sexualized Violence Policy (BRD 25-0)

At B. Fairbairn's request, Christine Adam delivered the informational report on the implementation of the Sexualized Violence policy. Discussion ensued.

b. President's Reports to Senate

Links to the president's reports to senate for the senate meetings of April 25, May 30, and June 13, 2022 were included on the agenda, for information.

12. SENATE REPORT

B. Fairbairn, chair of senate, presented the senate report.

a. New Undergraduate Diploma: Post-baccalaureate Diploma in Applied Data Science

B. Fairbairn reported that, at their meeting on Monday, June 13, Senate recommended approval of this new diploma to the board.

*On motion duly made and adopted, it was **RESOLVED** that the new undergraduate diploma: Post-baccalaureate Diploma in Applied Data Science be approved as circulated.*

13. BUSINESS

a. 2021/22 Institutional Accountability Plan and Report

M. Milovick presented the Institutional Accountability Plan and Report.

*On motion duly made and adopted, it was **RESOLVED** that the 2021/22 Institutional Accountability Plan and Report be approved as circulated.*

b. NWCCU Mid-Term Accreditation Review

D. Murnaghan updated governors on the NWCCU Mid-Term Accreditation Review, a link to which was provided on the agenda.

c. Capital Planning

M. Milovick provided updates on the following capital planning documents, both of which were for information, and links to which were circulated with the agenda.

- i. Capital Plan Update for Ministry of Advanced Education and Skills Training
- ii. Campus Projects Summer 2022

d. Winter 2022 Office of Safety and Emergency Management Quarterly Report

M. Milovick spoke about the Winter 2022 OSEM Quarterly Report, a link to which was included on the agenda.

14. NEXT BOARD MEETING

- a. The next Board meeting is scheduled for Friday, October 7, 2022, in The Terrace Room.

15. HOUSEKEEPING

M. McLean reminded governors of their scheduled tour of the Early Childhood Education Centre after the meeting.

16. TERMINATION OF MEETING

There being no further agenda items, the meeting terminated at 2:25 p.m.

Date: September 21, 2022

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

From: Yvette Laflamme, Associate Vice-President, Finance

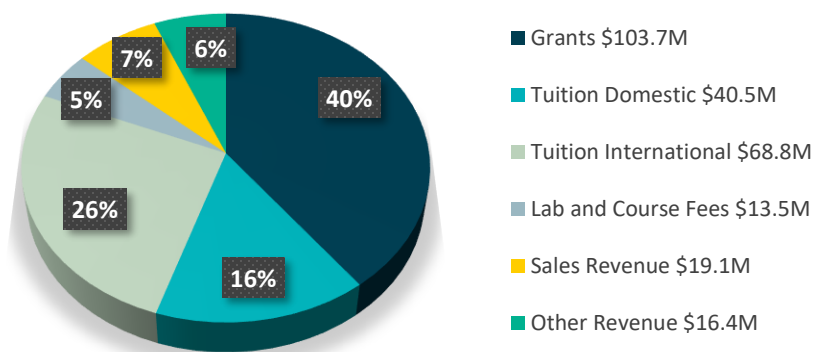
Re: 2022-23 First Quarter Financial Forecast

Purpose: The purpose of this memo is to provide the Board of Governors with an overview of the internal financial forecast and projections, for the quarter ended June 30, 2022.

Background: The forecast is prepared by financial services, using the operating results and enrolments known to June 30th, and in consultation with budget holders (VPs, Deans, AVPs and Directors). The report includes the board approved budget, forecast to March 31, 2023, prior year-end actuals, and respective variances. My discussion will focus on the consolidated forecast to March 31, 2023, and variances to the board approved budget and prior year results.

Discussion: TRU is projecting a surplus of \$11.2M, which is higher than originally budgeted by \$10.4M and prior year results by \$4.7M. Revenues are expected to be higher than budgeted and total compensation and expenditures are expected to be lower than budgeted. There are variances on both revenues and expenses which I will discuss below.

Revenue \$261.9M



The graph provides a summary of forecasted revenues by category and their respective percentage of overall revenue. See Schedule 1 of the forecast package (Consolidated All Funds) for a summary of revenues, and Schedule 2 (Consolidated Revenue Schedule) for a detailed breakdown of revenues, with budget and prior year comparators.

Revenues are projected to be \$261.9M which is \$6.6M higher than budgeted revenues of \$255.4M and \$32.2M higher than prior year revenues of \$229.7M.

Provincial and ITA Grants: The provincial and ITA grants of \$92.9M are projected to be approximately \$1.9M higher than budget, due primarily to funding for the Master of Nursing, Nurse Practitioner (MN-NP) program, and \$16.4M higher than prior year due to MN-NP funding and prior year \$13.1M surplus restriction.

Research and Other Grants: These are predominately research and specific purpose funding and are projected to be \$5.6M, approximately \$220K lower than budget and \$653K lower than prior year. These grants have offsetting expenditures associated with them and have very little impact on the surplus.

Tuition and Student fees: Domestic tuition of \$40.5M is forecasted to be higher than budget by \$949K and prior year by \$847K. On-campus enrolments are approximately 2.56% lower than prior year; however, the decline at Q1 is smaller than budgeted by approximately 1.6%. Open Learning (OL) enrolments are forecasted to be 0.8% higher than budgeted. Graduate domestic tuition is in line with budget and prior year.

International tuition of \$68.8M is forecasted to be \$1.0M higher than budget and \$9.0M higher than prior year. The budget was prepared based on an estimate of 3487 and 3697 on-campus international students for fall and winter respectively. The forecast was prepared based on an annual increase of 302 international students (3667 for fall and 3819 for winter). International OL enrolments are forecasted to be 5.16% lower than budget, as budget was based on 2021/22 third quarter projections plus anticipated 2022/23 enrolment increases; however, enrolments were lower than projected in the fourth quarter of 2021/22 and continue to be lower than projected at time of budget preparation, resulting in international OL tuition is expected to be \$152K lower than budget and \$309K higher than prior year.

Lab and course fees are trending with enrolments.

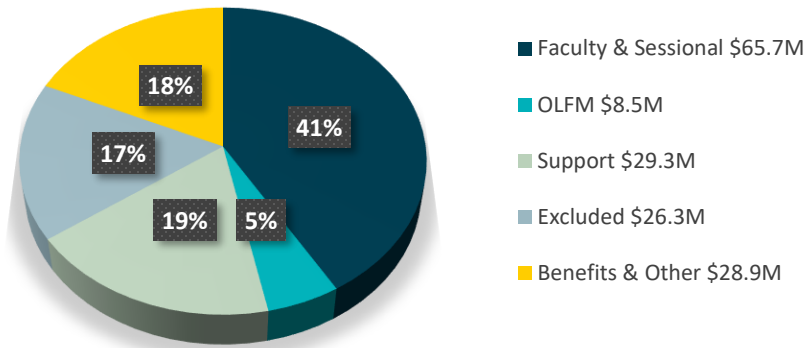
Based on the forecast, our total tuition and fees revenues will be \$2.3M higher than budget and \$10.4M higher than prior year.

Sales Revenues: Sales revenues of \$19.1M are projected to be \$312K lower than budget and \$2.4M higher than prior year. In-year variances are due to lower than budgeted external sales and bookstore revenues, offset by higher than budgeted residence revenues. Prior year variances are primarily due to the addition of the Westgate residence.

Other revenues: Other revenues of \$16.4M are projected to be \$2.7M higher than budget and \$3.1M higher than prior year. This includes interest and investment revenues, contract training, sports and summer camps fees, lease revenues, donations, and internal revenue.

Compensation and Expenditures: Compensation and expenditures of \$250.7M are expected to be \$3.8M lower than budget (\$254.5M) and \$27.5M higher than prior year (\$223.2M).

Compensation \$158.7M



The graph provides a summary of forecasted compensation by employee group and their respective percentage of total compensation. See Schedule 1 of the forecast package (Consolidated All Funds) for a summary of compensation expenditures, with budget and prior year comparators.

Compensation of \$158.7M are expected to be \$4.6M lower than budgeted and \$13.2M higher than prior year.

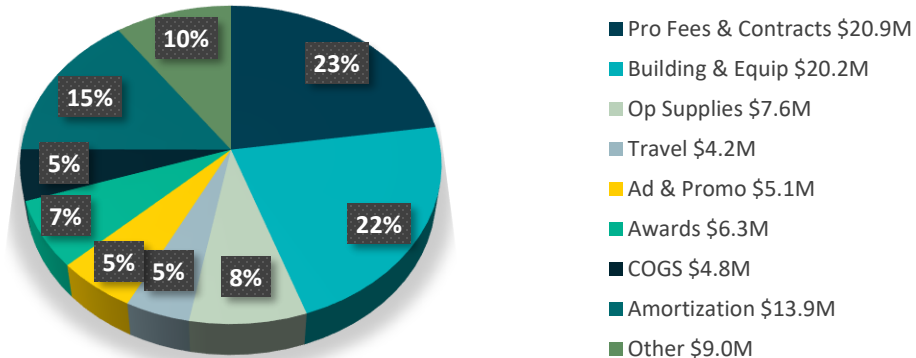
There are several factors to consider that will affect the final compensation costs.

- In Faculty Tenure/Tenure Track expenditures of \$51.5M are \$4.3M lower than budgeted but \$4.2M higher than prior year. Projections include delays in hiring for multiple vacancies that are being backfilled by sessional faculty.
- Sessional faculty expenditures of \$14.2M continue to increase year over year due to coverage for unfilled vacancies. Current projections are expected to be \$2.1M higher than budgeted.
- Open Learning Faculty expenditures are forecasted to be \$8.5M and trend with projected enrolments.
- Support expenditures of \$29.3M are in line with budget but are higher than prior year by \$3.3M due to annualized wages and benefits for positions filled in prior year, in-year hires, and institutional contingency for collective agreement settlement.
- Excluded expenditures of \$26.3M are in line with budget but are higher than prior year by \$2.7M due to annualized wages and benefits for positions filled in prior year, in-year hires, and institutional contingency for administrative salary increases.

There are approximately 93 vacancies in projections, most of which budget holders plan to hire throughout the fiscal, if these vacancies are not filled compensation will be lower than projected.

TRU's 5-year average compensation increase is 6.4% per year. If this trend continues without permanent ongoing funding or revenue sources, TRU's financial sustainability will be challenged.

Expenditures \$92.0M



The graph provides a summary of forecasted non-compensation by category and their respective percentage of total non-compensation. See Schedule 1 of the forecast package (Consolidated All Funds) for a summary of non-compensation expenditures, with budget and prior year comparators

There are variances throughout the expenditure categories; with total expenditures projected to be \$92.0M, in-line with budget; however, \$14.3M higher than prior year.

The significant factors to consider with non-compensation trending and variances are as follows:

- Professional fees and contracted services of \$20.9M are higher than budgeted by \$2.5M due to increased legal and bargaining fees, international agent commissions, facilities contracts, residence contracts, and government relations contract.
- Building, equipment, and maintenance expenditures of \$20.2M are higher than budgeted by \$1.1M and prior year by \$3.3M due to inclusion of MN-NP expenditures (offset by increased funding), increased computer leasing expenditures (due to global supply chain issues), and various small projects on campus.
- Advertising expenditures of \$5.1M are higher than budget by \$538K and prior year by \$771K, primarily due to increased employee recruitment, advertising initiatives, and use of salary savings for staff professional development.
- \$3.2M positive budget variance in other expenditures is due to the allocation of institutional contingencies to other non-compensation categories.

In summary, TRU is anticipating a \$11.2M surplus which is higher than budget by \$10.4M and prior year by \$4.7M. Factors that may impact these projections include:

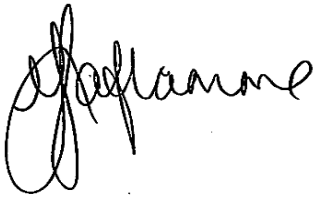
- Enrolment fluctuations
- Market volatility on investment interest
- Ability to full fill hiring plans and bargaining settlements
- Ability to actualize projected spending in non-compensation categories.

Recommendation: Providing this memo for information only.

Attachment: 2022/23 Q1 Forecast Consolidation

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

Yvette

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



THOMPSON RIVERS UNIVERSITY

Quarterly Financial Report

For the period Ended June 30, 2022

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

Thompson Rivers University
Quarterly Financial Report
Schedule 1 - Consolidated All Funds
For the period Ended June 30, 2022
(Forecast to March 31, 2023)

(thousands of dollars)

	Consolidated All Funds			Variances	
	Board Approved Budget	Q1 Forecast	21/22 YE Actual	Forecast to Board Approved Budget	Forecast to 21/22 YE Actual
Revenue					
Provincial Grants	90,957	92,874	76,446	1,917	16,428
Grants Other	5,824	5,604	6,257	(220)	(653)
Deferred Capital Contributions	5,075	5,242	4,764	167	478
Tuition Domestic	39,543	40,492	39,645	949	847
Tuition International	67,782	68,806	59,786	1,024	9,020
Lab and Course Fees	13,110	13,460	12,883	350	577
Sales Revenue	19,396	19,084	16,688	(312)	2,396
Interest and Other Revenues	11,542	14,092	10,814	2,550	3,278
Internal Sales and Transfers	2,153	2,279	2,425	126	(146)
Revenue Total	255,382	261,933	229,708	6,551	32,225
Compensation and Benefits					
Faculty Tenure/Tenure Track	55,807	51,544	47,377	4,263	(4,167)
Faculty Sessional	12,092	14,165	13,672	(2,073)	(493)
Open Learning Faculty Members (OLFM)	8,194	8,463	8,919	(269)	456
Support	29,283	29,299	26,037	(16)	(3,262)
Excluded	26,610	26,300	23,580	310	(2,720)
Other Compensation	1,930	357	954	1,573	597
Benefits	29,353	28,547	24,916	806	(3,631)
Compensation and Benefits Total	163,269	158,675	145,455	4,594	(13,220)
Expenditures					
Professional fees and contracted services	18,356	20,856	21,451	(2,500)	595
Building, equipment, operations and maintenance	19,062	20,256	16,929	(1,194)	(3,327)
Supplies, postage and freight	7,634	7,578	6,336	56	(1,242)
Travel	4,249	4,175	1,926	74	(2,249)
Advertising, memberships and public relations	4,555	5,093	4,322	(538)	(771)
Bursaries, awards and scholarships	6,186	6,341	5,719	(155)	(622)
Cost of materials sold	4,733	4,754	3,615	(21)	(1,139)
Amortization of capital assets	14,268	13,942	13,118	326	(824)
Other Expenditures	12,212	9,033	4,336	3,179	(4,697)
Expenditures Total	91,255	92,028	77,752	(773)	(14,276)
Excess (Deficiency) of Revenues over Expenditures	858	11,230	6,501	10,372	4,729

Thompson Rivers University
Quarterly Financial Report
Schedule 2 - Consolidated Revenue Schedule
For the period Ended June 30, 2022
(Forecast to March 31, 2023)

	Consolidated Tuition & Fees			Variances	
	Board Approved Budget	Q1 Forecast	21/22 YE Actual	Forecast to Board Approved Budget	Forecast to 21/22 YE Actual
(thousands of dollars)					
Grants					
Provincial Grants	84,576	86,502	70,312	1,926	16,190
ITA Grant	6,381	6,372	6,134	(9)	238
Research Grants	5,258	4,973	5,860	(285)	(887)
Other Grants	566	631	397	65	234
Deferred Capital Contributions	5,075	5,242	4,764	167	478
Grants Total	101,856	103,720	87,467	1,864	16,253
Tuition & Fees					
Domestic Tuition					
Tuition Domestic - Undergraduate - On Campus	25,490	26,126	25,796	636	330
Tuition Domestic - Undergraduate - Open Learning	10,633	11,025	10,529	392	496
Tuition Domestic - Graduate - On Campus	1,089	990	981	(99)	9
Tuition Domestic - Graduate - Open Learning	2,331	2,351	2,339	20	12
Domestic Tuition Total	39,543	40,492	39,645	949	847
International Tuition					
Tuition International - Undergraduate - On Campus	52,520	53,214	45,714	694	7,500
Tuition International - Undergraduate - Open Learning	4,532	4,298	4,053	(234)	245
Tuition International - Graduate - On Campus	10,634	11,116	9,905	482	1,211
Tuition International - Graduate - Open Learning	96	178	114	82	64
International Tuition Total	67,782	68,806	59,786	1,024	9,020
Lab and Course Fees					
Lab and Course Fees - On Campus	8,891	9,182	8,820	291	362
Lab and Course Fees - Open Learning	4,219	4,278	4,063	59	215
Lab and Course Fees Total	13,110	13,460	12,883	350	577
Sales Revenue					
Ancillary External Sales	1,810	1,585	1,190	(225)	395
Residence Revenue	11,680	12,040	10,656	360	1,384
Bookstore Sales Revenue	3,720	3,347	3,635	(373)	(288)
Printshop External Sales	66	80	52	14	28
Parking Revenue	1,482	1,481	1,005	(1)	476
Other Sales Revenue	638	551	150	(87)	401
Sales Revenue Total	19,396	19,084	16,688	(312)	2,396
Interest & Other Revenues					
Interest on Investments	3,893	4,990	3,576	1,097	1,414
Donations, Endowments and Fundraising	3,788	4,158	2,600	370	1,558
Contract Revenue	2,737	3,133	2,084	396	1,049
Other Revenue	1,124	1,811	2,554	687	(743)
Interest & Other Revenues Total	11,542	14,092	10,814	2,550	3,278
Internal Sales & Transfers					
Ancillary Internal Sales and Transfers	1,953	2,096	1,378	143	718
Other Internal Sales and Transfers	200	183	1,047	(17)	(864)
Internal Sales & Transfers Total	2,153	2,279	2,425	126	(146)
Revenue Total	255,382	261,933	229,708	6,551	32,225

Thompson Rivers University
Quarterly Financial Report
Schedule 3 - Operating and Non-Operating Fund by Unit
For the period Ended June 30, 2022
(Forecast to March 31, 2023)

	22/23 Q1 Forecast				22/23 Board Approved Budget		2021/22 YE Actual	
	Revenue	Compensation and Benefits	Expenditures	Total	Total	Variance	Total	Variance
(thousands of dollars)								
Faculty of Science	827	19,001	2,894	(21,068)	(20,751)	(317)	(18,145)	(2,923)
Bob Gaglardi School of Business and Economics	5,832	13,983	826	(8,977)	(10,493)	1,516	(8,732)	(245)
Faculty of Education and Social Work	2,269	10,835	277	(8,843)	(9,645)	802	(8,846)	3
School of Nursing	1,355	7,459	658	(6,762)	(7,407)	645	(6,583)	(179)
Faculty of Adventure, Culinary Arts and Tourism	442	4,732	995	(5,285)	(5,247)	(38)	(4,714)	(571)
Faculty of Arts	685	12,308	900	(12,523)	(12,456)	(67)	(12,543)	20
Faculty of Law	4,864	4,076	745	43	(140)	183	146	(103)
School of Trades and Technology	1,601	6,353	1,599	(6,351)	(6,471)	120	(5,480)	(871)
University Library	-	2,705	1,977	(4,682)	(4,721)	39	(3,579)	(1,103)
Enrolment Services and University Registrar	-	6,379	249	(6,628)	(6,693)	65	(6,462)	(166)
Faculty of Student Development	9	6,507	470	(6,968)	(6,847)	(121)	(6,160)	(808)
Office of Quality Assurance	-	1,435	147	(1,582)	(1,676)	94	(1,278)	(304)
Research and Graduate Studies	-	1,565	421	(1,986)	(1,987)	1	(1,587)	(399)
Open Learning	-	16,699	769	(17,468)	(17,537)	69	(17,143)	(325)
Williams Lake	(71)	3,329	810	(4,210)	(4,121)	(89)	(3,752)	(458)
Regional Campuses	540	409	158	(27)	(80)	53	(35)	8
Indigenous Education	-	758	348	(1,106)	(935)	(171)	(697)	(409)
Provost and VP Academic	-	875	1,137	(2,012)	(2,522)	510	(1,074)	(938)
University Relations	-	382	459	(841)	(727)	(114)	(833)	(8)
Marketing and Communications	-	2,382	1,051	(3,433)	(3,568)	135	(2,979)	(454)
Advancement	-	2,144	254	(2,398)	(2,386)	(12)	(2,082)	(316)
Campus Infrastructure & Sustainability	285	2,005	6,224	(7,944)	(7,474)	(470)	(7,795)	(149)
Athletics and Recreation	-	1,418	1,809	(3,227)	(3,287)	60	(2,518)	(709)
IT Services	-	4,462	7,195	(11,657)	(11,820)	163	(7,879)	(3,778)
People and Culture	-	1,948	1,432	(3,380)	(2,929)	(451)	(2,878)	(502)
Integrated Planning & Effectiveness	-	1,787	185	(1,972)	(1,827)	(145)	(1,622)	(350)
Risk Management & OSEM	-	578	1,371	(1,949)	(1,890)	(59)	(1,316)	(633)
Finance and Procurement Services	-	4,014	314	(4,328)	(4,697)	369	(4,315)	(13)
Internal Audit	-	252	45	(297)	(297)	-	(278)	(19)
VP Administration and Finance	-	358	632	(990)	(1,019)	29	(486)	(504)
TRU Secretariat	-	834	1,363	(2,197)	(1,491)	(706)	(2,020)	(177)
Special Advisor on Indigenous Matters	-	192	21	(213)	(228)	15	(175)	(38)
Office of the President	-	534	133	(667)	(667)	-	(615)	(52)
TRU World	1,443	4,697	7,650	(10,904)	(9,523)	(1,381)	(8,878)	(2,026)
Faculty, School, Division Total before Surplus Allocation/Usage	20,081	147,395	45,518	(172,832)	(173,559)	727	(153,333)	(19,499)
Provost and VP Academic Portfolio	18,353	117,843	14,959	(114,449)	(117,742)	3,293	(105,077)	(9,372)
VP Administration and Finance Portfolio	285	16,822	19,207	(35,744)	(35,240)	(504)	(29,087)	(6,657)
VP International Portfolio	1,443	4,697	7,650	(10,904)	(9,523)	(1,381)	(8,878)	(2,026)
VP University Relations Portfolio	-	4,908	1,764	(6,672)	(6,681)	9	(5,894)	(778)
President Portfolio	-	1,560	1,517	(3,077)	(2,386)	(691)	(2,810)	(267)
VP Research Portfolio	-	1,565	421	(1,986)	(1,987)	1	(1,587)	(399)
Institutional	194,539	3,446	5,643	185,450	174,816	10,634	160,080	25,370
Operating Fund before Surplus Allocation/Usage	214,620	150,841	51,161	12,618	1,257	11,361	6,747	5,871
Professional Allowance	930	20	679	231	210	21	573	(342)
Internal Research Awards/Stipends	821	228	593	-	-	-	381	(381)
Ancillary Services, Parking & Residences	20,595	3,589	17,340	(334)	381	(715)	(2,399)	2,065
Capital	10,922	-	11,292	(370)	(462)	92	851	(1,221)
Specific Purpose - Internally Restricted	2,845	330	3,393	(878)	(528)	(350)	180	(1,058)
Specific Purpose - Externally Restricted	3,161	1,452	1,709	-	-	-	-	-
Bursaries and Trust	3,394	-	3,394	-	-	-	148	(148)
Research	4,201	1,828	2,373	-	-	-	(7)	7
Endowment	-	-	-	-	-	-	27	(27)
TRU Community Corporation	1	-	1	-	-	-	-	-
TRU Legal Clinic Society	443	387	93	(37)	-	(37)	-	(37)
Non-Operating Fund before Endowment	47,313	7,834	40,867	(1,388)	(399)	(989)	(246)	(1,142)
Excess (Deficiency) of Revenues over Expenditures before Surplus Allocation/Usage and Endowment	261,933	158,675	92,028	11,230	858	10,372	6,501	4,729



Date: September 21, 2022

To: Brett Fairbairn, President and Vice-Chancellor

From: Matt Milovick, Vice-President Administration and Finance
Yvette Laflamme, Associate Vice-President, Finance

Re: Financial Information Act Annual Reporting

Attachments: Statements of Financial Information 2021-22

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

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

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

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

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

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

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

Financial Implications: n/a

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

Recommendation: It is Management's recommendation that the Board of Governors approves the Financial Information Act reporting for submission to government as provided.



M E M O R A N D U M

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

FROM: Dr. Gillian Balfour, Provost and Vice-President Academic

DATE: July 20, 2022

RE: ITA Letter of Agreement – 2022/23

Purpose: The purpose of this memo is to bring forward the annual Industry Training Authority (ITA) Letter of Agreement for approval.

Background: Each year, TRU signs a contract with the Industry Training Authority (ITA) for its annual funding. Because of the value of the contract (\$4,291,120) this agreement requires Board approval. The ITA contract attached outlines the terms and conditions upon which the funding for foundation and apprenticeship programs are granted.

Recommendation: Management recommends that the Board approve the ITA Contract as presented.

Attachments: Contract Review Report – Letter of Agreement, ITA 2022/2023
ITA Letter of Agreement – 2022/2023



THOMPSON RIVERS UNIVERSITY

Date: September 21, 2022

To: Brett Fairbairn, President & Vice-Chancellor

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

RE: FY2023/24 Budget Context Presentation

Purpose: The purpose of this memo is to provide the Board of Governors with information about administration's budget planning context for FY2023/24. The budget context presentation will be included in the Board package.

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

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

- TRU ended FY2021/22 in a strong financial position (\$6.5M surplus) primarily due to an inability to hire budgeted full-time positions across the university with the biggest challenge being hiring for continuing faculty. We are seeing the same trend continue in FY2022/23.
- Although the pandemic continues to create some uncertainty in the planning environment, Administration is looking at FY2023/24 with optimism and moving forward with stability in operations (notwithstanding other variants that have the potential to be disruptive).
- Other key risks include rising (or stabilized high) inflation which will impact expenditures and could negatively impact international student enrolment, student housing, potential changes to provincial funding that are prescribed by the funding review, as well as challenges in hiring faculty and staff.

- TRU is planning for a steady-state budget for FY2023/24 as it plans for five-year budgeting to begin in FY2024/25. Inflationary increases, collective agreement mandates and enrolment growth will all be anticipated in the FY2023/24 steady-state budget.
- Future budget planning and new initiatives need to occur in the context of TRU's strategic change goals to support:
 - **Eliminating achievement gaps**
 - **Honouring truth, reconciliation, and rights**
 - **Leading in community research and scholarship**
 - **Designing life-long learning**
- The Integrated Strategic Planning (ISP) fund will continue into FY2023/24 with an allocation criterion that supports investment into fulfillment of key outcomes of the ISP process.
- Domestic tuition and fees are assumed to increase by 2% (the maximum allowed provincially) and international tuition and fees are expected to increase as follows – 10% for international undergraduate followed by 5% increases for Fall 2024 and 25; 15% for international graduate, followed by 5% increases for Fall 2024 and 2025 (increases in 2024 and 2025 may exceed 5% if annual inflation is tracking at higher than 5%).
- Total enrolment for FY2023/24 is expected to be higher than pre-covid levels but highly dependent on open learning and international enrollments. Domestic on-campus enrolments are forecast to be flat although there is a concerning downward trend year over year. Multi-year enrolment projections will be updated in November.
- Anticipating all revenue categories to exceed pre-pandemic (FY2019/20) levels
- Anticipating all expenditure categories to exceed pre-pandemic (FY2019/20) levels and outpace revenue increases.
- Planning for surpluses in FY2023/24 and beyond, to support the design and construction of the I-STEM (which has national approval from the Ministry), Indigenous Education Centre and Gaglardi SoBE buildings.
- Assuming deficit budget will not be permissible due to adherence to Balanced Budget Legislation. Administration expects not to need approval for a deficit budget.

Consultations: The budget context presentation will be presented to BCOS on October 11th, 2022, and at Senate in either October or November.

Recommendation: Administration is providing memo and presentation for information.



MEMORANDUM

TO: Budget Committee of Senate

FROM: Dr. Gillian Balfour, Provost and Vice-President Academic
Mr. Matt Milovick, Vice-President Administration and Finance

DATE: September 13, 2022

RE: Notice of Motion: International Tuition Fee Increase 2022/23

Purpose: The purpose of this memo is to provide a rationale for the proposed tuition fee increase for international tuition fees. If approved, the proposed international tuition increases would come into effect beginning September 2023.

Background: Unlike domestic tuition fees which are capped by the Ministry of Advanced Education at 2% per annum, institutions in British Columbia are free to set their own international tuition fee increases.

In February 2022, the Board of Governors approved a 4.7% increase in international tuition fees for all programs and courses for the 2022-2023 academic year.

Discussion: TRU is proposing three-year international tuition fee increases as follows:

- International undergraduate tuition fee of 10% for Fall 2023, followed by 5% increases in Fall 2024 and 2025,
- International graduate tuition fee of 15% for Fall 2023, followed by 5% increases in Fall 2024 and 2025, and
- Board of Governors reserves the right to adjust tuition based on inflation rate, if necessary.

The rationale for the increase is as follows:

- *Inflation:* Inflation is projected to be higher than 8%;
- *Faculty compensation & benefits:* On average, costs in this area have increased by an average of 3.81% per year between 2017 and 2021 with an expectation that this trend will continue;

- *Increases nationally and provincially:* International tuition in BC has increased by 25% since 2016/17. TRU's international tuition has increased by only 9%, the lowest percent increase in the province during this time; and
- *Cost Certainty:* From a marketing perspective, TRU World believes offering potential students certainty in future tuition increases will greatly assist with institutional planning efforts.

Risks: Given TRU's proposed international tuition fees, TRU will continue to be one of the most affordable options for TRU students in the province. The risk that the proposed increase will affect its recruitment strategy is minimal.

Recommendation: Management is recommending a Notice of Motion, to be voted on at the October 2022 Board meeting, that international tuition fees be increased as follows: ***

- International undergraduate tuition fee of 10% for Fall 2023, followed by 5% increases in Fall 2024 and 2025;
- International graduate tuition fee of 15% for Fall 2023, followed by 5% increases in Fall 2024 and 2025; and
- Board of Governors reserves the right to adjust tuition based on inflation rate, if necessary.

***** NOTE:** Please see revised proposed resolution on following page.

Following is the proposed resolution, revised for specificity after the Finance Committee meeting to clarify proposed exceptions that were not noted in the memo from BCOS:

RESOLVED that:

1. international tuition fees for all undergraduate programs, other than:
 - (i) English as a Second or Additional Language; and
 - (ii) trades programs funded by the Industry Training Authority,be increased 10% effective beginning at the start of the fall semester of 2023 and a further 5% beginning at the start of each of the fall semesters of 2024 and 2025.

2. international tuition fees for all graduate programs other than
 - (i) the Master of Arts in Human Rights and Social Justice;
 - (ii) Master in Environmental Economics and Management; and
 - (iii) Master of Science in Environmental Economics and Management,be increased 15% effective beginning at the start of the fall semester of 2023 and a further 5% beginning at the start of each of the fall semesters of 2024 and 2025.

3. international tuition fees for
 - (i) the Master of Arts in Human Rights and Social Justice;
 - (ii) Master in Environmental Economics and Management; and
 - (iii) Master of Science in Environmental Economics and Management,Be increased 5% beginning at the start of each of the fall semesters of 2024 and 2025.

4. the university reserves the right, in its sole unfettered discretion, to increase the above mentioned, or any other, tuition fees at any time.



MEMORANDUM

TO: President Brett Fairbairn

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

DATE: September 22, 2022

RE: Approval of Master of Engineering Science Program and Tuition Proposal and Approval of International Tuition Fee Increases

At its September 13, 2022 meeting, the Budget Committee of Senate voted to approve the following motions:

1. *RESOLVED THAT the Budget Committee of Senate recommend that the President recommend to the Board of Governors that the program and tuition fee proposal for the Master of Engineering Science in Software, Electrical and Computer Engineering streams be approved as submitted.*
2. *RESOLVED THAT the Budget Committee of Senate recommend that the President recommend to the Board of Governors that the International Tuition Fee Proposal 2022/23 be approved as submitted.*

If you are in agreement, I would ask that you place these items and supporting documentation on the agenda for the September 28, 2022 meeting of the Finance Committee.

Thank you.

Date: September 6, 2022
To: Budget Committee of Senate
From: Kelly Hartt, Director of Finance
Re: Master of Engineering

Finance has verified and reviewed the budget for the delivery of the Master of Engineering with an anticipated start date of Fall 2023. The budget was prepared based on TRU's Budget Methodology and information provided by Faculty of Science, including the following assumptions:

- Revenue and expenses relate to the delivery of a 27-credit program delivered over 2 years.
- Domestic tuition fees based on current undergrad fees starting at \$811.82/credit (plus 2% annual increase). The domestic extension fees would start at \$742.85/semester (plus 2% annual increase).
- International tuition fees based on current undergrad fees starting at \$1,239.18/credit (plus 3% annual increase). The international extension fees would start at \$1,088.55/semester (plus 3% annual increase).
- Enrolment projections are provided by Faculty of Science. TRU World and IPE have reviewed and support the international enrolment numbers.
- Indirect Operating Costs are calculated at 35% of revenue.
- Capital Levy calculated at 12% of international revenue.
- Faculty requirements to deliver program provided by Faculty of Science (plus 5% annual increase).
- Other non-salary requirements provided by Faculty of Science (plus 2% annual increase).

There is enrolment risk with the heavy reliance on international tuition. A downward variance of five international enrolments would create a deficit in years that are currently projected to be in a surplus position.

Our conclusion is the Master of Engineering program will have the potential to be self-sustaining by year three (2025/26) provided the proposed tuition rates are approved and the enrolment targets are met. Note that the accumulated deficit would be absorbed by year five (2027/28).



Kelly Hartt

Masters of Engineering Science Software (Phase 1), Computing (Yr 4), Electrical (Yr 5)

	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28
Tuition Revenue					
<u>Intake 1</u>					
Domestic	\$ 36,532	\$ 29,810			
International	185,877	137,846			
<u>Intake 2</u>					
Domestic		62,105	\$ 40,542		
International		229,744	173,533		
<u>Intake 3</u>					
Domestic			101,355	\$ 72,367	
International			295,795	227,486	
<u>Intake 4</u>					
Domestic				167,995	\$ 115,994
International				548,404	418,412
<u>Intake 5</u>					
Domestic					276,805
International					878,666
TOTAL DOMESTIC TUITION	\$ 36,532	\$ 91,915	\$ 141,896	\$ 240,362	\$ 392,799
TOTAL INTERNATIONAL TUITION	\$ 185,877	\$ 367,590	\$ 469,328	\$ 775,891	\$ 1,297,078
Grant Revenue	-	-	-	-	-
Capital Levy (12%)	(22,305)	(44,111)	(56,319)	(93,107)	(155,649)
IOC (35%)	(70,036)	(145,388)	(194,217)	(323,101)	(536,980)
TOTAL REVENUE	\$ 130,067	\$ 270,006	\$ 360,689	\$ 600,045	\$ 997,248
Compensation					
Faculty Tenure/Tenure Track (Tri, new hire, software)	\$ 70,864	\$ 111,611	\$ 117,191	\$ 123,051	\$ 129,203
Faculty Tenure/Tenure Track (Tri, new hire, computing)				\$ 82,034	\$ 129,203
Faculty Tenure/Tenure Track (Tri, new hire, electrical)					\$ 86,136
Faculty Tenure/Tenure Track (Tri, seconded from UG, 5 credits, software)	32,640	34,272	35,986	37,785	39,675
Faculty Tenure/Tenure Track (Tri, seconded from UG, 5 credits, computing)				37,785	39,675
Faculty Tenure/Tenure Track (Tri, seconded from UG, 5 credits, electrical)					39,675
Program Coordination (No releases to be provided)					
Faculty benefits	23,785	33,524	35,200	64,495	106,528
Coop Coordination (2nd yr, summer term only, added computing in Yr 4 and electrical in Yr 5)		51,928	54,524	57,251	120,226
Faculty benefits	-	11,933	12,530	13,156	27,628
Support Staff - Graduate Student Advisor/Coordinator	39,524	62,250	65,363	68,631	72,063
Support Staff benefits (@23.6%)	10,585	16,671	17,504	18,379	19,298
TOTAL COMPENSATION	\$ 177,398	\$ 322,189	\$ 338,299	\$ 502,567	\$ 809,309
Direct Expenses					
Professional fees, memberships and contracted services	\$ 5,000	\$ 5,100	\$ 5,202	\$ 10,612	\$ 16,236
Building, equipment, operations and maintenance	1,000	1,020	1,040	2,122	3,247
Operating supplies	2,000	2,040	2,081	4,245	6,495
Travel and training	1,000	1,020	1,040	2,122	3,247
Advertising, promotion and recruitment	3,000	3,060	3,121	6,367	9,742
Bursaries, awards and scholarships	8,000	8,160	8,323	16,979	25,978
Other expenditures	1,000	1,020	1,040	2,122	3,247
TOTAL DIRECT EXPENSES	\$ 21,000	\$ 21,420	\$ 21,848	\$ 44,571	\$ 68,193
TOTAL EXPENSES	\$ 198,398	\$ 343,609	\$ 360,147	\$ 547,138	\$ 877,502
TOTAL REVENUE OVER EXPENSES	\$ (68,331)	\$ (73,603)	\$ 542	\$ 52,907	\$ 119,746
Accumulated Surplus / Deficit	(68,331)	(141,934)	(141,392)	(88,485)	31,260

Enrollment Projection Master of Engineering Science Program

Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28
3	3			
10	9			
	5	4		
	12	11		
		8	7	
		15	14	
			13	11
			27	25
				21
				42
13	29	38	61	99

November 5, 2021,

Re: Support for Master of Engineering Science (MEngSc) program

Dear Dr. Anderson and Dr. Ahmed

I am pleased to provide this letter of support for the proposed Master of Engineering Science (MEngSc) program in Software, Electrical and Computer Engineering streams.

Canada has become an ideal place for higher education studies, sought by many prospective international students. A Master of Engineering Science from a reputable university would certainly attract many students with software, computer, electrical and engineering backgrounds. Similar engineering master's programs are not widely offered in Canada and insufficient for the demand. So in the past, many engineering students had opted for MBA instead.

The proposed program took into consideration international applicants' academic credentials, working experiences, language proficiency. As a result, I found the admission requirements to be adequate for international students. The course structure, study duration and experiential learning (co-op) component would also give international students' confidence to apply.

Employment opportunities are important for international students, as many would like to gain working experiences in Canada post graduation. Many job market analyses suggest the proposed MEngSc programs are leading to very promising employment opportunities. Using the software engineering stream as an example: according to Canada's Job Bank, employment in software engineering is projected to grow at a significantly higher rate than the average of all occupations. Over the period of 2019-2028, new job openings for Software engineers and designers are expected to total 27,500, while 24,000 new job seekers are expected to be available to fill them. The labour shortage conditions seen in recent years are expected to persist into the 2019-2028 period, and could even become more acute as the projected number of job openings is expected to be substantially larger than the projected number of job seekers over that period.

TRU World is confident that we will be able to fill 10+ seats for the first cohort of the Master of Engineering Science in software engineering program. In order to accomplish this, we will require an 8-month period to promote globally, before the application deadline. If you need any additional information, I would be happy to have a conversation.

Sincerely,



ZiPing Feng

Director, International Marketing & Recruitment

Phone: +1 250 828-5225 | Mobile: +1 250 572-6526

Email: zfeng@tru.ca

I’d like to take this opportunity to welcome all back to campus for the Fall 2022 semester. It is extremely rewarding to again see our campus fully buzzing with activity, and to feel the energy that students bring!

ENROLLMENT SUMMER / FALL 2022

In summary, TRU is seeing small declines in domestic student numbers and noticeable increases in international student numbers. Here is IPE’s analysis of on-campus course registrations, applications, and admissions for the Fall 2022 term.

This was IPE’s final report on Fall 2022 course registrations and applications/admissions. The deadline for students to add or drop courses was September 20. IPE intends to release its Fall 2022 final enrolment reports in early October, and will begin reporting on Winter 2023 Course Registrations/Applications and Admissions going forward.

Course Registrations

Fall 2022 on-campus courses started on September 6. As of September 27, on campus (Kamloops and Williams Lake) course registrations and student headcount for Fall 2022 were greater than last year at the same time (both up 3%). Domestic registrants (headcount) were down 5% (4,997 last year vs. 4,770 this year) and international registrants were up 15% relative to the same time last year (3,309 last year vs. 3,802 this year).

Fall 2022 Course Registrations and Registrants Kamloops and Williams Lake (excludes Trades)



Data as of **September 19, 2022** with comparisons to data from the same week last year.
(Latest Registration on September 19, 2022)

Course Registrations Summary					Registrants Summary				
	Last Year to date	Last Year total	This Year to date	This Year to date % of Last Year Total		Last Year to date	Last Year total	This Year to date	This Year to date % of Last Year Total
Domestic	20,542	20,538	19,629	96%	Domestic	4,997	4,992	4,770	96%
International	12,291	12,313	14,244	116%	International	3,309	3,317	3,802	115%
Total	32,833	32,851	33,873	103%	Total	8,306	8,309	8,572	103%

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

- 110 more new international registrants (782 last year vs. 892 this year) at Kamloops campus.
- 111 fewer new domestic registrants (1,234 last year vs. 1,123 this year) at Kamloops campus.

- More course registrations in all course divisions at Kamloops campus with the exception of Arts (down less than 1%) and Nursing (up less than 1%).
- More course registrations in all course divisions at Williams Lake campus with the exception of Nursing, where the Health Career Access program is running at lower capacity than it did last year.

For Fall 2022 (excludes Trades):

- Registrations in the Faculty of Student Development are up 46%, mostly due to growth in international Co-Op course registrations.
- International students enrolled in a BGSoBE program are taking an average of 3.7 courses, which is up slightly from 3.6 last fall. As a result, international course registrations in BGSoBE courses (by students in any program) are up 17% while international registrants in BGSoBE programs are up 13%.
- International registrants are up 26% at the graduate level (493 last year vs. 620 this year), up 22% at the post-baccalaureate level (1,089 last year vs. 1,329 this year), and up 6% at the undergraduate level (1,738 last year vs. 1,835 this year). International graduate registrants are up in all program divisions except for Nursing.
- Domestic registrants are up 35% at the graduate level (128 last year vs. 174 this year), up 44% at the post-baccalaureate level (18 last year vs. 26 this year), and down 6% at the undergraduate level (4,791 last year vs. 4,509 this year). The growth in domestic graduate registrants is primarily in BGSoBE with smaller increases in Nursing and Science, and there are 15 registrants in the new Master of Arts in Human Rights and Social Justice.

Applications and Admissions

Total applications and admissions (excluding Nursing, Trades, and Law) ended up higher than last year's numbers at this time and higher than three years ago (Fall 2019; the most recent pre-pandemic year), while total registrants are flat compared to last year and down from pre-pandemic numbers.

Applications are up 9% overall (Domestic: -4%; International: +21%), and admissions are up 19% overall (Domestic: +6%; International: +32%). The number of Fall 2022 applicants who have registered is very similar to this time last year (less than 1% difference overall) and is down compared to Fall 2019 numbers at the same point in time (-9% overall).

To date, the conversion rate for domestic students is down relative to both last year and pre-pandemic rates (49% this year vs. 57% last year and 59% two years ago at this time). International conversion rates are down slightly from last year and down relative to pre-pandemic rates (25% this year vs. 29% last year and 54% two years ago to-date).

Latest Application On			ADMISSIONS					REGISTRANTS				CONVERSION		
Residency	3 Years Ago to date*	Last Year to date	Last Year total	This Year to date	To-date % diff (last yr)	This Year to date % of Last Year total	3 Years Ago to date	Last Year to date	This Year to date	To-date % diff	3 Years Ago to date	Last Year to date	This Year to date	
Domestic	3,164	3,125	3,125	3,310	+6%	106%	1,861	1,770	1,613	-9%	59%	57%	49%	
International	2,181	3,402	3,402	4,475	+32%	132%	1,169	997	1,133	14%	54%	29%	25%	
Total	5,345	6,527	6,527	7,785	+19%	119%	3,030	2,767	2,745	-1%	57%	42%	35%	

Latest Application On			ADMISSIONS					REGISTRANTS				CONVERSION		
Residency	3 Years Ago to date*	Last Year to date	Last Year total	This Year to date	To-date % diff (last yr)	This Year to date % of Last Year total	3 Years Ago to date	Last Year to date	This Year to date	To-date % diff	3 Years Ago to date	Last Year to date	This Year to date	
Domestic	3,205	3,224	3,224	3,357	+4%	104%	1,781	1,700	1,599	-6%	56%	53%	48%	
International	3,182	3,563	3,563	4,620	+30%	130%	1,159	953	1,095	15%	36%	27%	24%	
Total	6,387	6,787	6,787	7,977	+18%	118%	2,940	2,653	2,693	2%	46%	39%	34%	

BACK TO CAMPUS

With the Fall 2022 semester well underway, we know that COVID-19 (and other communicable diseases) are on the minds of many people in our community, including at TRU. Providing a safe working and learning environment continues to be a priority. To keep our campus safe, there are safety measures in place but there are also expectations of all of us who come to campus.

TRU, along with all other universities in B.C., continues to follow guidance and direction from BC.'s Provincial Health Office and Chief Provincial Health Officer Dr. Bonnie Henry. TRU will continue to:

- Provide a mask-friendly environment.
- [Regularly clean](#) educational spaces, public spaces and high-touch areas and maintain supplies of sanitizer throughout the campuses.
- Operate our HVAC system under ASHRAE COVID-19 best practices and frequently replace MERV air filters that are installed throughout campus.
- Work with AEST, Public Health, and other BC post-secondary institutions, along with and other health experts to ensure we are taking the appropriate steps to best protect our community.

At the same time, we expect that everyone who comes to campus will:

- Assess themselves and stay home if sick. People are encouraged to visit our [Illness Management](#) page if faced with COVID-19 symptoms.
- Test when necessary. Check [Interior Health's website](#) (or the [First Nations Health Authority website](#) for our Indigenous community members).
- Support everyone's choice to wear or not wear a mask.
- Continue to regularly wash and sanitize our hands.
- Get vaccinations and boosters if able and eligible.
- If travelling, follow appropriate travel requirements.

If there are changes to our shared responsibilities and expectations, we will update the [COVID-19 page](#) on our website, share on TRU Connect, and on our social media channels. We are excited to have new students experience TRU for the first time, welcome back returning students and for everyone to have a safe and successful year ahead.

The following link from the Vancouver Sun highlights the provincial discussion around B.C.'s universities and COVID-19: <https://vancouversun.com/health/local-health/university-mask-vaccine-policies-fall-semester>

INTEGRATED STRATEGIC PLANNING

The work of integrated strategic planning at TRU continued through the summer. Our new provost, who arrived on campus on July 4, has made ISP a high priority. Dr. Balfour spent important time looking at the significant amount of work done by the ISP project team and steering committee to date, as well as past planning initiatives at TRU, and deciding on timeframes and direction for next steps.

Dr. Balfour also consulted with groups and individuals at TRU, including the President's Leadership Group, around next steps and development of an implementation schedule. A full report on ISP and its progress is expected before the Board by the end of the year.

ENSURING A VALUES-BASED WORKPLACE CULTURE

TRU's university-wide conversation about our workplace culture, led by VPs Brian Daly and Baihua Chadwick, will be an opportunity for employees to talk to each other about how we all interact in the workplace. Our hope is that sharing our perspectives and ideas about how best to reflect TRU's values, such as creating a sense of belonging and respecting all people, will impact and improve our daily interactions with each other.

Raj Dhasi from [Turning Point Resolutions](#), who is TRU's facilitator for this initiative, has been consulting with our community through the summer to gather input about the design of the listening phase of this initiative. That initial work is coming to an end, and the next phase — when we begin to have deep and authentic dialogue about workplace culture — will get underway before the end of the year.

Raj is an expert in conflict resolution with experience supporting various sectors, including post-secondary. Her work also includes designing listening processes that address power and privilege, with a focus on equity and ensuring safety.

After the listening phase is complete, Raj will help us design an action and implementation plan that will bring about real results. The result of all this effort with Raj will not be a report or a set of recommendations that sit on a shelf. Our commitment is that these conversations will result in initiatives that continue to build a strong workplace culture at TRU.

LEADERSHIP

I'm pleased to introduce TRU's new AVP of People & Culture. Shayne Olsen started in the role on August 2. He comes to TRU from School District 73, where he served as Assistant Superintendent of Human Resources. Shayne is a highly qualified HR professional with significant experience in education, and I am sure he will have an impact on TRU in the future.

STUDENT HOUSING

TRU students (including our international community) have fared comparatively well this fall regarding housing. We have not seen the significant shortages of housing for students like we did last year when wildfires across B.C. concentrated evacuees in communities like Kamloops and put considerable pressure on the availability of short-term and rental housing.

TRU's wait list for on-campus residence dropped significantly by September 6, from a high of 250 in late August. Many students have chosen high-density, lower-cost housing in the city rental market and choosing those options instead of staying in residence. We continue to develop a new student housing project along Summit Drive that will add many new spaces for students in January.

Despite the slightly more optimistic situation this year, we have been told that many individuals have still struggled to find suitable housing. We will continue to monitor the situation and will work with individuals as needed to help them find suitable living arrangements while studying at TRU.

WAR IN UKRAINE

As the war in Ukraine continues to disrupt the lives of millions in Europe and elsewhere, TRU remains committed to help those in our community who have been affected by the ongoing violence.

This semester, we have 21 students from Ukraine and 49 from Russia. Ten of the Ukrainian students are new students, and are eligible for domestic tuition rates under the federal government's Canadian-Ukrainian Authorized for Emergency Travel (CUAET) program, which was announced in May. TRU World is working with our 11 continuing Ukrainian students to help them access the program, if possible, as well.

TRU is also providing financial support to all students from these war-affected areas based on individual need. TRU World's international student advisors maintain regular contact with students to assess and assist those who need help.

Lastly, I want to acknowledge and thank TRU instructor and member of Senate Oleksandr (Sascha) Kondrashov, who has been helping organize and promote events through the summer to raise awareness of those affected by the war, and to provide avenues for Kamloops to **#StandWithUkraine**.

CONSULTATION & ENGAGEMENT

The following is a brief list of some of the activities through the summer and early fall that allowed me to connect with and engage with stakeholders, government leaders, and other post-secondary organizations. I also meet and converse regularly with T'kemplúps te Sécwepemc, T'exelc, officials of the Ministry of Advanced Education Skills Training, and other provincial and federal agencies.

Significant events:

- AEST Funding Formula Review Team (Don Wright) came to TRU for an institutional visit as part of his consultation efforts with PSIs across B.C.
- Hosted AEST Funding Review Regional Roundtable, *Challenges of Post-Secondary Education in the Southern Interior*. Present for the roundtable, which was hosted virtually, were representatives of UBC-Okanagan, Okanagan College, NVIT, Selkirk College, and College of the Rockies.
- A President's Circle meeting on 12 September recognized dozens of community leaders who have generously supported TRU students.
- Orange Shirt Day — September 29
- TRUSU's Pride Parade — October 4
- Attended Indigenous Education Centre Site Blessing
- I also attended alumni events in Vancouver, Victoria, and Calgary.

Meetings with the following individuals or groups:

- Executive Director of Innovative Programs & Partnerships (Ministry of Jobs, Economic Recovery & Innovation)
- RUCBC presidents' meetings
- AEST Minister Anne Kang, at Williams Lake Campus
- Universities Canada Research Committee

Upcoming Events:

- I will be joining a small TRU team in Ottawa later this month to meet with federal government officials about the possibility of developing an institute at TRU for research related to wildland fire and emergency management. This is an exciting opportunity for TRU to develop expertise and reputation in a field that continues to rise in prominence in B.C. and across Canada.

Last June, I made an online presentation to B.C.'s Standing Committee on Finance and Government Services. The final report from the committee has been submitted to government. References to our presentation can be found within the report, notably the request for stable and predictable public funding. The Select Standing Committee on Finance and Government Services' [report on the Budget 2023 consultation is found here](#).

UNIVERSITY NEWS

[TRU Gaglardi receives international award for Indigenous collaboration](#) — The Bob Gaglardi School of Business and Economics was the sole Canadian recipient of the 2022 Innovations That Inspire awards presented by the Association to Advance Collegiate Schools of Business (AACSB). In 2022, AACSB's Innovations That Inspire focused on efforts to elevate diversity, equity, inclusion and belonging in business education, and 24 schools were recognized worldwide. TRU Gaglardi, the only Canadian recipient, was selected for the Splatsin-TRU Business Development Project.

In response to the Truth and Reconciliation Commission's Calls to Action, TRU Gaglardi endeavoured to increase collaboration with Indigenous communities and the businesses within to develop educational programs that respond to regional needs. The Splatsin-TRU Business Development Project provided an opportunity for the school to support the inclusion of Indigenous people in education and economic environments.

[TRU researchers awarded over \\$500,000 through Discovery Grants](#) — Three TRU researchers received \$590,000 through the federal [Natural Sciences and Engineering Research Council \(NSERC\) Discovery Grants Program](#), announced in late June by the Government of Canada.

Minister of Innovation, Science, and Industry François-Philippe Champagne has [announced an investment of more than \\$506 million in new funding](#) to provide 4,216 science and engineering leaders with the means to pursue world-class discovery work.

Dr. Eric Bottos, from the Department of Biological Sciences, has been awarded \$252,500 over five years, which includes an [Early Career Researcher supplement](#) as well as a [Northern Research Supplement](#), to predict permafrost microbial community responses to thaw based on pre-thaw ecosystem characteristics.

Dr. Nelaine Mora-Diez, from the Department of Chemistry, received a \$180,000 Discovery Grant to focus on the theoretical studies of biochemical and environmental relevance.

Dr. Muhammad Hanif, from the Department of Engineering, has been awarded \$157,500, which also includes an Early Career Researcher supplement, to study reconfigurable intelligent surfaces-based future wireless communications.



Date: September 30th, 2022

To: Brett Fairbairn, President

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

Re: Student Housing Update

Attachment: Student Housing Presentation (originally intended for Sept 2022 Senate)

Purpose: To provide the Board with information regarding the state of student housing at TRU.

Background: In August of 2021, TRU became keenly aware of a shortage of affordable student accommodation in the City of Kamloops. Prior to the second week of August, TRU residences had no waiting lists and several vacancies. After the second week, all the vacancies disappeared and waiting lists grew. This was an unusual pattern as normally residences had waiting lists prior to the start of fall term and the wait lists were normally eliminated within the first two weeks of the term. Because of the enormous surge for demand in student housing last summer, TRU was highly motivated to add more beds and proceeded to work on a modular solution with the City. The modular residences were operational by fall of 2022. In the spring of 2022, TRU commissioned Scion to do a study on the state of student housing in Kamloops.

Discussion: The attached presentation details the chronology of student housing at TRU and provides information about affordability of student housing in the market. The presentation also discusses the outcomes of the Scion report. To summarize, the takeaways are as follows:

- The housing problem is not a TRU-specific problem. It's everywhere. The difference is how the issue has been addressed.
- "Affordability" is relative: all TRU residence options are significantly below market rates and competitive relative to other interior universities and yet TRU may have vacancies this fall
- Building more residences is a risky proposition while lower quality, high-density (overly dense), lower priced accommodations are available in the market
- Low costs available in the market trump convenience, safety, quality (for many)

- The cycle is not the same cycle every year but there are two constants (at least since 2017):
 - Demand for low quality, low cost, high-density housing is being accommodated by the market (except in 2021)
 - Residences have yet to achieve 100% occupancy (except in 2021). Less than 2% vacancy as of end of September 2022.
- Costs for residence will need to increase in future years. TRU cannot subsidize ancillary operations – they need to recover their costs.
- Housing is an issue that TRU and the City need to tackle together

TRU will continue to monitor market conditions and seize opportunities to expand its residence beds where feasible to do so.

Action: Administration has provided this report to the Board of Governors for information only.

Office of Safety and Emergency Management Report

2022 Summer Semester

Introduction

This report provides an overview of the activities of the Office of Safety and Emergency Management (OSEM) as well as incidents and injury trends to students, staff, and visitors for the period of May through August 2022.

OSEM supports the university's mission by implementing industry leading best practices in the areas of Occupational Health and Safety as well as Community Safety and Emergency Management.

Executive Summary

During the 2022 summer semester, the Office of Safety and Emergency Management assisted students, staff, and faculty in support of the university's mission. Highlights include:

- Communicable Diseases Update (COVID-19 transition – easing of restrictions, revised communications, etc.)
- Launch of Online Chemical Inventory Program
- Acquisition of Incident Management Software
- Training: CELT New Faculty Orientation
- Visit to Williams Lake to support Health, Safety and Emergency Management
 - Inspections Training
 - Chemical inventory audit
 - Security and OHS support meeting
- Upgrades to TRU Safe App to Working Alone Functionality
- Workplace Violence Prevention Initiative

Occupational Health and Safety

Incident and Injury Statistics:

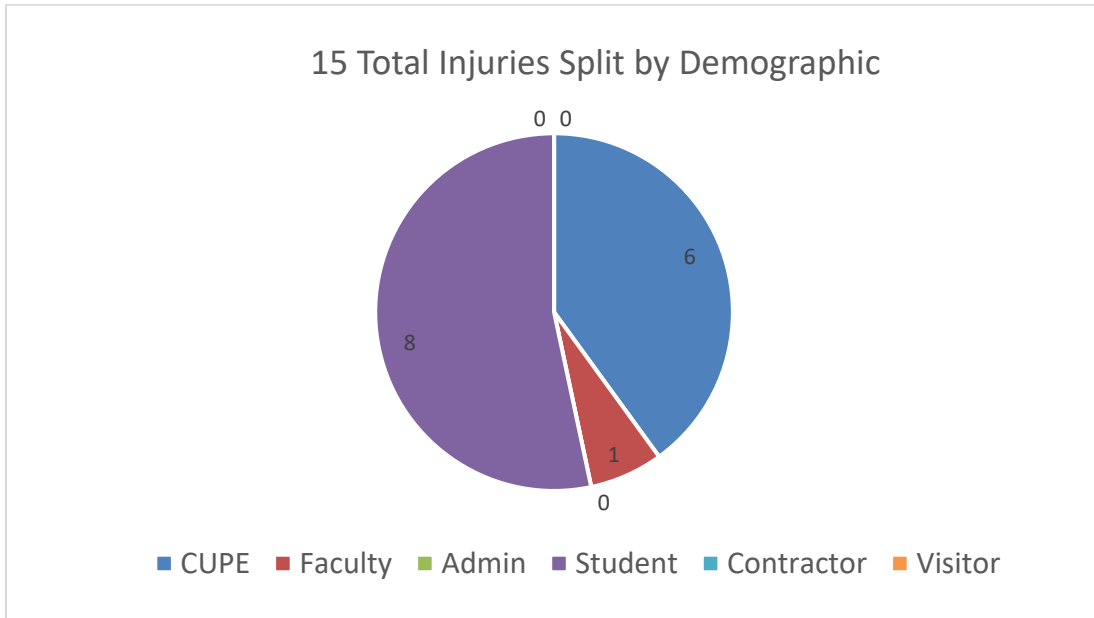


Figure 1. Total Injuries Split by Demographic

As shown above in purple, our highest risk group for injuries is students. However, during the 2022 summer term the frequency of injuries with employees was almost as high as student-related injuries. The highest rate of student injuries this term came from the School of Nursing and other or unknown programs. However, the university continued to realize a 50% reduction in student injuries from last term - which is an encouraging indicator. To reduce the frequency of student-related injuries, the Office of Safety and Emergency Management is committed to expanding its safety programs and initiatives to better incorporate students.

In addition to its focus on increasing student awareness, OSEM is creating enhanced procedures, training, and educational opportunities for TRU employees. For example, OSEM finalized several training modules which will be available for all staff, such as First Aid Protocols, Respiratory Protection, and Heat Stress management. Additionally, HECHMET, the chemical management inventory program launched and TRU's chemical inventory is currently being added into the system.

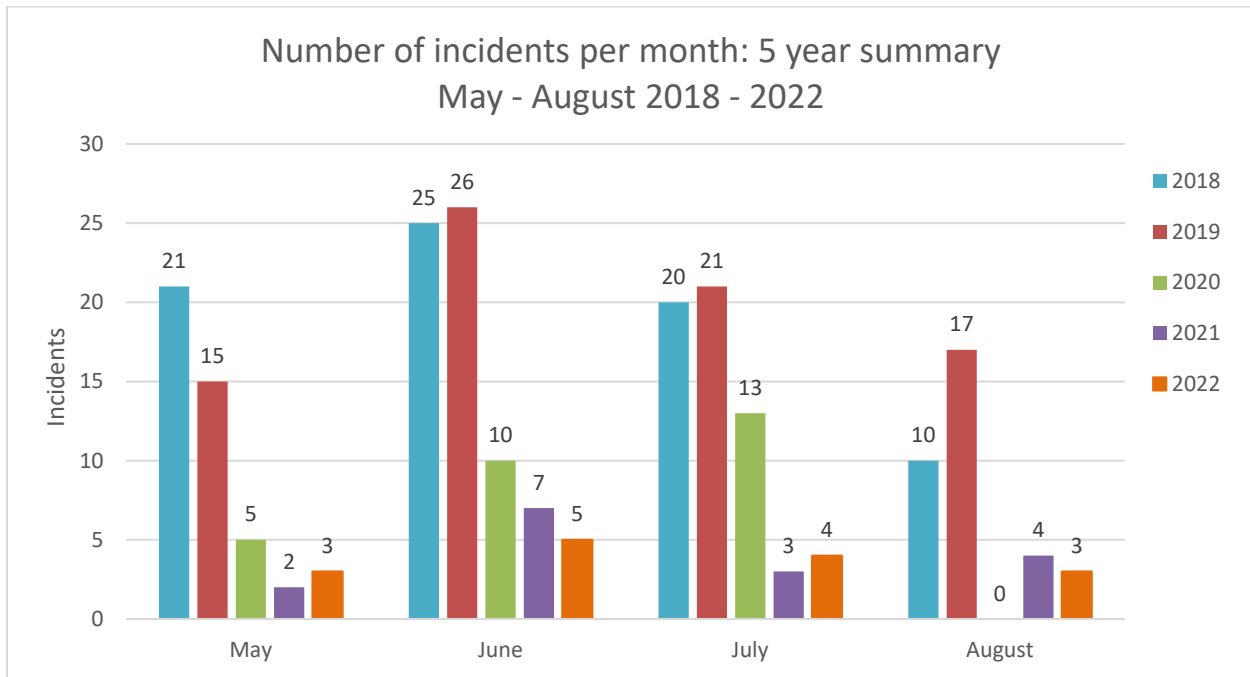


Figure 2. Number of incidents per month

The summer 2022 semester (shown in orange above) saw similar numbers in the total number of incidents on campus compared to summer 2021. OSEM aimed to keep the university’s incident count at, or lower, than summer 2019 (shown in red) by rolling out a “Return to Campus” safety education strategy. Overall, incident rates have continued to decrease since 2019 and we look to maintain current levels through continued safety education initiatives.

In May OSEM and Risk Management visited Williams Lake to provide inspection training to the safety committee, audit the chemical inventory and discuss security and general safety concerns.

Additionally, in the summer term, OSEM and Risk Management participated in the CELT New Faculty Orientation providing details to our new faculty members about our department.

OSEM and Risk Management procured two software programs, Prismatic Data Solutions, a comprehensive safety management system and a Working Alone Module for the TRUSafe App. This module provides a streamlined system to meet working alone regulations and give a peace of mind to those who are working alone.

WorkSafe BC Claims (summer semester)



Figure 3. WorkSafe BC Claims

Falls on Same Level (i.e., Slips/Trips and Falls) continue to be the university’s most frequent accident type; accounting for 42% of lost time injuries and 32% of total claims cost. Continued efforts are being made with Facilities to identify damaged and unstable walk paths, and several projects were completed over the summer fixing the worst sections of walkways. Due to Kamloops’ freeze/thaw winters, this continues to be an issue and the university’s mitigation strategy is ongoing. As noted above, OSEM will be incorporating educational awareness throughout the year with seasonally specific hazard awareness campaigns (i.e., how to avoid slips and falls.)

As a result of low incident numbers over the last several years, TRU continues to have a better than average industry experience rating (-26.1%,) when compared to other universities. The university expects to see significant premium savings because of this improved experience rating, however, to receive the maximum potential savings as noted in *Figure 3* (\$61,107) TRU would have to be the best in class amongst all post-secondary institutions.

Communicable Diseases – Exposure Control Plan Update

COVID-19

The last 24+ months have seen drastic changes in how Thompson Rivers University operates; from academic methodologies adapting to distance learning, and to having a predominantly remote work force. Our community has learned to adapt, innovate, and succeed under extreme circumstances. Summer 2021 saw the continued transition as we resumed full summer programming. OSEM continued to monitor the pandemic's progression in BC and updated the university's COVID-19 communications to reflect an easing of pandemic restrictions including:

- Updated campus signage
- Enhanced TRU COVID -19 webpage
- Take home rapid-test kit distribution messaging

The Return to Campus working group met in May to discuss the transition of the province from mandated health orders to communicable disease guidelines. OSEM, with the support of Marketing and Communications (MarCom), updated the COVID-19 webpage, signage, and resources to reflect the new pandemic management strategies. The return to campus working group suspended regular meetings through the summer as no changes occurred regarding COVID-19. The group re-convened in August to touch base prior to the start of the new term.

Monkeypox

In July 2022, the World Health Organization declared the monkeypox outbreak a Public Health Emergency of International Concern. As of this report, there have been six reported cases of monkeypox within the Interior Health Region. The BC Centre for Disease Control is working closely with its federal and provincial partners to stop the virus's spread. TRU is actively monitoring the situation and has engaged the Medical Health Officer for Kamloops on appropriate next steps for our community. The university is updating its Exposure Control Plan website to include a subpage for Monkeypox information. This will provide community members with information on how the virus is transmitted and who can access the Monkeypox vaccine in Kamloops.

Community Safety and Emergency Management (CSEM) Security Summary:

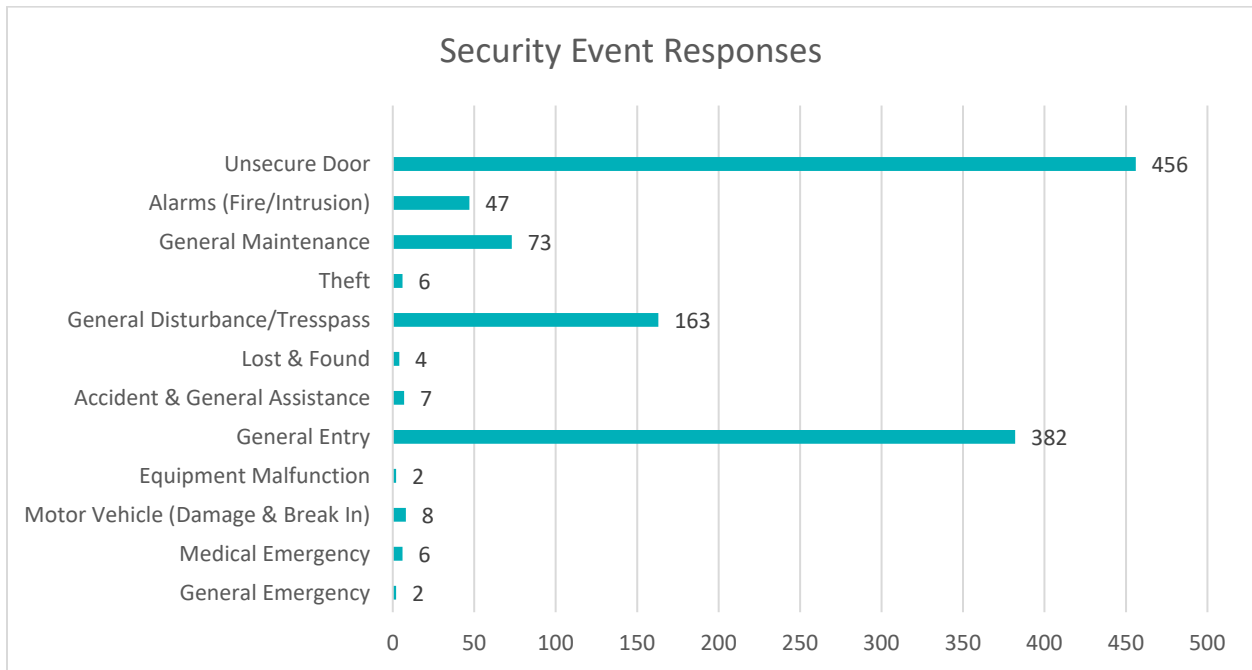


Figure 1. Security Event Responses

General Entry requests and calls to open and lock *Unsecured Doors* continued to mark the highest overall security events for the summer 2022 term. This number is down substantially from the fall and winter terms because of fewer individuals being on campus over the summer months. This summer marked an almost 100% increase in incident responses for the *General Disturbance/Trespass* category.

The increase correlates to the steady influx of individuals coming to campus with no relevant rationale for using TRU facilities. As a measure of vigilance, security personnel have increased their frequency of patrols to particularly problematic locations including; near dumpsters and recycling receptacles, hidden stairwells, and areas unmonitored by CCTV cameras. In addition to increased patrols, the entire security staff took part in a multiple day conflict de-escalation training referred to as MOAB (Management of Aggressive Behaviour). This was done internally by our security contractor in response to the continuing trend of interactions with individuals unwilling to leave campus property in a peaceful manner.

Aside from this statistic, the only real abnormality was a slight increase in *Fire/Intrusion Alarms* and *General Maintenance*. While this may seem concerning, it is a direct result of

the increase to construction projects around campus including renovations to the Gym and Science buildings, where contractors have been prone to triggering smoke and fire alarms.

Camera Installation Update

A follow up visit was conducted to the Williams Lake campus to ensure the new camera installation was working as planned. Over the summer term, we were able to assist the RCMP on two occasions as well as find the source of an incident of vandalism to the Williams Lake campus. Additional signage was also posted making the public aware that camera monitoring was in place. This is not only important for the education of campus visitors, but it also acts as a deterrent for potential mischief.

With the Early Childhood Education Centre coming online at the end of the summer term, an additional eleven cameras were added to monitor the interior and exterior of the building. The increased number of cameras has provided additional strain on the server capacity for our current system. Most cameras began displaying serious lag issues during playback due to a lack of capacity from the computer hardware. Working with the IT department as well as our camera hardware provider, we have ordered replacement computing equipment that will improve the playback and functionality of the camera system.

TRUSafe Mobile App Advancements

In a continued effort to best reflect the needs of the TRU community, additional features were added to the TRUSafe mobile app over the summer term. In coordination with the Office of Student Affairs, a link has been added to the new 'Keep Me Safe' program which provides mental health resources to our students. This will provide another method for accessing the important services for students in need.

Additionally, in coordination with the Office of Safety and Emergency Management, we are continuing work to incorporate a newly acquired feature that deals with staff and faculty working alone. This program includes features which allow staff and faculty to report check ins to a supervisor or on-site security staff in the event that they are working in isolation. This feature allows for greater safety and monitoring of those individuals who, in the event of an incident, would otherwise go unnoticed. We expect the full implementation of this program to be integrated in the coming weeks. Once integrated, we will begin working to educate the TRU community on its use.

R.R.U.T.H. Violence Prevention Initiative

In response to an increased interaction between TRU staff and unwanted visitors to the TRU Kamloops campus, we have launched a new community safety initiative for our staff and faculty. R.R.U.T.H (pronounced 'Ruth') was messaged out to the campus community beginning in August and education around its use is ongoing. R.R.U.T.H. stands for 'Response Required, Under Threat or Harassment'. The system is designed as a silent alarm and method for contacting security in the event of a situation where a person may be feeling threatened by an interaction and is unable to contact help directly for fear of escalating the conflict. Public facing staff and faculty have been advised that in the event of such an interaction, they are to phone the typical line for campus security and address the officer who answers as 'Ruth' which will alert security that there is a situation in which the individual is feeling unsafe and to respond immediately. Response from staff and faculty to this new initiative has been overwhelmingly positive with many departments asking for further training and more information should they need to employ 'R.R.U.T.H' in the future.

Campus Security Contract Update

In July of 2022, it was decided that upon renewal of the contract with our current security provider, we would be taking steps toward sending the contract out for competitive bid. The current contract was renewed through June of 2023 ensuring adequate time for the RFP process to take place. Working with procurement services as well as representatives from the Williams Lake campus and other relevant departments, we were able to put together a request for proposal which will better suit us going forward. Given the size and scope of the contract, we endeavored to ensure the needs of both campuses were met and that services rendered are conducive to our current environment. While we have been well served by Paladin, our cost for campus security has continued to increase above what was initially planned when the contract was created. While price was a contributing factor, the decision was ultimately reached with the intention that, going forward, we ensure our TRU community continues to receive the best possible service surrounding the overall safety of our people and property.

--- report end ---