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Dear Andrew, et al,

I want to thank you all for sharing your concerns regarding the ongoing Board of Governors investigation. I understand that the emergence of these issues has caused many people within TRU's community much anxiety and stress.

Regarding your specific points, I can say the following:

- This is a Board of Governors' process — not one created or overseen by TRU's senior management team. Independent legal counsel hired by the board has worked with the unidentified groups and investigators. TRU executive — including President Brett Fairbairn and General Counsel John Sparks — have never communicated with investigators.
- This independent investigation has taken the time it has because there was a need to work with an unidentified group who emerged almost a year ago indicating that they were aware of individuals who wished to make allegations against senior administrative officials.
- The ongoing investigatory process has been specifically negotiated and designed to accommodate this group and the unidentified individuals they represented. Agreeing to the terms of reference as well as who the investigators would be took time. [Please see the timeline on the university's website](#). It was not until August that the investigators completed the terms of reference for their investigation after considerable discussion with the unidentified group. Under this arrangement, prospective complainants were given until late October to bring forward their complaints and only then was

the investigation able to proceed.

- At this time, the board has no specific knowledge of the content of the complaints. The investigators have not requested any action from the university to assist with their investigation.
- I know from regular consultation with President Fairbairn that TRU's senior executive team comprehends the gravity of this situation and wants to see these issues resolved in a way that reflects TRU's values and important relationships with our neighbours and partners, as well as with our staff, faculty, and students. TRU has engaged the services of independent HR counsel as well as a specialized consulting firm (The Neutral Zone) with experience helping organizations with self-development, improving interpersonal relationships, and implementing organizational initiatives.

As noted above, I invite you to visit a web page TRU has created with timelines of these events as well as links and updates regarding the work with The Neutral Zone. I want you to feel confident that all has been done — and continues to be done — in these unusual circumstances. The web page showing ongoing activities related to workplace culture can be found here: www.tru.ca/workplace-culture

Again, thank you for expressing your concerns. I am confident that efforts currently underway at TRU will help to bring meaningful resolution to these events. I am certain that this institution will emerge stronger than before, thanks to the desire of all to work in collaboration.

With respect,



Marilyn McLean
Chair, TRU Board of Governors