



# THOMPSON RIVERS UNIVERSITY

## BOARD OF GOVERNORS PUBLIC MEETING

Friday, December 6, 2024

1:00 PM

*Clock Tower Boardroom, CT309*

### AGENDA

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

- 1:00      1.    **CALL TO ORDER — Hee Young Chung**
  
- 1:02      2.    **TERRITORIAL ACKNOWLEDGMENT — Hee Young Chung**
  
- 1:03      3.    **NATIONAL DAY OF REMEMBRANCE AND ACTION ON VIOLENCE AGAINST WOMEN — Hee Young Chung**
  
- 1:05      4.    **RECOGNITION OF EXCELLENCE — Hee Young Chung**
  - a. TRU World — Excellence in International Education Marketing Award from the BC Council for International Education (BCCIE)
  - b. Dr. Anita Sharma — 2024 Research Management Excellence Award from the Canadian Association of Research Administrators (CARA)
  
- 1:15      5.    **ADOPTION OF AGENDA**  
Page 1
  
- 1:16      6.    **CONFLICT OF INTEREST DISCLOSURES**
  
- 1:17      7.    **MINUTES OF PREVIOUS MEETING**  
Page 3
  - a. Minutes of Board Public meeting of October 4, 2024 (For Decision)

- 1:18**      **8. BOARD CHAIR’S REPORT — Hee Young Chung**  
a. Presidential search update (Information)  
b. Approval of TRU Wildfire and Honours College programs (Information)
- 1:20**  
Page 9  
**1:40**  
Page 11  
Page 18
- 9. REPORT FROM THE FINANCE COMMITTEE— David Hallinan**  
a. [2025-26 Budget Context and balanced budget strategy](#) (Information)  
b. Guaranteed International Tuition Fee Model (For Decision; [Notice of Motion](#) served on October 4, 2024)  
i. Comment received during the notice of motion period
- 1:55**  
Page 19  
**2:05**
- 10. PRESIDENT’S REPORT — Brett Fairbairn**  
a. President’s Report to the Board (Information)  
b. President’s Report to Senate (Information)  
i. [October 2024](#)  
ii. [November 2024](#)
- 2:06**  
Page 27
- 11. SENATE REPORT — Brett Fairbairn**  
a. Category III, Diploma in Computer Network and Cybersecurity (For Decision)
- 2:10**  
**2:12**  
Page 31
- 12. BUSINESS**  
a. [Strategic Internationalization Plan](#) (For Notice of Motion) — Baihua Chadwick  
b. Proposed revisions to policy BRD 17-0, Respectful Workplace and Harassment Prevention (For Decision; [Notice of Motion](#) served on October 4, 2024) — Scott Blackford
- 2:20**
- 13. REPORTS AND UPDATES**  
a. Wildfire update (Information) — Gillian Balfour / Shannon Wagner
- 2:30**
- 14. PRESENTATION**  
a. [Thompson Rivers University Student Investment Fund \(TRUSIF\)](#) — Matt Milovick
- 2:50**
- 15. NEXT BOARD MEETING**  
a. The next board meeting is scheduled for Friday, February 28, 2025 in the Clock Tower Boardroom.
- 16. TERMINATION OF MEETING**



# THOMPSON RIVERS UNIVERSITY

## BOARD OF GOVERNORS PUBLIC MEETING

Friday, October 4, 2024

1:00 PM

Clock Tower Boardroom, CT309

### MINUTES

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#### **Board members present:**

Hee Young Chung, DeDe DeRose, Hasnat Dewan, Brett Fairbairn, David Hallinan, Jim Hamilton, Dian Henderson, Mugesh Narayanasamy, Tim Webber

#### **Regrets:**

Heather Fader, Cindy Ozouf, Rohini Ranganatha, Niki Remesz, Christine Sorensen

#### **Absent:**

Dancing Water Sandy

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

Gillian Balfour (Provost and Vice-President Academic), Baihua Chadwick (Vice-President International), Matt Milovick (Vice-President Administration and Finance), Shannon Wagner (Vice-President Research), Charlene Myers (Manager, University Governance), Lynda Worth (University Governance Coordinator), Adrian Conradi (*for agenda item 8.e. only*), Shayne Olson (People and Culture; *for agenda item 12.b. only*), Hannah Ruffridge (Director of Education Professional Services, Lightcast; *for agenda item 13.a. only*)

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### **1. CALL TO ORDER — Hee Young Chung**

The board chair, H. Chung, called the meeting to order at 1:05pm.

#### **a. Welcome new governors (Information)**

H. Chung welcomed the following new governors:

- i. Nicole (Niki) Remesz (Appointed community member)
  - ii. Dancing Water Sandy (Appointed community member)
  - iii. Christine Sorensen (Appointed community member)
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- iv. Timothy Webber (Appointed community member)
- v. Mugesh Narayanasamy (Elected student)
- vi. Rohini Ranganatha (Elected student)

## **2. TERRITORIAL ACKNOWLEDGMENT — Hee Young Chung**

H. Chung delivered the territorial acknowledgment.

## **3. RECOGNITION OF EXCELLENCE — Hee Young Chung**

- a. Dr. Roderick (Rod) McCormick

On behalf of the board, H. Chung presented Dr. Rod McCormick with the board's recognition of excellence and a framed certificate.

## **4. ADOPTION OF AGENDA**

*On motion duly made and adopted, it was **RESOLVED** that the agenda for the public board meeting of October 4, 2024 be approved as circulated.*

## **5. CONFLICT OF INTEREST DISCLOSURES**

No governors declared conflicts of interest.

## **6. APPROVAL OF MINUTES**

- a. Minutes of Board Public meeting of June 14, 2024

*On motion duly made and adopted, it was **RESOLVED** that the minutes of the public board meeting of June 14, 2024 be approved as circulated.*

## **7. BOARD CHAIR'S REPORT — Hee Young Chung**

- a. Presidential search update

H. Chung, chair of the Presidential Search Committee, provided an update on the work of the committee.

## **8. FINANCE COMMITTEE — David Hallinan**

Chair of the Finance Committee, D. Hallinan, presented the committee's report.

a. Statement of Financial Information

D. Hallinan spoke to the Statement of Financial Information report, a copy of which was circulated with the agenda package.

*On motion duly made and adopted, it was **RESOLVED** that the Board of Governors approve the Financial Information Act reporting for submission to government as provided.*

b. Fee approvals

D. Hallinan invited G. Balfour to present the fee approval requests, which she did.

i. Diploma in Computer Network and Cybersecurity

*On motion duly made and adopted, it was **RESOLVED** that the board approve the proposed budget for delivery of the Diploma in Computer Network and Cybersecurity.*

ii. Bachelor of Engineering in Computer Engineering (Tuition correction)

*On motion duly made and adopted, it was **RESOLVED** that the board approve the proposed updated domestic tuition rate for the Bachelor of Engineering – Computer Engineering at \$195.23 for the 2024/25 academic year.*

c. Q1 Results

D. Hallinan, M. Milovick, and Y. Laflamme reported on the Q1 results.

d. Budget Update

D. Hallinan provided a budget update.

e. Guaranteed fee model for international students

B. Chadwick and A. Conradi presented the proposed guaranteed fee model, a copy of which was circulated with the agenda package, for notice of motion.

**9. PRESIDENT’S REPORT — Brett Fairbairn**

a. President’s Report to the Board

B. Fairbairn presented his written report, speaking to several matters mentioned in the report.

i. Letter to Public Post-Secondary Institution Board Chairs

B. Fairbairn shared a letter sent to board chairs, and the university's preliminary report in response to that letter, both of which were circulated with the agenda package.

- ii. Revisions to regulations of policy BRD 17-0 Respectful Workplace and Harassment Prevention

B. Fairbairn presented some revisions he had made to the regulations of this policy, enacted in accordance with the process provided in the Policy Development and Approval policy.

- iii. President's Leadership Group leadership competencies

B. Fairbairn reported on President's Leadership Group (PLG) leadership competencies. He noted that work was underway in this regard and that he would bring further information to the board when it was ready.

- b. President's Report to Senate

The September 2024 President's Report to Senate was shared via a link on the agenda.

## 10. SENATE REPORT — Brett Fairbairn

- a. Bachelor of Arts, Major in Applied Creative Arts; Category III revision

B. Fairbairn, Chair of Senate, presented the Senate Report.

*On motion duly made and adopted, it was **RESOLVED** that the board approve the Category III BA Major in Applied Creative Arts as presented.*

## 11. BUSINESS

- a. New Policy, Public Interest Disclosure AND Proposed revisions to policy BRD 18-0, Whistle Blower; *Notice of Motion served June 14, 2024*

S. Blackford presented the proposed new policy and the revisions to the Whistle Blower policy, for which notice of motion was served at the board meeting in June 2024.

- i. Comments received during notice of motion period

Comments on the policies were circulated with the agenda package for the board's information.

- ii. Revised versions of policies showing proposed additional revisions in response

to feedback

1. Public Interest Disclosure

S. Blackford spoke to the additional proposed revisions made to the Public Interest Disclosure Policy in response to the comments received during the notice of motion period.

2. Whistle Blower

S. Blackford also presented additional revisions proposed to the Whistle Blower Policy in response to the comments received during the notice of motion period.

*On motion duly made and adopted, it was **RESOLVED** that the Board of Governors approve the Public Interest Disclosure Policy and changes to the Whistleblower Policy, BRD 18-0 as drafted.*

b. Proposed revisions to policy BRD 17-0, Respectful Workplace and Harassment Prevention

S. Blackford introduced proposed revisions to the Respectful Workplace and Harassment Prevention policy, for which the board served notice of motion.

**12. REPORTS AND UPDATES (Information)**

a. TRUBold update

G. Balfour presented an update on TRUBold, for information.

b. Culture Conversation and follow up

G. Balfour and S. Olson updated the board on the Culture Conversation and follow-up.

c. BCNET update

M. Milovick delivered an update on BCNET.

**13. PRESENTATION**

a. Economic Impact Study

M. Milovick and H. Ruffridge presented an economic impact study. Discussion ensued.

**14. NEXT BOARD MEETING**

- a. The next board meeting is scheduled for Friday, December 6, 2024 in the Clock Tower Boardroom.

**15. TERMINATION OF MEETING**

As there were no further agenda items, the meeting terminated at 3:37pm.





Date: November 21<sup>st</sup>, 2024

To: Brett Fairbairn, President and Vice-Chancellor

From: Matt Milovick, Vice-President Administration and Finance

Re: Second Quarter Results and Budget Context for FY2025/26 and beyond

Attachment: PSEFS Quarterly Forecast  
Q2 Financial Update and FY2025/26 Budget Context Presentation

**Executive Summary:** This report is being presented to the Board of Governors **FOR INFORMATION**. With respect to the following items:

- PSEFS Q2 Forecast – this is quarterly reporting required by the Ministry. TRU is reporting a surplus of just over \$5M as of Q2 with deficits projected in 2025/26 and beyond. Given the requirement to submit Q2 in early October before actual results can be analyzed, results always differ from Q2 actual results.
- Q2 Results – TRU is trending to a \$5M surplus and a \$9.5M operating grant restriction (to be used for future deficit mitigation strategies and/or capital) for 2024/25 due to higher-than-expected international enrolments
- Budget Context Presentation – this presentation will outline strategies Administration is planning to employ to achieve a balanced budget for FY2025/26

**Purpose:** The purpose of this memo is to provide the Board with information regarding second quarter (Q2) results for the current fiscal year and the budget planning context for FY2025/26 specifically and the out years more generally.

**Discussion:** 2024 has been a particularly challenging year. With the announcements around international student enrolments made by Immigration, Refugees and Canadian Citizenship (IRCC) starting in January 2024, the FSWG has been meeting frequently to determine the impacts of the policy changes on TRU's budget. The changes have been numerous and profound turning the committee's attention to a multi-year solvency strategy.

With respect to TRU's second quarter results, primarily due to vacancies and higher than expected international enrolments (likely attributed to previously deferred acceptances and international students taking more courses to finish sooner), TRU is trending to a \$5M surplus and anticipates restricting approximately \$9.5M in operating grant. Last year, in anticipation of financial challenges resulting from IRCC announcements, the Ministry permitted institutions to restrict operating surpluses to deal with future year deficits, ideally for the purposes of using those restrictions for deficit mitigation strategies. The restriction for operating purposes gives Administration flexibility to manage future deficits but Administration's ongoing strategy remains to achieve balanced budgets annually without using prior year restrictions.

With respect to the context presentation, the annual deficits that begin in 2025/26 through to 2028/29 are large and concerning. That said, Administration has yet to overlay its deficit mitigation strategies (many of which were discussed at the Board retreat in October). In order to strike a balanced budget for FY2025/26, Administration expects to reduce expenditures by \$20.4M (or 7.4%). In order to accomplish this, Administration is proposing the following:

- 1% Across-the-Board (ATB) reduction in the non-compensation budgets of all faculties, schools and departments (savings of \$2.7M per annum);
- TRU will close Westgate residence (savings of \$700k per annum);
- TRU will flow through convenience fees for credit card transactions (savings of \$800k);
- Agent commissions (for international students) are expected to decrease by \$1.5M (at a minimum);
- Savings of \$2M-\$5M through the reduction of sessional and university instructor teaching loads;
- TRU will eliminate 70-75 positions primarily through vacancy management and attrition yielding \$7-10M;
- Metric-based and other targeted non-compensation reductions are expected to yield \$6-10M (an example of this is an ATB reduction of travel budget by 15%)

While these strategies will have multi-year impacts; TRU expects, on average, to be reducing expenditures by an additional 5% from 2026/27 thru to 2028/29.

**Recommendation:** Administration recommends that the Board of Governors receive this report for information.



Approved by President Brett Fairbairn

**Date:** October 22, 2024

**To:** Brett Fairbairn, President & Vice-Chancellor

**From:** Gillian Balfour, Provost & Vice-President Academic  
Chair, Budget Committee of Senate

A handwritten signature in blue ink, appearing to read "Brett Fairbairn".

on October 22, 2024

**Re:** Guaranteed International Tuition Model and Increases

Attachment:

1. Memorandum dated October 1, 2024 from G. Balfour, Provost & Vice-President Academic, M. Milovick, Vice-President, Administration & Finance, B. Chadwick, Vice-President, International.

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**Purpose:** The purpose of this memo is to bring a decision item to the October 29, 2024 Special Board meeting to request approval of the proposed Guaranteed International Tuition Model and related increases to come into effect beginning September 2025.

**Background:** TRU reviews its tuition and other fees annually. Unlike domestic tuition fees which are subsidized by government funding and capped by the Ministry of Post-Secondary Education and Future Skills at 2% per annum, international students must pay for the full cost of their education in Canada. Therefore, institutions in British Columbia are free to set their own international tuition fee increases based on the cost of program delivery (including capital costs).

Considering the pandemic and post-pandemic increases in costs borne by international students for housing and general cost of living, in addition to fluctuating tuition increases (4.7% in 2022-2023; 6.9% in 2023-24; 5.0% in 2024-25), TRU World began exploring a guaranteed international tuition model to better enable international students to plan realistically and effectively for the costs associated with studying at TRU. Such a model has been implemented at several post-secondary institutions in other provinces; TRU will be the first to guarantee international tuition in BC.

Recently, the Ministry announced an updated Education Quality Assurance (EQA) policy and procedures manual that will come into effect in January 2025, requiring tuition transparency. Although a tuition guarantee is not required in the EQA policy, this proposed model builds on the foundational principle of tuition transparency and exceeds it. Being the first BC PSI to offer a tuition guarantee will further cement TRU's reputation as a leader in supporting international students.

**Discussion:** TRU is proposing a Guaranteed International Tuition Model and its related increases as follows:

- Starting in Fall 2025, new international students will be guaranteed that their tuition will not increase for the duration of the program, plus one year.
- The current hybrid tuition payment methods will be replaced by a pay-per-credit method. For Fall 2025, undergraduate programs tuition fees will be set at \$849 per credit.
- Three masters programs (Master of Business Administration including GDBA, Master of Environmental Economic and Management, Master of Science in Environmental Economics and Management), and EAP (English for Academic Purposes) programs be exempt from the Guaranteed International Tuition Model at this time. International tuition fees for these programs will see an inflationary increase same as continuing students until they become part of the Guaranteed International Tuition Model.
- The international tuition fee for other graduate programs, as well as trades programs, will increase by 15% for Fall 2025 and will remain unchanged for the duration of the program, plus one year.
- Continuing international students will receive inflationary annual tuition adjustment (estimated at 3%), as approved by the Board. Proposed increases will be set so that continuing students do not pay more than new students over the duration of their program.
- The tuition amount for each new cohort of students will be adjusted annually.

The rationale for the increase is as follows:

- *Inflation:* Inflation is projected to level out at approximately 3%.
- *Increases nationally and provincially:* TRU's market research indicates that TRU's proposed tuition increase situates the institution appropriately amongst national and provincial comparators.
- *Cost Certainty:* From a student success perspective, TRU World believes offering students certainty in future tuition amounts will reduce stress on students and improve retention.

**Risks:** Given the current projected international enrolment decline, TRU's proposed international tuition fee increase could result in even lower enrolment. However, the proposed tuition guarantee should mitigate this risk and could result in increased interest in enrolling at TRU.

By guaranteeing tuition will not increase for the duration of a student's program plus one year, there is a financial risk for TRU. In the event that the increase for new students proves to be inadequate to cover operating cost increases, subsequent cohorts of new students will have their guaranteed tuition set at appropriate amounts based on future projections. Given the implementation of the new model, the risk that the proposed increase will affect TRU's recruitment strategy is minimal.

**Budgetary Implications:** Revenue from international tuition increases will likely offset the projected per student operating cost increases arising from inflation. However, international tuition increases will not have a significant impact on projected possible future deficits due to declining international student enrollment resulting from recent IRCC policy changes.

**Consultation:** Consultation with Deans and Provost's Councils began several years ago with regular updates to the Council of Deans, Provost's Council and Senate International Affairs Committee over the past year. TRUSU was engaged early in the planning process and collaborated with TRU World to organize a feedback session with the TRUSU Student Caucus. A second feedback session with students was organized by TRU World. The Guaranteed International Tuition Model working group is comprised of representatives from ITS, the Registrar's Office, Finance, International Admissions, and International Marketing and Recruitment.

**Communications Desirable:** A press release about the Guaranteed International Tuition Model went out in September and was picked up by local media. Additional press releases may be desirable upon board approval.

**Recommendation:** Administration is recommending that the Board of Governors approve the proposed Guaranteed International Tuition Model and its related increases for new international students:

- Undergraduate programs per credit tuition fee be \$849/credit and guaranteed to not increase for the duration of the program, plus one year to allow students to complete their program if needed.
- International tuition fees for Master of Business Administration including GDBA, Master of Environmental Economic and Management, Master of Science in Environmental Economics and Management, and EAP programs will increase by

3%, same as continuing students until they become part of the Guaranteed International Tuition Model.

- All other masters programs as well as trades programs, international tuition fees will increase by 15% for Fall 2025, and remain unchanged for the duration of the program, plus one year.
- Continuing international students' tuition fee increase of 3% for Fall 2025, with the assumption that similar annual increases will occur in subsequent years.
- Board of Governors reserves the right to adjust tuition based on inflation rate as necessary.

RESOLVED that the university will approve the proposed Guaranteed International Tuition Model and its related increases.

Attachment(s):

1. Memorandum dated October 1, 2024 from G. Balfour, Provost & Vice-President Academic, M. Milovick, Vice-President, Administration & Finance and B. Chadwick, Vice-President, International.



## MEMORANDUM

**TO:** Budget Committee of Senate

**FROM:** Gillian Balfour, Provost and Vice-President, Academic  
Matt Milovick, Vice-President, Administration and Finance  
Baihua Chadwick, Vice-President, International

**DATE:** October 1, 2024

**RE:** International Tuition Fee 2025/26

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**Purpose:** The purpose of this memo is to provide a rationale for the proposed new Guaranteed International Tuition Model and related increases for international tuition fees. If approved, the proposed Guaranteed International Tuition Model and related increases would come into effect beginning September 2025.

**Background:** TRU reviews its tuition and other fees annually. Unlike domestic tuition fees which are subsidized by government funding and capped by the Ministry of Post-Secondary Education and Future Skills at 2% per annum, international students must pay for the full cost of their education in Canada. Therefore, institutions in British Columbia are free to set their own international tuition fee increases based on the cost of program delivery (including capital costs).

Considering the pandemic and post-pandemic increases in costs borne by international students for housing and general cost of living, in addition to fluctuating tuition increases (4.7% in 2022-2023; 6.9% in 2023-24; 5.0% in 2024-25), TRU World began exploring a guaranteed international tuition model to better enable international students to plan realistically and effectively for the costs associated with studying at TRU. Such a model has been implemented at several post-secondary institutions in other provinces; TRU will be the first to guarantee international tuition in BC.

Recently, the Ministry announced an updated Education Quality Assurance (EQA) policy and procedures manual that will come into effect in January 2025, requiring tuition transparency. Although a tuition guarantee is not required in the EQA policy, this proposed model builds on the foundational principle of tuition transparency and exceeds it. Being the first BC PSI to offer a tuition guarantee will further cement TRU's reputation as a leader in supporting international students.

**Discussion:** TRU is proposing a Guaranteed International Tuition Model and its related increases as follows:

- Starting in Fall 2025, new international students will be guaranteed that their tuition will not increase for the duration of the program, plus one year.
- The current hybrid tuition payment methods will be replaced by a pay-per-credit method. For Fall 2025, undergraduate programs tuition fees will be set at \$849 per credit.
- Three masters programs (Master of Business Administration including GDBA, Master of Environmental Economic and Management, Master of Science in Environmental Economics and Management), and EAP (English for Academic Purposes) programs be exempt from the Guaranteed International Tuition Model at this time. International tuition fees for these programs will see an inflationary increase same as continuing students until they become part of the model.
- The international tuition fee for other graduate programs, as well as trades programs, will increase by 15% for Fall 2025 and will remain unchanged for the duration of the program, plus one year.
- Continuing international students will receive inflationary annual tuition adjustment (estimated at 3%), as approved by the Board. Proposed increases will be set so that continuing students do not pay more than new students over the duration of their program.
- The tuition amount for each new cohort of students will be adjusted annually.

The rationale for the increase is as follows:

- *Inflation:* Inflation is projected to level out at approximately 3%.
- *Increases nationally and provincially:* TRU's market research indicates that TRU's proposed tuition increase situates the institution appropriately amongst national and provincial comparators.
- *Cost Certainty:* From a student success perspective, TRU World believes offering students certainty in future tuition amounts will reduce stress on students and improve retention.

**Risks:** Given the current projected international enrolment decline, TRU's proposed international tuition fee increase could result in even lower enrolment. However, the proposed tuition guarantee should mitigate this risk and could result in increased interest in enrolling at TRU. By guaranteeing tuition will not increase for the duration of a student's program plus one year, there is a financial risk for TRU. In the event that the increase for new students proves to be inadequate to cover operating cost increases, subsequent cohorts of new students will have their guaranteed tuition set at appropriate amounts based on future projections. Given the implementation of the new model, the risk that the proposed increase will affect TRU's recruitment strategy is minimal.



**Recommendation:** Management recommends and seeks approval that international tuition fees be adjusted as following:

1. For new international students:
  - Undergraduate programs per credit tuition fee be \$849/credit and guaranteed to not increase for the duration of the program, plus one year to allow students to complete their program if needed.
  - International tuition fees for Master of Business Administration including GDBA, Master of Environmental Economic and Management, Master of Science in Environmental Economics and Management and EAP (English for Academic Purposes) programs will increase by 3%, same as continuing students, until they become part of the International Guaranteed Tuition Model.
  - International tuition fees will increase by 15% for Fall 2025 for all other masters programs, as well as trades programs, and remain unchanged for the duration of the program, plus one year.
2. Continuing international students' tuition fee increase of 3% for Fall 2025, with the assumption that similar annual increases will occur in subsequent years.
3. Board of Governors reserves the right to adjust tuition based on inflation rate as necessary.

**From:** [Amy Tucker](#)  
**To:** [Secretariat](#)  
**Subject:** Guaranteed International Tuition Fee Model  
**Date:** Thursday, 10 October 2024 03:08:10 PM

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Greetings,  
I have one comment:

The model guarantees a fixed tuition fee for new international students but **applies inflationary increases (3% annually) to continuing students**. This approach risks a financial burden on students who have already started their studies and are more vulnerable to rising costs mid-program.

Consider freezing tuition for all international students, including continuing students, or implement a cap on the maximum increase. This would ensure that continuing students are not disproportionately impacted by cost increases, promoting fairness and financial predictability.

Kind Regards,  
Amy

Amy Tucker, University Instructor  
Thompson Rivers University  
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Do you need a course for winter 2024? Please consider BBUS 3671, Contemporary Leadership, Thompson Rivers University, Open Learning

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

*The following sections report on work underway, and progress made regarding executive priorities for the current year based on TRU's vision and 10-year strategic change goals.*

## **Enabling Strategies/Operations**

**A COMMITMENT TO LEADERSHIP** — TRU's senior leadership has recently adopted a statement of the qualities — actions and behaviours — that members of our university community can expect from senior leaders. This new framework of leadership competencies has been developed collaboratively by and for the members of the President's Leadership Group, which comprises approximately two dozen leaders at TRU, including vice presidents, deans, associate vice presidents, and executive directors.

It is the outcome of extensive leadership-development work among the senior leaders and addresses findings from the Listening Phase of the Culture Conversation. I encourage you to review the [Leadership Framework document](#). The new framework will guide senior leaders in their interactions to promote a cohesive university culture aligned with TRU's core values. It's important that faculty and staff are aware of what to expect of our leaders. Everyone is welcome to use this framework as a guide for considering interactions on campus.

**ACADEMIC INITIATIVES** — At the most recent Senate meeting, TRU Provost Gillian Balfour gave Senators and update on TRUly Flexible, an initiative designed to reframe online learning at TRU. Currently, learners have access to on-campus programs and online programs through Open Learning.

TRUly Flexible envisions a hybridization of these modalities to provide all students with greater choice in course delivery. TRUly Flexible envisions expanding expertise to bring digital learning into all TRU programs, by bringing together Open Learning and TRU on-campus programming in new ways. The process of doing so requires coordination, consultation, and cooperation between the entities, which each have their own distinct faculty and faculty associations.

TRUly Flexible also reflects the B.C. government's Digital Learning Strategy, which outlines strategic priorities, recommended actions, guidance and resources to support the post-secondary system with digital learning in B.C. The strategy was developed by the Digital Learning Advisory Committee, a collaborative effort between the Ministry of Post-Secondary Education and Future Skills and subject-matter experts from across B.C.'s post-secondary system.

This work is complex and will be done strategically to ensure success. Next steps involve the identification of programs suitable for inclusion in a pilot project. It's also important to note that significant changes to the delivery model for a program requires government approval.

Another initiative currently underway is TRU Bold. Flowing from TRU Envision and the ISP process, Provost Gillian B. identified three strategic priorities for 2023-26, including:

“To be recognized provincially, nationally, and internationally for our unique academic and trades programs that provide students with flexible learning pathways, experiential opportunities and community research.”

An objective was identified from the above priority:

“We will develop, implement and evaluate an Academic and Open Learning plan that reflects our commitment to accessible, research-informed curriculum, experiential learning, and Trades and Technology.”

TRU Bold aims to align strategic research planning and high-impact teaching practices with academic program directions, by focusing on research-informed curriculum, experiential learning, decolonized pedagogies, and flexible program delivery options. The focus will be on the creation of halo program areas that feature flexible program delivery options and high-impact teaching practices.

Campus-wide consultations regarding TRU Bold have now been completed. A report will next be provided to the Senate, leading to final approval by the Board in the coming months.

**NAVIGATING CHANGE IN INTERNATIONAL EDUCATION** — Federal policy changes have increased challenges for international students, damaging Canada's global reputation. TRU has seen significant drops in both source country applications and program registration.

These changes, including caps on study permits, changes to spousal permits and continuous procedural uncertainty, have profoundly impacted all international students, including many within the TRU community. Not only have these changes made it even more challenging for students to complete their studies in Canada, but they have also caused irrevocable damage to the Canadian brand at a global level.

We are, of course, affected by this. TRU lost nearly 60 per cent of applications from the top two largest source countries — India & Nigeria. TRU has seen declines in registrations of nearly 60 per cent in Post Bac, 30 per cent in Bachelor, 40 per cent in MBA, and 20 per cent in Master of Data Science programs or courses.

In January, we expect declines to continue, and we expect we will be below our targets, but TRU, unlike most post-secondaries, will have at least one extra term of sustainable student numbers.

Efforts to mitigate the declines include new marketing and promotion efforts and initiatives to develop international partnerships. TRU boasts more than 101 International Partnerships across 31 countries, demonstrating our strong commitment to global education. These partnerships come in various forms:

- Articulation agreements for seamless credit transfers
- Accreditation agreements for delivering TRU programs abroad
- Student exchange agreements
- Field school locations
- Visiting student agreements
- Pathway agreements

**TRU ANNUAL PHILANTHROPY REPORT SHOWCASES TRANSFORMATIONAL GIVING** — The [TRU Annual Report on Philanthropy](#) details how donations and endowments have made a significant impact on student scholarships, campus improvements, and community programs. This year’s report highlights contributions toward mental health and wellness, student success, and research development.

Philanthropy from alumni, staff, and community donors not only enhances TRU’s resources but also directly enriches student experiences and supports the university’s broader mission. The report highlights the importance of giving in strengthening TRU’s capacity to serve students and fulfill its educational goals.

**TRU SUSTAINABILITY OFFICE GAINS RECOGNITION** — The TRU Sustainability Office has recently been recognized for its sustainability initiatives. TRU was recently named to the [Princeton Review’s Green College 2025 Honor Roll](#), the only Canadian school that earned the achievement of getting a perfect score in the Green Rating tallies.

The Princeton Review is an independent online resource offering information for students as they transition into post-secondary studies. TRU previously made the list in 2021.

Schools were ranked on their performance as an “environmentally aware and prepared institution.” Criteria included campus quality of life for students, how well students are prepared for employment in today’s clean-energy economy and how environmentally responsible the school’s policies are. Of the nearly 600 schools ranked, only 45 received perfect Green Rating scores.

As well, the entire Sustainability Office team came in as runner-up for [Energy Manager Canada’s Energy Manager of the Year](#) award. Both recognitions highlight TRU’s ongoing, long-term commitment to sustainability.

## **Honouring Truth and Reconciliation**

TRU lowered flags this month to honour the memory of Senator Murray Sinclair (Mazina Giizhik), who passed away on November 4. He made Canadians look at their history in ways many had not done before. As the chief commissioner for the Truth and Reconciliation Commission (TRC), he created a path for the nation to find reconciliation.

TRU recognized Sinclair with an honorary Doctor of Laws in 2017. From his first campus visit to give the President's Lecture at the TRUSU Storytellers Gala in 2015, he inspired multiple initiatives in response to the calls to action by several faculties and schools.

An Ojibway-Canadian lawyer and Manitoba's first Indigenous judge, Sinclair was well-regarded for his stature in the legal field for over 25 years. He gained wider recognition and affected the lives of thousands of people as the chair of the TRC, listening to and documenting the stories of survivors of residential schools. With the TRC's 2015 report and 94 Calls to Action, he provided Canadians with a clearer understanding of what happened in residential schools, and a road map to reconciliation.

Sinclair was appointed to the Canadian Senate in 2016, serving on several committees including the Standing Committee on Aboriginal Peoples and the Standing Committee on Legal and Constitutional Affairs.

He received honorary doctorates from a total of 17 universities across the country and numerous awards, most recently the Indspire Lifetime Achievement Award (2017), the President's Award from the Canadian Bar Association (2018), the SSHRC Impact Award (2019), the Symons Medal (2019), Humane Canada Leadership and Innovation Award (2020) and the Adrienne Clarkson Prize for Global Citizenship (2020).

**CONVEYING THE STORY OF INDIGENIZATION AT TRU** — TRU has a long history and a strong commitment to honouring the process of Truth and Reconciliation through the Indigenization of campus spaces, programs, and support services.

The story of our efforts, which span 50 years, merits telling. We are now developing a suite of materials for our website and other forms and channels to provide a factual overview of current activities. I hope to be able to be able to share more with the Board about these efforts by the time of the next Board meeting in the new year.

## **Leading in Community Research / Scholarship**

**MILESTONE HIRES FOR TRU WILDFIRE** — TRU has taken a major step forward in strengthening our TRU Wildfire initiative with the hiring of new staff for two leadership positions.

Recruitment for the director, TRU Wildfire (Research, Innovation, Education) and associate director, TRU Wildfire (Training) began last June. Based at TRU's Kamloops campus, the positions were created to lead the development of comprehensive infrastructure within TRU Wildfire, to support world-leading research, education, training and innovation.

Dinyar Minocher joined TRU as the new director, TRU Wildfire (Research, Education and Innovation) on Nov. 18. Quentin Nelson joined TRU as the new associate director, TRU Wildfire (Training) on Nov. 25.

TRU Wildfire, in partnership with the BC Wildfire Service, brings together research, education, training and innovation to offer a solutions-focused and comprehensive approach to current and future wildfire challenges. Learn more at [tru.ca/wildfire](https://tru.ca/wildfire).

### **TRU EXPERT SHARES EXPERTISE ON WILDFIRE MANAGEMENT WITH HOUSE OF COMMONS —**

Dr. Mike Flannigan, a noted expert in wildfire science and Academic Director of TRU's Institute for Wildfire Science, Adaptation and Resiliency, provided critical insights to the House of Commons on wildfire management and risk mitigation in October, using the recent Jasper wildfires as a case study. His testimony contributed valuable expertise to national policy discussions on climate adaptation and wildfire resilience. Dr. Flannigan's involvement demonstrates TRU's academic leadership in addressing climate-driven challenges and reflects our university's commitment to research with far-reaching impact.

### **IPL HIGHLIGHTS RESEARCH ON PEER MENTORSHIP IN EARLY CHILDHOOD EDUCATION —**

Dr. Laura Doan, a faculty member in the School of Education, presented a lecture (Nov. 19) titled "Peer Mentorship to Retain Early Childhood Educators" as her Inaugural Professorial Lecture at TRU. Her research highlights the positive impact of peer mentorship on job satisfaction and retention among early childhood educators, a field facing considerable workforce shortages.

Dr. Doan's findings suggest that mentorship fosters community and support, which is critical in retaining educators and reducing turnover. Her work demonstrates TRU's commitment to practical research that addresses real-world workforce challenges, supporting the sustainability of essential services in early childhood education.

## **Eliminating Achievement Gaps**

**BC STUDENT OUTCOMES RESULTS AVAILABLE —** The latest BC Student Outcomes resources and results from former TRU diploma, certificate, associate degree, apprenticeship and foundation students are now available on the Institutional Planning and Effectiveness (IPE) [BC Student Outcomes](#) OneTRU site and IPE's Tableau Server.

The BC Student Outcomes Research Forum, in partnership with The Ministry of Advanced Education, Skills and Training and BC Stats, conducts annual surveys of former students from B.C.'s post-secondary institutions. The results help shape the future of post-secondary education

in B.C. by providing valuable information to post-secondary institutions, the provincial government, career counsellors, parents and prospective students.

Another BC Student Outcomes resource available is the [BC Student Outcomes Data Viewer](#), which is available to the public. The results in the Data Viewer are available by student group, institution (all participating BC PSIs), program area and program name. Aggregated data for the three most recent survey years are presented.

**INTERIOR LABOUR MARKET SURVEYS** — Work BC projects 124,620 job openings for the Thompson-Okanagan region between 2023 and 2033. Sixty-seven per cent of these openings will be generated through the retirement of existing workers, and economic expansion generating the remaining 33 per cent of job openings.

Occupations with the highest percentage growth in job postings between 2023 and 2024 included:

- Graphic and interior designers (↑8%)
- Electrical, electronics, and computer engineers (↑8%)
- Machine operators in food processing (↑7%)
- Logging, forestry, and landscaping (↑6%)

Work BC also projects 21,150 job openings for the Cariboo region between 2023 and 2033. Almost all these openings (98%) will be generated through the retirement of existing workers. Degree holders represent 10% of those educated in the region, yet 19 per cent of job postings between 2023 and 2024 required a degree.

The [2024 Thompson-Okanagan Labour Market Insights](#) provides info about high opportunity occupations, regional education and sought-after skills. An infographic can be found on IPE's OneTRU site from the [Market Research page](#) under Additional services.

## **Community Engagement / Partnerships**

**GOVERNMENT RELATIONS** — On October 19, 2024, British Columbians voted to elect our provincial government. As we all know, David Eby and the NDP will continue serving in a majority capacity.

Our primary supporter is our provincial government, and there have been changes at the senior levels of our Ministry and others. Earlier this month, I met with Minister Anne Kang and Deputy Minister Trevor Hughes alongside my colleagues, the Presidents of BC's research universities. Minister Kang previously served as our Minister during the early pandemic. I look forward to welcoming her to campus in the coming weeks.



Trevor Hughes is the new Deputy Minister of Post-Secondary Education and Future Skills, the highest member of the civil service in our ministry. He brings a long background from the Labour Ministry and served on the pandemic Economic Recovery Taskforce. We look forward to working with him.

We look forward to the province's creation of a new Infrastructure Ministry. We hope splitting Transportation and Infrastructure into two Ministries will be an opportunity to streamline processes and enable nimble responses to the changing needs of BC.

Bobbi Plecas is the new Deputy Minister for Infrastructure. She led Post-Secondary Education and Future Skills through a time of rapid change, helping to develop the systems necessary to administer the federal government's changes to International Student visa approvals.

**NURSING OFFERS IN-DEPTH NALOXONE TRAINING** — The team at the Simulation-Based Learning Centre at TRU has developed a new advanced training session in CPR and naloxone specifically for non-medical participants, including how to recognize cardiac arrest in someone experiencing an overdose and how to administer both CPR and a naloxone injection safely.

Participants get practice with manikins to recognize the signs of cardiac arrest and feedback to administer CPR effectively before naloxone is given. The participants also learn with a live actor as their patient. The learning team sets the scene in their simulated apartment, a furnished bachelor suite with a kitchen and bed, belongings and the potential for tight spaces. This part of the session is immersive and intense. Participants learn that there can be safety concerns and that they need to be aware of their surroundings.

The simulation centre invites interested groups from the campus and Kamloops community to request their free training. Contact the centre at [simulationteam@tru.ca](mailto:simulationteam@tru.ca). Initiatives across TRU support the province's *Overdose Prevention and Response Guidelines for BC's Post-Secondary Sector*.

All automatic external defibrillator (AED) wall cabinets on the Kamloops campus now include nasal naloxone. Additionally, 21 naloxone-specific cabinets have been installed in student residences. This means nearly 50 locations on campus are equipped with emergency life-saving supplies.

**TRU VP APPOINTED CHAIR OF BCNET BOARD** — Matt Milovick, Vice-President of Finance and Administration, has been appointed Chair of BCNET's board of directors. BCNET, a shared services organization, helps maximize efficiency and reduce costs for B.C. universities through services in networking, educational technology, cybersecurity, and procurement.

TRU has been a BCNET member for more than 30 years, spending \$5.2 million on its services in 2023-24 alone. Milovick highlighted BCNET's significant role in streamlining TRU's internal

processes by providing pre-vetted, cost-effective solutions. As Chair, Milovick aims to continue expanding BCNET's potential, including exploring new areas for service beyond IT.

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

- Oct 11 – Fall Convocation
- Oct 16 – TRU Board and City of Kamloops Council Meeting
- Oct 17 – TRUnity Dessert Party
- Oct 17 – President's Reception for Scholarship Students
- Oct 22 – Fall Forum
- Oct 22 – RUCBC Presidents' Committee Meeting
- Oct 23 – Consul General India Luncheon
- Oct 24/25 – Board Planning Session
- Oct. 27-30 – Universities Canada, Board Retreat and Membership Meetings in Ottawa
- Oct. 30 – Government relations meeting in Ottawa
- Oct. 30 – Alumni event in Ottawa
- Nov. 1 – Donor relations meetings in Toronto
- Nov. 1 – Alumni event in Toronto
- Nov. 6 – TRU Remembrance Day Ceremony
- Nov. 6 – TRUSU Student Caucus Meeting
- Nov. 7 – Alumni event in Calgary
- Nov. 8 – Donor relations meeting in Calgary
- Nov.22 – RUCBC Presidents' meeting in Vancouver
- Nov. 28-29 – Prince George, IURC partner meeting



## Senate Report to the Board of Governors

Senate meeting of November 25, 2024

### From senate for board approval:

#### 1. Proposal for the approval of the Category III Diploma in Computer Network and Cybersecurity and associated course proposals

##### **Rationale:**

The Department of Computing Science is proposing a new diploma program which will equip students with specialized technical skills to manage computer networks and protect them against cyber threats. Practical lab sessions and cutting-edge tools will help students develop professional skills needed to pursue a career in cybersecurity. Students will also get industry experience through cooperative education opportunities.

##### Motion approved by senate:

*On motion duly made and adopted, it was **RESOLVED** that senate approve, and recommend that the board approve, the Category III Diploma in Computer Network and Cybersecurity, and associated course proposals, as circulated.*

**Attached:** Report from the Senate Academic Planning and Priorities Committee.

A handwritten signature in blue ink, appearing to read "Brett Fairbairn".

Brett Fairbairn  
President and Vice-Chancellor and  
Chair of Senate



## ACADEMIC PLANNING AND PRIORITIES COMMITTEE NOVEMBER 2024 REPORT TO SENATE

The November 14, 2024, meeting of APPC was chaired by Dr. Gillian Balfour. The following items came forward from APPC for Senate's approval:

### For Approval:

- a. **Category III, Diploma in Computer Network and Cybersecurity**, Musfiq Rahman, Faculty of Science

[All Fields](#)

- i. CNCS 1110 Fundamentals of Computer Studies

[All Fields](#)

- ii. CNCS 1120 Intro to Computer Networks

[All Fields](#)

- iii. CNCS 1150 Integrated Security Practice-I (Computer Studies)

[All Fields](#)

- iv. CNCS 1160 Integrated Security Practice-I (Python)

[All Fields](#)

- v. CNCS 1170 Integrated Security Practice-I (Computer Networks)

[All Fields](#)

- vi. CNCS 1170 Integrated Security Practice-I (Computer Networks)

[All Fields](#)

- vii. CNCS 1210 Data Structures and Database Basics

[All Fields](#)

- viii. CNCS 1220 Introduction to Security Basics on Linux and Windows OS

[All Fields](#)

- ix. CNCS 1230 Network Virtualization and Infrastructure Design

[All Fields](#)

- x. CNCS 1240 Intro to Cybersecurity

[All Fields](#)

- xi. CNCS 1250 Integrated Security Practice-II (Data Structure and DB)

[All Fields](#)

- xii. CNCS 1260 Integrated Security Practice-II (OS Security Basics)

[All Fields](#)

APPC REPORT TO SENATE NOVEMBER 2024

- xiii. CNCS 1270 Integrated Security Practice-II (Intro to Cybersecurity)

[All Fields](#)

- xiv. CNCS 2210 Internet of Things and Industrial Network Security

[All Fields](#)

- xv. CNCS 2220 Emerging Security Technologies

[All Fields](#)

- xvi. CNCS 2240 Cybersecurity Capstone Project

[All Fields](#)

- xvii. CNCS 2250 Integrated Security Practice-IV (IoT)

[All Fields](#)

- xviii. CNCS 2270 Integrated Security Practice-IV (Digital Forensics)

[All Fields](#)

***Motion passed at APPC***

*On motion duly made and adopted, APPC recommends to Senate and the Board the approval of the Category III Diploma in Computer Network and Cybersecurity and associated course proposals as amended.*

**For information:**

- a. **Revision Project for Policies Concerning Curriculum and Programs Stage 1 Update**, Noah Arney, Policy Specialist

***Motion passed at APPC***

*Be it RESOLVED that APPC endorses the proposed realigned curriculum and program policies in principle.*

- b. **Abeyance, Interprofessional Mental Health Practice Certificate, Interprofessional Substance Use Practice Certificate, Seniors Living Management Certificate**, Tracy Hoot, Associate Dean, School of Nursing

- xix. Interprofessional Mental Health Practice Certificate

[All Fields](#)

- xx. Interprofessional Substance Use Practice Certificate

[All Fields](#)

- xxi. Seniors Living Management Certificate

[All Fields](#)

- c. **Update of Student Course Evaluation Principles and Procedures**, Brett McCollum, Chair, Teaching and Learning Committee

Respectfully submitted on November 15, 2024, by:

A handwritten signature in blue ink that reads "Gillian Balfour". The signature is written in a cursive, flowing style.

Gillian Balfour, Chair, Academic Planning and Priorities Committee



**MEMORANDUM**

Date: November 26, 2024

To: Brett Fairbairn, President & Vice Chancellor

From: Gillian Balfour, Provost and VP, Academic;  
Shayne Olsen, AVP, People and Culture;  
Scott Blackford, Legal Counsel

Re: Updated Amendments to the Respectful Workplace and Harassment  
Prevention Policy BRD 17-0 (the “Policy”)

Attachments: Copy of the Policy;  
Copy of the proposed changes, including the new name: Harassment and  
Discrimination Prevention Policy

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**Purpose:** The purpose of this memo is to describe proposed changes to the Policy. These changes were drafted to improve processes for disclosures of harassment and discrimination.

**Background:** The last significant amendments to the Policy were approved on December 2, 2021; these amendments were made to bring the Policy in compliance with WCB rules.

**Discussion:** The most significant change to the Policy is to remove references to the external Human Rights Officer and create a new pathway for making disclosures to an internal Protected Disclosures Officer (“PDO”), who will report to the Provost. Other changes include clarifying defined terms and aligning the process with other policies (especially the Sexualized Violence Policy, which also deals with matters involving sexual harassment).

The creation of the new PDO position requires budgetary approval which approval has not yet been achieved. While administration supports the creation of the PDO role, it needs to follow our governance processes and await budgetary approval prior to the policy being adopted with that position incorporated in it.

To address this need to allow for budgetary approval, administration is bringing forward the new policy with the position of the PDO not included in it for the time being. This will allow the much-needed revisions to the overall policy to be adopted now and to have the PDO position added into the new policy in due course.

Under the rules governing policies at the university, the President is entitled to make revisions to the regulations under our policies. All references to the PDO in the new policy are found in the regulations to that policy. We expect that the President will amend the regulations under the new policy once budgetary approval for the new position is achieved. Attached is the new policy showing in Track Changes the wording of the regulations that will not be adopted until the necessary budgetary approval has been achieved.

**Risks:** No new risks have been identified.

**Budgetary Implications:** The Policy contemplates the elimination of a contract position (the Human Rights Officer) and the creation of a new, internal position (the Protected Disclosures Officer), which will be more costly but will add services and accessibility.

**Consultation:** The AVP, People and Culture, met with the Presidents of TRUFA and CUPE, and received feedback from them on the changes. The EDI/AR Office and AVP, Students also met with stakeholders and members of the TRU community, including TRUSU, and received feedback during the drafting process.

**Communications Desirable:** Following approval of the proposed changes, the AVP, People and Culture will work with Student Affairs and the Protected Disclosures Officer (once hired) to provide education and ongoing support as necessary.

**Recommendation(s):** This Memo requests approval of the Board of Governors the draft changes to the Policy.

RESOLVED that the Board of Governors approves the changes to the Respectful Workplace and Harassment Prevention Policy, BRD 17-0 as drafted.



# HARASSMENT AND DISCRIMINATION PREVENTION POLICY



805 TRU Way  
Kamloops, BC V2C 0C8  
tru.ca

<b>POLICY NUMBER</b>	BRD 17-0
<b>APPROVAL DATE</b>	March 26, 2021
<b>AUTHORITY</b>	Board of Governors
<b>CATEGORY</b>	Board
<b>PRIMARY CONTACT</b>	General Counsel
<b>ADMINISTRATIVE CONTACTS</b>	AVP People and Culture and AVP Students

## POLICY

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All members of the University Community have the right to work, teach and study in an environment that is free from any form of Harassment or Discrimination.

Thompson Rivers University promotes teaching, scholarship and research, and the free and critical discussion of ideas. The University is committed to providing a working and learning environment that allows for the full and free participation of all members of the University community. Harassment and Discrimination undermine these objectives, violate the fundamental human rights, personal dignity and integrity of individuals or groups of individuals and may require remedial action by the University.

Members of the University Community have a responsibility for ensuring that the University's working and learning environment is free from Discrimination and Harassment. All members of the University Community are expected to report experienced or observed incidents of Harassment and Discrimination that are within the scope of this policy.

The University is committed to supporting the development and implementation of ongoing education and awareness initiatives for all members of the University Community about Harassment and Discrimination and the promotion of initiatives that support a safe and respectful community in which to work and learn.

The University is committed to taking a trauma informed approach that is grounded in an understanding that peoples' experiences will be affected by many factors such as their sex, ancestry, race, ethnicity, language, ability, faith, age, socioeconomic status, sexual orientation, and gender identity. The University is committed to ensuring a safe working and learning environment.

**REGULATIONS**

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**1. SCOPE**

- 1.1. This Policy applies to all members of the University Community. Where the subject matter is covered by a collective agreement, and where there are conflicting provisions between this Policy and the collective agreement, the collective agreement will take precedence.<sup>1</sup> If there is an issue as to whether or not a complaint made under this policy falls within the scope of this policy, the provisions of section 13 (Use of Information and Confidentiality) and section 8 (Interim Measures) will apply until a determination is made with respect to scope.
- 1.2. For the purposes of investigation, this policy applies to Harassment and Discrimination involving a member of the University Community and that is Reported to a Responsible Officer and that is alleged to have occurred:
  - a. on any property that is controlled by the University and used for University purposes including student residences owned by the University but excluding

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<sup>1</sup> Capitalized terms in this Policy have meanings set out in in Appendix One of this Policy.

- activities that are in the exclusive control of organizations other than the University;
- b. at an event or during an activity sponsored or under the auspices of the University; or
  - c. online, using the University's Information and Communications Technology; or
  - d. when the Respondent was in a position of power or influence over the Complainant's academic or employment status; or
  - e. such that it has a real and substantial connection to the University.
- 1.3. Harassment or Discrimination captured by this policy may also be captured by another University policy. If that is the case, and the Complainant wishes to Report the Harassment or Discrimination, then the Complainant may elect to proceed under one policy or the other. The Complainant's choice, once made, is irrevocable with one exception: if the Responsible Officer determines that the behavior does not fall within the scope of another policy, then the Complainant may choose to proceed under this Policy.
- 1.4. Individuals have the right to pursue other avenues (such as reporting the BC Human Rights Tribunal) whether or not they choose to proceed under this policy.
- 1.5. **CONTRACTORS AND OTHER VISITORS TO CAMPUS:** The University will not tolerate harassment or discrimination on its campuses or at University events. The University will rely on its contractual and other rights with regard to contractors alleged to have committed harassment or discrimination; in doing so the University will require contractors to hold their employees to the same standards applicable to members of the University Community. Similarly, other visitors to campus found to have breached this Policy may be excluded from University campuses and/or events.

## 2. PRINCIPLES

- 2.1. All members of the University community have the responsibility to respect the rights of others. Harassment and Discrimination will not be tolerated by the University.
- 2.2. This policy will not be interpreted, administered, or applied to infringe the academic freedom of any member of the University community.
- 2.3. This policy will be interpreted, administered, and applied in conformity with the principles of procedural fairness and natural justice.
- 2.4. All parties will be advised of the provisions of this policy and of the procedures available to them under the terms of this policy.
- 2.5. All members of the University community will be treated equitably under this policy. All matters arising under this policy will be dealt with in a fair, unbiased and timely manner.

- 2.6. In the University community, power differences exist between or among faculty, staff, and students. Where one person has implied or explicit power or authority over another, there is an increased potential for Harassment and Discrimination issues to arise.
- 2.7. Those responsible for interpreting, administering, and applying this policy will use a Reasonable Person Standard.
- 2.8. Members of the University Community have an obligation to participate in procedures under this policy. Should any individual refuse to provide a statement or participate in an investigation, the investigation will proceed, and outcome(s) will be based on the available information.
- 2.9. The University will not tolerate any retaliation, direct or indirect, against anyone making or involved in a Disclosure, Report, or Investigation under this Policy. A finding of retaliation may result in disciplinary action.
- 2.10. Bad faith, Frivolous, Vexatious, or malicious complaints of discrimination or harassment may result in discipline.
- 2.11. Any party to a Disclosure, Report, or Investigation may object to the participation of a person in the administration of this policy on grounds of conflict of interest or reasonable apprehension of bias. Such objection should be submitted in writing to the Responsible Officer whose decision will be final. Where the objection relates to the participation of the Responsible Officer, General Counsel or designate will make the determination.

### 3. EDUCATION AND AWARENESS

- 3.1. The ~~Protected Disclosures Officer~~Responsible Officers will collaborate with campus partners including, but not limited to, University's Executive Director – EDI and Anti-Racism, People and Culture, Student Development, and Constituent Organizations, to develop and implement an annual education strategy. This strategy will include programming that:
  - a. promotes a culture of respect;
  - b. addresses issues of Harassment and Discrimination; and
  - c. facilitates access to support mechanisms for members of the University Community who experience Harassment or Discrimination.
- 3.2. Harassment and Discrimination information and education will be provided to new incoming Students and Employees each semester through either online or in-person orientation programming. Mandatory training will be provided to Employees. Enhanced training will be provided to individuals in senior roles, and others as appropriate.
- 3.3. The University will work with campus partners to provide ongoing awareness, education, and training opportunities throughout the academic year for all members of the University Community.

- 3.4. Education and training initiatives will take an intersectional and Indigenized approach to understanding Harassment and Discrimination, and due care will be taken to ensure that contact and delivery of training materials is appropriate for each audience and context.
- 3.5. The University will make training related to the policy and procedures herein available for all members of the University Community.
- 3.6. The University will maintain a website that includes information about Harassment and Discrimination. It will also provide clear guidance to those who have experienced Harassment or Discrimination, or who are supporting someone who has, as to how and where to access supports and information.

#### **4. ADMINISTRATION**

- 4.1. The administration of this policy is conducted by the following persons or groups:
  - a. Responsible Officers;
  - b. Investigators; and
  - c. General Counsel, or designate.

#### **5. DISCLOSURE AND SUPPORT**

- 5.1. The University recognizes that Complainants may require different services, resources, and supports at different times. Accordingly, the University is committed to providing support mechanisms and treating each individual with compassion.
- 5.2. A member of the University Community who has been subjected to Harassment or Discrimination may choose to Disclose the experience by confiding in another member of the University Community. Such a Disclosure normally does not initiate an investigation or other process. To initiate a process, an incident of Harassment or Discrimination must be Reported to the Responsible Officer.
- 5.3. The University will support University Community members in Disclosing incidents of Harassment or Discrimination. People may choose one or more of the following options:
  - a. Disclosing to one or more members of the University Community;
  - b. reporting to the BC Human Rights Tribunal.
- 5.4. Individuals who Disclose Harassment or Discrimination will be given access to support services available on campus or supported in accessing services in the community.
- 5.5. Assistance will be provided to Complainants by working with them to determine the level of support, workplace and/or academic accommodations, as well as providing referrals to counseling and medical care or other services as required/requested. Student Development will provide support for Students, and People and Culture will

provide support for employees. Detailed information about on and off campus supports is provided on the TRU website.

- 5.6. Support for the Complainant may include on-campus safety planning provided by the University. Off-campus safety planning may be available from community partners.
- 5.7. Complainants need only Disclose their experience to seek support and will not be required or pressured to make a formal Report to the Responsible Officer. In some cases, where campus or community safety is at risk, the University may need to take some action without the Complainant's consent, including investigating the incident pursuant to this Policy. If this is necessary individuals affected will be fully informed and supported at every step of any process.
- 5.8. Members of the University Community who receive a Disclosure are required to contact the ~~Protected Disclosures Officer~~ Responsible Officer, who will maintain a record of anonymized Disclosures for tracking purposes.
- 5.9. The University is committed to supporting members of the University Community who are accused of Harassment or Discrimination under this Policy. The University will facilitate the Respondent's access to a support person.

## 6. REPORTING PROCEDURES

- 6.1. Any member of the University Community who believes that they may have experienced or witnessed Harassment or Discrimination is encouraged to Disclose the matter to the head of the unit in which the concern has arisen; ~~to the Protected Disclosures Officer~~, or to the Responsible Officer.
- 6.2. In situations where a member of the University Community believes that their personal safety or the safety of others is an issue, the member should immediately seek assistance through their Dean or Director; ~~the Protected Disclosures Officer~~, or the Responsible Officer.
- 6.3. If the person making or receiving a Disclosure of Harassment or Discrimination feels that the matter should be investigated, the matter must be Reported to the Responsible officer under part VII. The person Reporting the matter to the Responsible Officer becomes the Complainant. A Complainant may bring a Report to the Responsible Officer within six months of the last alleged incident of Harassment or Discrimination. The Responsible Officer will discuss the Report fully with the Complainant, who will be informed of the procedures of this policy.
- 6.4. All Reports of Harassment or Discrimination must be submitted in writing.

## 7. INITIAL REVIEW

- 7.1. The Responsible Officer will complete an initial review of the Report to determine:
  - a. whether it is Frivolous, Vexatious, malicious, or made in bad faith;
  - b. whether it falls within the Scope of this Policy;

- c. whether, if true, the allegation forming the basis of the Report would fall within the definition of Harassment or Discrimination, as set out in this policy;
  - d. whether it has been received within the time limits for making a Report; and
  - e. in the case of a third-party Report, whether the person who was the target of the Discrimination or Harassment has consented to an investigation or if it is appropriate to initiate an investigation without the consent of that person.
- 7.2. If a Report meets the above tests and proceeds, the Responsible Officer will initiate an investigation that is appropriate to the circumstances.
  - 7.3. The Responsible Officer will advise the Complainant of the result of the review, the reasons for the result, and whether the Respondent will be notified of the Report.
  - 7.4. If the Responsible Officer determines that one of the above tests are not met, the University will not conduct any further investigation into the Complaint under this policy unless the safety of the Complainant or any member of the University Community is at risk.
  - 7.5. The Responsible Officer will normally not advise the Respondent of the Report unless the review tests are met. The Responsible Officer may recommend to the Complainant other forms of resolution.
  - 7.6. At any time, and even if the Complainant and Respondent have reached a resolution through mediation or otherwise, a Responsible Officer may, in appropriate circumstances, decide to assume the role of Complainant in a case to initiate or continue an investigation.
  - 7.7. The Report and initial review results will be stored in the office of the ~~Protected Disclosures Officer~~ Responsible Officer.

## 8. INTERIM MEASURES

- 8.1. It may be necessary that Interim Measures be taken while a Report is being reviewed, resolved, investigated, or decided. Such measures will be precautionary, not disciplinary. The Responsible Officer may initiate Interim Measures and may consult with the Investigator, the Complainant, and the Respondent in determining appropriate Interim Measures.

## 9. INVESTIGATION PROCEDURES

- 9.1. Investigations may be conducted by either an internal or external investigator, as deemed appropriate by the Responsible Officer, in consultation with General Counsel or designate.
- 9.2. If more than one Report has been made about a Respondent, the Responsible Officer may decide that the Reports will be investigated together. Each party will have the opportunity to make submissions in the matter.

- 9.3. Whether internal or external, the investigation will conform to the principles of natural justice, procedural fairness and trauma informed investigations, and will:
  - a. be undertaken promptly and diligently, and will normally be completed within 60 days of the appointment of an Investigator;
  - b. be fair and impartial; and
  - c. be sensitive to the interests of all parties involved and maintain confidentiality to the extent reasonably possible.
- 9.4. The investigator will normally interview the Complainant, Respondent, and such other persons and/or review documents as the investigator considers may have or contain relevant information pertaining to the Report.
- 9.5. The Respondent has the right to know the pertinent details of the allegations made against them. Where appropriate, the University will use reasonable efforts in keeping Reports confidential. However, individuals who make Complainants should be aware that confidentiality is not the same as anonymity, and that Respondents will, in most cases, be entitled to know the name of the person who has accused them.
- 9.6. All parties may be accompanied by a support person, who may be their legal counsel, and/or a representative of their Constituency Organization throughout the procedures set out in this policy.
- 9.7. A Complainant may withdraw their Report at any time. However, the University may nonetheless have an ongoing obligation to investigate the concerns raised.
- 9.8. The investigator may recommend that the investigation be adjourned, stayed, or terminated, or otherwise settled with the agreement of the parties. The Responsible Officer will decide whether to accept this recommendation after considering submissions, if any, from each party.
- 9.9. The Investigator will normally prepare an Investigation Report. The Investigation Report will be sent to the Responsible Officer.

## **10. MEDIATION & ALTERNATIVE RESOLUTION OF REPORTS**

- 10.1. At any point in the investigative process, either party or the Investigator may request an informal complaint resolution process such as mediation. Any informal complaint resolution process must have the consent of both parties and the Responsible Officer to proceed, and if a resolution is reached, it will be documented in writing.

## **11. DECISION**

- 11.1. When the Responsible Officer receives the Investigation Report, they will decide whether to accept the investigator's findings, and if a breach is found to have occurred, will decide what sanctions or corrective measures, if any, should be imposed. Such corrective action may include training for members of the University



Community or amendments to University policies or processes. Any corrective measure will be documented by the Responsible Officer.

- 11.2. The Investigation Report, along with the Responsible Officer's decision, with reasons, on whether the policy has been violated will be communicated to both parties within four weeks of receipt of the Investigation Report.

## **12. DISCIPLINE**

- 12.1. Where there is a finding of Harassment or Discrimination, the Responsible Officer will make determinations on appropriate discipline.
- 12.2. Where the Respondent is covered by a collective agreement with a bargaining unit, any discipline will be imposed consistent with the terms of that agreement.
- 12.3. Where the Respondent is a Student, the Responsible Officer will, after taking all the circumstances of the case into consideration, make a determination on appropriate discipline. If that determination includes suspension of the student, the Responsible Officer will make such recommendation to the President.
- 12.4. If the Respondent is not covered by either section XII.2 or XII.3 of this policy (ie: exempt employees including administrators up to and including the president), the Responsible Officer will create an analogous process.
- 12.5. The Respondent will be informed of the final decision as to sanction. The final decision will be placed in the appropriate personnel file or student file of any party found to have violated the policy. The Complainant will only be advised of the sanction against the Respondent in the event that knowledge of the sanction is necessary to protect the Complainant's health or safety.

## **13. USE OF INFORMATION AND CONFIDENTIALITY**

- 13.1. Investigation of Harassment and Discrimination often involves the collection, use, and disclosure of sensitive personal information. Confidentiality is required so that those who may have experienced Discrimination and Harassment will feel free to come forward. Confidentiality is also required so that the reputations and interests of those accused of Discrimination or Harassment are protected. However, either party may discuss the case in confidence with their supervisor, support person, and/or representative of their Constituency Organization.
- 13.2. Unauthorized release of Confidential Information may violate the Freedom of Information and Protection of Privacy Act and may also prevent the University from conducting a fair process if a Report is made.
- 13.3. Subject to any limits or disclosure requirements imposed by law or required by this policy, any and all information, oral and written, created, gathered, received or compiled through the course of a Report is to be treated as confidential by both the Respondent and Complainant, their representatives (such as their legal counsel or advocate), witnesses, and the officials designated by this policy

- 13.4. The University will share Confidential Information with its Employees if the information is necessary for the performance of their duties including carrying out an Investigation.
- 13.5. The Investigator's Report will be provided to the Complainant and Respondent and shall be treated as confidential.
- 13.6. The offices of the ~~Protected Disclosures Officer~~ Responsible Officers will be the offices of record for all records documenting cases under this policy.
- 13.7. Any person breaching confidentiality may be subject to disciplinary sanction or other appropriate action.

#### 14. ANNUAL REPORTING

- 14.1. The ~~Protected Disclosures Officer is~~ Responsible Officers are jointly responsible for preparing and distributing an annual report. This responsibility requires that information on activity under this policy be collected by the ~~Protected Disclosures Officer~~ Responsible Officers. The annual report will summarize the activities of the Responsible Officers in administering this policy and will provide information on the number of Reports, and the number of resolutions through informal procedures, mediation activities, and investigations. The report will also contain the progress made in providing education to employees and students in regard to harassment and discrimination prevention. This annual report will be provided to the President and the Board of Governors of TRU and made available through the offices of the ~~Protected Disclosures Officer~~ Responsible Officers.

#### 15. REVIEW

- 15.1. This policy will be reviewed every three years. The result of such review will be provided to the President and Board of Governors along with the annual report.

#### 16. INTERPRETATION

- 16.1. Questions of interpretation or application of this policy shall be referred to General Counsel or designate, whose decision shall be final.

**APPENDIX ONE: DEFINITIONS**

1. **“Complainant”** — Any person who believes that they have experienced or witnessed Harassment or Discrimination and who seeks recourse pursuant to this policy. The University may also be a Complainant.
2. **“Constituency Organizations”** — Association of Professional Administrators (APA) and other administrative staff of Thompson Rivers University, Canadian Union of Public Employees (CUPE 4879), Thompson Rivers University Faculty Association (TRUFA), Thompson Rivers University Open Learning Faculty Association (TRUOLFA), and Thompson Rivers University Students Union (TRUSU).
3. **“Disclose or Disclosure”** — the sharing of information regarding an incident of Discrimination or Harassment with a member of the University Community. This is not the same as a formal Report, which activates the University’s duty to investigate.
4. **“Discrimination”** — Treating someone differently on the basis of a prohibited ground of discrimination in a way that causes them disadvantage.

Currently, “the grounds of discrimination” prohibited by the BC Human Rights Code are age, race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation gender identity or expression and, in the case of employment, unrelated criminal convictions. “Age” means an age of 19 years or more.

5. **“Frivolous”** — When a complaint is either clearly devoid of substance, lacking in factual basis, absent an air of reality, lacking in proper seriousness, or without importance.
6. **“Harassment”** (which includes “bullying” and Sexual Harassment) includes any inappropriate conduct or comment by a person towards a member of the University Community that the person knew or reasonably ought to have known would cause the member of the University Community to be humiliated or intimidated, but excludes:
  - a. any reasonable action taken by the University, or by its employees in supervisory positions, relating to the management and direction of employees or the workplace;
  - b. any reasonable action taken by the University, or by an instructor, faculty member, or person in a similar position, relating to the management and direction of Students in the classroom or to the management, direction, assignment, or supervision of research or academic work.

Examples of reasonable action, when undertaken in an appropriate manner, include expressing differences of opinion, offering constructive feedback, guidance, or advice, evaluating work, establishing deadlines, and exercising management rights for operational requirements including performance management or progressive discipline.

Examples of conduct or comments that might constitute bullying and harassment include verbal aggression, using derogatory names, vandalizing personal belongings, and making aggressive or threatening gestures.

7. **“Indigenize”** — to increase the involvement, influence, or representation of Indigenous peoples.
8. **“Intersectionality”** — the [interconnected](#) nature of social [categorizations](#) such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and [interdependent](#) systems of discrimination or disadvantage.
9. **“Investigation”** — the act of formally examining events and behaviours represented in a Report in order to determine whether there has been a breach of the Policy. For the purposes of this Policy, an Investigation begins when the appointed Investigator first contacts the Complainant(s) and the Respondent(s) and ends when the Investigator submits their report.
10. **“Investigation Report”** — A written report that will include an opinion on the facts of the case, disputed and undisputed, and whether, on a balance of probabilities, there has been a violation of the policy.
11. **“Investigator”**— A person, either internal or external to the University, who is appointed by the Responsible Officer to investigate an allegation of Harassment or Discrimination. An Investigator should be experienced in matters of procedural fairness and trauma informed approach.

~~12. **“Protected Disclosures Officer”**— A person, employed by the University and reporting to the VP, Academic, who’s function is to receive disclosures, help Complainants file Reports, and collect anonymized data for reporting to the Board of Governors. Anyone acting as the Protected Disclosures Officer will be trained in matters of procedural fairness and trauma informed approach.~~

~~13.~~12. **“Reasonable person standard”** — Whether or not a reasonable person in roughly the same position as the complainant would judge discrimination or harassment to have occurred as a result of another person’s behaviour or pattern of behaviour.

~~14.~~13. **“Report”** — a communication to a responsible University employee about Harassment or Discrimination for the purposes of initiating investigative processes (see Investigation).

~~15.~~14. **“Retaliation”** — when a person takes negative action against a Complainant for making a Disclosure or Report or participating in an Investigation.

~~16.~~15. **“Responsible Officer”** — The University official who may carry out one or more of the following roles within the terms of this policy:

- a. conduct the initial review, including appropriate consultations;

- b. initiate an investigation that is appropriate to the circumstances;
- c. decide whether the policy has been violated;
- d. make recommendations or decisions regarding remedies or discipline;
- e. assume the role of complainant to initiate an investigation;
- f. initiate interim measures.

The Responsible Officer in a particular case is determined by the University position of the Respondent.

- a. for employees, the Responsible Officer is the AVP – People and Culture;
- b. for Vice Presidents, the Responsible Officer is the President;
- c. for Students, the Responsible Officer is the Associate Vice-President, Students.
- d. for the AVP – People and Culture, the Responsible Officer is the President or designate;
- e. for the President, the Responsible Officer is the Chair of the Audit Committee.

Cases involving allegations of Harassment or Discrimination involving a faculty member must be adjudicated under the TRUFA Collective Agreement. In situations where the Complainant and Respondent hold different positions at the University (e.g., student vs. employee), the person who would be the Responsible Officer for the Complainant will be consulted by the Responsible Officer for the Respondent regarding Interim Measures and Remedies. Anyone acting as a Responsible Officer will be trained in matters of procedural fairness and trauma informed approach.

**17-16. “Respondent”** — A person or persons against whom an allegation of Harassment or Discrimination has been made pursuant to this policy.

**18-17. “Sexual Harassment”** — conduct of a sexual nature by one who knows or ought reasonably to know that the behaviour is unwanted or unwelcome, and which interferes with another person's participation in a University-related activity, or leads to or implies job or academically-related consequences for the person harassed;

**19-18. “Student”** — A Student includes any of the following: an undergraduate who is enrolled at the University for one or more of the last two terms (including in a practicum placement, cooperative education or study abroad) and is eligible to continue in a program of study; a graduate student who is enrolled at the University in the current term and is eligible to continue; a graduate student who is on leave and eligible to enroll at the University when the approved leave ends; a visiting or exchange or special audit student who has been formally admitted to the University for the purposes of taking courses or to take part in an approved research term; a graduate student who is enrolled in courses at the University as a qualifying student; or a person enrolled at the University in a non- credit program or course.

**20-19. “Third Party”** — Someone who experiences or is aware of an incident of Harassment or Discrimination but is not personally subjected to it (i.e., is not a Complainant in the current circumstances).

**21-20. “University Community”** — All students and employees of the University and the activities that arise directly out of the operations of the University, between people in their capacity as members of the TRU community are within the jurisdiction of this

policy. Members of the TRU Community include students, faculty members, teaching staff in the Open Learning Division, support and administrative staff, or any person holding a TRU appointment.

For the purposes of this definition “employee” means:

- a. a person employed by the University;
- b. a person employed under a Part-Time Instructional Contract;
- c. a visiting scholar or professor;
- d. an adjunct faculty member;
- e. a Post-doctoral fellow; or
- f. anyone otherwise employed by a subsidiary of the University (as defined in the British Columbia Business Corporations Act).

“person holding a University appointment” means: any person holding an appointment to instruct students or carry out research at the University, appointed and elected members of the governing board of the University or of any University subsidiary.

22-21. **“Vexatious”**—When a complaint is clearly repetitious of one or more previous complaints that all share substantially the same theme and have already been investigated.