

The following sections report on work underway and progress being made in relation to executive priorities for the current year against our [four 10-year strategic change goals](#), which are based on TRU's vision and values. There are also sections on Enabling Strategies and Operations, and International Development/Community.

Enabling Strategies / Operations

NEW SENIOR EXECUTIVE STRATEGIC PRIORITIES FOR 2023-24 — Earlier this month, the senior executive team met to discuss our strategic priorities for the coming year. The meeting was extremely productive and led to a new series of priorities to guide our activities and decision-making through 2023-24.

The team identified new priorities in key areas related to our 10-year strategic change goals, as well as priorities stemming from ongoing operational needs. The full outline of our strategic goals is appended to this report.

EXECUTIVE DIRECTOR OF EDI AND ANTI-RACISM — I am pleased to join our provost to announce the appointment of Pauline Streete as Executive Director, Equity, Diversity, Inclusion and Anti-Racism (EDI and AR) at Thompson Rivers University.

After an extensive recruitment process assisted by The Geldart Group (the search consultant), we have selected Pauline Streete, who is currently the Senior Advisor to the President on EDI and Anti-Oppression for the University of Regina.

In her new role with TRU, Pauline will work collegially across the university and externally to plan, develop and support the implementation of a collective vision, values and alignment for EDI and AR services, policies and programs at TRU.

Pauline has occupied formal roles in EDI for more than a decade, including serving as the EDI Officer for Research at the University of Regina, and as Diversity Coordinator, Specialist and Leader with a provincial Crown Corporation situated in the energy sector.

She holds a Master of Human Resource Development from the University of Regina, and is passionate about supporting not-for-profit organizations who are committed to aligning their EDI practices. On occasion, Pauline occupies the role of sessional lecturer teaching Managing Diversity and Inclusion in the Workplace and Women Leadership.

On behalf of the university, I take this opportunity to thank the members of the search committee, including Chris Adam, Cindy Ozouf, John Patterson, Lorry-Ann Austin, Mahtab Nazemi, Tina Matthew and Mohammad Mujtaba Tabrez.

Please join me in wishing Pauline every success as she begins her role as Executive Director, EDI and AR, on July 1, 2023.

HYBRID WORK PROGRAM — A Hybrid Work Program (HWP) at TRU is moving forward, and applications will be accepted from staff starting immediately. The program is being rolled out TRU-wide, however, it will be up to each department to decide independently if hybrid work arrangements are possible.

TRU's proposed HWP was developed by a pan-institutional team following extensive research regarding best practices in other institutions. This will be a voluntary program — no employee will be forced to work from home and no supervisor will be forced to have their staff work from home.

Staff will apply through a structured application process designed to ensure that they have the means to work from home efficiently, and that the work they do is appropriate for hybrid arrangements. All applications will be evaluated on a case-by-case basis and approvals will be made by department managers to ensure HWP meets the needs of both employees and TRU.

We expect HWP will be of interest to many at TRU, and we are pleased to be able to provide a workplace option that offers our employees flexibility and the ability to pursue work-life balance that makes sense for them.

SUBMISSION TO BC SELECT STANDING COMMITTEE ON FINANCE AND GOVERNMENT SERVICES — As we do every year, TRU made recommendations to this committee, which goes on to make recommendations to government regarding next year's budget.

TRU is part of RUCBC and as a result, our submission is designed to support its efforts to advocate for more research capacity and resources in B.C. In addition, we will draw attention to TRU's unique role by:

- Including a request for increased spaces and flexibility in trades training;
- Highlighting OL and PLAR;
- Emphasizing the need for B.C. to provide more resources to develop talent, including more graduate students, student spaces, PLAR, foreign credentials; and
- Recommending more resources to promote and develop innovation, including the need for improved digital infrastructure across all regions of B.C., especially rural areas.

I had an opportunity to make a verbal presentation to the committee on June 12.

CONCERNS REGARDING THE FUTURE OF VISUAL ARTS PROGRAMS — In recent weeks, I have heard from people about concerns surrounding the future of visual arts programs at TRU. We have a proud

history of fostering creativity and inspiring young artists at TRU. It's never easy to hear about possible closures of programs such as visual arts studies, particularly when they have contributed much to our community.

However, the persistent issue of low enrolments in visual arts programs at TRU cannot be ignored. The dean's and the provost's decision to address this challenge demonstrates a commitment to ensuring the university's sustainability as well as considering how best to manage limited resources to provide the meaningful educational opportunities for the greatest number of students.

In the coming months, our community (both internal and external) will have the opportunity to offer thoughts and comments about visual arts programs at TRU as we engage processes identified by our policies. I am mindful of the need to balance competing interests, and I am committed to engaging in a thoughtful dialogue about the future of the visual arts programs at TRU.

PEDESTRIAN OVERPASS ACROSS SUMMIT DRIVE — The City of Kamloops has agreed to partner with TRU to build a pedestrian overpass across Summit Drive, a project that has long been needed and wanted by many in our community. TRU will pay \$5 million of the \$10-million construction cost.

When complete, the bridge will connect the campus to a location on the other side of Summit Drive near the newly installed student housing complex, allowing students and others a safe, convenient passage across Summit Drive. It is hoped the bridge will be complete by the fall of 2024.

Eliminating Achievement Gaps

STRATEGIC ENROLLMENT MANAGEMENT — Here is IPE's updated analysis of on-campus course registrations for the Fall 2023 term.

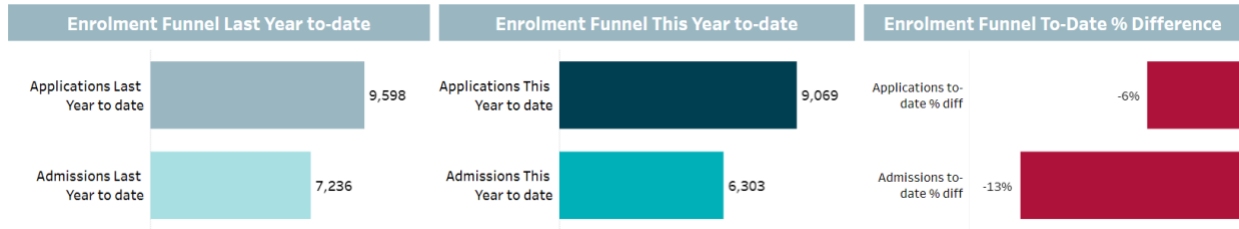
Both domestic applications and admissions for Fall 2023 are down slightly. A change in business practice is also impacting international applications and admissions for the fall — both are down relative to last year as a direct result of applications being closed to certain programs much earlier than usual to begin reducing international headcount back to the SEM target of 4,000 students. However, the IRCC has been processing study permits for prospective international students much faster than in previous years, which could result in higher conversion rates.

As of June 5, total applications and admissions (excluding Nursing, Trades, and Law) are currently tracking lower than last year's numbers. Domestic applications are down 2% from the same point last year, and admissions are down 2%. This marks the first time that domestic admissions have been lower than last year to-date since we began reporting on Fall 2023 applications and admissions in February.

The apparent growth in admissions seen in previous weeks was due to a change in business practice whereby offers of admission to open baccalaureate programs were made earlier this year than they

have been in past years to bolster domestic conversion. IPE will be carefully monitoring domestic activity for any shifts in conversion rates when course registration begins later this month.

International applications are currently down 8% from last year and admissions are down 20%. To manage international headcount to the SEM goal of 4,000 students, Fall 2023 applications from certain high-volume regions were closed early for some programs (TRU Gaglardi post-baccalaureate programs, the Bach. Computing Science and Computing Science Diploma, and the Graduate Certificate in Educational Studies). IPE and TRU World will continue to work closely together to monitor factors that may impact the Fall 2023 international student intake.



Residency	APPLICATIONS					ADMISSIONS				
	Last Year to-date	This Year to-date	To-date % diff	Last Year total	This Year to-date % of last yr total	Last Year to-date	This Year to-date	To-date % diff	Last Year total	This Year to-date % of last yr total
Domestic	4,031	3,937	-2%	4,699	84%	2,733	2,688	-2%	3,462	78%
International	5,567	5,132	-8%	5,931	87%	4,503	3,615	-20%	5,022	72%
Grand Total	9,598	9,069	-6%	10,630	85%	7,236	6,303	-13%	8,484	74%

International applications and admissions are down relative to the same point in time last year in TRU Gaglardi and EDSW (due to early application closures), as well as in FACT. International applications and admissions are up in Arts, driven by growth in the Bachelor of Arts and strong interest in the Master of Human Rights and Social Justice. Science is another area of growth for international applications despite the early closure of applications to Computing Science programs. The growth in Science is being driven primarily by the Master of Data Science, Bachelor of Science, and strong interest in the Post-Baccalaureate Diploma in Applied Data Science.

International Applications and Admissions by Program Division

Program Division	APPLICATIONS					ADMISSIONS				
	Last Year to-date	This Year to-date	To-date % diff	Last Year total	This Year to-date % of last yr total	Last Year to-date	This Year to-date	To-date % diff	Last Year total	This Year to-date % of last yr total
Bob Gaglardi School of Business and Economics	3,290	2,490	-24%	3,427	73%	2,752	1,806	-34%	2,991	60%
Faculty of Adventure, Culinary Arts and Tourism	200	186	-7%	232	80%	175	149	-15%	213	70%
Faculty of Arts	228	339	+49%	278	122%	207	263	+27%	250	105%
Faculty of Education and Social Work	617	520	-16%	679	77%	542	409	-25%	629	65%
Faculty of Science	1,183	1,541	+30%	1,261	122%	780	932	+19%	886	105%
No College Designated	49	56	+14%	54	104%	47	56	+19%	53	106%
Grand Total	5,567	5,132	-8%	5,931	87%	4,503	3,615	-20%	5,022	72%

TRU CONVOCATION 2023 — Convocation ceremonies are the highlight of a university’s year. By the time of the June 16 Board of Governors meeting, we will have completed a week’s worth of convocation activities in both Kamloops and Williams Lake.

This year, TRU awarded 2,354 credentials from nine faculties at our Williams Lake and Kamloops campuses and through Open Learning at Spring Convocation. We have:

- 189 grads in the Faculty of Arts
- 587 grads in the Bob Gaglardi School of Business and Economics
- 305 grads in the Faculty of Education and Social Work
- 101 grads from the Faculty of Law
- 148 grads from the School of Nursing
- 377 grads from the Faculty of Science
- 18 grads from the Faculty of Student Development
- 93 grads from the Faculty of Adventure, Culinary Arts and Tourism
- 138 grads from the School of Trades and Technology
- 398 grads from Open Learning

In Williams Lake, we have 44 graduates this year, from Education and Social Work, Science and Trades and Technology. There are also graduates who have taken courses and programs through Open Learning.

And this year, TRU awarded 166 credentials to students who have self-declared with Indigenous ancestry. We have:

- 28 grads in the Faculty of Arts,
- 9 grads in the Bob Gaglardi School of Business and Economics,
- 36 grads in the Faculty of Education and Social Work,
- 5 grads in the Faculty of Law,
- 18 grads in the School of Nursing,
- 35 grads in the Faculty of Science,
- 5 grads in the Faculty of Adventure, Culinary Arts and Tourism,
- 30 grads in the School of Trades and Technology.

Congratulations to all at TRU who helped organize convocation 2023, or who helped to see that events ran smoothly. These kinds of events are enormous undertakings that require the successful collaboration of many people. Special thanks to all who were involved!

Honouring Truth, Reconciliation, and Rights

HONORARY DEGREE RELINQUISHED VOLUNTARILY — In early May, TRU was notified by Mary Ellen Turpel-Lafond that she has voluntarily relinquished the Honorary Doctor of Laws degree awarded to her by TRU in 2009. This means that Turpel-Lafond no longer holds an honorary doctorate from this university and will be removed from lists of the holders of such degrees. This also concludes TRU's review of the matter.

Earlier this year, TRU began the process of considering whether the honorary degree awarded to Turpel-Lafond should be rescinded, in accordance with internal protocols outlined in our [honorary degree](#)

policy. Requests to review Turpel-Lafond’s honorary degree noted the importance of assessing proof of Indigenous identity.

TRU acknowledges the importance of Indigenous identity and the need for the university to do more to protect First Nations, Métis, and Inuit students, staff, and faculty from the impacts of any fraudulent identity claims, as well as to ensure benefits intended for Indigenous members go to Indigenous persons.

Work is underway on new Indigenous-led and Indigenous-driven protocols to assess Indigenous identity at TRU. The university is committed to learning from and working in partnership with First Nations, Métis, and Inuit leaders and communities.

Leading in Community Research and Scholarship

TRU EXPERT PROVIDES EXTENSIVE MEDIA COMMENTARY AS WILDFIRES RAGE — As early season wildfires burn in Alberta and eastern provinces, more public attention is being focussed on the impact of wildfire as well as the causes. As a result, one of TRU’s experts in this field has been widely sought by local, national, and international media for comment.

Dr. Michael Flannigan, the British Columbia Research Chair in Predictive Services, Emergency Management and Fire Science at TRU, has provided countless media interviews in the past few weeks across a wide range of publications and channels, from [Kamloops Castanet](#) to [Al Jazeera](#) and [Rolling Stone Magazine](#).

The intense interest in Dr. Flannigan's research underscores the growing concern and recognition of the increasing threat that wildfires pose to our ecosystems, economies, and societies. Dr. Flannigan’s work emphasizes the importance of understanding the effects of climate change and its complex interaction with wildfires.

All of this corresponds with TRU’s continuing efforts to establish a leading research institute focusing on wildland fire science. Our proposed Wildfire Science and Emergency Management Institute (WSEMI) will use an integrated approach to bring together various disciplines such as climatology, ecology, fire dynamics, and emergency management.

Also, TRU’s new Research Centre, which will be home to our wildland fire experts, is now open. Researchers, staff, and students will move into this new space through the summer, which is located behind the Early Childhood Education Centre on McGill Road. At the same time, we will continue to work on developing partnerships between WSEMI and agencies and organizations leading wildfire response in both B.C. and Canada.

REPORT ON FEDERAL RESEARCH SUPPORT SYSTEMS — The Report of the Advisory Panel on the Federal Research Support System report was released recently. The panel, chaired by Dr. Frédéric Bouchard, made 21 recommendations, including:

- increased funding to research tri-agencies
- increased funding for graduate students; and
- creation of a new federal science and knowledge foundation that would support interdisciplinary, international, and strategic research.

Universities across Canada have been disappointed by the lack of federal funding for research and graduate students in recent budgets and will be advocating for governments to recognize how talent and knowledge are essential for Canadians' future quality of life.

The report is intended to provide the government with a suite of bold, yet feasible, measures that will put the Canadian research ecosystem where it deserves and needs to be—among the best in the world.

The report is available online at: <https://ised-isde.canada.ca/site/panel-federal-research-support/en/report-advisory-panel-federal-research-support-system>.

BACCALAUREATE GRADUATE SURVEY RESULTS — IPE has shared the latest BC Student Outcomes resources and results from former TRU baccalaureate degree students. 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 BC's post-secondary institutions. The results help shape the future of post-secondary education in BC by providing valuable information to post-secondary institutions, the provincial government, career counselors, parents, and prospective students.

Questions about BC Student Outcomes resources can be sent to Jan O'Brien, Director, IPE, or Stephanie Klassen, Manager, IPE. Results are intended for internal use only and may not be published or used for publication.

International Development / Building Our Community

CONVOCATION CEREMONIES IN CHINA — Tianjin University of Technology has invited me to be present in June for their/our convocation ceremonies. This is a significant resumption in our long-time relationship, and I look forward to the opportunity. As one of our longest-standing partners, this represents a great privilege to acknowledge the resiliency and success of our students amidst our 40th anniversary of international education at TRU.

Currently, TRU has more than 50 partner institutions in 25 countries around the world, including China, Germany, India, Jamaica, Mexico, South Korea, Vietnam and more. These linkages are mainly classed as accreditation programs, where TRU programs are delivered overseas in collaboration with a partner institution, articulation programs, that support the transfer of credits completed at a partner institution to further studies at TRU and pathway programs, where students are admitted to TRU partly based on their successful completion of preparatory studies with a pathway partner.

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

- April 3 – In Victoria for a meeting with members of the Ministry of Post-Secondary Education and Future Skills regarding the role of open learning in meeting the mandate of the province
- April 22 – TRU Foundation Gala
- April 25 – 26 – Universities Canada Meetings – Toronto
- April 26 – Alumni Event in Toronto
- April 27 – Alumni Event in Ottawa
- May 5 – TRU World Familiarization Tour for Agents
- May 8 – Universities Canada virtual roundtable with the Hon. François-Philippe Champagne, Minister of Innovation, Science and Industry
- May 15 – Universities Canada virtual armchair discussion with Dr. Frédéric Bouchard. Dr. Bouchard, Dean of the Faculty of Arts and Sciences at the Université de Montréal, recently chaired the Government of Canada’s Advisory Panel on the Federal Research Support System
- May 18 – BC Wildfire Service and TRU Partnership engagement session
- June 1 — Meeting with MP Kamloops-Thompson-Cariboo
- June 1 — Alum Night in Williams Lake
- June 2 — Williams Lake Commencement Ceremony
- June 2 — Williams Lake Donor Appreciation Event
- June 5 — School of Nursing Dean’s Reception
- June 6 — Meeting with Kamloops Mayor
- June 6 — Aurora Rotary Presentation
- June 6 — TRU Indigenous Graduation Celebration
- June 7 to 9 — Convocation
- June 8 — Chancellor’s Convocation Reception

FROM TRU’S NEWSROOM

TRU trades students capture honours at national competition — Five Thompson Rivers University (TRU) School of Trades and Technology students have won national awards, including two golds, for demonstrating the best talent in their skilled trade.

Hugo Heyes (post-secondary level) took first-place gold in the plumbing category, while Nolan Ilic (secondary level) and Cole Allan (post-secondary level) won gold and bronze, respectively, for their welding expertise. Matthew Lavigne (post-secondary level) and Logan Jones (secondary level) each nabbed silver for their carpentry skills.

The awards were given out at the [2023 Skills Canada National Competition](#) (SCNC) in Winnipeg, Man., in late May. The SCNC is the only multi-trade and technology competition for students and apprentices in

Canada. Each year, more than 500 competitors from across the country compete for the title of national champion in over 40 skill areas.

Philanthropy report receives national award — TRU’s 2021-22 Report on Philanthropy has earned a silver medal from the Canadian Council for the Advancement of Education (CCAЕ), an organization that promotes excellence in educational advancement

On May 16 and 17, the CCAЕ’s 2023 Prix d’Excellence celebrated the outstanding achievements in post-secondary institutions across Canada. TRU received a silver medal in the category of Best Report to Donors.

TRU’s 2021-22 Report on Philanthropy details the impact donors have on TRU students, research and programs. The project was led by Kathy Sinclair, University Relations senior communications consultant and Kim Cassar Torreggiani, associate vice-president Advancement. TRU staff Amanda Johnson, Kendel Lavallee and Brandi Thring also contributed to the report, which was sent to donors and is available on the [TRU Giving website](#).

Professorship boosts microbiologist’s research — Special congratulations to Dr. Jonathan Van Hamme, Professor of Biological Sciences and Scientific Director of the [TRUGen Applied Genomics Lab](#), who has been awarded the prestigious Northcote and Brink Professorship. Established in 2005, the endowment honours the ecological contributions of Dr. Tom Northcote and Dr. Bert Brink in British Columbia.

The professorship may be held for up to three years and is valued at \$10,000 annually. Van Hamme will direct funds from the professorship toward training student researchers and a PhD research associate to develop tools to restore ecosystems contaminated with toxic chemicals known as poly- and perfluoroalkyl substances (PFAS).

**THOMPSON RIVERS UNIVERSITY
EXECUTIVE PRIORITIES 2023/2024**

DRAFT

Our Vision: Community-minded with a global conscience, we boldly redefine the university as a place of belonging — Kw'seltktnéws (we are all related and interconnected with nature, each other, and all things) — where all people are empowered to transform themselves, their communities, and the world.

Overarching Goals

Implement Integrated Strategic Plan (ISP)	
Implement 5-year Budget	<ul style="list-style-type: none"> Refresh Strategic Enrolment Management (SEM) Enrolment Size, mix, type and level
Develop TRU's Internationalization Strategy	
Refine, rebrand, and launch the "People Plan"	<ul style="list-style-type: none"> We are TRU: TRU's Talent Strategy Faculty/Staff value proposition Recruit-retain-engage
Re-cast major capital projects plan to reflect changing circumstances	<ul style="list-style-type: none"> Old Main, housing, joint SOBE/STEM, low carbon district energy system, Property Trust, overpass, Williams Lake office, daycare #2

Equalize Attainment Rates

Continue integration of Open Learning into faculties	<ul style="list-style-type: none"> Curriculum/Students Processes/practices
Listening to future students	<ul style="list-style-type: none"> Inclusive, domestic enrolment

Support expansion of Knowledge Makers	<ul style="list-style-type: none"> Supporting expansion of undergraduate research opportunities and quality of experience
Complete data diversity framework	
Honor Truth, Reconciliation, and Rights	
Additional First Nations Partnership Agreements	<ul style="list-style-type: none"> Including short-, medium-, and long-term actions New partnership agreements with Sewecpmculuw
Measuring Progress	<ul style="list-style-type: none"> Project to map TRU against BC Indigenous Framework in dialogue with partners <ul style="list-style-type: none"> Project with two stages, Internal and External Measure/Assess while complying with TRC Calls to Action, BC UNDRIP Act
Anti-Racism Working Group	<ul style="list-style-type: none"> Advance EDI Consolidation of existing initiatives and EDI Strategic Plan Identify, implement, and assessment of EDI-AR pan institutional initiatives
Complete the Indigenous Identity Project	
Lead in Community-Engaged Research	
Continue Implementation of Strategic Research Plan	<ul style="list-style-type: none"> Increasing our sphere of research influence and impacts locally, regionally, provincially, nationally, and internationally partnerships, capacity building, integrated plans. Accelerate strategic integration of research for student research and community engagement Strategic integration planning
Establish Wildfire Science and Emergency Management Institute	

Expand awareness and understanding of Secwepemc Nation Research Ethics Guidelines	
Explore structures for support and planning of graduate students and programs	
Support Indigenous Research and Researchers, especially graduate level learners and junior researchers	
Design Lifelong Learning	
Expand continuing education	
Credit bank expansion and development	
Develop Wildfire Training and Education	
Develop and Implement Regional Revitalization Plan	
Explore new and expanded programming of regional importance	
Supporting	
Initiate/Continue program viability reviews	<ul style="list-style-type: none"> External reviews: Faculty of Student Development and Enrolment Services; as well as two academic programs

Improve data management and cyber security	
Support board governance renewal	<ul style="list-style-type: none"> • Board Manual revision • Update thinking on orientation/PD for governors
Campus-wide rollout of culture conversations	
Executive professional development	<ul style="list-style-type: none"> • Executive coaching and training • Early thinking about TRU brand – what kind of institution do we want to be recognized as in 5-10 years?
Prepare for next fundraising campaign	<ul style="list-style-type: none"> • Feasibility study • Build cases for support