



BOARD OF GOVERNORS PUBLIC MEETING

Friday, December 5, 2025
2:00 PM (NOTE LATER START TIME)
Clock Tower Boardroom, CT309

AGENDA

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.

- 2:00PM 1. CALL TO ORDER — David Hallinan
- 2:01 2. TERRITORIAL ACKNOWLEDGMENT — David Hallinan
- 2:03 3. NATIONAL DAY OF REMEMBRANCE AND ACTION ON VIOLENCE AGAINST WOMEN — David Hallinan
- 2:05 4. ADOPTION OF AGENDA
Page 1
- 2:06 5. CONFLICT OF INTEREST DISCLOSURES
- 2:07 6. APPROVAL OF MINUTES
Page 3
- a. Minutes of board public meeting of October 3, 2025 (For Decision)
- 2:08 7. BOARD CHAIR'S REPORT — David Hallinan
- a. Announcement of election of board chair and vice-chair (Information)
- 2:10 8. REPORT FROM THE AUDIT COMMITTEE — Tim Webber
- a. [External Auditor Plan and Fees](#) (For Decision)
- 2:15 9. REPORT FROM THE FINANCE COMMITTEE — David Hallinan
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Page 13
Page 19
Page 25
- a. 2025-2026 Second Quarter Financial Update (Information) — Matt Milovick
 - i. 2025-2026 Q2 Internal Forecast and Financial Update
 - b. Proposed annual increase to domestic tuition and fees (Notice of Motion)
 - c. Proposed increase to international tuition and fees (Notice of Motion)
 - d. Proposed international per-credit tuition fee rate for on-campus Health Care Assistant Certificate Program delivery (For Approval in Principle, pending review by the Budget Committee of Senate at their meeting on December 9, 2025)
- 2:30**
2:40
- 10. PRESIDENT’S REPORT — Dr. Airini**
- a. President’s Report to the Board (Information)
 - i. Policy ADM 32-0 Responsible Use of University Space ([Notice of Motion](#) served on October 3, 2025) — Matt Milovick
 - 1. Comments from consultation with senate
 - 2. Comments received during notice of motion period
- Page 27
- 2:50**
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- 11. SENATE REPORT — Dr. Airini**
- 3:00**
- 12. PRESENTATION**
- a. [Draft of the TRU Sustainability Plan](#) (2026-2030) (Information) — James Gordon
- 3:15**
- 13. NEXT BOARD MEETING**
- a. The next board meeting is scheduled for Friday, February 20, 2026 in the Clock Tower Boardroom.
- 3:20**
- 14. TERMINATION OF MEETING**



BOARD OF GOVERNORS PUBLIC MEETING

Friday, October 3, 2025

1:00 PM

Clock Tower Boardroom, CT309

MINUTES

Board members present:

Dr. Airini, Inderpreet Bains, Hee Young Chung, Hasnat Dewan, David Hallinan, Dian Henderson, Amisha Patel, Christine Sorensen, Tim Webber

Regrets:

DeDe DeRose, Heather Fader, Jim Hamilton, Cindy Ozouf, Niki Remesz, Dancing Water Sandy

Executive and others present:

Baihua Chadwick (Vice-President International), Matt Milovick (Vice-President Administration and Finance), Brian Roy (Interim Vice-President Research), Shannon Wagner (Interim Provost and Vice-President Academic), Mike Henry (Chief of Staff), Scott Blackford (Interim General Counsel), Christina Duquette (Interim Associate Vice-President Finance), Charlene Myers (Manager, University Governance), Sara Wolfe (Associate Vice-President, Students; *for agenda item 9.a. only*), Allysa Gredling (Student Development Administrative Coordinator; *for agenda item 9.a. only*), Amber Huva (Sexualized Violence Prevention and Response Manager [*Education and Prevention*]); *for agenda item 9.a. only*)

1. CALL TO ORDER — David Hallinan

The board chair, D. Hallinan, called the meeting to order at 1:12pm and welcomed the following new governors:

- i. Dr. Airini (President and Vice-Chancellor)
- ii. Inderpreet Bains (Elected student)
- iii. Amisha Patel (Elected student)

2. TERRITORIAL ACKNOWLEDGMENT — David Hallinan

D. Hallinan delivered the territorial acknowledgment.

3. RECOGNITION OF EXCELLENCE — David Hallinan

On behalf of the board, the chair, D. Hallinan, bestowed framed certificates of recognition on two individuals.

a. Courtney Mason

Dr. Courtney Mason, a professor and Canada Research Chair in Rural Livelihoods and Sustainable Communities at TRU, was congratulated on having been recognized by the Royal Society of Canada (RSC) for his outstanding achievements.

b. Jason Johnston-Sedore

Jason Johnston-Sedore, an assistant teaching professor in tourism management at TRU, was congratulated by the board for being recognized with the prestigious King Charles III Coronation Medal.

4. ADOPTION OF AGENDA

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

5. CONFLICT OF INTEREST DISCLOSURES

No governors declared a conflict.

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 board public meeting of June 14, 2024 be approved as circulated.*

7. BOARD CHAIR'S REPORT — David Hallinan

a. 2024 – 2025 Summary of Board Activities

D. Hallinan highlighted several activities that the board had completed over the past year.

8. FINANCE COMMITTEE — David Hallinan

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

a. Statement of Financial Information

D. Hallinan reported that the Finance Committee, at their meeting on September 19, recommended that the board approve the Statement of Financial Information. Discussion ensued.

*On motion duly made and adopted, it was **RESOLVED** that the Board of Governors approve the FIA Report as provided.*

b. Q1 Results

M. Milovick reported that the Q1 Results would be discussed during the presentation on Future TRU and Deficit Mitigation Plan.

9. PRESIDENT'S REPORT — Dr. Airini

a. President's Report to the Board

Dr. Airini delivered a verbal report to the board, covering several topics including the budget and strategic planning.

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

S. Wolfe joined the meeting by Teams and asked that A. Gredling and A. Huva, who were at the meeting in person, be permitted to present the report on her behalf, which they did.

ii. Policy ADM 32-0 Responsible Use of University Space

S. Blackford presented this agenda item, highlighting some points in the memorandum that was circulated with the agenda package and responding to questions. He asked the board to send a letter from the board chair to the chair of senate requesting consultation from senate on the proposed revisions to this policy, in accordance with Section 27(2)(d) of the *University Act*.

*On motion duly made and adopted, it was **RESOLVED** that the Board of Governors engage with Senate regarding consultation on this policy.*

10. SENATE REPORT — Dr. Airini

Dr. Airini, Chair of Senate, presented the report from senate. She noted that the report contained three items being recommended by senate to the board for approval.

- a. Category III Proposal, Department of Literatures, Languages, and Performing Arts: Technical Theatre Certificate

*On motion duly made and adopted, it was **RESOLVED** that the Board of Governors approve the Category III Proposal, Department of Literatures, Languages, and Performing Arts: Technical Theatre Certificate, as circulated.*

- b. Formation of a New Department of Data Science

*On motion duly made and adopted, it was **RESOLVED** that the Board of Governors approve the formation of a New Department of Data Science within the Faculty of Science, as circulated.*

- c. Division and Transition within the Counselling, Academic Supports, and Assessment (CASA) Department

- i. On motion duly made and adopted, it was **RESOLVED** that the Board approve dividing the Counselling, Academic Supports & Assessment (CASA) Department into two departments: the Department of Integrative Learning and Assessment (ILA) and the Counselling Department reporting to the Dean of the Faculty of Student Development.*

- ii. On motion duly made and adopted, it was **RESOLVED** that the Board approve that the Counselling Department be moved to Student Services and report to the Director, Student Affairs.*

11. PRESENTATION

- a. Future TRU and Deficit Mitigation Plan

Dr. Airini, M. Milovick, and S. Wagner presented on Future TRU and Deficit Mitigation Plan. M. Milovick reminded the board that, in March when they approved the budget, they had asked for a budget mitigation plan to be presented in the fall. Discussion ensued.

*On motion duly made and adopted, it was **RESOLVED** that the Board of Governors accept the budget mitigation plan as presented.*

12. NEXT BOARD MEETING

- a. The next board meeting is scheduled for Friday, December 5, 2025 in the Clock Tower Boardroom.

13. TERMINATION OF MEETING

There being no further agenda items, the chair terminated the meeting at 2:54pm.

DRAFT



MEMORANDUM

Date: November 18, 2025

To: Board of Governors

From: Dr. Airini, President & Vice Chancellor

Re: 2025-26 Second Quarter Consolidated Financial
Forecast and Multi-Year Projection

Attachment: 2025/26 – Q2 Forecast and Multi-Year Projection presentation

Executive Summary:

This agenda item is provided to the Budget Committee of Senate, Finance Committee of the Board, and the Board of Governors **FOR INFORMATION**.

Key Take-Aways for the Board:

2025/26 Q2 Forecast:

The forecast is a projection to March 31, 2026, and was prepared in October using operating results as of September 30th and October enrolment projections. Based on this forecast, assuming no changes in revenue or spending, TRU anticipates having a \$1.3M consolidated surplus in 2025/26, including \$303.2M in revenues and \$301.9M in expenditures. This \$9.6M improvement in the consolidated forecast from Q1 to Q2 is primarily due to the following factors:

- Master Card restricted donation - \$5.0M
 - Deficit mitigation measures in non-compensation (\$1.9M) and compensation (\$1.1M) = \$3.0M
 - Revised enrolment projections - \$2.5M
 - Offset by an increase to projected Administration severance (\$1.3M)
- More detail on the key variances is included in the attached presentation.

Multi-Year Projection:

The multi-year (2026/27–2029/30) projection has been updated and is included in the presentation. The update shows that the overall projected deficit by 2029/30 is expected to be in the \$24M range, with approximately \$17M occurring in 2026/27.

Background: The consolidated forecast is prepared using the operating results as of September 30th, October 2025 enrolment projections, and consultation with budget holders (VPs, Deans, AVPs and Directors). This memorandum focuses on the consolidated forecast to March 31, 2026 and variances to budget, as well as an updated multi-year budget projection.

Discussion: The basis for this update is TRU's 2025-26 multi-year budget projection.

- **Risks** – TRU tuition revenue is subject to risk due to changes in enrolment. The budget and quarterly forecasts are updated based on the latest enrolment projections from October 2025.
- **Budgetary Implications** – Deficit mitigation strategies have been implemented, and revenue projections updated, which have contributed to a 2025-26 projected forecast surplus. The forecasted surplus includes a large one-time restricted \$5M donation that is recorded as revenue.
- **Consultation** - The Strategic Leadership Team (which includes all budget holders) and the Executive are involved and consulted during the preparation of the Q2 forecast. The multi-year projection is updated based on information that has been considered for deficit mitigation and the Q2 forecast. A deficit mitigation plan was submitted to the Ministry of Post-Secondary Education and Future Skills earlier in the fall.
- **Communications Desirable** - Budget communications to the community have been robust, especially since July 2025. Dr. Airini led a virtual budget townhall in September and has provided ongoing updates to all TRU staff. She has also held open virtual weekly "Talks with Airini" that have also attracted a significant number of attendees. The budget sustainability communications can be found online at <https://www.tru.ca/vpacademic/budget-sustainability.html>. Budget FAQs are currently being finalized. In addition, the Interim Provost and VP Administration and Finance presented on TRU's budget challenges and the plan to build the financial sustainability of TRU at the September Budget Committee of Senate and Senate meetings, and the October Board of Governors meeting.

Administration is not making a recommendation for this item but is providing for information.



THOMPSON RIVERS UNIVERSITY

Quarterly Financial Report

For the period Ended September 30, 2025

01	SCHEDULE 1 Consolidated All Funds
02	SCHEDULE 2 Consolidated Revenue Schedule

Thompson Rivers University
Quarterly Financial Report
Schedule 1 - Consolidated All Funds
For the period Ended September 30, 2025
(Forecast to March 31, 2026)

(thousands of dollars)

	Consolidated All Funds				Variances		
	Board Approved Budget	Q1 (Revised) Forecast	Q2 Forecast	24/25 YE Actual	Forecast to Board Approved Budget	Q2 Forecast to Q1 Forecast	Forecast to 24/25 YE Actual
Revenue							
Provincial Grants	114,971	115,889	115,907	106,901	936	18	9,006
Grants Other	7,284	7,221	7,155	7,262	(129)	(66)	(107)
Deferred Capital Contributions	7,159	8,235	8,286	7,289	1,127	51	997
Tuition Domestic	46,063	45,702	47,032	43,541	969	1,330	3,491
Tuition International	71,836	66,159	67,483	87,477	(4,353)	1,324	(19,994)
Lab and Course Fees	13,223	13,534	13,692	14,459	469	158	(767)
Sales Revenue	19,060	21,189	21,653	23,990	2,593	464	(2,337)
Interest and Other Revenues	16,871	14,797	19,641	19,512	2,770	4,844	129
Internal Sales and Transfers	3,306	3,342	2,330	3,941	(976)	(1,012)	(1,611)
Revenue Total	299,773	296,068	303,179	314,372	3,406	7,111	(11,193)
Compensation and Benefits							
Faculty Tenure/Tenure Track	62,192	63,750	63,606	61,621	(1,414)	144	(1,985)
Faculty Sessional	16,117	15,242	15,937	15,259	180	(695)	(678)
Open Learning Faculty Members (OLFM)	13,649	14,046	14,194	12,743	(545)	(148)	(1,451)
Support	33,259	35,130	34,457	34,167	(1,198)	673	(290)
Excluded	36,200	36,873	37,880	35,739	(1,680)	(1,007)	(2,141)
Other Compensation	45	631	597	504	(552)	34	(93)
Benefits	37,586	36,647	36,357	33,920	1,229	290	(2,437)
Compensation and Benefits Total	199,048	202,319	203,028	193,953	(3,980)	(709)	(9,075)
Expenditures							
Professional fees and contracted services	20,996	22,228	22,028	22,628	(1,032)	200	600
Building, equipment, operations and maintenance	20,557	19,271	19,435	20,750	1,122	(164)	1,315
Supplies, postage and freight	10,591	10,627	9,326	9,263	1,265	1,301	(63)
Travel	8,071	7,126	6,437	7,425	1,634	689	988
Advertising, memberships and public relations	5,222	5,209	4,920	5,237	302	289	317
Bursaries, awards and scholarships	7,683	7,614	7,529	11,200	154	85	3,671
Cost of materials sold	6,164	6,084	5,336	6,683	828	748	1,347
Amortization of capital assets	17,429	19,213	19,225	18,043	(1,796)	(12)	(1,182)
Other Expenditures	4,012	4,703	4,643	4,832	(631)	60	189
Expenditures Total	100,725	102,075	98,879	106,061	1,846	3,196	7,182
Excess (Deficiency) of Revenues over Expenditures	-	(8,326)	1,272	14,358	1,272	9,598	(13,086)

Note on Rounding Differences

The financial statements presented in this package are shown in thousands of dollars. As a result, rounding differences may exist when compared to figures between schedules in this package or to figures in the financial system. These differences are expected and do not reflect errors or omissions.

Thompson Rivers University
Quarterly Financial Report
Schedule 2 - Consolidated Revenue Schedule
For the period Ended September 30, 2025
(Forecast to March 31, 2026)

(thousands of dollars)

	Consolidated Tuition & Fees				Variances		
	Board Approved Budget	Q1 (Revised) Forecast	Q2 Forecast	24/25 YE Actual	Forecast to Board Approved Budget	Q2 Forecast to Q1 Forecast	Forecast to 24/25 YE Actual
Grants							
Provincial Grants	109,113	110,361	110,362	101,489	1,249	1	8,873
ITA Grant	5,858	5,527	5,545	5,412	(313)	18	133
Research Grants	6,784	6,704	6,639	6,081	(145)	(65)	558
Other Grants	500	516	516	1,181	16	-	(665)
Deferred Capital Contributions	7,159	8,235	8,286	7,289	1,127	51	997
Grants Total	129,414	131,343	131,348	121,452	1,934	5	9,896
Tuition & Fees							
Domestic Tuition							
Tuition Domestic - Undergraduate - On Campus	28,992	28,486	29,368	27,765	376	882	1,603
Tuition Domestic - Undergraduate - Open Learning	13,266	13,256	13,684	12,041	418	428	1,643
Tuition Domestic - Graduate - On Campus	1,508	1,563	1,567	1,465	59	4	102
Tuition Domestic - Graduate - Open Learning	2,297	2,399	2,413	2,270	116	14	143
Domestic Tuition Total	46,063	45,704	47,032	43,541	969	1,328	3,491
International Tuition							
Tuition International - Undergraduate - On Campus	50,247	46,221	47,090	63,492	(3,157)	869	(16,402)
Tuition International - Undergraduate - Open Learning	8,825	9,156	9,054	9,924	229	(102)	(870)
Tuition International - Graduate - On Campus	12,571	10,409	10,879	13,523	(1,692)	470	(2,644)
Tuition International - Graduate - Open Learning	193	373	460	538	267	87	(78)
International Tuition Total	71,836	66,159	67,483	87,477	(4,353)	1,324	(19,994)
Lab and Course Fees							
Lab and Course Fees - On Campus	8,675	8,427	8,551	9,355	(124)	124	(804)
Lab and Course Fees - Open Learning	4,548	5,108	5,141	5,104	593	33	37
Lab and Course Fees Total	13,223	13,535	13,692	14,459	469	157	(767)
Sales Revenue							
Ancillary External Sales	2,567	2,571	2,571	2,761	4	-	(190)
Residence Revenue	11,285	13,406	13,407	14,701	2,122	1	(1,294)
Bookstore Sales Revenue	2,853	2,853	2,853	3,555	-	-	(702)
Printshop External Sales	137	137	137	134	-	-	3
Parking Revenue	1,671	1,671	2,209	2,227	538	538	(18)
Other Sales Revenue	547	551	476	612	(71)	(75)	(136)
Sales Revenue Total	19,060	21,189	21,653	23,990	2,593	464	(2,337)
Interest & Other Revenues							
Interest on Investments	7,102	5,750	6,407	8,483	(695)	657	(2,076)
Donations, Endowments and Fundraising	3,980	4,148	8,162	4,480	4,182	4,014	3,682
Contract Revenue	4,223	3,177	3,177	3,620	(1,046)	-	(443)
Other Revenue	1,566	1,722	1,895	2,929	329	173	(1,034)
Interest & Other Revenues Total	16,871	14,797	19,641	19,512	2,770	4,844	129
Internal Sales & Transfers							
Ancillary Internal Sales and Transfers	2,753	2,732	1,721	3,027	(1,032)	(1,011)	(1,306)
Other Internal Sales and Transfers	553	609	609	914	56	-	(305)
Internal Sales & Transfers Total	3,306	3,341	2,330	3,941	(976)	(1,011)	(1,611)
Revenue Total	299,773	296,068	303,179	314,372	3,406	7,111	(11,193)

Note on Rounding Differences

The financial statements presented in this package are shown in thousands of dollars. As a result, rounding differences may exist when compared to figures between schedules in this package or to figures in the financial system. These differences are expected and do not reflect errors or omissions.



MEMORANDUM

Date: November 19, 2025

To: Board of Governors

From: Dr. Airini, President & Vice Chancellor

Re: Notice of Motion: 2026/27 Domestic Tuition and Other Fees Increase

Attachment(s): Domestic Tuition and Fees Schedule

Executive Summary:

This agenda item is being presented to the Board of Governors **FOR INFORMATION**.

Key Take-Aways for the Board: The purpose of this memo is to provide **notice of motion** that a decision item will be brought to the next board meeting to request an increase in tuition and other fees for domestic students as described below.

If approved, the proposed increase would be effective starting Fall 2026 for the 2026/27 academic year.

Background: Thompson Rivers University (TRU) reviews tuition and other fees annually. The BC Government declared in 2007 that domestic tuition and other fees may be increased by a maximum of 2% per annum. To Administration's knowledge, as a practice, every university in BC increases their fees by the maximum permissible. Administration is not aware of any deviations from this practice.

Discussion: Administration is recommending that domestic tuition and other fees be increased by 2% (the maximum allowable by the BC Government) for the 2026/27 academic year.

- **Risks:**

- The risk to not increasing tuition and other fees is that PSEFS does not allow Universities to "catch up" if they decide not to increase rates each year. If the institution decides to forgo its annual increase, that increase is lost in perpetuity.
- There is no competitive disadvantage to increasing tuition and other fees.

- **Budgetary Implications:**
 - The proposed increase for domestic tuition and other fees will help to offset inflationary costs at the University. The increase does not cover the full cost of inflation and other program delivery cost changes anticipated for fiscal year 2026/27.
- **Consultation:**
 - A notice of motion in this matter was presented to the Budget Committee of Senate (BCOS) on November 4, 2025. A request for decision will be presented to BCOS on December 9, 2025.
 - The proposal will be brought to Senate on November 24, 2025 meeting of Senate for information purposes.
- **Communications Desirable:**
 - TRU is committed to promptly and accurately informing our student community about upcoming tuition fee increases. Our approach is centred on proactive communication and collaboration with key departments such as Enrolment Services and Future Students.
 - We are dedicated to ensuring that students receive comprehensive information through various channels, allowing them to plan effectively and access necessary support. Our aim is to maintain trust and openness with our students by ensuring they are well-informed.
 - Specific communication tactics include:
 - *Collaboration Between Enrolment Services / Future Students* — These departments work together to ensure a unified and informed approach in conveying fee changes to future students, using various methods and channels to reach students as needed.
 - *Website Communication* — TRU uses website technology to convey tuition information to students, especially future students looking to study at TRU. These websites are updated as soon as tuition increases are approved. These websites include tuition calculators to assist students in assessing real costs associated with their studies:
 - <https://www.tru.ca/current/enrolment-services/tuition.html>
 - <https://www.tru.ca/future/tuition/costs.html>
 - <https://www.tru.ca/future/tuition/details.html>
 - <https://www.tru.ca/current/enrolment-services/tuition/graduate-tuition-calculation.html>
 - *Support Services and Financial Aid Information* — The Student Awards and Financial Aid Department provides information to students about tuition and available financial support and aid to help them navigate educational costs, including fee increases.

Recommendation(s): Administration is not making a recommendation to the board at this time and is providing this memo as a **notice of motion**.

Motion:

RESOLVED that the Board of Governors approve an increase of 2% to domestic tuition and other fees effective starting Fall 2026 for the 2026/27 academic year.



THOMPSON RIVERS UNIVERSITY

Domestic Tuition & Fees Schedule

CAMPUS RATES (Kamloops and Williams Lake)

Mandatory Fees charged at time of registration (Domestic & International)

Fee Description	2025-26 Rate	Proposed Increase	2026-27 Rate
Ancillary - per credit	\$10.13	2%	\$10.33
Athletic and Recreation - per credit	\$4.27	2%	\$4.35
Building Levy - per credit	\$5.73	2%	\$5.84
Comprehensive University Enhancement Fund - per credit	\$6.92	2%	\$7.05
Lab fee - per course (if applicable)	\$23.95	2%	\$24.42
Materials fee - per week (if applicable)	\$5.37	2%	\$5.47
Tool tag - per course (if applicable)	\$2.88	2%	\$2.93

Fees billed per credit, per month or per week depending on program of study.

Campus Tuition (Canadian citizens and permanent residents)

Classification	2025-26 Rate	Proposed Increase	2026-27 Rate
Undergraduate			
Academic - per credit	\$161.87	2%	\$165.10
Career Technical - per credit	\$151.45	2%	\$154.47
Vocational - per month	\$454.60	2%	\$463.69
Apprenticeship - per week	\$103.08	2%	\$105.14
Juris Doctor - Law			
Year 1 courses - per credit	\$615.72	2%	\$628.03
Year 2 & 3 courses - per credit	\$738.87	2%	\$753.64
Graduate*			
Tuition - per credit	\$651.70	2%	\$664.73
Extension rate - per semester	\$692.61	2%	\$706.46

** Actual rates depend on program/course taken; averages shown above*

OPEN LEARNING RATES

Mandatory Fees charged at time of registration (Domestic & International)

Fee Description	2025-26 Rate	Proposed Increase	2026-27 Rate
Course administration fee - per course	\$109.16	2%	\$111.34
Course extension - per course	\$116.32	2%	\$118.64
Lab fee - per course	varied	2%	varied
Technology fee - per credit	\$7.19	2%	\$7.33
Out-of-province non-resident fee - per credit (Students outside BC or Yukon)	\$36.36	2%	\$37.08

Miscellaneous Fees (Domestic & International)

Fee Description	2025-26 Rate	Proposed Increase	2026-27 Rate
Program plans			
Per certificate/diploma	\$38.99	2%	\$39.76
Per degree	\$147.99	2%	\$150.94
Program reactivation	\$72.61	2%	\$74.06
Transcript Assessment			
BC documents	\$57.78	2%	\$58.93
Out-of-province documents	\$108.94	2%	\$111.11

Tuition (Canadian citizens and permanent residents)

Classification	2025-26 Rate	Proposed Increase	2026-27 Rate
Undergraduate*			
Academic - per credit	\$179.46	2%	\$183.04
University Preparation/Adult Basic Education***			
Non-BC resident - per credit	\$216.64	2%	\$220.97
Graduate*			
Tuition - per credit	\$633.36	2%	\$646.02

* Actual rates depend on program/course taken; averages shown above

*** University Prep level courses offered tuition free for residents of BC and Yukon, mandatory fees apply

DOMESTIC COMMON RATES (Campus and Open Learning)

Application & Other Miscellaneous Fees

Fee Description	2025-26 Rate	Proposed Increase	2026-27 Rate
Domestic Application Fees			
Graduate, undergraduate & university preparation	\$33.56	2%	\$34.23
Juris Doctor - Law	\$129.30	2%	\$131.88
Miscellaneous Fees (Domestic & International)			
Duplicate credential	\$76.14	2%	\$77.66
Duplicate form	\$6.66	2%	\$6.79
Formal grade appeal	\$33.58	2%	\$34.25
Official transcript	\$10.38	2%	\$10.58
Reinstatement - Campus	\$201.74	2%	\$205.77

Note:

- Tuition and fee rates above may vary within \$0.01-\$0.05 once finalized
- Tuition and fee increases are approved on an annual basis, but the effective date varies.
- Campus based tuition and fee increases take effect August 1, 2026.
- Open Learning based tuition and fee increases take effect September 1, 2026 (some fees take effect October 1, 2026).



MEMORANDUM

Date: November 19, 2025

To: Board of Governors

From: Dr. Airini, President & Vice Chancellor

Re: Notice of Motion: 2026/27 International Tuition and Other Fees Increase

Attachment(s): International Tuition and Fees Schedule

Executive Summary:

This agenda item is being presented to the Board of Governors **FOR INFORMATION**.

Key Take-Aways for the Board: The purpose of this memo is to provide **notice of motion** that a decision item will be brought to the next Board of Governors meeting to request an increase in tuition and other fees for international students as described below.

If approved, the proposed increase would be effective starting Fall 2026 for the 2026/27 academic year.

Background: Thompson Rivers University (TRU) reviews tuition and other fees annually. International tuition fee increases in recent years have reflected inflationary pressures and the need to sustain quality programming and support services for international students.

In Fall 2025, TRU implemented the Guaranteed International Tuition Model (GTM), becoming the first post-secondary institution in British Columbia to provide guaranteed, predictable tuition rates for international students during their entire period of studies.

Under this model:

- New international students are guaranteed that their tuition fee will not increase for the duration of their program, plus one additional year, providing cost certainty and transparency.
- Each new intake of international students begins their studies at a set tuition rate established annually by the Board of Governors. That rate becomes the guaranteed tuition rate for the duration of their program.

- Continuing international students who entered TRU prior to Fall 2025 (before the implementation of the Guaranteed Tuition Model), and any programs exempted from the model, continue to receive annual inflationary adjustments as approved by the Board.

Discussion: Administration is recommending that international tuition and other fees be increased by 3% for new international students for the 2026/27 academic year, as well as for international students in programs excluded from the Guaranteed Tuition Model, consistent with projected inflation and the university's financial planning assumptions.

The proposed 3% increase establishes the guaranteed tuition rate for the new international student intake. Once set, this rate will remain unchanged for the intended duration of each student's program, plus one year, in alignment with TRU's commitment to tuition transparency and predictability.

In arriving at this recommendation, Administration considered the following:

- Inflationary pressures on operational costs. As of September 2025, Canada's Consumer Price Index (CPI) increased to 2.4% year over year from 1.9% in August 2025;
- Canada's Core Inflation Rate, which excludes eight of the more volatile components in CPI, increased to 2.8% year over year in September 2025, up from 2.6% in August 2025.
- Increased recruitment challenges due to Canada's brand damage caused by the federal government's numerous policy changes;
- Comparability with other post-secondary institutions in B.C. and nationally;
- Predictability and fairness under the Guaranteed Tuition Model; and
- Institutional sustainability and the ability to maintain student services and infrastructure.

- **Risks:**

- Administration considered potential risks related to the proposed increase, including:
 - Enrolment: The inflationary adjustment of 3% increase is not expected to have a significant negative impact on international enrolments.
 - Financial: The adjustment supports operating cost increases and reduces budgetary pressure.
 - Reputational: The increase keeps TRU's tuition levels aligned with comparable institutions, sustaining TRU's reputation for value and quality.
 - Policy alignment: The increase remains consistent with government expectations for tuition transparency and predictability.

- **Budgetary Implications:**

- The proposed increase for international tuition and other fees will help to offset inflationary costs at the University. The increase does not cover the full cost of inflation and other program delivery cost changes anticipated for fiscal year 2026/27.

- **Consultation**

- A notice of motion in this matter was brought to the November 4th Budget Committee of Senate (BCOS) meeting to advise that a decision item will be brought to the December 9th BCOS meeting.

- The proposed increase will be brought to the November 24th meeting of Senate for information purposes.

- **Communications Desirable**

- TRU is committed to promptly and accurately informing our international student community about upcoming tuition and other fees increases. Our approach is centred on proactive communication and collaboration with key departments such as TRU World and Enrolment Services.
- We are dedicated to ensuring that students receive comprehensive information through various channels, allowing them to plan effectively and access necessary support. Our aim is to maintain trust and openness with our students by ensuring they are well-informed.
- Specific communication tactics include:
 - *Collaboration between TRU World and Enrolment Services* — These departments work together to ensure a unified and informed approach in conveying fee changes to future and existing students. TRU World engages directly with students already studying at TRU, while international recruitment partners share information with prospective students.
 - *Timely Notification* — Current international students are typically contacted via email to inform them of significant changes to tuition rates.
 - *Website Communication* — TRU uses website technology to convey tuition information to students, especially future students looking to study at TRU. These websites are updated as soon as tuition increases are approved.
<https://www.tru.ca/truworld/future-students/fees.html>

Recommendation(s): Administration is not making a recommendation to the board at this time and is providing this memo as a **notice of motion**.

Motion:

RESOLVED that the Board of Governors approve an increase to international tuition and other fees by 3% for new international students effective starting Fall 2026 for the 2026/27 academic year, as well as for international students in programs excluded from the Guaranteed Tuition Model, consistent with projected inflation and the university's financial planning assumptions.



THOMPSON RIVERS UNIVERSITY

International Tuition & Fees Schedule

CAMPUS RATES (Kamloops and Williams Lake)

Mandatory Fees (charged at time of registration)

Fee Description	2025-26 Rate	Proposed Increase	2026-27 Rate
International Student Activity Fee - per semester	\$87.09	3%	\$89.70

Fees billed per credit, per month or per week depending on program of study.

Campus Tuition - Classic rates

Classification	2025-26 Rate	Proposed Increase	2026-27 Rate
Undergraduate			
Academic, ESAL and University Prep – per credit	\$760.53	3%	\$783.34
Post-baccalaureate, Co-op - per credit	\$760.53	3%	\$783.34
Vocational & Apprenticeship - per week*	\$661.33	3%	\$681.16
Juris Doctor - Law			
Year 1 courses - per credit	\$1,284.31	3%	\$1,322.83
Year 2 & 3 courses - per credit	\$1,541.18	3%	\$1,587.41
Graduate*			
Tuition - per credit	\$1,157.05	3%	\$1,191.76
Extension rate - per semester	\$1,301.61	3%	\$1,340.65

** Actual rates depend on program/course taken; averages shown above*

Campus Tuition - Guarantee Tuition Model

Cohort – 2025

Classification	Rate
Undergraduate	
Academic and University Prep – per credit	\$849.13
Post-baccalaureate, Co-op and courses billed on a per credit basis - per credit	\$849.13
Juris Doctor - Law	
Year 1 courses - per credit	\$1,433.94
Year 2 & 3 courses - per credit	\$1,720.74
Graduate**	
Tuition - per credit	\$1,331.92
Extension rate - per semester	\$1,301.61

*** GTM applies to qualifying graduate courses, actual rates depend on program/course taken; averages shown*

Cohort – 2026

Classification	2025-26 Rate	Proposed Increase	2026-27 Rate
Undergraduate			
Academic and University Prep – per credit	\$849.13	3%	\$874.60
Post-baccalaureate, Co-op - per credit	\$849.13	3%	\$874.60
Juris Doctor - Law			
Year 1 courses - per credit	\$1,433.94	3%	\$1,476.95
Year 2 & 3 courses - per credit	\$1,720.74	3%	\$1,772.36
Graduate**			
Tuition - per credit	\$1,331.92	3%	\$1,371.87
Extension rate - per semester	\$1,301.61	3%	\$1,340.65

*** GTM only applies to qualifying graduate courses, actual rates depend on program/course taken; averages shown*

OPEN LEARNING RATES

Tuition

Classification	2025-26 Rate	Proposed Increase	2026-27 Rate
Undergraduate*			
Academic - per credit	\$499.67	3%	\$514.66
University Preparation			
University Prep/Adult Basic Education - per credit	\$499.67	3%	\$514.66
Graduate*			
Tuition - per credit	\$1,075.34	3%	\$1,107.60

** Actual rates depend on program/course taken; averages shown above*

COMMON RATES (Campus and Open Learning)

Application & Other Miscellaneous Fees

Fee Description	2025-26 Rate	Proposed Increase	2026-27 Rate
International Application Fees			
Graduate, undergraduate & university preparation	\$100.00	-	\$100.00
Juris Doctor - Law	\$180.70	3%	\$186.12

Note:

- Tuition and fee rates above may vary within \$0.01-\$0.05 once finalized
- Tuition and fee increases are approved on an annual basis, but the effective date varies.
- Campus based tuition and fee increases take effect August 1, 2026.
- Open Learning based tuition and fee increases take effect September 1, 2026 (some fees take effect October 1, 2026).

See Domestic Rate Schedule(s) for fees that apply to both Domestic and International Registrations.



MEMORANDUM

TO: Dr. Shannon Wagner, Provost and Vice-President Academic
Mr. Matt Milovick, Vice-President, Administration and Finance

FROM: Dr. Rani H. Srivastava, Dean, School of Nursing
Ms. Baihua Chadwick, Vice-President, International

DATE: November 27, 2025

RE: Establishment of an International vocational tuition fee for students in the Health
Care Assistant (HCA) program

Purpose:

The purpose of this memo is to establish an international on-campus tuition rate for the Health Care Assistant (HCA) program, effective January 2026. This international per-credit rate will be applied to all courses delivered on campus, including required on-campus labs or clinical components.

Background:

Until now, the HCA program has not been readily available for international students. Therefore, no international tuition fee for on-campus delivery was established. With recent federal government policy changes impacting labor market demand, we see strong international student interest for this program.

These changes prompted the School of Nursing to undergo a program review and revision to better align with labour market and international student demand. The revised program will be a vocational program with 30 credits delivered over two academic terms.

While the academic program approval process is underway, having an established tuition fee will allow international students who are ready to join the program to start at the earliest available intake upon academic approval.

Discussion:

The HCA program is a vocational program that is taken in its entirety. Part-time options are not available. The cost of the vocational program is \$661.33/credit.

A credit audit by the Registrar's Office and the School of Nursing confirmed the new proposed HCA program totals 30 credits, delivered over two academic terms.

Using an international per-credit rate of \$661.33, the total program cost would be \$19,839.90. This amount includes all on-campus tuition, labs, and clinical components.

The HCA program attracts substantial international interest and directly supports BC's healthcare staffing needs. Establishing permanent international access strengthens TRU's contribution to workforce development and enhances graduates' employment and Post-Graduate Work Permit (PGWP) outcomes. Given strong student demand and the labour market need for HCAs, this rate is considered highly marketable.

Consultation:

The School of Nursing and TRU World have worked closely with the Registrar's Office and the Finance Department to ensure institutional collaboration. This collaboration has aimed to build clear communication and identify efficient procedural roles.

Recommendation:

Establish an international program fee and per-credit tuition fee rate for on-campus HCA delivery. The international per-credit rate is \$661.33, and this rate applies to:

- International students enrolling directly into the 30 credit on-campus HCA program, with a total program cost of \$19,839.90; and
- International Open Learning (OL) HCA students who complete any required on-campus labs, or clinical components.
- Any students who need to re-take a course on campus.

This formalizes a consistent fee structure across both delivery models for all courses delivered on campus, including required on-campus labs, or clinical components.



Responsible Use of Space Policy

From Sara Wolfe <Swolfe@tru.ca>
Date Thu 10/23/2025 10:02 AM
To Secretariat <secretariat@tru.ca>

Hello,

I hope you are keeping well. I think the wording should change from Student Affairs to Student Services in the below section of the proposed Responsible Use of Space Policy. Let me know if you have questions. With care, Sara

5.17. The Responsible Authority will (1) inform Units of bookings that may have an impact on their day-to-day activities; and (2) consult with representatives from the following Units, and others as appropriate, to seek their advice and guidance concerning booking requests involving actual or potential risk to the University: Page 22 of 26 Page 5 of 7 i. MarComm; ii. Office of Indigenous Education; iii. Ancillary Services; iv. IT Services; v. Risk Management; and vi. **Student Affairs**.

Sara Wolfe (she/her)

Associate Vice President (AVP) Students

Student Services

250-320-3329 | swolfe@tru.ca

[tru.ca/student-services]tru.ca/student-services

Thompson Rivers University

805 TRU Way, Kamloops, BC V2C 0C8

tru.ca

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

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Senate Report to the Board of Governors

For Information, from Senate meeting of November 24, 2025

1. Comments from consultation with senate on Policy ADM 32-0 Responsible Use of University Space

Background:

The Board of Governors served [notice of motion](#) of proposed revisions to this policy on October 3, 2025. On that date, the chair of the board sent a letter to the chair of senate (attached) asking for consultation with senate on the policy, in accordance with section 27(2)(d) of the *University Act*. That letter was shared with senate at its meeting on October 27, 2025, at which time notice of consultation was given. At the senate meeting on November 24, 2025, senators were invited to comment on the policy and no comments were forthcoming.

2. Correspondence to senate from the TRU Students' Union (TRUSU) regarding participation in program reviews under policy [BRD 08-4 Program Reductions and Eliminations](#)

Background:

Senate received correspondence from the TRU Students' Union (attached), which was shared at the senate meeting on November 24, 2025. The chair of senate, President Airini, suggested that senate could refer the letter to the Academic Planning and Priorities Committee (APPC), a standing committee of senate, for discussion with TRUSU and report back to senate. As there were no objections from senators to that recommendation, the matter was referred to APPC.

Dr. Airini
President and Vice-Chancellor and
Chair of Senate

October 3, 2025

Re: Consultation on Responsible Use of University Space Policy

Dear Members of the Senate,

The Board of Governors has been asked to consider changes to TRU's *Responsible Use of University Space Policy* (the "Policy"). In addition to seeking general feedback during the notice of motion period, the Board wishes to seek the consultation of Senate pursuant to section 27(2)(d) of the *University Act*.

Please find attached a red-lined copy of the Policy showing the proposed changes, and a copy of the explanatory memo provided to the Board.

On behalf of the Board of Governors, I'm asking Senate to provide any comments on the Policy and the proposed changes through the Chair of Senate, as the liaison between Senate and the Board. I would like to have this feedback provided no later than November 26th so that it can be provided to Board members for review prior to the Board's next meeting on December 5th, during which the Board will decide whether to approve changes to the Policy as drafted.

Thank you for your consideration.

Sincerely,



David Hallinan
Chair, TRU Board of Governors

attachments

Re: Student Inclusion in Program Review

Chairperson Dr. Airini and Members of the Senate,

On behalf of the TRU Students' Union, the letter outlines the request for student voices to be included in the process and outcome of the pan-institutional program reviews. As TRU reviews its current programs with the expectation for potential elimination, pause, or reduction, the Union wishes to ensure that students will be able to participate.

Currently, the opportunities for students to participate in program review are limited, as outlined in Policy BRD 08-4. There are only four student representatives on the Senate, each of whom has no requirement to represent a specific division. This means it is unlikely they are student representatives within a faculty from which the program may be eliminated. For students to participate as consultees, there is only one opportunity for students (as outlined in section VI. pg 3 of Policy BRD 08-4), requesting a presentation to the Senate. This process may or may not be communicated or supported equally across faculties or programs, is not required, and allows for only one student to present on behalf of their peers.

The procedure for program reductions and eliminations (as outlined in Policy BRD 08-4) requires the respective department or school to provide comment prior to the final decision. The Union would like to see this process include students and is seeking Senate's support for the following:

- To provide the Union notice that a program is being recommended for reduction, including a rationale for the proposed program reduction or elimination.
- To provide the Union an opportunity to provide comments on the proposed program reduction or elimination.
- To provide feedback for consideration to the Senate in advance of program review before recommendations are made to the Board of Governors.

We look forward to the support of the Senate to ensure that as we move forward with potential changes to our program offerings, student voices will be considered within the decision-making process.

Sincerely,

A handwritten signature in black ink, appearing to read "Seun Oderinde", is written over a horizontal line.

Seun Oderinde

University Affairs Executive Committee

Member

s.oderinde@trusu.ca

www.trusu.ca