

President's Travel Expenses - Dr. Airini
July 1, 2025 to October 31, 2025



Date	Destination	Purpose	Airfare	Accommodation	Meals	Other Travel Expenses	Total per Trip
2025 July 21 - 23	Vancouver and Victoria	Donor Meetings; and Government Relations Meetings	\$686.18	\$1,035.48	\$110.00	\$174.77	\$2,006.43
2025 August 1	Williams Lake	Visit TRU Campus and Meeting with WLFN			\$59.89	\$376.42	\$436.31
2025 August 14-15	Vancouver	Open Learning Student Social and Government Meetings		\$525.36	\$70.00	\$518.00	\$1,113.36
2025 August 22	Williams Lake	Visit TRU Campus and Meeting with WLFN			\$82.51	\$368.37	\$450.88
2025 September 17-18	Vancouver and Victoria	Government Meetings RUCBC President's Meeting Alumni Event	\$1,063.77	\$753.14	\$140.00	\$220.72	\$2,177.63
2025 October 9	Victoria	RUCBC Presidents' meeting with Premier	\$1,331.75		\$70.00	\$149.67	\$1,551.42
2025 October 11-23	New Zealand and Australia	University Visits - New Zealand Uniforum Study Tour - Australia	\$13,423.77	\$2,289.24	\$350.00	\$1,594.97	\$17,657.98
2025 October 28-30	Van / Ottawa and Toronto	Alumni Events in Ottawa and Toronto	\$2,087.28	\$1,193.62	\$182.39	\$295.08	\$3,758.37
							\$29,152.38



Office of the
PRESIDENT AND VICE-CHANCELLOR

2025 OCTOBER 11-23 NEW ZEALAND AND AUSTRALIA

UNIVERSITY VISITS - NEW ZEALAND | UNIFORM STUDY TOUR - AUSTRALIA

PURPOSE

We have an ambitious goal: to turn the university's unprecedented financial challenges into a strategic transformation, positioning TRU for success for decades to come.

Through our strategy *Envision TRU* we have committed as a university to giving exceptional consideration to Secwépemc world view and beliefs, and to support the fulfillment and recognition of Indigenous rights.

TRU is committed to expanding global research opportunities and engagement, through the university's *Strategic Internationalization Plan*. We continue to expand the number and scope of focused, strategic, reciprocal partnerships that address challenges for the people and communities in Interior BC, the province, and contribute to global futures.

This report describes international engagement activities by the President between October 11-23, 2025, and follow-up actions and outcomes.

BACKGROUND

In July 2025 Thompson Rivers University needed to restore relations with Secwépemc communities and thanks to the historic Mastercard award to TRU for reconciliation initiatives, the university has the opportunity to expand Indigenous research and education, especially with regards Indigenous language revitalisation, and equal partnership in reconciliation.

By August 2025 we understood our financial position was worsening, and we needed to move from a five-year plan for projected deficits, to an 18-20 month plan. TRU has almost no experience in recovering from a deficit. We recognised that we are on our own for finding solutions, and that we need to engage with universities with experience in financial recovery.

The scope of change at TRU is significant. We now know that TRU faces a \$25M to \$30M deficit by 2026-27, and a projected \$7-10M deficit for the 2025-26 year. In August we knew that immediate and long-term actions and changes are needed on a quicker timeframe than previously expected. TRU needed to begin making fundamental, structural changes to operational and academic systems within 18 to 20 months, to 2027/28. This is a moment of strategic transformation to

shape our future TRU — a resilient, innovative, financially sustainable institution aligned with our values and purpose.

In August Dr. Garry Gottfriedson (h.c.) was appointed as TRU's first Secwépemc Special Advisor to the President, with a mandate to provide leadership for relations with the 17 communities of Secwépemc, advocacy for tellqelmúcw, those yet to be born, and to guide the university in equal partnership between Secwépemc and TRU.

By September 2025 we had completed our first intake of Uniforum data, enabling TRU to expand the evidence-base for decision-making. We then needed to connect with others in the Uniforum network, to benefit from their experience in positioning universities for success when faced with multi-million dollar projected deficits.

In October 2025 international engagement was undertaken by the President and Vice-Chancellor, Secwépemc Special Advisor to the President, and the Vice President Administration and Finance with universities in New Zealand and Australia. For the president, the engagements were an investment in TRU's ability to focus, eliminate projected deficits, and transform to be financially strong by 2027/28 and for decades to come; and to forge Indigenous-based university networks to strengthen research, programming, language revitalisation and equal partnership.

A table is provided below with information about work activities during the travel period. Both in-country (New Zealand, Australia) and at-distance (TRU-based) activities are described. The table also highlights work on Day 1 of arrival overseas, and immediately upon return to TRU Kamloops.

OUTCOMES TO-DATE

As of December 2025, outcomes from the travel include:

- Nine working days and seven cities/towns visited
- Working relationships established with six universities and one secondary school
- Four affiliations are in-development (New Zealand, Australia) for collaboration in research, curriculum, Indigenous engagement. Two affiliations are specific to Indigenous language revitalisation.
- First agreement with Indigenous-led dual sector university (Te Wānanga o Aotearoa)
- First agreement with research university that is dual sector (Victoria University, Melbourne)
- Network established, through Uniforum, with 12 universities engaged in evidence-informed transformation to address significant financial challenges, across four countries (Canada, UK, Australia, New Zealand)

In addition, as of Q2 the end of year projection for FY 2025-26 is about \$1M surplus; a positive shift away from a previously projected \$7-10M deficit, with significantly more work ahead to

balance by 2027/28. We continue to need to understand how to take cost avoidance actions, and to diversify revenue while advancing the university's vision. Partnership agreements with Tk'emlups te Secwépemc and T'exelc have moved forward, anticipating signing early in 2026.

We are delighted to also have confirmed that Kamloops will host the World Indigenous Judges Conference in 2027

The October 2025 international discussions will lead to four formal affiliation agreements, which will be finalised early in 2026. Associated actions contribute to building our future TRU through partnering with purpose:

- Establish/deepen collaborations/affiliations between TRU and universities in NZ and Australia to advance international research and programming (University of Canterbury, Te Wānanga o Aotearoa, Te Wānanga o Raukawa, Victoria University (Melbourne)), and widen student experience.
- Student centred: Alliance between two leaders in distributed learning (TRU | Te Wānanga o Aotearoa), and expanded opportunities for international student experience (University of Canterbury, Te Wānanga o Aotearoa, Te Wānanga o Raukawa, Victoria University).
- Indigenisation: Advance International Indigenous research and education collaborations/affiliations between TRU and universities in New Zealand (Te Wānanga o Aotearoa, Te Wānanga o Raukawa). Invite participation in the opening of the TRU Indigenous Centre (estimated: November 2026) and year of activities to follow (University of Canterbury, Te Wānanga o Aotearoa, Te Wānanga o Raukawa, Wainuiomata High School).
- Redefine what it means to be a university: Network with a research university and Indigenous university that are dual-sector to expand understandings of good practice, notably for a university with a wide access mandate (Victoria University, Melbourne, Te Wānanga o Aotearoa)
- One University: Engage with university leaders in the Uniforum network – to share practices in strategic transformation to optimise student experience and to strengthen support faculty, staff, and leadership. TRU participated in the Australia-New Zealand Uniforum Study Tour, establishing networks with universities from Canada (Alberta, UBC, Toronto), UK (Exeter, UCL), Australia (Griffith, Monash, Queensland, Sydney, RMIT, Macquarie), and New Zealand (Auckland). Study Tour sessions included:
 - Monash University: Optimizing university operations (Monash University)
 - Enterprise implementation of digital services including gen AI (Griffith University)
 - How to set your transformation agenda (University of Sydney)¹

¹ President Airini returned to Canada following the Griffith University tour, to participate in on-campus activities at TRU.

WORK ACTIVITIES: President and Vice-Chancellor, Thompson Rivers University

Date at location	Canada	New Zealand/ Australia
Saturday 11 October 2025	Travel YKA-YVR; YVR-AKL	-
Sunday 12 October	Continued travel	-
Monday 13 October	Statutory holiday: Thanksgiving Day	<p>Arrive 5.30am, Auckland, New Zealand</p> <ul style="list-style-type: none"> - 6.30am: Clear customs, early check into hotel to leave luggage. Auckland - 7.30am: Travel to Te Wānanga o Aotearoa, Te Awamutu (1.5hrs). 81 delivery sites. Specialist in distributed learning, and Indigenous language education, programming and research. Indigenous dual sector university. - 9am-2pm visit TWA. Relationship building and affiliation agreement discussions. - 3-4.30pm travel to Auckland
Tuesday 14 October	<p>TRU-based activities included:</p> <ul style="list-style-type: none"> - P and C matters - 2025 NASA International Space Apps Challenge Global Judging Panel. - PhD supervisions 	<p><i>Morning:</i> Auckland University of Technology visit: Cancelled by host.</p> <p><i>Afternoon:</i> Flight from Auckland to Wellington</p> <p><i>Evening:</i> Meeting with Supreme Court Judge Joseph Williams, specialist in Indigenous law, and co-initiator of World Indigenous Judges Conference. December update: Kamloops is host to the 2027 World Indigenous Judges Conference.</p>
Wednesday 15 October	<p>TRU-based activities included:</p> <ul style="list-style-type: none"> - PhD supervisions - Advancement - Communications planning - Board meeting preparation meeting - MoU (domestic) engagement 	<p>7.30am: Drive from Wellington to Wainuiomata (50 -60minutes) to meet with Wainuiomata High School.</p> <ul style="list-style-type: none"> - reciprocal visit for students and kaiako who attended president's installation - specialist school in Indigenous language-medium education and learning through cultural knowledge and performance.

		<p><i>1pm:</i> Depart for Otaki (60 minutes)</p> <p><i>2pm:</i> Meet with Te Wānanga o Raukawa. Specialist in Indigenous language education, curriculum, and environmental sustainability.</p> <p><i>5pm:</i> Depart for Wellington.</p>
Thursday 16 October	<p>TRU-based activities included:</p> <ul style="list-style-type: none"> - P and C matters - President's Update #12 final - TRU Talks with Airini preparation - Student surveys - Rankings 	<p><i>6.00am:</i> Depart for airport.</p> <p><i>7.30am:</i> Fly from Wellington to Christchurch</p> <p><i>9.00am: University of Canterbury:</i> Invited to visit by Vice-Chancellor. Affiliation agreement with UoC, Tulo, and TRU. World ranked university. Leader in Indigenous relations, student success initiatives, and opportunities for graduate programming collaboration.</p> <ul style="list-style-type: none"> - Tulou ceremony, fono: Meet with Pacific academic leadership, faculty, students. <p><i>11am:</i> Meet with Centre for Pacific Studies. Agreement to collaborate in graduate programming and researcher exchange.</p> <p><i>12.30pm:</i> Lunch meeting with Office of Treaty Partnerships</p> <p><i>2pm:</i> Planning meeting with Office of Treaty Partnerships. Agreement to collaborate in programming and researcher exchange.</p> <p><i>4pm:</i> Depart for hotel</p>
Friday 17 October	<p>TRU-based activities included:</p> <ul style="list-style-type: none"> - Liaison with TRUSU - Research Ethics Board - RUCBC 	<p><i>9am:</i> President Airini and Vice-Chancellor De La Ray meet.</p> <p><i>9.30am-11.30am:</i> University of Canterbury Thompson Rivers University collaboration planning meeting. Agreed to create affiliation agreement.</p> <p><i>11.30am-12.30pm:</i> Campus tour.</p> <p>Afternoon: Debrief New Zealand trip and next steps.</p>
Saturday 18 October	-	[Break day]
Sunday 19 October	-	Fly to Melbourne, Australia

Monday 20 October	-	Victoria University, Melbourne: <ul style="list-style-type: none"> - Research university that is dual sector - Block teaching - Professional development and research collaboration - Agreed to create filiation agreement
Tuesday 21 October	TRU-based activities included: <ul style="list-style-type: none"> - Annual reporting - Planning goals (2025-2030) 	Monash University, Melbourne. <ul style="list-style-type: none"> - Uniform Network meeting: Optimizing university operations Fly to Brisbane. Travel to Gold Coast (1.5 hrs)
Wednesday 22 October	TRU-based activities included: <ul style="list-style-type: none"> - Curriculum innovations - Communications 	Griffith University, Gold Coast <ul style="list-style-type: none"> - Uniform Network meeting: Enterprise implementation of digital services including gen AI
Thursday 23 October	TRU-based activities included: <ul style="list-style-type: none"> - Advancement - P and C - <i>Update #13</i> preparation 	Depart Gold Coast for Auckland – Vancouver
Friday 24 October	TRU-based activities: YVR: 7.30am RUCBC (online) YVR-YKA flight 10am <i>TRU Talks with Airini</i> (in-person, TRU-Kamloops) 12pm <i>TRU Talks with Airini</i> (online) 1.15pm: P and C 2.30pm: Media interview 3.00pm: Administration 3.30pm: Senate preparation meeting 4.30pm: Launch of <i>Rock Show</i> , Kamloops Museum and Archives. Speech and networking.	-

For enquiries, please contact: president@tru.ca