

Deans' Guiding Principles: A Destination University

Thompson Rivers University (TRU) will be a *Destination University* for students and faculty who want to go far beyond conventional educational boundaries to explore new ideas and understandings.

- Our academic culture will promote interdisciplinary study across a wide range of teaching and research paradigms.
- Internationalization at Thompson Rivers University will ensure that Canadian and international students have countless opportunities to study together within a rich cosmopolitan environment.
- Campus and technology-mediated instruction at Thompson Rivers University will put it at the forefront of redefining teaching across time and space.

What We Believe

Thompson Rivers University will be based on two key beliefs about the services that we provide.

We Serve Students

We will serve students by encouraging and modeling the pursuit of innovation, excellence, and educational entrepreneurship. We will seek social justice by working with our students to challenge assumptions, confront inequality, and embrace diversity. We will seek sustainable solutions based on sound theory and rigorous research.

We Serve Society

We will serve society by recognizing that we are stewards of a societal trust to provide accessible learning and to prepare students to be just and responsible leaders. We will recognize that complex social and environmental challenges can and must be addressed by faculty and students working collaboratively with all stakeholders.

What We Will Do

We will offer life-changing learning.

TRU will offer:

- Inquiry-based teaching
- Cradle-to-grave learning
- Flexible transitions into academic programs
- Relevant information and skills
- Multiple formats for demonstrating learning
- Campus, online, and blended instruction

We will model scholarly excellence.

TRU will demonstrate:

- Transformative teaching
- Society-shaping research
- Student-centered service

We will provide multidimensional learning environments.

TRU will deliver:

- Trades education
- Vocational learning
- Professional credentials
- Liberal arts studies
- Science education
- Physical education
- Health and wellness studies
- Research training

We will be a responsive educational institution.

TRU will manifest:

- The capacity to change
- Effective listening
- Clear communication
- Sensitivity to learner needs

We will be a cosmopolitan academic community.

TRU will respect and address the learning needs of:

- Aboriginal students
- Domestic students
- New Canadians
- International students
- Nontraditional learners

Strategies

The strategies that we will employ as we pursue our goals fall into three main categories: programs, people, and resources.

Programs

Academic, professional, and vocational programs within each Faculty will be consistent with the TRU vision to become a *Destination University* that serves students and society in the following ways:

- Each TRU Faculty and School will deliver one-to-two *signature programs* that are relevant, unique, and distinguished.
- Programs will demonstrate flexible, responsible admission requirements and exit opportunities.
- Programs will undergo ongoing revision and improvement.
- Programs will demonstrate relevance to the learning needs of students from across British Columbia and Canada.
- Programs will be internationalized, e.g., international field schools, international student recruitment, and strategic international institutional partnerships.
- Programs will be delivered in multiple ways, including on-campus, online, and blended formats.
- Programs within each Faculty and School will demonstrate coherence with the overall TRU Strategic and Academic Plans.
- Current undergraduate and graduate programs will be maintained and strengthened.
- New graduate programs will be proposed when there exists a critical mass of faculty members with the highest credentials in their fields and with established ongoing research programs.

People

Faculty, staff, and students will commit to a culture of academic engagement with these attributes:

- The TRU organizational culture will be service-oriented to optimize student recruitment and retention.
- New faculty will hold the highest credential in their fields of study.
- Faculty, staff, and students will respect and value diversity in all of its forms.
- All faculty will engage in some form of scholarship, i.e., scholarship of discovery, scholarship of integration, scholarship of application, scholarship of teaching.
- All faculty will be engaged in professional and scholarly networks.
- All faculty will engage in community service relevant to their fields of study.
- The student experience at TRU will be one of challenge, critical analysis, and growth.
- Students will be introduced to membership in regional, national, and international learning networks.
- Senior leaders, faculty, staff, and students commit to a culture of responsibility and accountability.

Resources

The capacity of TRU to achieve its goals will depend upon access to adequate resources:

- TRU will seek to maintain and enhance its support from the Province of British Columbia.
- TRU senior leaders and faculty members will strive to diversify sources of support, e.g., cost-recovery programming, philanthropic donations, and strategic partnerships.
- TRU senior leaders, faculty members, and staff, will demonstrate prudent fiscal management.
- Faculty engaged in scholarship will seek funding support from national granting agencies, foundations, and professional organizations.
- The TRU student data management system will ensure that registration and academic record keeping will be efficient, accessible, and current.
- The TRU financial record-keeping system will facilitate informed short and long-term planning by providing both current and longitudinal information
- The TRU Library will provide access to print and digitized collections adequate to achieve high levels of student and faculty scholarship.
- Faculty will have access to ongoing professional development in the form of professional memberships and participation in conferences.
- Staff will have access to ongoing professional development relevant to their responsibilities.
- Information and communication technology at TRU will be current, well-maintained, and adequate for student and faculty scholarship.
- Decision-making will be informed by regular, ongoing evaluations of personnel, courses, and programs.